



Health and Wellbeing Strategy 2023 – 2028





Contents

Foreword	3
Our process to develop this strategy	4
What the data has told us	5
Marmot Principles – driving our approach	8
What the public told us	9
Our ambition	10
Our priorities	11
Our principles	12
Our implementation plan	13
Measuring progress	24

About this document

Title: Lambeth Health and Wellbeing Strategy 2023 – 2028

Purpose: to set out Lambeth's priorities to improve health and wellbeing in the borough

Approved by: Health and Wellbeing Board

Date: 12 January 2023





Foreword



This is Lambeth's new Health and Wellbeing Strategy. Our original Strategy in 2013 represented unprecedented collaboration between the NHS, Lambeth Council, the Voluntary, Community and Faith Sectors and local people.

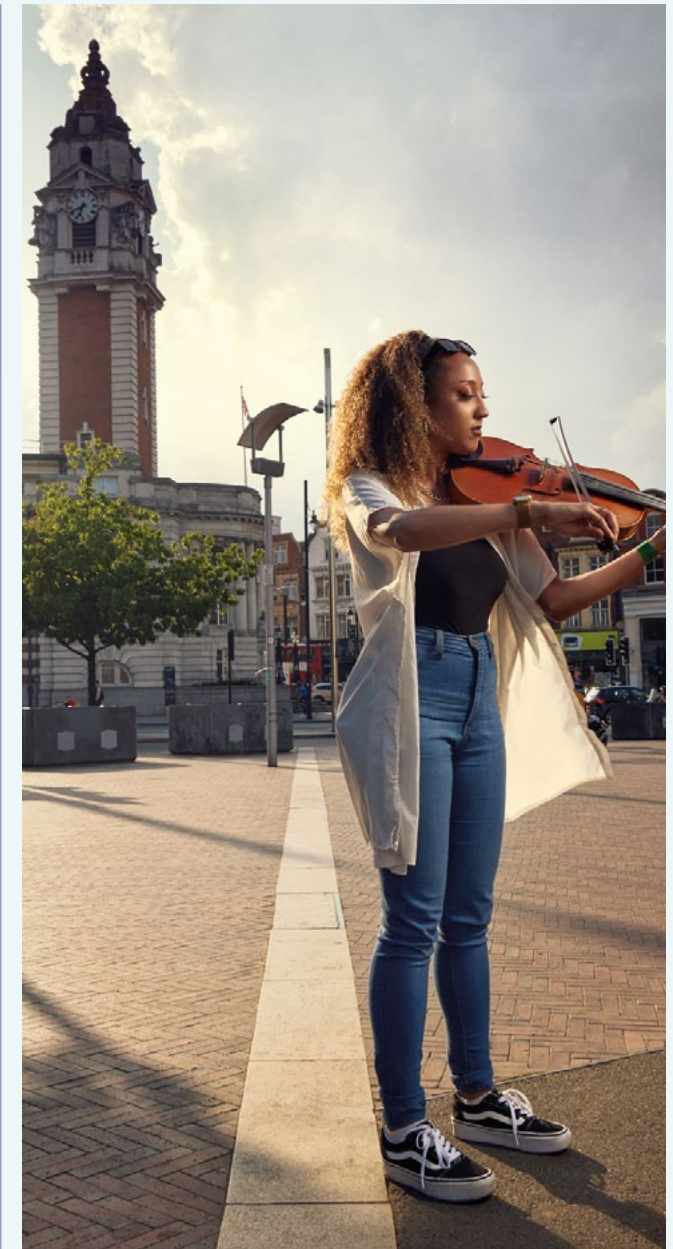
This new strategy builds on that work and the relationships which have been built over the last ten years. In the wake of Covid-19 and the impact that has had on our Borough, this new strategy redoubles our focus on tackling health inequalities which have continued to increase.

It recognises the value of community in supporting better health, the importance of both mental and physical good health and the need to work together to support children and families to give children and young people the best start in life. It draws on our intelligence about the borough and starts to build our understanding of what really works to tackle health inequalities. This includes addressing the wider determinants of health – such as housing, the economy, employment and the environment – and remaining focused on prevention.

This strategy sets the direction for all our activities but particularly acknowledges that we cannot achieve what we want without collaborating and that communities should be at the heart of that collaboration. It is deliberately ambitious and sets out a challenging agenda for us over the next five years, which will be difficult given the current context of a cost-of-living crisis and ongoing, systemic inequity.

But this is an ambition we have to meet to deliver for the people of Lambeth, in order to see all of our health and wellbeing improve.

Councillor Jim Dickson
Chair, Health and Wellbeing Board





Our process to develop this strategy

To develop this strategy we have:

- Synthesised all existing consultation and engagement material to understand what local people think is important about health and wellbeing.
- Engaged with key stakeholders, organisations and individuals from across the whole borough to understand what is underway in the borough, and what is important to focus on in this strategy.
- Reviewed the national picture of ‘what works’ and makes a difference to health and wellbeing, notably the work of Sir Michael Marmot and the Institute of Health Equity, to understand where we should focus in Lambeth.
- Reviewed the output of the Joint Strategic Health Assessment and the related Health Profiles, which set out in detail the health outcomes of local people and can be found here: [Lambeth’s health profile | Lambeth Council](#).
- Undertaken comprehensive consultation with the general public, including a survey and more informal conversations at opportunities such as the Lambeth Country Show, held multiple workshops

for local Voluntary, Community and Social Enterprise organisations and delivered a range of more targeted conversations with communities where we recognised there were gaps in our understanding.

- Tested our assumptions and built understanding and ownership with a range of stakeholders across the borough who will be involved in the delivery of this strategy, including through the Health and wellbeing Board, the Staying Healthy Board, Lambeth Together Care Partnership Board and Executive Group, and the Lambeth Together Provider Alliances, Lambeth Council’s Management team, and Lambeth Council’s Equality Impact Assessment Panel.

This strategy is one of a number

The Health and Wellbeing Strategy is a statutory requirement but sits within the context of several other related strategies and plans.

South-East London Integrated Care System is developing its own strategy – it is wider in geography than the Health and Wellbeing Strategy, covering the whole of South-East London and focusing on the priorities for Health and Care.

The new Borough Plan for Lambeth, which sets out the vision for the borough by 2030 has health and tackling health inequalities at its heart, and is closely aligned to this Health and Wellbeing Strategy. We will continue to work to ensure alignment as we deliver against our ambitions.

Alongside the Health and Wellbeing Strategy sits the Lambeth Together Health and Care Plan, which sets out those delivery ambitions and outcomes specific to the health and care system – those organisations who work specifically on health and care.

A large number of other strategies and plans connect to this Health and Wellbeing Strategy – and while many of them have a different focus or starting point, their content supports the delivery of our health and wellbeing outcomes and they feature in our implementation plan. These include the Climate Action Plan, Child Friendly Borough, Lambeth Made Safer and Air Quality Action Plan and plans to support healthy ageing.



What the data has told us

The data is unequivocal – health inequalities are significant and pervasive in Lambeth.

Our [Joint Strategic Needs Assessment and the associated Health Profiles](#) [Lambeth's health profile](#) | [Lambeth Council](#) demonstrate the level of inequalities very clearly, and have been used as the basis upon which we have designed this Strategy.

The poorest communities have the worst outcomes across a wide range of measures and the gap is widening between Lambeth and England and within Lambeth between those with the lowest levels of socio-economic deprivation and those with the highest levels of socio-economic deprivation.

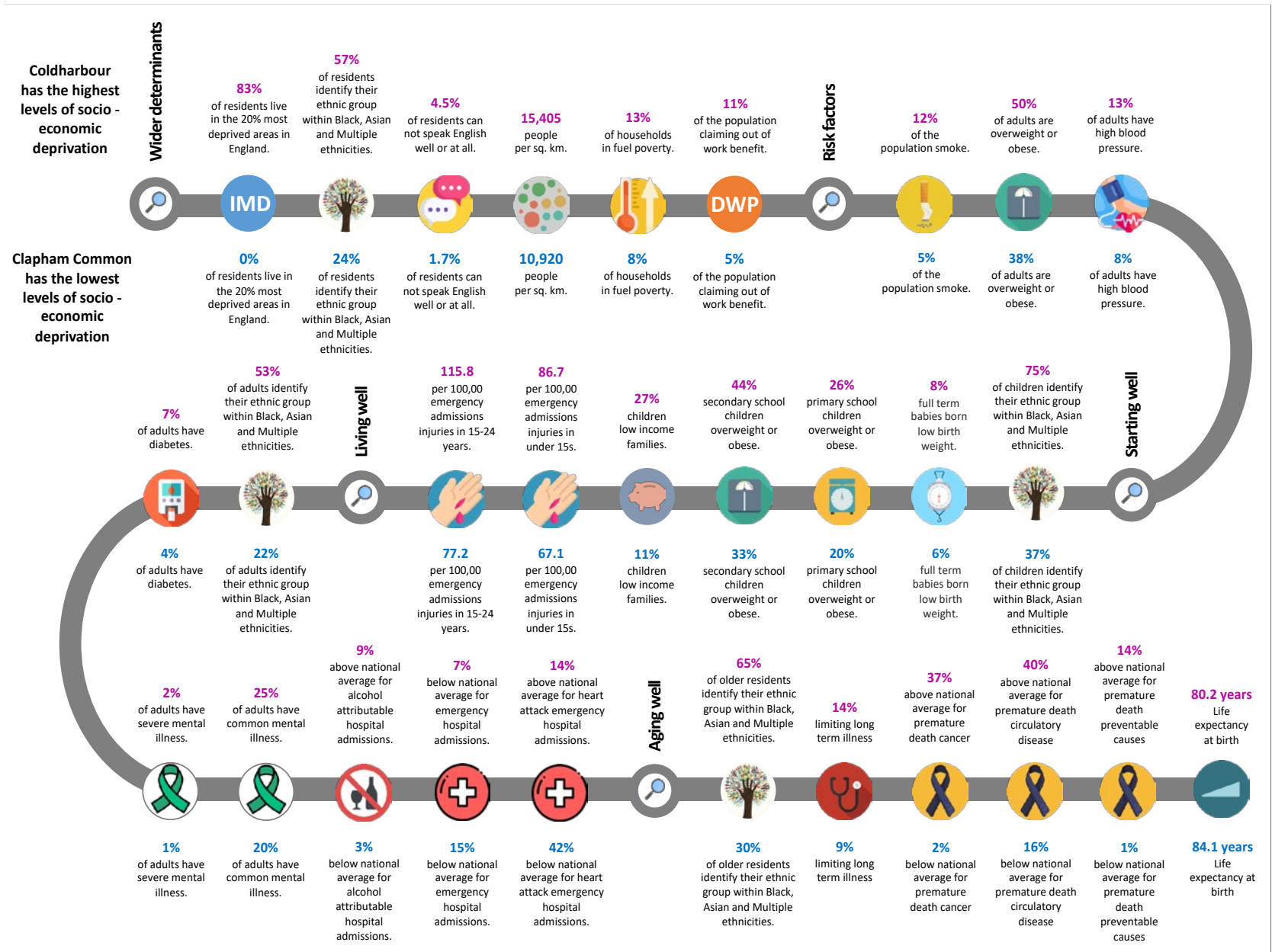
This worsens further the experience of some groups within Lambeth, where the intersection of socio-economic deprivation and other characteristics that face systemic discrimination, such as race, mean that the inequality of health outcomes is very significant.

The following extract from our Joint Strategy Needs Assessment and associated Health Profiles demonstrate these differences.



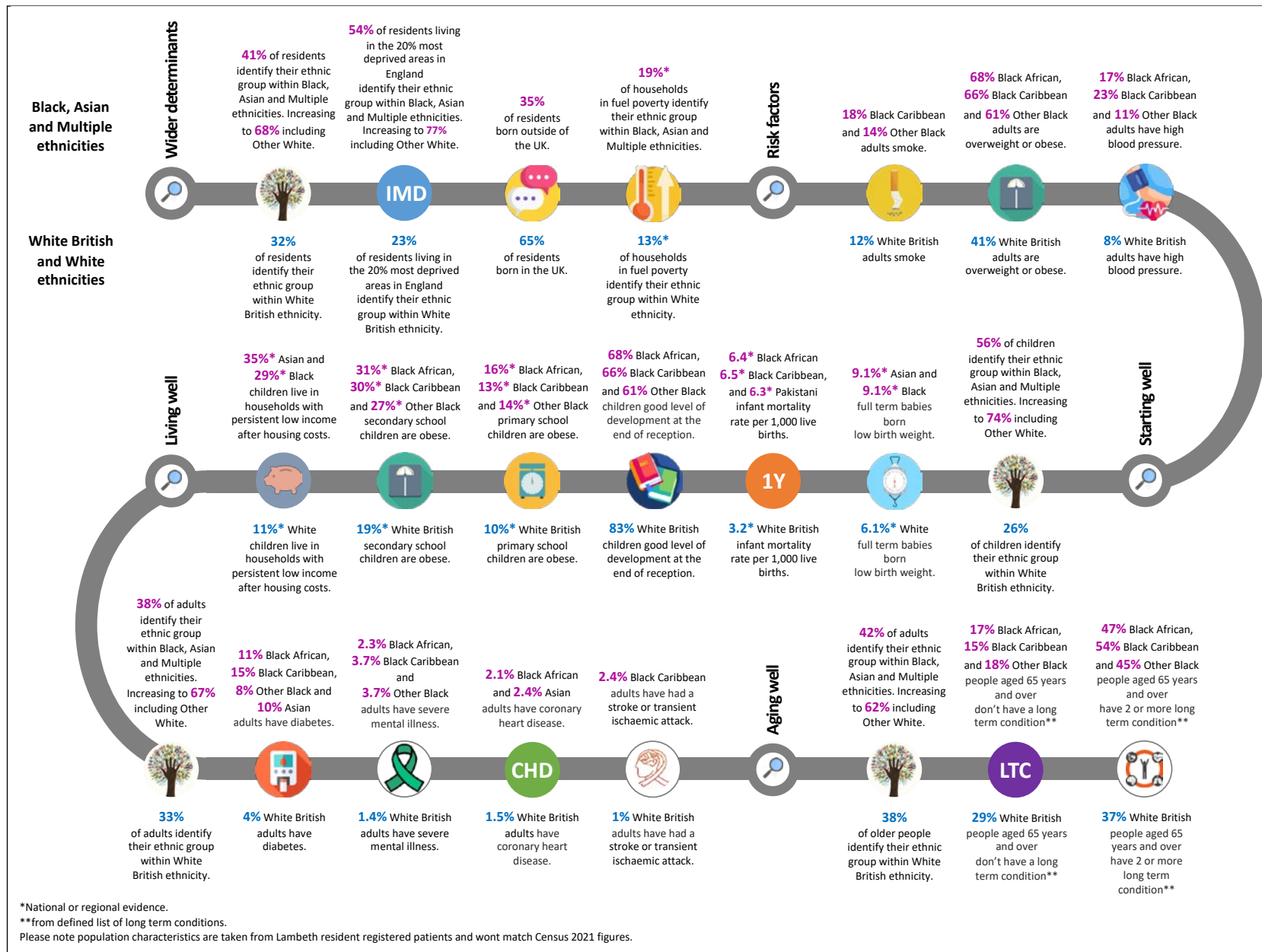


Within Lambeth we see significant geographic inequalities across a range of health and wellbeing measures.





Within Lambeth we see significant population inequalities across a range of health and wellbeing measures.





Marmot Principles – driving our approach

Our approach to the strategy has at its heart the ‘Marmot Principles’ which focus on those things which can make a real difference to health inequalities, as identified by Sir Michael Marmot in his work with the Institute of Health Equity.

His work in 2010, Fair Society, Healthy Lives was a strategic review of health inequalities which identified that reducing health inequalities is a matter of fairness and social justice, and that health inequalities result from social inequalities.

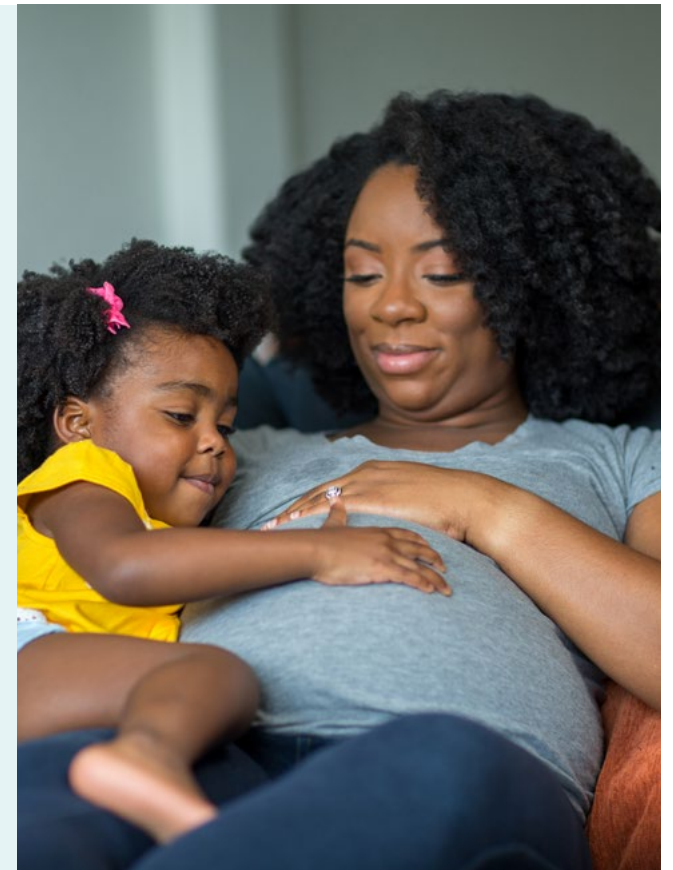
The report concluded that action on health inequalities requires action across all the social determinants of health.

The full report can be found here: [Fair Society Healthy Lives full report \(parliament.uk\)](https://www.parliament.uk/resources/reports/fair-society-healthy-lives)

These principles, updated in 2020 to include a further two, have been the basis of our work to develop this strategy and support our determination to tackle health inequalities. The new report can be found here: [Health Equity in England: The Marmot Review 10 Years On – The Health Foundation.](https://www.healthfoundation.org.uk/our-work/health-equity-in-england-the-marmot-review-10-years-on)

The Marmot Principles:

- 1 Give every child the best start in life
- 2 Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 3 Create fair employment and good work for all
- 4 Ensure a healthy standard of living for all
- 5 Create and develop healthy and sustainable places and communities
- 6 Strengthen the role and impact of ill health prevention
- 7 Tackle racism, discrimination, and their outcomes
- 8 Pursue environmental sustainability and health equity together.





What the public told us

Our workshops and consultation with the public were used to shape our initial areas of focus and importantly, to prioritise which outcomes we are seeking to improve.

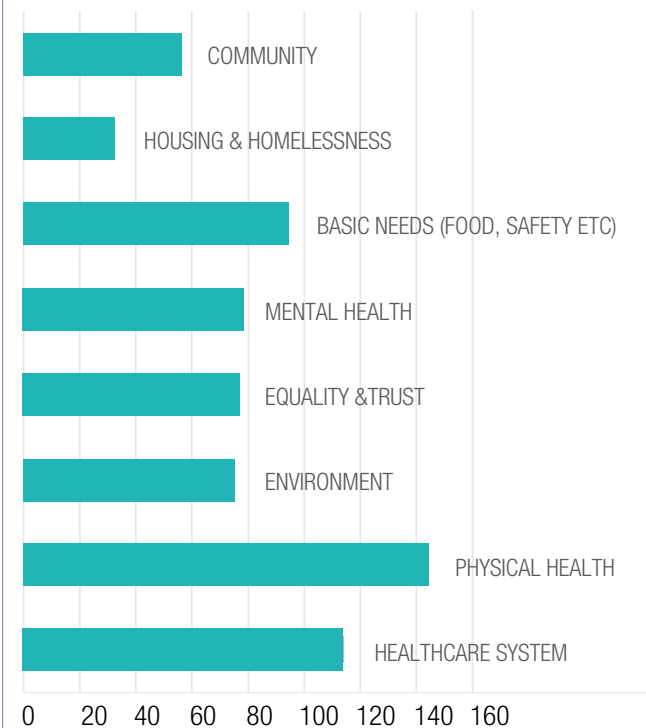
Early engagement with Voluntary, Community, Faith and Social Enterprise organisations involved over 80 different local organisations and helped us refine what is important in Lambeth and shape the draft outcomes. This helped us secure deeper understanding of the experience of people and organisations in the borough in respect of their health and wellbeing.

At least 650 people took part in the survey and formal workshops, with many more contributing to the informal engagement at events like the Lambeth Country Show. Where there were gaps in our knowledge, we spoke directly to those communities, for example through a specific focus group for the Latin American Spanish and Portuguese speaking communities or with organisations or representatives of the communities’ including faith leaders and LGBTQi groups to ensure their perspectives were captured.

We tested the draft priorities and outcomes with the public. Over 85% of the survey respondents supported the priorities we developed through this early engagement and gave a clear endorsement to the outcomes which are now integral to this strategy.



What is important in ‘good health’ in 2028



Source: Health and Wellbeing Strategy Consultation September 2022



Our ambition



Lambeth is a place where all people can experience good health and wellbeing.

Healthy Life Expectancy is improved for those groups within the population whose outcomes are the poorest.



Our priorities

We will target and focus on work which will impact on the health inequalities relating to each of these priorities, with an emphasis on those groups and parts of the community that currently have the lowest health outcomes.

For each priority, we have developed three outcomes which set out the things we want to change, to enable us to reduce health inequalities.



Priority: Ensuring the best start in life

Outcomes:

- Fewer children are affected by poverty
- More children have a good level of development by age five
- The emotional wellbeing of parents and caregivers, babies, children and young people is supported.

Priority: Supporting people to lead healthy lives and have good physical and mental wellbeing

Outcomes:

- Long term conditions are prevented and further complications prevented – focus on the vital five (smoking, obesity, hypertension, alcohol and mental health), and physical activity
- People are supported to live well independently for as long as possible
- People at risk of and with depression, anxiety and other mental health issues access the right early help and resources.

Priority: Supporting communities to flourish and build their resilience

Outcomes:

- Fewer people live in poverty, are able to eat and have food security and access good, local sustainable employment
- Health and wellbeing is at the centre of housing policy and delivery
- People are well connected in their communities, feel safe and in control of their lives.



Our principles

To deliver these outcomes, we need to operate differently. Working with the key organisations and reflecting what our engagement and consultation told us, we have developed a set of principles which should guide our work in delivering this strategy. Without these principles being brought to life, it is unlikely we will be able to reach the ambition we have outlined and consequently we will be paying attention not only to the outcomes in this strategy but also in how we change and what we do to genuinely live these principles.

The way we work will be:

- supported by a positive and action orientated approach to equity for all protected characteristics including taking an anti-racist approach, seeking to build trust and confidence with our communities
- an asset-based approach, building and amplifying what is already in the community, starting with the assumption of strengths and trust in Lambeth's communities
- shaped by a more determined and dynamic approach to integration, which understands that



no one organisation has the answers to these complex issues we are attempting to tackle, and that collaboration is essential

- an approach which enables and supports the concept of 'Health and Wellbeing in all Policies', building on what has been achieved since 2016
- underpinned by open and participative research, where research, data and evidence building involves local people and informs our decision making.

How will we know how we are doing?

We will use a range of metrics to support understanding of the impact we are making – these are included in the implementation plan.

Work will be undertaken to develop these metrics and publish a 'strategy dashboard' which will allow us to better understand our progress and the impact it is having on health inequalities in Lambeth in detail, using our research capability to ensure we really understand the difference that we are making and the efficacy of our action.

We will monitor our progress through regular reporting and accountability for delivery will be through the Borough's Health and Wellbeing Board, who will consider how well we are delivering against our outcomes and seek to iterate our activity if we are not delivering as planned (see page 24).



Implementation Plan

This implementation plan sets out the key areas of work against both our outcomes and our principles, as well as the main metrics we will use to understand the progress we are making.

Our overarching focus will be those groups within our community who have poorer outcomes, particularly where there is intersectionality of protected characteristics.

Our activities, wherever possible, will be targeted to support change for those groups. This plan does not capture all activities that will contribute to the outcomes, but those which are most explicitly connected. These activities, if delivered, should have multiple benefits across several outcomes – but we will use our new research capability to test and grow our evidence base to ensure our interventions have efficacy and really make the impact we are seeking.

Where existing work is already focused on the outcomes we seek, we are hoping to amplify, grow or extend the work so we can see and understand the impact the work has on health and wellbeing outcomes. The work outlined here requires collaboration and none is the work of only one team or organisation. While we have identified a lead, they are

not solely responsible for delivery, rather, they are the key convener of those who need to be involved.

For each outcome we have selected indicators or metrics which will help us understand whether the outcomes we seek are being delivered. We will develop these metrics through the life of the strategy, with the development of meta-data for each metric or indicator. We will be taking an equalities, diversity and inclusion focus to all metrics so we can build understanding about inequalities and maintain a laser focus on differential outcomes. We also need to take account of the context of our work and its impact on our ability to deliver the change we want to see.

We know there are some gaps in our understanding where, for example, there may be an intersection between different cohorts of those with protected characteristics and we will seek to remedy those gaps as we develop a ‘dashboard’ of metrics for this strategy. For now, we have attempted to choose indicators and metrics that are easy to measure or are available to us, are routinely collected, sometimes by national bodies such as the Office National Statistics or Office Health Improvement and Disparities, are likely to remain relevant through the life of the strategy



and that provide sufficient insight to enable us to see progress.

We will use metrics related to Life Expectancy to understand whether we are seeing the change we are seeking overall.



Priority: Ensuring the best start in life

Outcome	Activity	Lead	Metric(s)
<p>Fewer children are affected by poverty</p>	<p>Finalise and deliver the Child Poverty Strategy and Action Plan, by working with partners to address child poverty in the borough, seeking across the period of the strategy to at the very least to bring child poverty down to pre pandemic levels by taking a collective, strategic approach, improving coordination of support for families with children and taking a preventative approach to help mitigate potential child poverty.</p>	<p>Director of Education</p>	<p>Proportion of children living in low-income families (Department of Work and Pensions national indicator, OHID B01b)</p>
	<p>Deliver the Food Poverty and Insecurity Plan – particularly those elements which relate specifically to children and young people including increasing the uptake of healthy start vouchers, free school meals, enriching activities and nutritious food during school holidays and training of staff in children’s centres to identify local children at risk of food poverty and signpost to appropriate support.</p>	<p>Director of Public Health</p>	
	<p>Also important to this outcome will be the delivery of: Cost of living programme Economic Resilience Strategy Employment and Skills Strategy Child Friendly Borough</p>		
<p>More children are achieving a good level of development by age five</p>	<p>Deliver the Child Friendly Borough, to create a culture that is underpinned by the rights of the child and to ensure that children’s voices and needs are at the heart of everything we do.</p>	<p>Assistant Director, Child Friendly Communities</p>	<p>Level of development by age five (OHID B02a) Proportion of eligible children accessing free pre-school hours (ONS) Proportion of healthy weight children at Reception (OHID C09a)</p>
	<p>Deliver the Family Hubs programme, the start for life and family help services programmes, learning from the evaluation and building on the successful LEAP programme delivery.</p>	<p>Director Children’s Commissioning and Youth Services</p>	
	<p>Deliver the Child Poverty Strategy and Action Plan to increase the uptake of childcare through promoting access and ensuring that there are sufficient childcare places across the borough to meet demand.</p>	<p>Director of Education</p>	
	<p>Deliver the annual National Child Measurement Programme and continue to take a multi-agency approach to support children in Lambeth to maintain and achieve a healthy weight.</p>	<p>Director of Public Health</p>	
	<p>Also important to this outcome will be the delivery of: Air Quality Action Plan Kerbside Strategy Road Danger Reduction Strategy Active Lambeth Strategy Climate Action Plan Lambeth Together Health and Transport Strategy ICS Strategy Care Plan</p>		



Priority: Ensuring the best start in life

Outcome	Activity	Lead	Metric(s)
<p>The emotional wellbeing of parents and carers, babies, children and young people is supported</p>	<p>Finalise and deliver the Youth and Play Strategy and as part of which, develop safe and secure places for young people and children to socialise and develop their personal skills.</p> <p>Following the completion of the Emotional Needs Assessment for children and young people continue to develop appropriate provision in schools for mental health support and training for people in contact with young people.</p> <p>Deliver the ambitions set out in the Lambeth Together Health and Care Plan including:</p> <ul style="list-style-type: none"> • Provide more timely access to Community CAMHs for children and young people, ensuring by the end of October 2023 there are no 52+ week waits and by April 2026 there is consistent delivery of all care within 18 weeks of referral. • Increase the volumes of children and young people able to use a wider range of emotional health and wellbeing provision • Children and young people report improved emotional health and wellbeing following contact / intervention with commissioned provision. <p>Continue to build on the LEAP programme through the Family Hubs, start for life and family help services programmes.</p>	<p>Director of Children’s Commissioning and Youth Services</p>	<p>Level of satisfaction with their lives overall (0 – 10) from Children’s Society Household Survey</p> <p>Level of happiness (0 – 10) from the Children’s Society Household Survey</p> <p>Average deaths by suicide per 100,000 of the population aged 10 – 15 years (ONS death registration data)</p> <p>Children using child and adolescent mental health services (CAMHS) (Local indicator)</p> <p>Average mental wellbeing score of parents (from Understanding Society – the UK Household Longitudinal Study main survey)</p>
	<p>Deliver the Active Lambeth Strategy, particularly by facilitating sport programmes that improve the mental and physical health of young people; support our most disadvantaged young people by offering free of low-cost access to sports facilities and programmes.</p>	<p>Assistant Director Neighbourhoods</p>	
	<p>Also important to this outcome will be the delivery of:</p> <p>Child Friendly Lambeth</p> <p>Be Well hubs</p> <p>South London Listen’s work relating to virtual waiting room and support for parents and peer to peer mental health support</p> <p>Lambeth Made Safer Strategy</p>		



Priority: Supporting people to lead healthy lives and have good physical and mental wellbeing

Outcome	Activity	Lead	Metric(s)
<p>Long-term conditions are prevented and further health complications for those with existing long-term conditions are avoided, with a focus on the vital 5 and levels of physical activity</p>	<p>Deliver a comprehensive Tobacco Control Action Plan with local partners and the new London Tobacco Alliance to reduce smoking and seek to lessen the health, social, economic and environmental costs of tobacco in the borough.</p> <p>Continue to implement a whole systems approach to addressing obesity, across the lifecourse with a focus on families and groups at greater risk of obesity and its consequences. This involves working with statutory, voluntary and community sectors and local businesses to deliver prevention and weight management initiatives.</p>	<p>Director of Public Health</p>	<p>Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check (Public Health Outcomes Framework - C26a)</p> <p>Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check (OHID C26b)</p>
	<p>Deliver the Borough's Physical Activity and Sports Strategy – Active Lambeth Strategy with a particular focus on increasing the number of Lambeth residents that are physically active by developing inclusive and innovative sports and activity programmes that engage those that are currently not involved, with an emphasis on Lambeth's most deprived neighbourhoods to target reductions in childhood obesity, cardiovascular disease, isolation, mental health, and diabetes. As part of this, maximise the opportunities presented by the Leisure Services Contract Transition, to enable and encourage people with or at risk from Long Term Conditions to participate in activities and consider how we use all our parks and other facilities to promote health and wellbeing building on the Ruskin Park Health Park Pilot.</p>	<p>Assistant Director Neighbourhoods</p>	<p>Smoking prevalence of adults aged 16 – 84 in routine and manual occupations (OHID C18)</p> <p>Percentage of physically inactive adults (OHID C17a)</p> <p>Percentage of adults classified as overweight and obese (OHID C16)</p>
	<p>Deliver a programme to support healthier communities with the development of Health and Wellbeing Hubs, health improvement programmes and services delivered at a neighbourhood level including recommissioning of weight management, NHS health checks, stop smoking and the development of community-based and led initiatives such as social prescribing.</p>	<p>Director of Public Health</p>	
	<p>Continue to deliver the Transport Strategy, particularly those components which encourage and enable more physical activity, including Low Traffic Neighbourhoods, Healthy routes, and School Streets. Finalise and deliver the Kerbside Strategy, focusing on addressing the imbalance in access to the kerbside and tackling inequalities as part of the Healthy Streets approach to increase people's confidence to walk, scoot, wheel and cycle.</p>	<p>Assistant Director Sustainable Development and Climate Change Response</p>	



Priority: Supporting people to lead healthy lives and have good physical and mental wellbeing

Outcome	Activity	Lead	Metric(s)
	<p>Continue to create healthy workplaces throughout the borough and deliver the Workplace and Employee Health and Wellbeing programme to support local employers to improve and support the health and wellbeing of their employees.</p> <p>Implement the output of the national review of health checks including improving data collection and monitoring of health checks to support our understanding of the position in Lambeth and to revise the associated metrics we are using.</p> <p>Also important to the delivery of this outcome will be: Food Poverty and Insecurity Plan Lambeth Together Health and Care Plan Air Quality Action Plan Climate Action Plan Local Plan</p>	<p>Director of Public Health</p>	





Priority: Supporting people to lead healthy lives and have good physical and mental wellbeing

Outcome	Activity	Lead	Metric(s)
People are supported to live well independently for as long as possible	Work to become an Age Friendly Lambeth , supporting the whole borough to consider how to support people better as they get older and ensure that people are able to lead full and active lives.	Director of Public Health	Income deprivation affecting older people (ONS)
	Deliver and increase in the number of adults receiving adult social care support in receipt of a direct payment , enabling them to have choice and greater control over the support they have.	Director Adult Social Care	Number of days people spend in hospital when they are ready to be discharged (HSCII)
	Work to increase the number of referrals for rehabilitation and reablement from people seeking support in the community as well as at the point of discharge from hospital to support them remaining independent for longer.		Social Isolation: percentage of adult social care users who have as much social contact as they would like (OHID B18a)
	As part of the comprehensive re-design of the front door for adult social care , work to improve our preventative work whilst concurrently ensuring appropriate numbers of carers assessments are taking place to provide appropriate support and enable people to live independently as long as possible.		Social Isolation: percentage of adult carers who have as much social contact as they would like (OHID B19)
	Develop and implement the new Carers Strategy to provide a framework for supporting carers and enabling people to continue to live independently for longer.	Director of Integrated Commissioning (Adults)	Emergency hospital admissions due to falls in people aged 65 and over (OHID C29)
	Finalise and implement the Vulnerable Tenants Policy and Housing Needs Vulnerable Residents Policy to include proactive contact with people to provide them with additional support where appropriate.	Director of Housing	Reduction in unemployment claimant count for 50+ (Nomis national data)
	Continue to deliver a Falls Prevention Project to increase public awareness and education, support early identification and focus on returning exercise provision to pre-covid service levels.	Director of Public Health	
<p>Also important to the delivery of this outcome will be:</p> <p>Active Lambeth Strategy: includes the development of specific programmes of activities for older residents delivered in our leisure centres and parks</p> <p>Lambeth Together Health and Care Plan</p> <p>Local Plan</p>			



Priority: Supporting people to lead healthy lives and have good physical and mental wellbeing

Outcome	Activity	Lead	Metric(s)	
<p>People at risk of and with depression, anxiety and other mental health issues access the right early help and resources</p>	<p>Deliver the Suicide Prevention Strategy focusing on reducing the risk of suicide in at-risk groups, including people who are vulnerable due to economic circumstance; men; children and young people; people who are socially isolated; LGBTQ+ people; people who misuse substances; people in the care of Mental Health services; BME groups, migrants and asylum seekers and people in the prison system.</p> <p>Continue the ‘Love your mind’ comprehensive communications campaign and training programme to build awareness of Mental Health and build a network of people who are confident in directing people to appropriate support.</p> <p>Continue to develop our approach in partnership with South London Listens.</p>	<p>Director of Public Health</p>	<p>Warrants issued under the Mental Health Act (Section 135) (local indicator)</p> <p>Suicide rate (OHID E10)</p>	
	<p>Support people’s financial resilience by continuing to deliver the ‘People’ components of the Economic Resilience Strategy, which seek to address the systematic barriers to economic opportunity that many of our communities’ face. Deliver the Employment and Skills Strategy to support local people getting good, sustainable employment.</p>	<p>Assistant Director Skills and Employment</p>	<p>Emergency Department attendances due to Mental Ill Health are reduced (local indicator)</p>	
	<p>Continue to work together as part of the Black Thrive partnership to address the inequalities that negatively impact the mental health and wellbeing of Black people.</p>	<p>Programme Delivery Director, Black Thrive</p>	<p>People using community mental health services (local indicator)</p>	
	<p>Continue to deliver the priorities from the Lambeth Living Well Network Alliance, including reducing the numbers of people reaching crisis point, with services such as the Home Treatment Team and Crisis Outreach Service and improving the mental health outcomes for people from black communities in Lambeth with a focus on culturally appropriate services through cultural advocacy and listening to those we support.</p>	<p>Alliance Director, Lambeth Living Well Network Alliance</p>	<p>Emergency Department attendances due to Mental Ill Health are reduced (local indicator)</p>	
	<p>In recognition of the importance of the environment to people’s mental health and wellbeing, ensure delivery of the Kerbside Strategy’s ambition relating to the provision of ‘parklets’ giving easier access to more green and open spaces, particularly in areas where deprivation is highest and access to green space lowest while concurrently increasing tree planting as part of this and the Tree Planting Strategy.</p>	<p>Assistant Director Sustainable Development and Climate Change Response</p>	<p>Emergency Department attendances due to Mental Ill Health are reduced (local indicator)</p>	
	<p>Also important to the delivery of this outcome will be:</p> <p>Lambeth Together Health and Care Plan Cost-of-Living programme Local Plan</p>			




Priority: Supporting communities to flourish and build their resilience

Outcome	Activity	Lead	Metric(s)
<p>Fewer people are living in poverty</p>	<p>Deliver the Cost-of-Living Programme, providing a coordinated response to the cost-of-living crisis as it manifests in Lambeth, including the delivery of key mitigations to alleviate immediate issues including income maximisation, reduction in outgoings, additional energy support and access to budgeting, debt advice and support.</p>	<p>Programme Director, Cost of Living</p>	<p>Income deprivation in the population (ONS)</p>
	<p>Continue to address the root causes of poverty through the Economic Resilience Strategy delivering long term measures to support financial and debt advice services; maximising access to local welfare provision and discretionary funds and equipping our residents to have the skills for now and the future.</p>	<p>Director Economy, Culture and Skills</p>	<p>Children in low-income families (OHID B01b and 1.01i)</p> <p>Reduction in unemployment claimant count for working age residents (Nomis national data)</p>
	<p>Also important to the delivery of this outcome will be: Employment and Skills Strategy Child Poverty Strategy and Action Plan Food Poverty and Insecurity Action Plan Climate Action Plan</p>		
<p>People are able to eat well and have food security</p>	<p>Deliver the Food Poverty and Insecurity Action Plan, taking a life course and whole system approach, recognising that food poverty can affect people at all ages and connecting across a number of these outcomes including poverty and employment.</p>	<p>Director of Public Health</p>	<p>Children in low-income families (OHID B01b and 1.01i)</p>
	<p>Ensure this plan provides clear focus on inequalities in access to good food and addresses inequalities in access particularly among Black, Asian and minority ethnic groups.</p>		<p>Income deprivation affecting older people (ONS)</p>
	<p>Also important to the delivery of this outcome will be: Health and Wellbeing hubs Cost of Living Programme Employment and Skills Strategy Child Poverty Strategy and Action Plan Climate Action Plan</p>		<p>Employment rate (Nomis national data)</p> <p>Self-reported food security (local indicator – resident’s survey)</p>



Priority: Supporting communities to flourish and build their resilience

Outcome	Activity	Lead	Metric(s)
<p>People access good, local, sustainable employment opportunities</p>	<p>Deliver the Employment and Skills Strategy, ensuring that opportunities are captured for local residents and local employers are able to meet their requirements for labour and skills within a tightening London labour market at the same time as providing quality job opportunities with fair pay and good conditions. The activities will include creating a knowledge hub including specific evidence on what works in terms of supporting our most marginalise communities; supporting residents into employment pathways and entrepreneurial activity, with an emphasis on our Black, young and disabled residents; creating more Living Wage Buildings; developing a menu of incentives for employers who adopt positive employment practices; achieving and promoting Mayor of London’s Good work Standard, Disability Confident and London Living Wage as positive employment practice to local employers.</p>	<p>Assistant Director, Skills and Employment</p>	<p>Reduction in jobs paying less than London Living Wage (Trust for London Annual Poverty Profile)</p> <p>Higher number of local employers signed up to the Living Wage accreditation, Mayor’s Good Work Standard and Disability Confident (Mayor of London and DWP data)</p>
	<p>Contribute to the development and delivery of the Integrated Care System’s Strategy for South-East London, particularly the role of anchor institutions such as the hospitals, the council and universities as local employers by creating sustainable employment opportunities for local people that take account of local needs and benefit local people.</p>	<p>Lambeth Together Programme Lead</p>	<p>Increase in the employment rate for Black residents, disabled residents (Nomis national data)</p> <p>Reduction in unemployment claimant count for 18 – 24 year olds (Nomis national data)</p>
	<p>Also important to the delivery of this outcome will be: Lambeth Together Health and Care Plan – particularly the workforce elements Lambeth Council’s workforce transformation programme Child Poverty Strategy and action plan Climate Action Plan</p>		<p>Reduction in unemployment claimant count for 50+ (Nomis national data)</p> <p>Percentage of people in employment (OHID B08d)</p>
			



Priority: Supporting communities to flourish and build their resilience

Outcome	Activity	Lead	Metric(s)
<p>Health and wellbeing is at the centre of housing policy and delivery</p>	<p>Work towards building health and wellbeing into housing policy and delivery initially by:</p> <ul style="list-style-type: none"> • Exploring where pooled, shared or linked budgets are possible and move towards considering whole-life costing and away from annualised budgets • Developing neighbourhood approaches to housing working more collaboratively across all organisations, bringing different teams together to focus on a specific place and the people that live there as the starting point • Considering the potential for joint or shared IT systems to enable and support greater collaboration • Delivering the Damp Charter and its associated programmes of work • Understand the journey of households as they connect into other services and organisations within Lambeth – build our understanding of whole cost • Link social prescribers/link workers in primary care into the housing services and link TRA into community activities 	<p>Director of Housing</p>	<p>Undertake routine and regular audit of housing policy and delivery – to ensure the inclusion of housing, based on Marmot’s principles including quality of homes, provision for different population groups, housing security, affordable homes and overcrowding.</p>
	<p>Also important to the delivery of this outcome will be:</p> <p>Air Quality Action Plan – notably the ambition relating to indoor air quality</p> <p>Vulnerable Tenants Policy</p> <p>Housing Needs Vulnerable Residents Policy</p> <p>Housing Strategy</p> <p>Local Plan</p>		





Priority: Supporting communities to flourish and build their resilience

Outcome	Activity	Lead	Metric(s)
<p>People are well connected in their communities, feel safe and in control of their lives</p>	<p>Bring together community based and led initiatives to enable and support communities to be better connected, building on the work of Thriving Communities, delivering health and wellbeing at local and hyperlocal settings. As part of this, make connections to other locality and neighbourhood-based initiatives that are in development or underway.</p> <p>Continue the delivery of Health and Wellbeing Hubs and the South London Listen’s ‘Be Well hubs’ to support connection in communities.</p> <p>Continue to build relationships with and work with the Voluntary Community and Faith sector work to ensure the approaches we take to the community are relevant and appropriate and recognise the strengths held within the community as a starting point.</p> <hr/> <p>Also important to the delivery of this outcome will be:</p> <ul style="list-style-type: none"> Age Friendly Borough Child Friendly Borough Youth and Play Strategy Health and Care Plan Climate Action Plan Tree Planting Strategy Transport Strategy Kerbside Strategy Local Plan Active Lambeth Strategy Vulnerable Tenants Policy Housing Needs Vulnerable Residents Policy Lambeth Made Safer Strategy 	<p>Director of Public Health</p>	<p>Resident survey questions about safety and connectedness, including the extent to which people get on well with people from different backgrounds, whether people feel safe and their connectedness to neighbours (local indicators – resident survey)</p> <p>Loneliness: Percentage of adults who feel lonely often/ always or some of the time (OHID B19)</p>



Principles: the way we work	Activity – how are we
<p>Supported by a positive and action orientated approach to equity for all protected characteristics, including taking an anti-racist approach and seeking to build trust and confidence with our communities</p>	<ul style="list-style-type: none"> • Introduce greater interrogation of the work that we undertake from a race perspective • Consider the systems-wide adoption of a framework to enable us to understand how we are doing, for example, the Pan-London local government anti-racist standard and undertake peer review across the whole system in Lambeth or building out from the PCREF race equality and accountability framework used in SLAM • Introduce development and training where across the system where there currently isn't sufficient coverage – eg Primary Care – and connect to the CQC leadership criteria which now includes leadership of Equalities, Diversity and Inclusion • Work together to deliver the health and care plan which includes the need to have a workforce that can relate to our communities' lived experience, is representative of our communities and is diverse throughout, in particular at senior levels.
<p>An asset-based approach, building and amplifying what is already in the community, starting with the assumption of strengths and trust in Lambeth's communities</p>	<ul style="list-style-type: none"> • Understand and consider implications of any moves to a greater focus on place through localities/ neighbourhood working, seeking ways in which it can be based on Asset Based Community Development methodology • Put in place development for colleagues across the system to ensure they have good understanding of asset-based approaches and can support understanding and practice
<p>Shaped by a more determined and dynamic approach to integration, which understands that no one organisation has the answers to these complex issues we are attempting to tackle, and that collaboration is essential</p>	<ul style="list-style-type: none"> • Maximise the opportunity that changes in our approach to integrated locality teams (Fuller report) presents to the delivery of these outcomes • Use the Health and Wellbeing Board as the key cross-system accountability route for delivery of this strategy, providing challenge and assurance that we are operating as collaboratively as possible. • This will be supported by the Lambeth Together as our place-based integrated health and care partnership operating as part of the broader South-East London integrated health and care system.
<p>An approach which enables and supports the concept of 'Health and Wellbeing in all Policies', building on what has been achieved since 2016</p>	<ul style="list-style-type: none"> • Health in all Policies is an approach to public policies across sectors that systematically considers the health and health system implications of decision, seeks synergies, and avoids harmful health impacts, to improve population health and health equity. We will work to ensure this systematic approach is applied • Build on and extend the use of Health Impact Assessments, where possible undertaking the integrated assessment process which incorporating mental as well as physical health impacts
<p>Underpinned by open and participative research where research, data, and evidence gathering involves local people and informs our decision making</p>	<ul style="list-style-type: none"> • Develop, deliver, and implement the HEART funded research capability, connecting the capability to the delivery of this strategy's outcomes • Develop a Strategy 'dashboard' to help build evidence base around the efficacy and impact of the activities we undertake, reviewing the data metrics that we use.