

# Lambeth Equalities Excellence Narrative

EFLG February 2015



## Lambeth's Equalities Excellence narrative

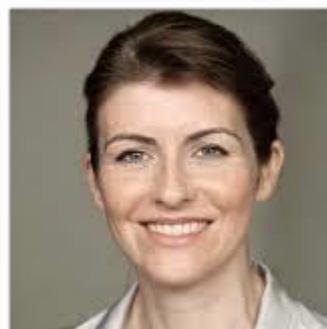
Here in Lambeth we are building a cooperative commissioning council with a core ethos of ambition and fairness for all.

Lambeth is a borough of multiple challenges and a multitude of opportunities. And, while our financial resources are eroded by government, in becoming a cooperative council we are more able than ever before to support, develop and utilise the wealth of resource in our community. In continuing to support strong relationships and forge new ones with Lambeth's many diverse communities, we know that we can find innovative and effective ways of delivering good outcomes.

Lambeth is as diverse in its culture as it is in its prosperity. We are always mindful of the fact that that deprivation and inequality remain prevalent and, while we are proud of our efforts and successes in helping residents escape and avoid these traps, there can be no room for complacency. For that reason we have embedded a robust and relevant equalities agenda at the heart of our organisation. Every consideration is given at every stage of the process to how the decisions we make impact the people they affect.

This report offers a detailed insight on Lambeth's progress, highlights our achievements and, perhaps most importantly, sets out where we must improve. It shows that we are well aware of the challenges in front of us and demonstrates that in taking this approach we have a great opportunity to succeed.

There is no doubt that we face difficult decisions in the months and years to come, but those decisions will always be made with the best interests of our diverse communities at heart, and our approach to equalities is central to that. We will continue to challenge ourselves to do the best we can, consider the needs of all those we serve, and ensure that we continue to deliver on our agenda of ambition and fairness for all.



A handwritten signature in black ink that reads "Imogen Walker". The signature is written in a cursive, flowing style.

Cllr Imogen Walker

Deputy Leader, Lambeth Council and Lead member for Equalities

## 1. Our journey

Lambeth has come a long way and can be proud of its reputation for excellence and innovation. Cohesion ratings are well above the national average and are at their highest ever levels (93% compared with 86% nationally and up from 81% in 2003), as is satisfaction with the council and perceptions of value for money<sup>1</sup>.

Our young people are achieving their best ever school results and we are narrowing gaps in performance so that all young people have an equal chance to succeed<sup>2</sup>. Local employment is growing<sup>3</sup> and we are focusing our efforts on making a difference to the groups that are furthest from the employment market<sup>4</sup>. Crime, in particular burglary, is down<sup>5</sup>; our work to combat violence against women and girls is nationally recognised<sup>6</sup> and in 2014 we opened the new purpose built national Black Cultural Archives in Brixton<sup>7</sup>. We are supporting more vulnerable people to live at home and outside of residential and nursing care than ever before<sup>8</sup> and we have made great strides in preventing people from becoming homeless<sup>9</sup>.

*“At a time of drastically reducing resources we believe a robust focus on equalities is vital.”*

In May 2014 Lambeth’s political administration was elected on a platform of ‘ambition and fairness for all<sup>10</sup>’ reaffirming that the values of opportunity and social justice guide everything we do. But despite our recent successes the reality is stark - by 2016 Lambeth will have lost 50% of government funding which along with welfare reform, the capital's approach to building new homes and stagnant and below inflation wage increases will increase pressures around inequality . At a time of drastically reducing resources we believe a robust focus on equalities is vital so that we can protect the most vulnerable from the adverse effects of these changes.

Two critical questions frame our thinking and our actions. How do we use the resources that we have left to best effect? And, how do we treat the causes of problems rather than the consequences? The answer to both lies in the community.

In this context, this equalities peer assessment is important as it will provide external feedback on our progress to date and our priorities for the future so that we can continue to make tangible improvements for our borough.

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<sup>1</sup> Lambeth residents’ survey 2014 shows that 64% are satisfied with the council up from 54% in 2005 and 48% think we provide value for money up from 33% in 2009.

<sup>2</sup> See case study on narrowing the gap in educational attainment. In the borough the number of students getting five or more A\* to C-grade GCSEs, including English and Maths rating has gone up from 62.8 per cent in 2012 to 65.7 per cent in 2013. Official 2014 results are still being finalised.

<sup>3</sup> At 78.7% Lambeth has one of the highest employment rates of all the London boroughs. The comparable London employment rate was 71.4%. Performance dashboard Q2 July 2014- September 2014

<sup>4</sup> See case study on cross-borough employment services

<sup>5</sup> Residential Burglary has reduced by 23% or 292 less crimes compared with last year. The Met has seen a 12% reduction in burglary over the same period, so we are narrowing the gap between Lambeth and the London average. Performance dashboard Q2 July 2014- September 2014.

<sup>6</sup> See case study on Violence Against Women and Girls and the GAIA centre

<sup>7</sup> See case study of Black Cultural Archives

<sup>8</sup> Permanent admissions to residential and nursing care homes for 18-64, is 3.1 people per 100,000 population compared with 4 per 100,000 for the same time last year. For 65+ the figures are 223 per 100,000 compared with 362.3 per 100,000 for the same period in 2013/14. performance dashboard Q2 July 2014- September 2014

<sup>9</sup> Lambeth is now the 7th best performer in London and the top authority this year across inner London for genuine homelessness prevention from casework. Performance dashboard Q2 July 2014- September 2014

<sup>10</sup> [Lambeth Labour Manifesto](#)

## 2. Leadership, partnership and organisational commitment

We have a strong team of elected members that is increasingly representative of our communities. For the first time nearly 50% of our councillors are women, as is our leader Cllr Lib Peck; 33% are from ethnic minority backgrounds and collectively the team draws on a real range of community and professional backgrounds. We have 63 councillors representing 21 wards (59 Labour party, 3 Conservative party and 1 Green party).

*“We believe the way to make a real difference is to ensure that equalities is part of everything we do.”*

Our outgoing chief executive Derrick Anderson was the only BME chief executive in London and of our three strategic directors two are women. Of our most senior employees (our top 5%), 46% are female, 26% are from ethnic minority backgrounds and 3% are disabled.

Over the last four years we have opened up the council – moving away from being a bureaucratic and inflexible organisation to one that is more collaborative and cooperative. We have changed our whole operating model so that we are focused on outcomes – the real differences that local people want to see. Our three overarching outcomes are: safer communities, cleaner streets and more jobs (see overleaf).

Last year we moved from traditional departments to clusters (commissioning, delivery, enabling and cooperative business development). The clusters are designed to be much more flexible and agile. They have been specifically set up to help us focus on the outcomes that will make Lambeth a better place, moving away from our old siloes and supporting the organisation to work across outcomes<sup>11</sup>.

We believe the way to make a real difference is to ensure that equalities is part of everything we do. This means we no longer have a separate equality strategy or a separate team of officers to act as equality specialists. Instead our statutory equality objectives and our equality commitments (which we also expect our providers to adhere to<sup>12</sup>) are detailed within our key strategic document – the Lambeth [community plan](#) and we provide clarity around what this all means for staff through ‘Our Shared Purpose<sup>13</sup>’ which is summarised overleaf.

Our equality commitments are:

### **Equalities in what we do**

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

### **Equalities in the workplace**

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

<sup>11</sup> See case study on our organisational way of working- Cooperative Commissioning, and the clusters and infrastructure we have in place to support it.

<sup>12</sup> See case study on embedding equality in our contracted services.

<sup>13</sup> See ‘Our Shared Purpose’ November 2014

# Our Vision... "ambition and fairness for all"

**Equality:** continuing to protect those who need it most

**Prevention:** Addressing the causes of problems rather than their consequences

**Resilience:** Helping to grow strong and supportive communities to tackle issues and take greater responsibility

## Safer Communities

People are healthier for longer

Vulnerable children and adults get support and protection

Crime Reduces

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

People achieve financial security

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

Lambeth Residents have more opportunities for better quality homes

## Cleaner Streets

People lead environmentally sustainable lives

People take greater responsibility in their neighbourhood

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

Lambeth plays a strong role in London's economy

## More Jobs

All young people have opportunities to achieve their ambitions

People have the skills to find work

We have a clear strategic vision and direction of travel for the organisation

We have a way of working which puts the citizen at the centre – cooperative commissioning. This is reflected in our structures and in the behaviours we value at work

We have a clear plan for our finances and a balanced budget for 2015/2016

We continue to deliver good services within our budgets

### How we will get there...

Our whole approach illustrates that equality considerations are part of our everyday activities, not something separate and standalone. But we recognise there can be risks around wholesale mainstreaming of equality – risks that it gets lost among all the other things that people have to do.

*“The Corporate EIA panel meets monthly and looks at equality analysis on some of the toughest decisions the council has to take.”*

That is why we have a named cabinet member - our deputy leader, Cllr Imogen Walker, with lead responsibilities for equalities and a named officer lead, Rebecca Eligon, Head of Strategy and Equalities. Cllr Walker chairs the Corporate EIA panel<sup>14</sup>, which meets monthly and looks at equality analysis on some of the toughest decisions the council has to take. This panel is unique in that it provides detailed regular scrutiny around equality outside of the standard ‘overview and scrutiny’ approach that many other councils take<sup>15</sup>. We also have quarterly meetings with our unions to consider equalities in the workplace<sup>16</sup>. Our politicians and senior officers all have explicit roles within our EIA processes and ensuring local people are involved and their voices heard is paramount.

### **Our equality objectives:**

Our six equality objectives were set in 2012/13 based on detailed analysis of evidence<sup>17</sup>, and then a series of round table events<sup>18</sup> in which more than 200 people participated. They are:

1. Older, disabled and vulnerable people can live independently and have control over their lives (this is also a core council outcome)
2. Those at risk of poverty and hardship are financially resilient (this is linked to our core outcome ‘people achieve financial security’)
3. Employment levels rise for: disabled people, parents, young people (aged 18-24 years) and black residents (this is linked to our core outcome ‘people have the skills to find work’)
4. Lambeth’s looked after children have improved educational, employment and youth justice outcomes (this is linked to our core outcome ‘vulnerable children and adults get support and protection’).
5. Local organisations are enabled to participate fully in Lambeth’s commissioning processes.
6. Black residents, unemployed residents and long term residents benefit from Lambeth’s regeneration (this is linked to our core outcome ‘Lambeth plays a strong role in London’s economy’)

We are making good progress and have plans in place to continue our journey of improvement<sup>19</sup>. Performance against the objectives is summarised in section 9.

Our equality objectives act as a focal point and help us to prioritise equality issues that are most pressing. However our equality work (as is evidenced through this report and our case studies) is much broader than just these areas and spans everything we do. Throughout the report you will see examples of work which are clearly linked to our equality objectives as well as examples of how we are embedding equality considerations across a much wider range of activity (from violence against women and gang reoffending to snow wardens who clear the streets).

We are currently reviewing our six equality objectives and our ambition is to embed them within our core outcomes over the coming year. This will mean in the future that we won’t have a list of separate equality objectives, but that they will feature as part of the core council outcomes listed on the previous page in the venn diagram.

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<sup>14</sup> See case study of our Corporate EIA panel

<sup>15</sup> Overview and Scrutiny also consider equality issues through their agenda.

<sup>16</sup> See case study of our relationships with our unions

<sup>17</sup> See evidence underpinning our equality objectives

<sup>18</sup> Roundtable events

<sup>19</sup> Q2 Equality objective performance monitoring

## Partnership

We focus on partnership working where it can make a real difference and we have strong governance structures like our Safer Lambeth Executive and Health and Wellbeing Board which enable us to take collective decisions and jointly commission activities with NHS, Job Centre Plus and police colleagues among others. We also work closely with voluntary sector partners as commissioned organisations and through the Lambeth Voluntary Action Council (LVAC) and the Lambeth Forum Network.

We have used remaining partnership resources to lever in more funding to the borough and to drive forward innovative approaches to tackling some of the big local causes of inequality:

- The [Lambeth Early Action Partnership \(LEAP\)](#) has won £38m in Big Lottery Funding to invest in our four most deprived wards over the next 10 years. The aim of the partnership is to improve the social, emotional, communication and language development of babies and children, the health and wellbeing of their parents, their social networks and the strength of their communities and the wider environment. It is relevant to a range of different protected characteristics – age, gender, pregnancy and maternity, ethnicity and our local equality characteristics English as a second language, health and socio-economic. The partnership will implement these changes through improving breastfeeding rates, reducing childhood and maternal obesity, reducing domestic violence, strengthening families, supporting parents and ultimately making a real difference to the wellbeing of families. The programme brings together Lambeth Council, the National Children’s Bureau, Lambeth Clinical Commissioning Group (CCG), Kings Health Partners as well as local voluntary organisations, community groups, parents, babies and children, the Young Lambeth Cooperative, schools, nurseries and the local police<sup>20</sup>.
- In response to the high levels of violence disproportionately affecting young men and boys from ethnic minority communities, we set up the **Gang Violence Reduction Unit**. In partnership with the Metropolitan Police Service, Mayor’s Office for Policing and Crime, and the Home Office, we developed an approach to reduce gang violence, to offer help and support to those who wanted to exit their gang lifestyles, and to build resilient communities. The approach is delivering significant outcomes. Many young men are accessing help and support, communities are getting involved in facilitating exit opportunities, and the level of gang violence is falling. Offending for the original cohort of gang members has fallen by 52%, and the number of victims of gang violence has reduced by 66%. We know that 40 of the original cohort are no longer offending, or coming to notice, and a further 22, who continued to offend, are in custody. In total, since the programme began in April 2013, over 100 young men, mainly from ethnic minority backgrounds, aged 17-25 years, have received help and support into education, training and employment.
- Our **violence against women and girls strategy** is jointly owned by the Safer Lambeth Executive and our investment in the [GAIA centre](#) is a political manifesto commitment which has been recognised by London Councils as an area of best practice. We are one of the only boroughs in the country to have a joined up approach to tackling violence against women and girls.
- The **Beth centre** offers an innovative gender-specific service which supports Lambeth women who have experienced the criminal justice system. The centre is ground-breaking, it is the first time anyone has pursued this level of integration, and the entire project is based on the idea (evidenced through government reports and research) that the criminal justice system fails women and that you need to take a female centred approach if you want to reduce re-offending among women. The team includes four female probation officers, a substance misuse prison link worker, a young women, girls and gangs worker, a peer mentor, a prisons through the gate worker, two exiting prostitution workers and a parenting worker who has a VAWG specialism. It opened in January 2014 is considered as a model of excellence by the mayor’s office and a potential model to roll out across London.

*“We focus on partnership working where it can make a real difference.”*

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<sup>20</sup> See case studies on violence against women and girls and GAIA centre, Beth centre, Gang violence reduction unit, Aspirational families, Financial resilience, LEAP and food flagship

*“Lambeth is the highest performing London authority in the national troubled families programme.”*

- The **aspirational families** programme has been lauded by the Home Office for our strong use of data and we have helped 875 families. We have helped people in those families back into work, children into school with attendance levels above 85% and reduced crime and anti-social behaviour. Our approach has made Lambeth the highest performing London authority on the programme.

- Earlier this year Lambeth Council in partnership Job Centre Plus co-commissioned a pilot project which focused on supporting unemployed young black males aged 18-24 to secure employment. Kaleidoscope, a local provider, delivered a short pilot project working with 15 young black men referred through Brixton Job Centre. Kaleidoscope developed an innovative approach called **Arise** which had employment support at its core but also sought to take a more holistic approach looking at issues ranging from relationships to finance. The project used social media, mentoring and peer support as well as more traditional activity such as CV Work Shops and job search help. At the end of the project 50% of participants secured employment and all who completed achieved positive outcomes which moved them closer to the labour market. As a result of this JCP have decided to expand the project and have provided further funding so it can continue.
- Our work on growing **financial resilience** includes our award-winning Every Pound Counts programme which brings £7m to Lambeth’s most vulnerable residents each year by supporting over 3,000 people to claim all the benefits to which they are entitled. Every Pound Counts is targeted at supporting people with learning or physical disabilities, mental health and substance misuse issues, carers and the elderly. Our financial resilience work also includes
  - peer-to-peer support on money management;
  - the [One Lambeth advice service](#) (which helps people with money problems, work, housing and immigration);
  - support for residents to open a bank account so they can budget better.
  - local advice agencies operating in food banks to tackle the problems (debt, lack of benefits, immigration issues) that underlie people's need to use them
  - proactively contacting people in multiple debt to the council to offer them debt advice from a local debt charity
  - free debt advice to everyone that is in council tax debt that we’re about to take to court and we agree to cancel the court summons if they agree to see a debt advisor.
- The **Lambeth Food Partnership** was formed in 2013. It brings together residents, community organisations, businesses, the council, the NHS – anyone who lives or works in the borough and is concerned about creating a healthy and sustainable food system. The partnership supported Lambeth’s successful bid to become the inner London ‘food flagship’ borough, which brings with it £600k of funding. As a food flagship we are demonstrating the positive impact of improving food culture in schools and across the community on a large scale, as part of the School Food Plan. This programme is about reducing health inequalities (which are more likely to impact on particular ethnic and socio-economic groups).

*“Our award-winning Every Pound Counts programme brings £7m each year to Lambeth’s most vulnerable residents.”*

We invest in cross-borough partnerships where we feel they can make a difference. Our recent work with Lewisham and Southwark on targeted **employment services** (for lone parents, those aged 50+, 18-24 year olds and citizens with low level mental health needs) is one of the nine community budgets supported by CLG and has been shortlisted by the LGC as pioneering commissioning excellence<sup>21</sup>.

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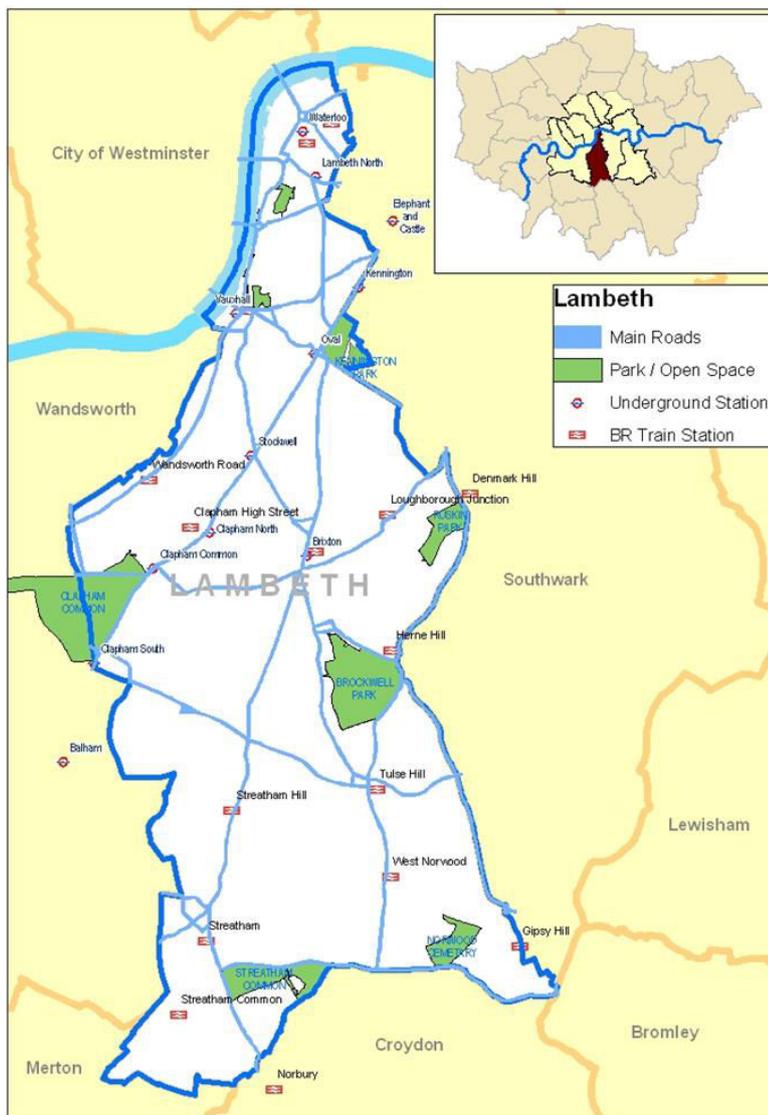
<sup>21</sup> See case study on LGC commissioning excellence award application

### 3. Knowing our communities

#### Who lives here?

Our borough is home to nearly a third of a million people – at least 310,000. Situated in south London, between Wandsworth and Southwark, we have one of the largest geographic areas of any inner London borough with several distinctive neighbourhoods led by designated Neighbourhood Lead councillors: North Lambeth, Brixton, Clapham, Streatham and Norwood. Landmarks include Waterloo station, the London Eye, the South Bank arts complex, the Oval cricket ground and Lambeth Palace, the residence of the Archbishop of Canterbury.

Largely residential, Lambeth is the fifth most densely populated borough in the country, with over 100 people living in each hectare, more than twice the London population density. We have a complex ethnic and cultural mix, most similar to Southwark and Lewisham<sup>22</sup>, 142 languages are spoken and just 40% of our residents are white British. Black residents make up 25% of our population. We are proud of our many communities who contribute so much to the borough, and in 2014 supported the Black Cultural Archives to open their new purpose built home to collect, preserve and celebrate the contributions black people have made to the culture, society and heritage of the UK. We are also proud to be home to significant Latin American and Portuguese-speaking populations<sup>23</sup>



Lambeth is a destination for many migrants, especially young people (as opposed to families or older people), from around Britain and abroad. Because of this, Lambeth has a reputation for high levels of population churn. However, just 12% of our population changes each year.

Between 3-5% of our residents identify themselves as lesbian, gay or bi-sexual<sup>24</sup>, but our research suggests that proportions are much higher<sup>25</sup> and Vauxhall is home to a thriving LGB night scene.

Even though we are a relatively young borough, issues relating to an ageing population still affect us. The majority of our expenditure relates to supporting older and disabled people. We anticipate the proportion of residents aged over 60 will grow by a quarter in the next 10 years, compared to a 10% growth across the whole population. About 37,000 of our residents have their day-to-day activities limited by a long term illness or disability and the majority of these are aged over 50. There are two key equalities issues

<sup>22</sup> Census 2011 Area classifications. Lambeth is a London Metropolitan borough - others include Hackney, Islington, Haringey and Brent.

<sup>23</sup> Anecdotally, Lambeth has the largest Portuguese population outside Portugal. South Lambeth Road in Stockwell has been called 'Little Portugal' due to its large number of Portuguese cafés, bars and other businesses.

<sup>24</sup> 2006-2014 residents' surveys

<sup>25</sup> LGBT matters report [www.lambeth.gov.uk/equalitiesresearch](http://www.lambeth.gov.uk/equalitiesresearch)

relating to our aging population; the first is that it is increasingly ethnically diverse<sup>26</sup> and second that because of our comparatively high levels of deprivation we have higher than average levels of people in early old age (50+) experiencing illnesses associated with extreme old age (75+ years)<sup>27</sup>.

Like other inner-London boroughs our socio-economic profile is mixed, with areas of affluence and deprivation in close proximity. We are the 14<sup>th</sup> most deprived district in England<sup>28</sup> and while we are proud of the redevelopments of some of our most deprived areas in Brixton, and the new developments underway in Vauxhall and Nine Elms we recognise that there are concerns about “gentrification” and the impact these changes will have on our long term residents<sup>29</sup>.

### **Our approach to evidence**

We have a robust approach to data – and our key strategic documents – the [State of the Borough](#) report and the Cooperative Joint Strategic Needs Assessment drive our approach. Our ongoing [residents’ survey](#) is used to disaggregate the findings for key equalities groups. The key challenges that are highlighted in these reports relate to a growing population, high levels of deprivation and poverty, differential levels of employment and financial resilience, violence (including domestic violence and gang-related), and mental ill health (which is particularly prevalent among our black communities).

We constantly review our evidence and undertake primary [research](#) to explore in depth, the needs and strengths, views and lives of our communities. This data and insight underpins our commissioning process and we work with our communities, cooperatively to ensure their voice is driving not just our understanding of strengths and needs, but also the ways we might best achieve those outcomes. We are ‘open’ by default and make our data available to our partners and communities and we have been supported through the LGA to prototype a new approach to [community open data](#).

Recent notable research to better understand specific communities include our [ethnographic work](#) with transgender residents, ethnographic research on our small traveler site, our Portuguese needs assessment, Eritrean research, Polish and black Caribbean ethnography<sup>30</sup>. We believe that our communities are our greatest asset, and so we have recruited a pool of local people, trained to Market Research Society standards, to conduct research on our behalf<sup>31</sup>.

Our case studies demonstrate how evidence isn’t just being gathered to sit on a shelf but that it is really driving our approach. Some of the best examples of how evidence has led to real improvements for our residents include:

- Our [Black Mental health commission](#)<sup>32</sup> which was set up by Overview and Scrutiny and overseen by our Health and Wellbeing Board to make recommendations relating to how we might tackle the disproportionate impact of mental health issues within our black communities<sup>33</sup>. The evidence found a strong business case to invest in prevention<sup>34</sup> (they found for every £1 spent

<sup>26</sup> State of the Borough 2014 ‘the black Caribbean 60+ population is projected to grow by almost 40%. Similarly, the older black African population, which is currently small, is projected to nearly double. The older white population, which is larger, is projected to grow by a tenth’

<sup>27</sup> Joint Strategic Needs Assessment

<sup>28</sup> 2010 Index of Multiple Deprivation.

<sup>29</sup> See case study on our approach to involving local people in regeneration.

<sup>30</sup> See case study on ethnographic research

<sup>31</sup> See case study on Lambeth market researchers.

<sup>32</sup> See case study on black mental health commission.

<sup>33</sup> Black Caribbean people make up 7% of the population registered with Lambeth GPs and yet account for 17% of people with serious mental illnesses. Whilst 26% of people in Lambeth identify as Black African or Caribbean, 50% of Lambeth residents in high secure and 67% in low and medium secure psychiatric detention are from these groups. This is not solely a Lambeth phenomenon and nationally black men are 17 times more likely to be diagnosed with a serious mental health illness than their white counterparts. (June 2014 report of the Black Mental Health commission)

<sup>34</sup> Two thirds of the nearly £70 million spent in the borough on mental health goes into hospital care and only a tiny fraction is spent on prevention. Examining education and support for our young people shows the potential benefits of investing more heavily in prevention and early intervention. Half of all lifetime mental health conditions start before the age of 14 and 75 per cent before the age of 24. In Lambeth it is estimated there are 4,728 children (under 16-year-olds) with a mental health condition and yet only 799, just 17%, are receiving Children and

*“Our key challenges relate to a growing population, high levels of deprivation and poverty, differential levels of employment, violence (including domestic violence and gang-related), and mental ill health.”*

on social and emotional education, building mental health resilience in children, £84 is saved in the longer term). The commission's 40 recommendations, all firmly grounded in evidence, are currently being considered and implemented.

- Our [violence against women and girls insight report](#) drew in a range of qualitative and quantitative research which has led to the GAIA centre being commissioned.
- Our approach to mapping of benefit claims and payment arrears through our **'Making information work'** programme has enabled us to understand the real time impact of welfare reforms and has enabled us to target our support at the local people who need it most through our financial resilience strategy<sup>35</sup>.
- Our work over the last few years to understand differential educational performance of white working class, Somali, black Caribbean, Polish and Portuguese has enabled us to take targeted actions and has narrowed the gap in performance between the best and worst performing groups<sup>36,37</sup>.
- Our Joint Strategic Needs Assessment has enabled us to take a joint approach with health colleagues to support people living with **HIV** to live longer, healthier lives; to reduce our rates of **teenage pregnancy** and to reduce the proportion of people who **smoke**, and substantially reducing **infant mortality**. Across all areas we have achieved significant improvements<sup>38</sup>.

#### 4. Involving our communities

Since 2010 Lambeth has been a cooperative council<sup>39</sup>. For us, this means that local people should be involved in everything we do - from strategic decisions about our outcomes down to practical opportunities to make our streets more attractive place through things like our community Freshview programme, or by supporting their more vulnerable neighbours by signing up to be a snow warden over the winter<sup>40</sup>.

Since our cooperative journey began we have learned a huge amount. We know that not everyone wants to, or is able to, get involved in everything; that there is a small group of people who want active formal involvement in strategic decision making; but, a much larger group of people who want to contribute to making their community a better place. We have learned that we need to think explicitly about how we use a range of different methods and incentives to enable people from a variety of different backgrounds to get involved and that our approach needs to be flexible enough to reflect where people want to be, whilst ensuring no one who wants to get involved is excluded or unable to participate.

We know from our evaluation of cooperative ways of working<sup>41</sup> that people are most willing to get involved in things that affect them, and that they are passionate about. We know our elected members need to play a key role bringing the perspectives of all of Lambeth's diverse communities to the decision making processes. As a result of this we have re-written our constitution to recognise the increasing role that

*“Our residents’ survey shows us that 26% of people are already involved in groups – which equates to well over 50,000 people – some 20 times the size of our workforce and 2% of people are involved in decision making affecting their local area – more than double the size of our workforce.”*

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Adolescent Mental Health Services (CAMHS) support. That means that 83 per cent of our children with a mental health condition are not being treated by CAMHS. Public health officials told the Commission that for every £1 spent on social and emotional education, building mental health resilience in children, £84 is saved in the longer term.

<sup>35</sup> See case study on Making Information Work

<sup>36</sup> See Chief Inspector's Report: 'Portuguese pupils have been closing the gap with the other main ethnic groups and the overall Local Authority (LA) average. At each key stage this group had the best improvement rate. African pupils are one of the highest achieving groups for GCSE attainment with a consistent upward trend over the last five years. Somali pupils have closed the gap with the borough average and have improved significantly over the last five years. Somali pupils have improved by 19 percentage points since 2009 at GCSE.'

<sup>37</sup> See data reports: The achievement of Polish pupils in Lambeth schools: empirical evidence 2012; The achievement of Portuguese pupils in Lambeth schools: empirical evidence 2012; Raising the Achievement of White Working Class Pupils Barriers and School Strategies 2014; Raising achievement in Lambeth schools 2013

<sup>38</sup> See case study on teenage pregnancy, smoking, infant mortality and HIV. The 2011 under 18 conception rate for Lambeth is 34.8 per 1,000 girls aged 15- 17, representing an overall decline of 59.2% since 1998 the baseline and a 66.1% reduction since 2003 when the under 18 conception rate was the highest in Western Europe. That is a reduction from 415 in 2003 conceptions to 147 conceptions in 2011.

<sup>39</sup> See case study on cooperative council, cooperative commissioning, outcome panels and clusters

<sup>40</sup> See case study on Freshview and snow wardens.

<sup>41</sup> <http://modern.gov.lambeth.gov.uk/documents/s56374/04%20-%20Coop%20implementation%20and%20learning.pdf>

cabinet and backbench members need to play around decision making and ensuring our communities have a voice in everything we do<sup>42</sup>.

We know that we need to support our staff to learn from and support each other. This is why we run action learning workshops every six weeks which are open to everyone and enable staff to consider how they might involve communities in their work.

*“We work hard to involve a wide range of local people using a range of techniques and ensure that local councillors play a key role in getting a breadth of community involvement.”*

Some of our recent successes involving our communities include<sup>43</sup>:

- Working together with over 5,600 local people to develop a local standard for social housing – the **Lambeth Housing Standard**. This sets out the minimum standard that a housing tenant can expect from their council housing and will make a real difference to the lives of our 25,000 tenants. We are now in the process of investing £450m to deliver that standard.
- TfL is a major funder of public realm improvements but instead of just spending the money in an ad hoc way on pure transport projects, we worked within very small geographic localities through our **Neighbourhood Enhancement Programme** to co-design improvements that would have real meaning and benefit to local people. We worked hard to involve a wide range of local people using a range of traditional and new involvement techniques and ensured that local councillors played a key role in getting a breadth of community involvement. As a result of this approach the projects that have been co-designed have included traditional improvements such as changes to traffic or parking priorities, but also more innovative solutions like pockets parks, the Edible Bus Stop, guerrilla gardening and community art. Resident satisfaction with the projects is high.
- We are proud of our work to involve young people which includes the **Children in Care Council**, the **Youth Council**, extending support to 19-25 year old **care leavers** and creating the **Young Lambeth Coop**, a membership organisation, separate from the council which now commissions all youth and play services on our behalf. The YLC has been incredibly successful in reaching out to a range of young people by offering a range of different opportunities to get involved – from the very formal (sitting on the YLC board) to much more light touch (through events and research). The YLC is responsible for commissioning a range of activities which include youth centres, adventure playgrounds, one o'clock clubs and other activities for children and young people across the borough.
- **Lambeth Living Well** was established in June 2010 as a platform for partners including users to come together to radically improve the outcomes experienced by people with severe and enduring mental health conditions. The Living Well Collaborative hosts the award-winning **Mosaic Clubhouse** where staff and members (who have mental health conditions) work alongside each other as equals in all aspects of running the business which focuses on supporting people with severe mental health issues.
- Developing the **Made in Lambeth** series of hack days and weekends which has enabled us to involve local, largely young, professionals in making a difference to a range of design challenges from developing apps and websites to rebranding. By being clear about what would encourage this group of residents to participate (doing something for their community, sharing their skills, and making social connections) we were able to develop an approach which met both their social and professional ambitions. Recent projects which Made in Lambeth has delivered include the development of an **online sexual health service**; Working with the Brixton Pound to design the framework for its upcoming **Brixton Fund** and Setting up **Digi-buddies**, a scheme where local people help others to get online.
- **Green Community Champions** is another open programme that asks citizens what they want to do to improve the environment, and then supports them to deliver on their ambitions. There

<sup>42</sup> Cooperatvce constitution. <http://lambeth.gov.uk/elections-and-council/about-lambeth/constitution-guide>

<sup>43</sup> See case studies on the Lambeth Housing Standard, Made in Lambeth, Neighbourhood Enhancement programme, Young Lambeth Coop, Youth council, extended support to care leavers, Children in Care Council, Green community champions and Lambeth Living Well.

are 800 'activists' and many substantial projects have evolved out of it, including 200 community food growing projects, several social enterprises, the Remakery reuse and upcycling project, community solar and community currency. The work of the green community champions has explicit links with our local equality characteristic – health inequality.

## 5. Responsive services and customer care

We believe that involving people in everything we do changes the relationship between local people and the council. We are moving from a situation where the council is expected to pick up the pieces, to one where we can work together with our residents to stop problems happening in the first place. A necessary consequence of our approach is that customer care is good and services are responsive.

Particular successes include:

- The **Aspire Centre** –is no longer a council-run day centre just for Lambeth residents; it is now a social enterprise that provides a huge range of services including a gym, meeting and conference facilities and a day centre for disabled people across South London. By enabling the Aspire Centre to become autonomous it has been able to diversify what it offers to a larger market and to develop a sustainable business model.
- **Personalised social care** budgets which give people the control to purchase the sort of support they need, rather than the council pre-determining what sort of care is needed. One in five eligible people use this personalised approach and our ambition is to increase this proportion so that even more people (both adults and younger people) are supported to design their own care packages.
- Building **new council homes** at Somerleyton Road, where, rather than going into partnership with a private developer, the council has chosen to act as its own housing developer. This gives local people more control over what is built so we can focus on building affordable homes and a thriving local community rather than making a profit. The homes will all be for rent and will be set up as a new housing cooperative to make sure tenancies and rents reflect local community priorities. It also means that we will be able to develop older people's accommodation within a mixed community.
- Our **customer access** programme which supports people to move from more expensive face to face contact to more efficient telephone and online options. We have recognised there are particular support needs for different equalities groups and our digi-buddies programme has been useful in supporting people to move online<sup>44</sup>.

*“Personalised care budgets give people the control to choose the support they need, rather than the council pre-determining what sort of care is needed.”*

*“Everyone who lives in older people's housing will either have their home improved or will be offered a more modern and accessible home nearby.”*

- In 2012 we published our [Older People's housing strategy](#) which sets out our commitment to supporting older people to live independently. It means everyone who lives in older people's housing will either have their home improved or will be offered a more modern and accessible home nearby. In order to achieve that, our proposals include the disposal and rebuilding of a number of schemes as extra care housing and refurbishment of other properties. Through 2013 we [consulted](#) on a range of different options to listen to older people's priorities and expectations around how and where they want to live and we are now putting that into practice.
- ManDay<sup>45</sup> a council-funded, community-run men's project which has enabled men to find friendship, tolerance and understanding, that they hadn't found anywhere else.
- We support the organisations we work with in their equalities work. We have made particular strides in supporting **schools in relation to Special Educational Needs**<sup>46</sup>. There is a wide range

<sup>44</sup> See case study of personalisation in adult social care, the Aspire Centre and the Customer Access Programme

<sup>45</sup> See case study of ManDay

<sup>46</sup> See case study around SEN in schools.

of alternative education provision within the borough supporting pupils who are excluded (or at risk of exclusion), pregnant school girls, young offenders, refugee and asylum seeking children, and pupils with autism and other sensory impairments.

- **Tate South Lambeth Library** was just one of three libraries across the nation to be singled out in the December 2014 [Department for Culture Media and Sport annual library report](#) for its work enabling blind and visually impaired people access printed and digital material. Volunteers run weekly sessions which are according to the DCMS are ‘unique, pioneering and innovative within public libraries’. The volunteers work with users, leading manufacturers and experts to source and trial the most effective technology - and to negotiate the best deal for libraries. They work with Lambeth Libraries and Archives who have given huge support in enabling this important work. DCMS goes on to say ‘The Minister for Culture and the Digital Economy, Ed Vaizey, visited on 6 March and was impressed with their work’.

*“Nearly nine in ten local people are satisfied with their local area as a place to live, four in five people feel they belong to their local neighbourhood and cohesion is at its highest ever levels.”*

#### **How do people feel about the council and equalities?**

Despite our challenging financial situation resident satisfaction with the council and perceptions of value for money are at their highest levels<sup>47</sup>. Nearly nine in ten local people are satisfied with their local area as a place to live (88%), and valuing diversity is one of the top 3 things that people like most about Lambeth (the others in the top 3 are low levels of crime and clean streets). Four in five (81%) people feel they belong to their local neighbourhood which is high considering that population churn is at 12% each year. Cohesion ratings are at their highest ever levels (93% compared to 86% nationally and 79% in 2009) and three quarters of our residents think that the council promotes equality and diversity (75% in 2012 up from 68% in 2010). Very few people feel that their lives are affected by discrimination<sup>48</sup>. We recognise though, for a minority of people, that discrimination can have a real impact on the quality of their lives and so we have a robust reporting and support process around discrimination and hate crime and employ a [hate crime coordinator](#) to lead this work.

#### **Celebrating diversity**

Our libraries run a series of events throughout the year which celebrate Lambeth’s diversity including programmes of events to mark Black History Month, LGBT History Month, and Disability Awareness<sup>49</sup>. These events range from guest speakers and mini-conferences to craft and music, photography and art exhibitions. They are publicised across the borough and are well attended.

This year we celebrated the 40th annual Lambeth Country Show in Brockwell Park. A free two-day event, open to everyone it is attended by around 180,000 people from Lambeth and across London each year. It represents and celebrates the diversity of our borough and provides an opportunity for our communities to come together to enjoy world music and food, sheepdog trials, arts, crafts, medieval jousting, vegetable competitions and much more.

#### **Our equality processes**

We have a strong equality impact assessment (EIA) process and we have extended the protected characteristics we consider in our process to include socio-economic impact, health impact and impacts relating to English as a second language. This health and socio-economic focus is apparent in some of our key strategic partnership projects (e.g. Violence against women and girls, financial resilience, the black mental health commission) and throughout this report.

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<sup>47</sup> Lambeth residents’ survey 2014 shows that 64% are satisfied with the council up from 54% in 2005 and 48% think we provide value for money up from 33% in 2009.

<sup>48</sup> 16% say they can hardly ever, or never go about their daily activities without fear of discrimination, e.g. where you are treated differently because of who you are? 2012 Residents’ survey

<sup>49</sup> See case study of our libraries.

We are realistic and honest in our approach. We know that with our current budget pressures, and the further pressures still to come that we will not be able to make all the improvements we want for our citizens. This is why each year since 2011 we have undertaken both individual EIAs and a cumulative EIA that looks at the impact of all our budgetary decisions when taken together<sup>50</sup>. Our EIA process does make a real difference and has particularly helped in the development of mitigations<sup>51</sup>. Our approach to cumulative impact assessment was cited as an example of best practice by the Local Government Improvement and Development. We ensure equalities is embedded by requiring every cabinet report and key procurement activity to be accompanied by an EIA and by ensuring an appropriate level of sign off and scrutiny around them.

In 2012 we redrafted our EIA process so that it focuses on the issues that matter most and in particular those which have been highlighted through Judicial Review. Our EIA template enables us to

- describe our current approach to an outcome or activity,
- describe how it will be changing,
- how that change impacts on people with particular characteristics (including our 3 local characteristics)
- why the change is justified; and
- what, if any, mitigations can be put in place.

EIAs are quality assured and signed off either through the member-led Corporate EIA panel, through cluster leadership teams or by the Head of Strategy and Equalities.

## 6. Skilled and committed workforce

Lambeth directly employs 2,500 people and we continuously monitor our workforce to understand how it is changing and what the key issues are for our staff. Despite the fact that over the last four years our workforce has reduced by 1,000 employees we have managed to retain a diverse employee group which largely mirrors the diversity of our borough.

We are proud of our approach to equalities impact assessment on staffing restructures and feel this, along with our close relationships with our unions, are important mechanisms which have helped us to protect staff diversity through the budget reductions so far. There are several examples of how the EIA process has identified disproportionate impacts which we have either been able to mitigate, or reduce by considering alternative staffing structures<sup>52</sup>.

We survey half of our staff each quarter and our research shows the number of staff who are advocates for the council as an employer remains higher than in 2011 and despite budget reductions over the last year, staff have continued to feel positive about council services and improvements<sup>53</sup>.

Our last all staff survey showed that attitudes towards equal opportunities and diversity have improved since 2008. Most staff (73%) agreed that the council is an equal opportunities employer. Almost three in five members of staff agreed that Lambeth Council's recruitment process is clear and fair (57%). This is an increase of 12 percentage points since the previous survey and a substantial 24 percentage points since 2004. A high proportion of employees (74%) also believe that a respect of equality and diversity is part of everyday life in the council, which is an increase of 11 percentage points compared to 2008.

Women make up 61.5% of our workforce; 60% are from ethnic minority backgrounds and 7% are disabled. We are improving our data collection around other protected characteristics (and have agreed a Staff Equality Monitoring policy with the unions). Staff survey data indicates that around 40% of our staff are Christian, and 11% practice other religions; 7% are Lesbian, Gay or bisexual; 31.4% of our staff are aged under 40 and the average employee age is 45.

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<sup>50</sup> See case study of our EIA process and cumulative impact assessments.

<sup>51</sup> Through the EIA process in Q3 2014/15 detailed mitigations have been developed around street lighting budget proposals, The Flood Strategy and budget proposals around charging for recycling containers in multi-occupancy homes.

<sup>52</sup> See case study on staffing individual staffing EIAs and cumulative impact assessments and case study on relationships with unions including the regular quarterly meeting ECCF which looks specifically at equality issues. Since 2010 we have undertaken 5 cumulative impact assessments which have looked at the impact of 27 different structures when taken together.

<sup>53</sup> Quarterly staff survey July 2014

Lambeth participates annually in a Human Capital Metrics survey, allowing us to compare the profile of our workforce with the other London boroughs. The latest survey<sup>54</sup> shows that we have more ethnic minority staff in the top 5% of the organisation than most other London councils. However, taking a solely internal perspective, the past 18 months has seen a 27.5% reduction in our top 3 tiers which we recognise has reduced representation across equality groups (apart from gender) in senior positions. Similarly, we perform in line with other London authorities in respect of the proportion of young people we employ but we know that the proportion of people who work here aged under 35 is declining (across London the average employee age is 45.7 and the proportion of people aged under 40 is 30.8%. In Lambeth the average age is 45 and the proportion of people aged under 40 is 31.4%).

Our strong use of data has enabled us to protect the diversity of our staff profile overall, but we are conscious that while diversity at the top of the organisation outperforms London and local authority averages that we want to do more.

We believe as one of the most diverse boroughs in the country that our workforce should reflect that diversity at all levels. We believe that there are clear business benefits to having senior leaders who have a broad and heterogeneous set of life experiences. However, we are practical in our approach. We know that staff turnover is at its lowest levels and that with a shrinking organisation, opportunities to change the equalities profile of our more senior cohort of staff are limited. We have therefore decided that our strategic approach must be around 'growing our own' talent and supporting people from a diverse range of background to progress within the organisation – particularly relating to growing the proportion of our senior leaders who are from ethnic minority backgrounds, who are female, who are disabled and who are younger.

Instead of having staff support groups in relation to each individual protected characteristic we have undertaken deep analysis of staffing equality issues through consideration of our six-monthly cumulative impact assessments (which look at the impact of restructures on particular groups of staff when taken together); employment tribunal data; our staff survey and through our regular meetings with our unions.

Through this process we identified four overarching strategic equality issues for our workforce:

- Disabled Staff – looking at how to support and employ more disabled staff at all levels in the organisation and how to address more negative perceptions of this group in the staff survey
- Younger Staff – looking at how to retain and develop younger staff (those aged under 35). We are good at attracting and appointing younger employees, but we do less well at retaining them. Supporting and enabling younger staff to progress is a key part of our workforce strategy. Our staff survey shows that younger staff are less happy with their input into strategic planning, relationships with and confidence in senior management and their working lives, in particular interesting work, using their skills, accomplishing something worthwhile.
- Lower Graded Staff – looking at developing lower graded staff, who are more likely to be women or from ethnic minority groups.
- Issues relating to restructure – looking at where improvements can be made to the restructure process

We have worked together with our staff and unions to develop a staff equality action plan<sup>55 56</sup>. We recognise that these issues are significant and they are not likely to be turned around by quick fixes and this will remain an equality priority for us continuing into the future. Some of the key areas where we are targeting our efforts include:

- Supporting a young professionals network led by young employees<sup>57</sup>,
- Only going to external recruitment once internal recruitment processes have been unsuccessful.

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<sup>54</sup> Human Capital Metrics Survey 2013/14

<sup>55</sup> Equalities Action Plan - see appendix 2, Annual Equality Monitoring Report 2012-13

<sup>56</sup> Staff Equalities Action Planning Update Report – Appendix 1, Annual Equality Monitoring Report 2012-13

<sup>57</sup> See case study on young professionals network

<https://lambeth.sharepoint.com/teams/hub01/comms/Lambeth%20News/Movin%27%20on%20up.aspx>

- Agreeing an Inward Volunteering Policy<sup>58</sup> with the unions and offering work experience opportunities to young Lambeth residents.
- Participating in the National Graduate Scheme – we currently employ 4 graduates on a 2 year programme.
- Employing 5 CIPFA graduate trainees within our Finance structure. This is a well-embedded scheme to grow our own - we have the largest scheme of any London borough. It has proven success, notably seeing progression of one member of staff from trainee to Head of Finance.
- Agreeing an Apprenticeship Policy<sup>59</sup> with the unions and applying this – specifically in social care and more generally supporting it across the organisation. The social care apprenticeship scheme has targeted young local people and provided apprenticeships with local care providers, which has also helped increase employment opportunities for our residents.
- Maintaining our Two Ticks disability accreditation in November 2012. Our activities are evaluated annually to make sure we are showing continued commitment to these principles.
- Becoming a Timewise accredited Council; we hope to have achieved this by April 2015. We want to demonstrate our commitment to flexible working both within the organisation and in the local community. Currently 65% of staff work flexibly<sup>60</sup>, a flexible working policy is in draft form and aims to make flexible working easier for staff to access<sup>61</sup>.

In November 2011, we signed a joint agreement with the Trade Unions to align our Terms and Conditions for all staff in accordance with the national Single Status agreement<sup>62</sup>. This means continuing to use the Greater London Provincial Council (GLPC) Job Evaluation Scheme to provide a common basis for the grading of jobs in accordance with equal pay legislation. In 2012, we became accredited as a London Living Wage Employer which takes into account the higher cost of living in the capital and the rate of inflation, which someone needs to be paid to allow them an acceptable standard of living above the poverty threshold<sup>63</sup>. We also expect the organisations that work on our behalf to pay the London Living Wage.

We offer an occupational health service and an Employee Assistance Programme through a 24 hour confidential helpline. This is available to all council officers and school staff. It forms part of a wider offering to support staff through change<sup>64</sup>, which was established in 2012 targeted at staff going through restructures. This programme has provided a diverse offering, from CV writing and interview skills, wellbeing and managing stress workshops, to one day events such as job fairs.

Equality is embedded in all training the council offers, including our e-learning courses. We run regular face to face equality and diversity training courses tailored to the needs of specific parts of the organisation, and these are well rated. Equality and diversity issues are covered within our core management training. All our councillors participate in a 3 hour face to face equalities training session as a compulsory part of their induction. All of our equality training is rated well<sup>65</sup>.

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<sup>58</sup> Volunteering Policy

<sup>59</sup> Apprenticeship Policy

<sup>60</sup> Staff survey 2011, updated data will be ready at time of peer review for 2014.

<sup>61</sup> Draft Smarter Flexibility Policy

<sup>62</sup> Single Status Agreement

<sup>63</sup> London Living Wage Cabinet Report – October 2012

<sup>64</sup> <https://lambeth.sharepoint.com/teams/hub01/hr/HR%20info%20pages/Supporting%20each%20other%20through%20change.aspx>

<sup>65</sup> Training feedback forms

## 7. Our focus for the future

We are proud of our achievements but we recognise there is a need to maintain focus and to continue to improve. This peer review is part of how we build on our current model and redefine how we work within a new local public service landscape.

We are faced with a number of societal and national economic changes that are largely beyond the direct control (or even influence) of local government and many of these are contributing to a changing nature of inequality. We are passionate about the need to address the underlying drivers of inequality in our borough from the low wage economy post-austerity to housing shortages and changing demographics. Therefore we will take the recommendations of the equalities peer review seriously and use them to augment and drive the key priority areas we have identified:

- Growing our own within our workforce. In particular supporting younger and disabled employees to progress in the organisation and increasing the diversity of our most senior employees.
- Continuing to review and deliver against our equality objectives which all relate to the overarching political vision of – ambition and fairness for all. This is about reducing poverty and protecting those who need it most. As outlined in detail at section 9 we will focus on:
  - Increasing the proportion of social care users who receive direct payments (personalisation);
  - Reducing poverty and growing financial resilience
  - Continuing to improve how adults and children’s services join up so that young people have a seamless journey from childhood to adulthood;
  - Ensuring our employment work is targeted at the groups furthest from the employment market;
  - Improving educational attainment for our looked after children ;
  - Improving data collection relating to looked after children and care leavers and improving data about single parent employment rates
- Streamlining our equality objectives. Our ambition is go further with mainstreaming to align and embed our equality objectives within our overarching outcomes framework. It is anticipated that some of the points identified in the previous bullet point may change as a result of this work.
- Supporting our newly formed outcome panels to focus on the equalities issues relevant to their areas of work (housing, jobs and investment; community wellbeing and neighbourhoods, environment and sustainability)<sup>66</sup>.
- Continuing with our mainstreaming approach to equalities by supporting our staff, partners and contracted organisations through equality and diversity training and advice.
- Ensuring an even greater breadth of community involvement through all of our work by supporting our outcome panels to consider the breadth of citizen voice they are drawing upon.
- Working with our partners to align our approaches. Specifically we will work with NHS Lambeth to align our equality objectives as far as possible. We will also work with the NHS Lambeth and Police to align our overarching outcomes.

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<sup>66</sup> See case study on outcome panels, clusters and cooperative commissioning

## 8. Our case studies

### **Leadership, partnership and organisational commitment**

- 1) Cooperative commissioning, clusters, outcome panels
- 2) Embedding equality in our contracted services
- 3) Black Cultural Archives
- 4) Violence against women and girls and the GAIA centre
- 5) Beth Centre
- 6) Gang violence reduction unit
- 7) Aspirational families
- 8) Financial resilience
- 9) Lambeth Early Action partnership
- 10) Food flagship
- 11) Cross- borough employment services- community budget with Lewisham and Southwark, LGA commissioning pioneer finalist

### **Knowing our communities**

- 12) State of the Borough report and Joint Strategic Needs Assessment
- 13) Involving local people in regeneration
- 14) Making Information Work
- 15) Narrowing the gap in educational attainment
- 16) Improving outcomes in relation to HIV, smoking, teenage pregnancy and infant mortality
- 17) Lambeth market researchers
- 18) Ethnographic research (including black Caribbean, Gypsy, trans research)
- 19) Black mental health commission

### **Involving our communities**

- 20) Lambeth Housing Standard
- 21) Freshview
- 22) Snow wardens
- 23) Green community champions
- 24) Made in Lambeth
- 25) Young Lambeth Coop
- 26) Neighbourhood Enhancement Programme
- 27) Lambeth Living Well
- 28) Children in Care Council
- 29) Youth Council

### **Responsive services and customer care**

- 30) EIA processes (EIA templates and cumulative impact assessments)
- 31) Aspire Centre
- 32) Lambeth and Southwark integrated care
- 33) Customer access and digi-buddies
- 34) Sexual violence campaign
- 35) Older people's housing
- 36) Special Educational Needs in schools
- 37) Celebrating diversity in our Libraries
- 38) ManDay
- 39) Extended support to care leavers
- 40) LGBTQ focus

### **Skilled and committed workforce**

- 41) Young professionals network
- 42) Relationships with unions
- 43) Our approach to staffing restructure EIAs (EIA for each restructure and cumulative staffing EIA twice a year)
- 44) Managing Equality During Restructures

## 9. Performance against our equality objectives

Our performance	Our priorities for the future
<p><b>1. Older, disabled and vulnerable people can live independently and have control over their lives</b></p> <p>We are doing well at supporting people to live in their homes for longer and permanent admissions to residential and nursing care are down (for both under and over 65s). 63% of adults with learning disabilities live in their own homes or with their families (up from 61% in 2013/14) and we are meeting our targets for delivering aids and adaptations so help support older people to stay where they live. 87% of people who receive social care use self-directed support (up from 81% last year) and 20% receive direct payments. In terms of improving outcomes for older people, 88% of people say the care and support they receive has changed the quality of their life overall and 94% say it has changed the control over their daily life.</p>	<ul style="list-style-type: none"> <li>• To increase the proportion of people receiving direct payments from 20% to enable them to have more control and ownership over their support</li> <li>• To continue to support people to live in their own homes</li> <li>• To continue our journey around joining up adults and child’s social care so that young people have a seamless and supported transition as they become adults.</li> <li>• To ensure our care homes provide good quality services</li> </ul>
<p><b>2. Those at risk of poverty and hardship are financially resilient</b></p> <p>More people feel their financial circumstances have stayed the same or improved (79% compared with 67% in 2013). Over the last few years we have developed a financial resilience strategy which incorporates our organisational response to welfare reform changes as well as the actions we are taking to support people out of poverty.</p> <p>We estimate that around 40,000 Lambeth residents are affected by welfare reform changes, including around 400 households affected by the £500 a week <b>benefit cap</b>. We have put in place a multi-disciplinary team to help these families either find work, claim a benefit that would exempt them from the cap (like DLA), negotiate a reduced rent or move to cheaper accommodation and this team has had some success with around 60 people moving into work, around 40 moving to cheaper accommodation and others being supported to sustain their tenancies through negotiating a rent reduction. We still have around 280 capped households.</p> <p>The Government has allocated additional funds to local authorities for use as <b>Discretionary Housing Payments (DHP)</b> aimed at mitigating negative impacts of housing benefit reforms including the benefit cap, the bedroom tax and reforms to Local Housing Allowance. Based on our detailed data analysis Lambeth’s standard DHP allocation tripled from around £500k in 2012/13 to just over £1.5m in 13/14 and 14/15. In 13/14, we were one of eight London local authorities who bid to DWP for more DHP funds and were awarded a further £300k. Our total budget for 13/14 was therefore £1.8m. We had 2,596 applications for DHP with 89% of them granted. A new DHP policy has been introduced this year which sets out a local desire to prioritise families, disabled people and single people with support needs.</p> <p>A key part of our strategy is to grow the resilience of our residents. Programmes like our One Lambeth advice service, peer-to-peer support on money management and digi-buddies are all helping to achieve this (see page 8 for more detail of our approach to financial resilience)</p>	<ul style="list-style-type: none"> <li>• To prioritise discretionary housing payments for families, disabled people and single people with support needs</li> <li>• To continue to deliver our key financial resilience projects <ul style="list-style-type: none"> <li>• <b>Every pound counts:</b> a benefits advice and take up services for: People aged 60 and over, disabled people, carers, and those who are experiencing long term ill health.</li> <li>• <b>Digi-buddies:</b> A peer-to-peer service that supports residents to improve their digital skills and get online. Volunteers can provide support with getting an email address, applying for benefits online and completing Universal Job Match. It is run through regular drop-in sessions in community locations, including Olive Morris House and Brixton and Streatham libraries.</li> <li>• <b>Money Champions:</b> A peer-to-peer service that trains key members of the community in money management, so that they can share their skills within their local networks</li> <li>• <b>Emergency Support Scheme:</b> Provides support for residents experiencing a crisis or under exceptional pressure. Support is provided through food vouchers, fuel top-ups, white goods, furniture and travel warrants.</li> </ul> </li> </ul>
<p><b>3. Employment levels rise for: disabled people, parents, young people (aged 18-24 years) and black residents</b></p> <p>While our overall employment rate continues to rise there is still a large gap between the key groups identified in our equality objective and the average. While we are performing in line with the rest London and we are making gains (most notably in relation to young people), we do not believe this is good enough. Our aspiration is to narrow this employment gap as we have done in relation to educational attainment.</p> <p>Our data shows we have the lowest number of young people not in education, employment or training in London, and there are fewer young adults aged 16-24 claiming Job Seekers Allowance (1,200 down from 1385 in</p>	<ul style="list-style-type: none"> <li>• To ensure our work relating to employment focuses on narrowing the gap</li> <li>• To continue the <b>Lambeth Working</b> programme, ensuring it focuses on key groups disproportionately affected by unemployment.</li> <li>• To deliver our <b>community budget</b> with Lewisham and Southwark (one of the first 9 community budgets to be supported by CLG) focuses specifically on commissioning activities to support lone</li> </ul>

Our performance	Our priorities for the future
<p>2013/14). However, 29.9% of disabled adults are in employment (in line with the London average 31.18%) and just 2.7% of adults with learning disabilities are in paid employment. This remains an area of focus. Our employment rates for black residents is in line with the London average, but, we want to be in a position where Lambeth is better than the London average</p> <ul style="list-style-type: none"> <li>• <b>Lambeth Working Brokerage (LWB)</b> which undertakes rolling recruitment in hospitality, security, and catering sectors. 48% of placed candidates are Black British/Black British African/Black British Caribbean</li> <li>• <b>Lambeth Working Apprenticeships</b> 79% of young people supported in to apprenticeships and jobs by Lambeth Working apprenticeships are of Black Caribbean ethnicity.</li> <li>• <b>Lambeth Working Construction</b> works with developers and partner organisations to develop construction-based employment opportunities for Lambeth residents. 70% of the residents accessing Lambeth working Construction are from BME backgrounds.</li> <li>• <b>Lambeth Working Ex-Offender Service</b> secures job vacancies with employers who are positive about giving people another chance. It delivers pre-employment support to ex-offenders in the community, working alongside existing services including Probation and Integrated Offender Management teams. 98% of those accessing this service are from BME backgrounds.</li> <li>• <b>Lambeth Adult Learning Service</b> commissions a range of learning providers across the Borough to provide accredited and non-accredited courses for residents. In 2013/14 there were 9,394 enrolments; 7,253 of these on community and citizenship programmes and 2,141 on accredited programmes. The overall success rate for adult learning is 90%. 77% of learners are from BME groups and 63% of participants are unemployed.</li> <li>• <b>Young black males project</b> is delivered by Kaleidoscope, a local provider, working with 15 young black men referred through Brixton Job Centre. Kaleidoscope developed an innovative approach called 'Arise' which had employment support at its core but also sought to take a more holistic approach looking at issues ranging from relationships to finance. The project used social media, mentoring and peer support as well as more traditional activity such as CV Work Shops and job search help. At the end of the project, 50% of participants secured employment and all who completed achieved positive outcomes which moved them closer to the labour market. As a result of this co-commissioned pilot, JCP have decided to expand the project and have provided further funding so it can continue.</li> </ul>	<p>parents, those aged 50+, 18-24 year olds and citizens with low level mental health needs</p>
<p><b>4. Lambeth's looked after children have improved educational, employment and youth justice outcomes</b></p>	
<p>There are 535 Looked after children in Lambeth at the time of writing, which is in line with our statistical neighbours Lewisham, Southwark, Haringey and Hackney. Black children are more likely to be looked after. Fewer looked after children are subject to a final warning or reprimand than across the capital (4.6% vs 5.9% across London); and fewer have been excluded (12.46% compared with 13.46% in 2010). However, only 17.1% of our Looked after children get at least 5 good GCSE grades compared with 65.7% overall. Although this is above the national average (15.3%) it is still not good enough and it is an area we are seeking to improve. We do not have good data about the proportion of care leavers in employment, education or training or in our youth offending service and this is something we are seeking to improve.</p>	<ul style="list-style-type: none"> <li>• To improve educational outcomes for our looked after children</li> <li>• To improve our data collection relating to care leavers in employment, education or training</li> <li>• To improve our data collection relating to the proportion of looked after children and care leavers in the youth offending service.</li> </ul>
<p><b>5. Local organisations are enabled to participate fully in Lambeth's commissioning processes.</b></p>	
<p>We have undertaken a programme of work through our Responsible Procurement policy to embed the</p>	<p>To continue to support a range of organisations to participate throughout the</p>

Our performance	Our priorities for the future
<p>achievement of social value in all our procurement. In practice this includes the use of social value clauses that ask our bidding suppliers to employ local people, develop local supply chains by using Lambeth suppliers, paying their staff the London Living Wage as a minimum or think about how they can contribute to a range of different outcomes in our outcomes framework.</p> <p>We regularly run business capacity building sessions with local suppliers who are interested in providing goods and services to the Council. As a result we now have a real breadth of provision – from local small charities to employee mutuals, devolved commissioning through the Young Lambeth Coop to large organisations like Veolia and Capita who look to support a range of local outcomes.</p> <p>We work with a range of organisations through a wide variety of mechanisms to help us with identifying needs, assets and priorities and in managing performance. A new dialogue was established with the community-led forums, through the Lambeth Forum Network (the group of community-led forums which operate in the borough) where we 1) listened to the different ways that groups across the borough wanted to develop and work, and allowed flexibility across the borough for different neighbourhoods to work in different ways; and 2) to have funding available for groups from the beginning and provide dedicated Council staff to enable, support and facilitate them to function, as well as develop their capacity. Taking small steps, working together (the coproduction of agreements, funding, outcomes and outputs, as well as a recognition of each other’s needs and skills), and giving time for these relationships to build, has been critically important in building trusting and effective partnerships that improve outcomes and build stronger and more active communities across Lambeth.</p>	<p>commissioning cycle through programmes like the Lambeth &amp; Cofely SME Programme is a programme which supports small, Lambeth SMEs to work with a large, first tier suppliers. Cofely GDF Suez (formerly Balfour Beatty Workplace) is responsible for the Council's facilities management needs, ranging from office cleaning to security services to maintenance and small works. This contract is known as "Total Facilities Management" and with the contract award Cofely have made a commitment to investment in the local community. One aspect of this commitment is to support quality Lambeth FM small and medium sized enterprises (SMEs) to gain the knowledge and capacity needed for them to become part of their supply chain.</p> <p>In September 2013 the Lambeth Facilities Management and Corporate Procurement teams and Cofely started work on a supplier capacity building programme and in October 2013 announced the first pilot intake of local suppliers who would join the "Lambeth &amp; Cofely Supply Chain Programme". This pilot group of Lambeth suppliers were recommended by our business regeneration delivery partner The South London Procurement Network; these 5 Lambeth SMEs all work in the facilities management sector.</p>
<p><b>6. Black residents, unemployed residents and long term residents benefit from Lambeth’s regeneration.</b></p>	
<p>The roundtables which informed the development of the equality objectives highlighted that residents were concerned about the impact of Lambeth’s regeneration on existing communities- particularly in Brixton and Vauxhall. There were perceptions among some groups that ‘gentrification’ could potentially have negative consequences including concerns that local people may be priced out of renting or buying; increased socio-economic inequality and loss of a neighbourhood’s identity.</p> <p>Residents’ survey data shows that people value the diversity of our borough and through things like the Lambeth Working programme and other joint work with Job Centre Plus we have sought to identify employment opportunities that local people could benefit from. We are mindful of the combined impact of regeneration alongside welfare reform and have a comprehensive financial resilience strategy in place to help protect the diversity of the borough and to support people out of poverty. We have also mapped the lowest quartile private rented sector in the borough.</p> <p>Through our regeneration work – like the once-in a-generation major redevelopment of Vauxhall Nine Elms and Brixton we have involved a wide range of local people, businesses and other stakeholders in the development of our approach<sup>67</sup>.</p>	<ul style="list-style-type: none"> <li>• To continue the <b>Lambeth Working</b> programme, ensuring it focuses on supporting local people to benefit from the employment opportunities afforded by regeneration.</li> <li>• To continue with our financial resilience strategy and key financial resilience projects</li> </ul>

<sup>67</sup> See case study on involving local people in regeneration.