

# Lambeth Equalities Excellence Case Studies

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# Our Case Studies

## Leadership, partnership and organisational commitment

### 1. Cooperative commissioning, clusters, outcome panels

#### **Lambeth's cooperative council**

In 2010 we decided to look at how we work with local people and consider the way forward for local government in Lambeth. Nationally there was a recession, our finances were starting to reduce and there were questions about the effectiveness of the public sector, coupled with a rising demand for services. By 2009/10 our reputation and performance as a council had improved considerably. We were delivering better value for money and better services for our residents, but we knew that this wouldn't be enough in this context. We knew we had to rethink our relationship with local people – we decided that we could do more by collaborating; specifically, we believe that we can achieve the best for our communities when local people are at the centre of what we do, and that might mean local people being at the heart of delivering a service too.

We decided that the role of the council is to support and enable our communities; and we felt this approach would work in Lambeth because of our proud history of community action and collaboration. Over a period of seven months in 2010 the [Cooperative Council](#) Commission (comprised of thought and sector leaders and Lambeth politicians) gathered evidence from more than 130 local and national organisations and heard the views of about 3,000 Lambeth residents. Throughout 2011 and 2012 we trialled a number of different approaches to cooperative working through an Early Adopter programme designed to prototype and test different aspects of cooperative working. In November 2012 we reviewed our progress on the early adopter programme in a report to Cabinet and concluded:

*“Over the last two years the Council has, for good reasons, adopted an organic approach to developing the cooperative council, initiating and identifying a number of Early Adopters that offer learning to the wider organisation. However, it has become apparent that although this has been necessary to develop a better understanding of how the cooperative principles set out in the original Commission’s report might work, in practice, small scale pilots will not in themselves be sufficient to generate the scale of change the Administration aspires to. If citizens, councillors and council staff are to work together in genuine partnership, then a more fundamental change will have to take place. The structures and the supporting infrastructure through which the Council operates will have to be altered to enable citizens and councillors to be firmly placed at the centre of what the Council does.”*

Through this Cabinet report our politicians reaffirmed their commitment to the Cooperative Council and agreed that the best way to achieve the whole system change they aspired to was through embedding cooperative commissioning as the default way we do all our business (to access the full cabinet report see

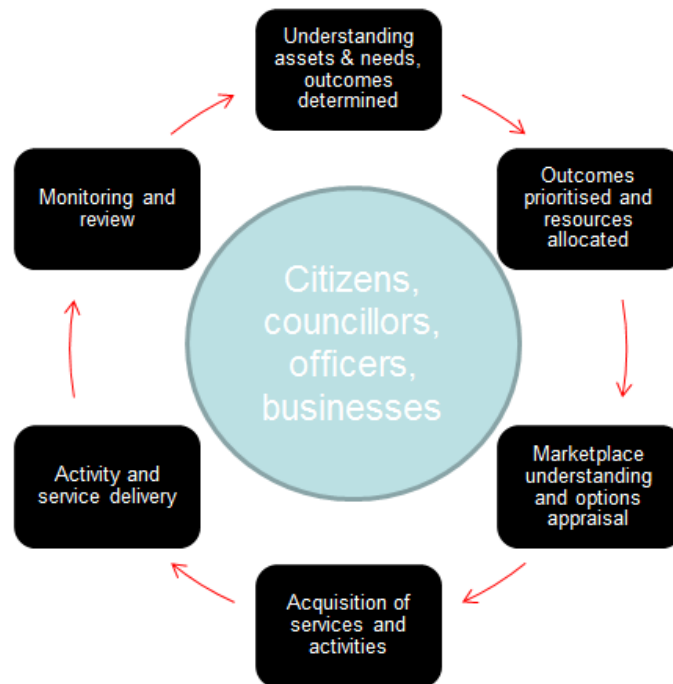
<http://moderngov.lambeth.gov.uk/documents/s50923/09a%20Cooperative%20Council%20Cabinet%20report%20-%20Final%20-%206%20Nov%202012.pdf>).

#### **What is cooperative commissioning?**

Our cooperative commissioning approach is the development of more “classic” approaches to commissioning (e.g. the Barnet Council model) into a way of operating which better delivers the cooperative council’s principles. The citizen and the councillor are placed at the centre of the

process influencing all that the Council does, from deciding outcomes, through to how we allocate resources, service delivery and review.

### Lambeth's cooperative commissioning model



Cooperative commissioning builds on the progress made in recent years and it represents a further development in our journey of improvement. However, whilst introducing cooperative commissioning as the new operating model, a number of fundamentals remain the same. It is important to note that democratic accountability remains central to the new approach; Council; councillors, Cabinet and Scrutiny all remain as essential components in the system. This provides assurance and accountability in tried and tested ways. There are, however, a number of key differences:

- The citizen is central to everything we do
- There is an explicit, focus on outcomes throughout
- Citizens are recognised for what they can bring, not just what they need
- There is an enhanced role for ward councillors as community-facilitators
- Cabinet members are our commissioners
- Co-production (working together) with citizens is the default way of working for all council staff
- The Council's data and information must be open and the Council's decision making must be transparent
- The organisation must be agile and flexible
- Innovation must be encouraged by becoming risk-aware rather than risk-averse

We undertook a detailed EIA on our Cooperative commissioning model which identified a number of key issues associated with the commissioning cycle which have been addressed through our equality statements in our community plan and in our equality objectives.

#### What are clusters?

To be able to make cooperative commissioning our default way of working we had to change the structure of our whole organisation. Throughout 2013 and 2014 we moved from five traditional local government departments based around services, to three clusters (Enabling, Delivery and Commissioning) and a team to help develop the cooperative council further called Cooperative

Business Development. These clusters are designed to be agile and flexible and to enable the organisation to run the cooperative commissioning cycle as its operating model. The commissioning cluster supports our cabinet commissioners to run through all the stages of the commissioning cycle; the delivery cluster is responsible for delivering activities and services which contribute to the outcomes (i.e. the services that remain in-house and council-run) and the enabling cluster contains the functions that keep a local government organisation going (like IT, finance, HR and legal).

### **What are outcome panels?**

Our elected members remain at the heart of the cooperative commissioning process. To facilitate closer working relationships between members and officers we have set up three Outcome Panels (one for each of the three broad outcome areas) – Community wellbeing; Neighbourhoods Environment and Sustainability and Housing Jobs and Investment.

These panels meet fortnightly, are co-chaired by Cabinet members and are designed to enable our elected members to steer the cooperative commissioning process. You can find further information about [Outcomes Panels here](#).

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.5, 3.4, 3.6, 3.8, 3.10

## **2. Embedding equality in our contracted services**

The council's procurement processes ensure that all contractors have an equality policy and meet our equality standards as set out in the community plan. Through our procurement board we introduce a level of challenge to ensure that equalities issues are being given sufficient weight in the procurement process. This ensures that the contracted organisation understands that in winning a contract from us they need to fulfil the same legislative requirements as us. We also include community benefit clauses within all relevant contracts; the purpose of this is to encourage suppliers to work with our communities to deliver contracted services. This may include a requirement for them to subcontract to local SMEs or organisations which directly employ local equality groups; or to support local community events.

For example, our Facilities management contract uses [Carpet Cleaning Care](#) a local organisation supported by South London and Maudsley NHS Trust (SLAM) which provides employment to people with severe and ongoing mental health problems. Through this experience of paid employment and training CCC employees are offered support, guidance and assistance in coping with the demands of working life.

These community benefit clauses are important as they are a key lever for us to get a wide range of benefits out of the organisations with whom we work for our communities (not just doing the task of getting carpets cleaned, but providing employment opportunities to local people with mental health issues).

<http://www.slam.nhs.uk/our-services/service-finder-details?CODE=SU0060>

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.9

### 3. Black Cultural Archives

Founded in 1981, The Black Cultural Archives (BCA) is a national institution dedicated to collecting, preserving and celebrating the histories of diverse people of African and Caribbean descent in Britain. In July 2014 the BCA opened the UK's first dedicated Black heritage centre in Brixton, just opposite Lambeth Town Hall in Windrush Square.

The BCA's unparalleled and growing archive collection offers insight into the history of people of African and Caribbean descent in Britain. The bulk of the collection is drawn from the twentieth century to the present day, while some materials date as far back as the second century. The collection includes personal papers, organisational records, rare books, ephemera, photographs, and a small object collection.

The BCA promotes the teaching, learning and understanding of the African peoples' contribution, which will enable the public to learn and connect with hidden histories, creating an experience to uplift and inspire. This is achieved through exhibitions, public programmes and events. The growing collection of original archives constitutes a permanent record of the richness of the Black experience in Britain and is accessible to all.

Relevant to the following protected characteristics: ethnicity

Relevant to the following elements of the framework: 3.3, 3.6, 3.8, 3.10

### 4. Violence against women and girls and the GAIA centre

Violence against women is a significant issue in Lambeth. Lambeth ranks as the highest volume borough in the Metropolitan Police Service (MPS) for serious violence against women, and has the fifth highest volume of reported domestic violence offences out of the 15 boroughs that are most similar. Existing services to reduce Violence Against Women and Girls (VAWG) often duplicated one another and the services did not properly meet the needs of all service users, particularly younger women and girls. Lambeth published its first partnership VAWG strategy in 2011 which was supported by detailed qualitative research with survivors of violence in the borough (to read the full research report visit [www.lambeth.gov.uk/equalitiesresearch](http://www.lambeth.gov.uk/equalitiesresearch)).

A major component and commitment of the strategy was the re-commissioning of the Gaia Centre which is run by Refuge and brings together all services relating to VAWG under one roof to provide a better, more responsive and more appropriate service for users. The approach has been profiled by London Councils here

<http://www.londoncouncils.gov.uk/policylobbying/crime/localcrimesolutioncasestudies/Lambeth-safer.htm>

In recognition of the increase in concern and prevalence of VAWG affecting younger women and girls, the service specification for the Gaia Centre also contains a requirement for the provider to deliver a young women's advocacy scheme. The service undertakes outreach work in schools, youth settings and colleges, to address the links between serious youth violence, gangs and the

exploitation of young women and girls. Young women and girls who are at risk of gender based violence, including risk from gang involvement and/or gang exploitation, are provided with a support service at the Gaia Centre. The service aims to support around 1,200 women per year, an increase of 50 per cent on the previous provision. For a more detailed case study of VAWG and the GAIA centre please see London Councils

<http://www.londoncouncils.gov.uk/policylobbying/crime/localcrimesolutioncasestudies/Lambeth-safer.htm>

Relevant to the following protected characteristics: gender

Relevant to the following elements of the framework: 3.5, 3.6, 3.8, 3.9

## 5. BETH Centre

The Beth Centre offers an innovative gender-specific service which supports Lambeth women who have been involved in the criminal justice system. It is run in partnership with [Women in Prison](#) and is based at Eaves' centre on Brixton Road, in London. The centre opened in January 2014 and is funded by Lambeth Council. Its activities contribute to the delivery of the VAWG strategy.

The centre is ground-breaking as it is the first time anyone has done this level of integration. It is based on the idea (evidenced through government reports and research) that the criminal justice system fails women and that a female-centred approach is required 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. Two youth offending workers who work with the younger women in the community affected by the criminal justice system are also part of the team.

Beth offers women a safe and comfortable space to address their support needs, provides computer access, a place where they can listen to the radio or watch TV and take part in a varied timetable of workshops. An intensive, holistic support service to women at risk of offending, women at risk of receiving a custodial sentence and women who are released from custody is also provided. It's considered as a model of excellence by the mayor's office and is being considered as a potential model to roll out across London. Open access drop-ins are on Tuesdays and Thursdays from 10am – 5pm

Relevant to the following protected characteristics: gender

Relevant to the following elements of the framework: 3.5, 3.6, 3.8, 3.9

## 6. Gang violence reduction unit

Lambeth Gang Violence Reduction Unit was set up in 2013. It provides the critical coordination of effort by statutory agencies and communities necessary to secure long term reductions in serious violence related to gang and group offending in Lambeth. This work brings together officers from the youth offending service, London Probation, two gangs workers from St Giles's Trust, a dedicated worker from Job Centre Plus and an investigator from the council's internal audit and counter fraud team.



The unit works by offering strong support systems for gang offenders to leave the gang lifestyle whilst also using every available enforcement tool against those who remain in gangs and commit gang violence. This model is based on deterrence principles – in effect we offer help for those who want it whilst delivering consequences for those who refuse it. The unit works with any offenders identified on the Lambeth gangs matrix. The matrix is a London-wide list with over 3000 gang members on it. In Lambeth we currently have 230 gang members on the matrix. 160 (70%) are aged 19 and above. 62 are currently in custody. Of the total, 23 are currently subject to youth offending service supervision and 25 are currently subject to probation supervision.

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 and aged 17-25 years, have received help and support into education, training and employment. A Gangs Multi-Agency Panel (GMAP) has been set up to manage the most high risk gang members and victims.

Relevant to the following protected characteristics: age, gender, ethnicity

Relevant to the following elements of the framework: 3.6, 3.8, 3.10

## 7. Aspirational families

Nationally the programme is known as the Troubled Families Programme- led by Louise Casey at the Department for Communities and Local Government (DCLG). However, in Lambeth we are not comfortable with the label and the negative connotations associated with the term ‘troubled families’ and so we renamed our local programme aspirational families.

The aim of the programme is to improve schools attendance, reduce school exclusion, reduce crime and anti-social behaviour, youth crime and support adults into employment. In Lambeth, based on data analysis we needed to turn around 1,080 households that have the most complex needs during the three years lifespan of the programme. The programme is nearing the end of the third year and ends on 31st March 2015. DCLG have extended the programme for further five years from April 2015 to 2020.

To date, 238 families have been supported separately through the programme, the remainder have been supported through existing work with the Youth Offending Service, Multi-Agency Teams, Community Safeguarding and Social Care, resulting in 1,080 worked with to date. In October 2014 we were able to make 81% of claims for ‘payment by results’, which equates to 875 families, this makes Lambeth one of the highest performing local authorities in the country and the best performing London authority.

Performance highlights:

- 473 families have achieved a crime/ASB / Education improvement (ranked 5th in London)

- 209 families have achieved continuous employment results (ranked 2nd in London, 3rd across the country). This is 21% of the Lambeth cohort (ranked 2nd in London, 5th across the country)

An example of a typical case including interventions and outcomes is attached:



ALF case.docx

Relevant to the following protected characteristics: socio-economic, age, ethnicity

Relevant to the following elements of the framework: 3.4, 3.5, 3.6, (3.7), 3.10

## 8. Financial resilience

We have developed an increasingly sophisticated data warehouse ‘making information work’ (see case study 14) that is enabling us to understand in real time where welfare changes will hit hardest by looking at areas such as where levels of debt, arrears (such as council tax) and poverty are greatest. Data we track on a real time basis and map to small geographic and individual respondents includes housing benefit, council tax benefit, payment arrears, and free school meals. We are utilising this data to ensure we target our interventions and to identify where will need to invest and plug gaps.

We also undertook ethnographic research with people who were struggling to cope to augment the quantitative data. This research found we need to:

- *Tackle complex needs first.* If you want to help those who are most vulnerable and furthest from the labour market, interventions should focus on resolving personal issues around health and substance misuse, for example, first.
- *Dignity should be at the heart of interactions:* giving families control over their lives and encouraging confidence and a sense of agency.
- *A more agile and preventative public sector.* The state needs to change the way it operates so it can act quickly, or even preventatively, to support families facing financial hardship such as that likely to occur as a result of some of the welfare reforms.
- *The need to create more jobs.* The most important practical change needed to build levels of financial resilience was the creation of more jobs. All of the financial resilience studies reviewed here emphasised the importance of paid employment as a means of escaping poverty and financial exclusion.

As a result of this analysis we developed the financial resilience strategy and a range of projects designed to deliver against that strategy:

- 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;
- 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.

Relevant to the following protected characteristics: socio-economic

Relevant to the following elements of the framework: 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10

## 9. Lambeth Early Action Partnership (LEAP)

In June 2014 Lambeth Early Action Partnership won Big Lottery funding of £38m for a 10 year programme to work with the NCB on 'preventative' activities to improve life opportunities for 0-3 years olds in our four most deprived wards. Around 1,000 babies are born each year in these wards and the number of under-fives is expected to increase by 10% in the next decade. Our focus is improving the lives of over 10,000 babies who will be born in the ten-year period of the LEAP programme. Over the ten year programme we will:

- Improve the rates of children achieving an overall good level of development in the target wards from 45% to 81%
- improve the rates of children achieving a good level of social and emotional development in the target wards from 68% to 95%.
- improve the rates of children achieving a good level of communication and language development in the target wards from 63 % to 95%
- eliminate the gaps in achievement for boys, children on free school meals and particular ethnic groups for social and emotional development and communication and language development.
- reduce obesity rates at school entry by from 15% to 9%
- halt rising rates of obesity for all groups at age 11 in the target wards.

Reducing unjustifiable and avoidable inequalities in health, social and economic status is at the heart of LEAP's vision for change for young children and their families in Lambeth, it is clear about where inequalities exist, and the fact that many families in need are not accessing the services available to support them.

Addressing health and social inequalities is integral to the LEAP programme. To address these needs an equity audit process has been adopted that informs the planning, commissioning, implementation and monitoring of the interventions. A set of equalities policies and monitoring framework have been developed which set out LEAP's clear commitment to active promotion of equality and diversity. Performance data will be analysed to consider equality groups.

Throughout the LEAP programme we engage with providers through events, discussions and workshops; and in particular targeting activity to groups not involved previously. We also seek

ongoing proactive engagement with service providers, through the local commissioning forum, the Local Voluntary Action Council, and through our regular public partnership meetings.

LEAP's procurement draws on the best practice from the Equality and Human Rights Commission's *Buying Better Outcomes*. When tendering for contracts we ask suppliers to evidence how they meet equality outcomes – for example, by increasing take-up of the service by people and capturing data about relevant protected characteristics . We also look at where services can be provided for groups that are disadvantaged or under-represented currently, to improve equity of access and outcome.

Relevant to the following protected characteristics: health, age, socio-economic

Relevant to the following elements of the framework: 3.4, 3.5, 3.6, 3.7, 3.8, 3.10

## 10. Food flagship

Lambeth is one of two Flagship Food Boroughs in London. We won this status from the Greater London Authority, having demonstrated leadership in food policy and food activism. The Council is working in partnership with community and health organisations, through the [Lambeth Food Partnership](#), to deliver a range of food-related outcomes. We are working strategically to build on a surge in community-led initiatives such as [Brixton People's Kitchen](#), which brings people together to cook a meal from food that would otherwise be wasted and focus on working with people in food poverty, to the [newly opened social supermarket](#) in West Norwood, which enables members to buy discounted surplus food from high street supermarkets. Lambeth Council has provided the premises for the shop for free, recognising the value it would bring to our residents. Other initiatives include community gardening such as [Loughborough Farm](#), a food-growing project in Lambeth's most deprived ward, and community cooking initiatives like '[Cook Like a Caribbean](#)' run by Myatts Fields Park Project Group.

Most recently this has led to a stream of work around food poverty with a food poverty worker being recruited to work with a community partner to address the issue strategically across the borough.

The Lambeth Food Partnership has written a food strategy that advocates celebrating and valuing the wide variety of cultures in the borough and using that as inspiration for activities to ensure that healthy and sustainable food is available to all.

Relevant to the following protected characteristics: health, socio-economic

Relevant to the following elements of the framework: 3.4, 3.5, 3.6, 3.8, 3.9, 3.10

## 11. Cross-borough employment services

We recognise how important it is to ensure unemployed people, especially those with complex needs, get the 'right intervention at the right time', from Universal Credit application through to employment, supported by skills and training provision that meets the needs of the London labour market.

That is why we have been working together with our neighbouring boroughs Southwark and Lewisham to co-commission on the basis of employment pathways. Pathways are tailored to meet the **specific needs of priority residents** on their personal journey in to work.

We worked together with a diverse range of stakeholders from suppliers to the long term unemployed and we worked with PWC to assist us with producing complex customer journeys for priority groups. The Centre for Economic and Social Inclusion was commissioned to carry out analysis of the Labour Market which showed a mismatch between labour market requirements and the current skills offer<sup>1</sup>. They found that future employment services need to be more tailored and personalised to individual need, be delivered by staff who can show empathy and who have relevant specialist knowledge and training<sup>2</sup>. Funding streams were also mapped to help create a new service.

This research phase led to us further developing the existing three borough initiative - 'Local Support Service Framework'. This framework aims to help people transition onto Universal Credit. The new system is currently being piloted (phase 1) since October 2014 for 12 months on four of our priority groups (Lone Parents, 50+, 18-24 year olds and citizens with low level mental health needs). We're currently planning to also extend the pilot for a further 12 months (Phase 2 15/16) to include those with learning difficulties and also those with physical health needs. If the pilot is successful we hope a longer term transformational new service can be co-commissioned in 2016. Our cost benefits analysis indicates we could achieve savings of around £3m to the public purse over 10 years but most importantly for us it's about getting people into work and so transforming opportunities for our residents for generations to come.

This work has been supported through the CLG community budgets programme and has been shortlisted by the LGA as a commissioning pioneer.

Relevant to the following protected characteristics: age, disability, health, socio-economic

Relevant to the following elements of the framework: 3.4, 3.5, 3.6, 3.8, 3.9, 3.10

## Knowing our communities

### 12. State of the Borough and JSNA

Together the State of the Borough and the Joint Strategic Needs Assessment are two of our key evidence sources for the borough. There are also more detailed assessments and evidence sources which help to inform our cooperative commissioning process including our housing needs assessment, violence needs assessment and reports relating to sustainability and the environment.

The State of the Borough report has been an annual report since 2009 and sets out in detail the key demographics of our borough and how it is changing. It covers each of the protected characteristics enshrined in law, as well as our local characteristics and provides ward profiles for each of our 21 wards. It uses council, partner and national data. Based on feedback from users it includes narrative

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<sup>1</sup> CESI skills research

<sup>2</sup> CESI what works evidence review

paragraphs which voluntary sector and public sector organisations find useful for developing funding applications and in producing inspection and other annual reports.

The Lambeth Joint Strategic Needs Assessment (JSNA) is a process that identifies the current and future health and wellbeing and social care needs of the local population. The JSNA also considers what assets local communities within Lambeth can offer in terms of skills, experience and resources. The Lambeth JSNA brings together a wide range of information to help us better understand these needs and assets. The information comes from a number of different avenues including the views of the local population. Collectively, this information helps Lambeth Council, Lambeth Clinical Commissioning Group (CCG), NHS England and third sector providers address the identified needs and reduce inequalities. The JSNA has informed Lambeth's Joint Cooperative health and wellbeing strategy produced by Lambeth, the NHS healthwatch, Lambeth and Kings health partners.

[State of the Borough 2014](#)

[Joint Strategic Needs Assessment](#)

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

### **13. Involving local people in regeneration**

We actively involve citizens in our regeneration programmes. For example, Vauxhall is undergoing major change as a result of developments in London's largest development opportunity area, Vauxhall Nine Elms. Although not all of the regeneration area is in Lambeth, it will impact enormously on our residents. We have actively worked with community stakeholders to involve them to be able to take advantage of opportunities and contribute to a shared vision for the area. We are particularly concerned about the need to take a sustainable communities approach as a lot of the new developments are glossy high-value buildings, which will contrast with the council estates that border it. We have worked with ward councillors, Stockwell Partnership, Kennington Oval Vauxhall Forum and other community representatives – using local knowledge to design many different ways and levels for people to get involved in ways that would suit them.

Parts of Brixton are also being regenerated and we have developed a Future Brixton programme with residents that brings the many aspects of this regeneration programme together. The [Future Brixton](#) website hosts a wealth of information and highlights ways to get involved. The Somerleyton Road redevelopment is being delivered by a team that includes a range of partners including resident groups. Brixton Green, for example, has campaigned for a sustainable redevelopment of the area for some time and has engaged with large numbers of citizens who live in that part of Brixton, in our most deprived wards, to co-design a development that will meet the needs of local people, as well as be financially sustainable. A now unused council building that will be part of the redevelopment has been handed over to Brixton Green for them to pilot community activities that will inform the redevelopment work.

Elsewhere in Brixton we are actively working with communities to co-design a former car park space. The space will be occupied by a 'Meanwhile' community project, which the community voted for, while longer term plans for the site are agreed. The 'Meanwhile' project will provide space for

business start-ups as well as new leisure space. A project steering group will ensure that it remains accessible and open to all.

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.2, 3.3

## 14. Making Information Work

This project enables us to join up information from across the council so that services can be informed and coordinated when they are working with residents. From an equalities perspective this means that we can gather equalities data from one source (e.g. housing) when it may be absent on another (e.g. benefits). This means that we can be more informed about who residents are without having to collect it again, and it means that the quality of data in our EIAs has improved. The data in the 'making information work' warehouse is constantly changing but at the moment it includes real time information about who is in receipt of council tax benefit, housing benefit, who is in arrears in payments to the council, who lives in council housing (as tenants or leaseholders), who is in receipt of free schools meals and who holds a freedom pass.

An example of how we have used the data is in our current freedom pass renewal work. We are able to cross reference the freedom pass datasets with others to understand why some people may not have responded. This allows us to answer questions like, have we got evidence from other sources that they have moved? Or do we know of a sensory disability which means they may not have responded to an initial mail out? The creation of this database means that we can go from knowing very little about someone, to being quite informed. But this is only done where it is appropriate, relevant and within data protection guidelines. The outputs of this are often tools and dashboards that are open for all council officers to access. Because of the personalised nature of the data in the warehouse we have not yet been able to make it open to citizens or other organisations to use.

Relevant to the following protected characteristics: socio-economic, gender, age, ethnicity, disability

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

## 15. Narrowing the gap in educational attainment

From evidence collected we were aware of issues in gaps in educational attainment for white working class, Somali, black Caribbean, Polish and Portuguese pupils. We carried out further qualitative and ethnographic research into these groups to try and understand the issues underlying differential performance and to develop initiatives to enable these students to achieve in line with their peers.

Targeted interventions included giving pupils strong leadership and setting high and positive expectations, using data to identify underperforming groups early, and monitoring the effectiveness of interventions. We also supported schools to consider how to make the curriculum relevant and how to engage parents and target the support offered by teaching assistants



We have seen significant results from these interventions with Lambeth being the 3rd best performing local authority out of 150 local authorities in terms of GCSE attainment for low income pupils measured in **Free school meals**.

Traditionally the lowest attaining of the main ethnic groups, **Portuguese** students have been closing the gap with the other main ethnic groups and the overall LA average in each of KS1, KS2, KS3 and GCSE. The picture for **Caribbean pupils**, another underachieving group, has been more varied. At KS1 the gap with the Lambeth average narrowed very slightly, while at KS2 and KS3 they made progress in closing the gap. GCSE results are now nearly at the overall borough level.

**Somali pupils** have previously been identified as underperforming in Lambeth. They have made very strong progress in each of the key stages and are now above the Lambeth level at each key stage with the exception of KS1.

**White British pupils** had consistently high levels of attainment at KS1 and KS2, with rates of improvement at or exceeding the borough average. However, although their KS3 results were also one of the highest, they made less improvement since 2007, eroding the gap with their peers. In contrast the achievement of White British pupils at GCSE has consistently been below the borough average, although in 2013 this gap had considerably narrowed.

**Fully fluent bilingual pupils** were consistently the highest attainers at each keystage. At KS1, stage 3 fluency pupils outperformed English only speakers but this tended not to be true at the other key stages.

Relevant to the following protected characteristics: ethnicity, gender, English as a second language

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

## 16. Improving outcomes in relation to HIV, smoking, teenage pregnancy and infant mortality

**HIV:** Although Lambeth is still the borough with the highest HIV prevalence in England (13.9/1,000 affected among 16-59 year olds in 2010) people who live here with HIV now live longer than ever before. HIV has become a chronic rather than terminal condition and the AIDS mortality rate has been halved during the past 10 years. The reasons for our high HIV rate (according to the [Lambeth annual public health report 2013](#)) are that we have the highest MSM population in the country (men who have sex with men), which accounts for 65% of infections. By 2011, 3,191 of our residents were living with a diagnosis of HIV, and being treated for the condition, which represents an increase of over a third since 2006. However, the number of reported new diagnoses has decreased over time – so the increasing number with a diagnosis reflects that people with HIV are living longer. Integrated HIV testing, free needle exchanges, free condom distribution, improved efficacy and availability of antiretroviral therapy and a comprehensive support and care programme have all contributed to the improvements in this area.

**Smoking:** Smoking remains the single greatest preventable cause of premature mortality and health inequalities. It is responsible for an estimated two thirds of avoidable deaths in



Lambeth. Over the last ten years the prevalence of smoking in Lambeth has reduced significantly to 20.1%. In 2011/12 the service helped 2,530 individuals to stay quit at four weeks, exceeding the Department of Health target by over 500 quitters. Since 2005 the Lambeth Tobacco Control Alliance, a partnership of local agencies, has been driving forward a comprehensive tobacco control strategy in Lambeth which has focused on:

- Preventing the uptake of smoking by children and young people by working with young people, schools and youth clubs
- Supporting the NHS Stop Smoking Service. Every year, at least 4,000 smokers use the Lambeth service.
- Addressing passive smoking by working with the Lambeth council enforcement team to support the implementation and continuing enforcement of smoke-free legislation, and the promotion of smoke-free homes.
- Tackling illegal sales by supporting our trading standards team in their work to reduce under-age and illicit tobacco sales.
- Local health equity audits have led to more effectively targeted support to men, black and minority ethnic groups, and those living in the most deprived areas.

**Teenage pregnancy:** Lambeth has traditionally had one of the highest rates of under-18 conceptions in England, and this peaked in 2003 with the borough having the highest teenage pregnancy rate in Western Europe. Over the last ten years NHS Lambeth, working in partnership with the council and the voluntary sector, has made significant progress in raising the profile of young people's health. The latest data for 2011 shows a reduction of 66.1% in the under-18 conception rate since 2003, with a rate of 34.8 per 1000 girls aged 15-17 bringing it nearly in line with the England-wide rate of 30.7.

This reduction in under-18 conceptions is the result of a successful strategic partnership that includes senior officers and representatives from the local authority, NHS Lambeth, Guys & St Thomas's Community Health Services, and the voluntary sector.

After an initial needs assessment, the partnership undertook a number of local research projects to better understand local risk factors including the sexual behaviour, attitudes and knowledge of young people in Lambeth; matching birth data with education and social care data; and to understand what influences young women's contraceptive choices. These and other pieces of research informed the development and implementation of an evidence-based programme to address prevention, but also to support teenage parents. Research highlighted that some young people experience several risk factors, and so the programme has now expanded to a wider young people's health agenda.

- **Healthy schools:**

A key setting to undertake work on health with young people is in schools. The Healthy Schools programme is central to the implementation of the young people's health programme. In 2008, a Local Area Agreement stretch target was agreed for an Advanced Healthy Schools programme (including sex and relationships education, substance misuse and emotional health and wellbeing). This stretch target was achieved, and by March 2011 94% of Lambeth schools were accredited with Healthy Schools status, and 54 schools meet the locally agreed Advanced Healthy schools stretch criteria.

- **Teens and toddlers:**

Local research identified that the risk of becoming a young mother was correlated with experiencing difficulties in school (47% of young mothers). To meet this need Lambeth secured funding to set up the Teens and Toddlers Programme in 5 local schools. Over 100 young people at risk have completed this personal development programme over the last 2 years, with the majority having achieved the Level 1 Award in Interpersonal Skills. The programme is now running for its 4th year.

- Work with young parents:

Work is also undertaken with young parents to reduce their social isolation and improve their health and that of their children. St Michael's Fellowship, a voluntary sector organisation in the borough, has worked with pregnant young women, young mothers, and fathers. They offer one-to-one support and group work to support decision-making about their pregnancy, prepare them for parenting, support breastfeeding, offer information and advice about child development, nutrition, and a range of other health and social issues. These young people have gone on to develop resources such as the films 'Kim' on domestic violence and 'Tiny' on recruitment to gangs. As a result of this work young people have also gained qualifications and employment.

In 2009 the evidence-based programme Family Nurse Partnership (FNP) was set up in Lambeth, and works with first-time mothers aged under-19. Specially trained family nurses work on an intensive basis with the young parent and their baby for two years. All the young women had one, and most had multiple, identified vulnerabilities. Successful outcomes for these young women included:

- 84% using effective contraception
- 95.4% initiating breast feeding, with 37.8% still breast feeding at six months
- An 18% reduction in the number who were not in education, training or employment
- No attendances at A&E for accidents

- Local social media campaigns:

Another successful strand of the programme has been the development of a communications strategy that targets young people to increase their knowledge and awareness of a range of health issues. Three successful campaigns have been developed and co-produced with young people in the borough over the last five years.

**Infant mortality:** Lambeth has historically had a higher than average infant mortality rate. The infant mortality rate<sup>1</sup> has declined from 7.1 per 1,000 live births in 2001-03 to 6.5 in 2009-2011. It has been as low as 5.4 per 1,000 live births over this time period, which was only 0.6/1,000 above the national rate for England. Reducing the infant mortality rate has been achieved by focusing on modifiable risk factors including:

- Smoking cessation services for pregnant women, and training for staff who work with them
- Infants of teenage mothers are at increased risk; teenage conceptions have reduced by over 50% from their high a decade ago
- Breastfeeding reduces the risk of infant deaths. Lambeth has introduced UNICEF's Baby Friendly Initiative, and raised the breastfeeding rate to 91.8% of mothers initiating breastfeeding, exceeding by far the England average of 74%
- Increasing the immunisation coverage of infants to over 90% for the primary course (whooping cough, diphtheria, tetanus, polio and Hib)

Relevant to the following protected characteristics: health, ethnicity, gender, sexual orientation, age, socio-economic, pregnancy and maternity

Relevant to the following elements of the framework: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.8, 3.9, 3.10

## 17. Lambeth market researchers

Over the last five years we have recruited a pool of local market researchers who work with us on research projects. The researchers come from a wide range of backgrounds and the work is flexible allowing us to employ those who are juggling other commitments such as families. We provide detailed training and shadowing, based on Market research Society guidelines and so the work is also suitable for people with little experience. We have employed people with learning and physical disabilities and some who were formally in care or care leavers. The work gives people a wide experience to enable them to go on to further employment, and many of them have gone on to work for market research agencies. We also try to maximise local employment advertising locally through the council magazine and Job Centre Plus.

Having researchers that can be out in the field means we can get a more representative sample as all types of people are more likely to respond to consultations when approached rather than those who respond through things like postal surveys.

We are also able to use their community knowledge and employ them as peer researchers which has been done with success for our Portuguese and Somali communities, we also have French, Portuguese and Spanish researchers which allows us to conduct same language interviews.

Relevant to the following protected characteristics: English as a second language, ethnicity, gender, socio-economic, disability

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

## 18. Ethnographic research

Ethnography is a research method associated with anthropology and the study of cultures. It allows you to do more than just speak with people through the relatively contrived setting of a focus group or an interview. Ethnographic research is a method where the researchers spend time with people as they live out their daily lives to really understand the issues that matter most to them. It is based on the notion that 'what we say, what we do, and what we say we do' are three separate things. By spending time with people we can move away from surface responses (what we say we do), to understand the realities of everyday life for different groups of our residents. We worked with specialist ethnographic research organisation ESRO to train our staff in ethnographic research and we now have a pool of council employees who can use this research methodology and can train others.

We have used ethnographic research to fill gaps where we felt we knew little about some relatively small communities (for example on our one Gypsy site and with transgender residents). We have also used it to help understand some of the reasons underlying differential results on our residents survey for our black Caribbean residents. We have used ethnography to gain a better understanding of some of our larger ethnic minority communities - Eritrean, Polish, Portuguese.

As a result of the insight gained through this work we have developed a staff training module on understanding the specific needs of the transgender population, we developed an action plan to address the issues identified on the Gypsy site in Streatham and a black Caribbean action plan was coproduced with participants in the research to address the issues they had identified.

The full set of ethnographic research can be accessed here [www.lambeth.gov.uk/equalitiesresearch](http://www.lambeth.gov.uk/equalitiesresearch)

Relevant to the following protected characteristics: ethnicity, transgender

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

## 19. Black mental health commission

National data shows that there are a disproportionate number of people with mental health issues in the black community. As we have a high percentage of black residents it was clear that this had to be a priority for us. Black Caribbean people make up 7% of the population in registered with Lambeth GPs and yet account for 17% of people with serious mental illnesses. And 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.

To investigate these issues and make recommendation we set up the Black Mental Health Commission *'to improve outcomes for member of the black community experiencing mental health problems and ensure that series in Lambeth are designed and delivered in a way that meets their needs.'*<sup>3</sup>

The Commission made 40 recommendations around prevention (promoting and improving health and wellbeing), access to appropriate services and patient experience (improving the care and support experience) and we are now responding to these recommendations. The report was launched at an event in October 2014 at the Town Hall: [From surviving to thriving: Brixton hosts Lambeth Black Health and Wellbeing Commission event.](#)

Relevant to the following protected characteristics: health, disability, ethnicity

Relevant to the following elements of the framework: 3.1, 3.2, 3.3

## Involving our communities

### 20. Lambeth Housing Standard

In 2011, we set up a Housing Commission to consider the future of social housing in Lambeth. It recommended that the Council and Arms Length Management Organisations, work with tenants and leaseholders to coproduce a new standard, a Lambeth Housing Standard (LHS), which would then drive how funding is used, where it was used and whether all our properties should benefit from the available funding or if different solutions or other funding sources needed to be found. This was driven by a commitment to deliver as much investment into council homes as quickly as possible to bring them up to the standard that our residents would expect: safe, warm and secure, a home to take pride in.

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<sup>3</sup> Black Health and Wellbeing Commission report June 2014

The Lambeth Housing Standard (LHS) was introduced in April 2012 and is the standard to which all Lambeth-owned homes are brought up to and maintained at. There was overwhelming response to the coproduction activities in developing the LHS. Almost 6000 residents have been involved in a variety of ways in sharing their views on what should or should not be included in the LHS. Every tenant and leaseholder was sent a survey in the post. To ensure maximum response a freepost envelope was included. We wanted to ensure accessibility and that people could get involved how they would prefer so we also offered workshops at the annual residents conference and group work to discuss the LHS. In addition to the above ways to engage there was an online survey. The data from all forms of coproduction activity was analysed and residents were invited round the table to discuss how to interpret the data within the known financial constraints, also while taking into consideration the differing needs of tenants and leaseholders.

Relevant to the following protected characteristics: socio-economic

Relevant to the following elements of the framework: 3.11, 3.12, 3.14

## 21. Freshview

Freshview is a highly innovative way of involving people who live in a neighbourhood to improve their local environment. The Council supports a group of neighbours by providing tools and some personnel to host a community makeover day. The event is organised by residents but facilitated by the Council's contractor, Veolia.

The type of activities are decided on by each individual community but can include:

- clearing and tidying an area of woodland
- building on-street planters and window boxes
- removing debris from disused land
- cutting back overgrowth from alleyways and footpaths
- brightening up local areas and painting to make them visible and safe.

The programme involves anyone in the local area who would like to be involved but it benefits all the people who live and walk in the local area. We know that a good local environment contributes to perceptions of wellbeing and can also have an impact on community safety. Vulnerable communities are often disproportionately affected by environmental blight so this is a good way of improving the environment for everyone.

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.11, 3.12, 3.13, 3.14

## 22. Snow wardens

We recognised that with decreasing resources it would become increasingly difficult to clear pavements to make it easier for our elderly and disabled residents to go outside if it snowed. We talked to our residents and found that many of them were willing to clear snow from pavements. A

major barrier to this, however, was insurance. So the Council decided to provide insurance for people who volunteer to clear pavements.

We recruit people to be snow wardens, provide them with some training and health & safety advice, as well as some tools, salt, hi-vis jackets and gloves. We engage with them through social networking sights and warn them when snow is forecast, using the same forecasts we would use to inform decisions on the need to grit roads.

The approach has been received very positively. Residents recognise that it would be extremely expensive to provide pavement clearing as a council service. They also report that their efforts have been appreciated by neighbours, and other neighbours have joined in to help, generating an even greater sense of community.

Relevant to the following protected characteristics: disability, age

Relevant to the following elements of the framework: 3.11

### 23. Green community champions

Green Community Champions is an 'open' programme that asks citizens what they want to do to improve the environment – whether that is the global environment (climate) or the local environment. The Green Community Champions officer then supports people to do what they want to do. There are 800 'activists' and we know that many more people have been touched by the programme activists often involve others through their work. The programme has given rise to several significant projects, which are now self-sustaining, including 200 community food growing projects, the [Remakery](#) reuse and upcycling project, a community energy project and [community currency](#).

The programme has been running for 5 years and has engaged with a broad range of people. Equalities monitoring carried out on a 6 month externally funded training programme that recruited exclusively through the Green Community Champions trained found that a significant proportion were from communities with protected characteristics and low socio-economic backgrounds. Indeed workshops were often held during the day time to attract people who are not at work, and workshops were held with the over 50s group on Lambeth's largest housing estate, Clapham Park.

Another major programme that came out of the Green Community Champions programme is the community energy company, [Repowering](#). Its first projects in Brixton have been on some of our most deprived estates and there the project has been hugely successful in supporting residents to get involved. It has done this by making by providing opportunity for them to invest by allowing residents to buy smaller shares, running training workshops, giving apprenticeship opportunities for residents during installation, and having a social return on the project that provides a small grant each year for the estate to spend on their area.

Relevant to the following protected characteristics: health, socio-economic

Relevant to the following elements of the framework: 3.11, 3.12, 3.14

## 24. Made in Lambeth

Made in Lambeth is a two year old initiative designed to harness skills and resources in our community and put them to local social good. Over a weekend or over a day we host a space where creative professionals who work in digital technology or marketing and live in our borough, help solve a social problem. In the majority of cases the professionals who have given up their time to get involved are relatively young and have not been involved in supporting the public sector before. So far using this approach we have:

- Designed a new sexual health service
- Developed a way to redirect food waste to those in food poverty
- Worked with the Lambeth Credit Union to develop a marketing strategy for its affordable low interest payday loans, to compete with the high interest loans offered by companies like Speedy Cash and Wonga.
- Launched a network against violence in Lambeth to create a shared sense of purpose and recruit more people to the cause
- Helped Brixton Pound launch its Community Lottery

For further information: <http://madein.lambeth.coop/>

Relevant to the following protected characteristics: age, socio-economic

Relevant to the following elements of the framework: 3.11, 3.12

## 25. Young Lambeth Coop (YLC)

The YLC is the first of its kind and we believe is the most exciting and innovative development in the UK youth and commissioning sector. The YLC has the potential to revolutionise the way it delivers public services by placing power and responsibility for youth services in the hands of the young people and the community.

The YLC was formed as a result of a conversation the council initiated with the community and which has taken place over the last two years about how play and youth services should be managed in the borough. Through this, the community gave a very strong message that they wanted greater control and ownership of these services.

The YLC as a membership organisation with 200,000 stakeholders (one third under 19 years old) will apply on behalf of Lambeth's young people and communities for funding for youth services in the borough. As a community owned organisation the YLC has the potential to bring in investment from a wide range of sources not typically available to local authorities.

The YLC recognises that different individuals want different levels of involvement, and so there are opportunities for people to get involved in everything from strategic decisions about procurement, to technical issues around safeguarding to working to support youth centres, adventure playgrounds and one o'clock clubs and other services that the YLC commissions, to very light touch involvement through surveys, workshops and celebratory events.

Relevant to the following protected characteristics: age

Relevant to the following elements of the framework: 3.11, 3.12, 3.13, 3.14



## 26. Neighbourhood Enhancement Programme

Transport for London is a major funder of public realm improvements but instead of just spending money from TfL in an ad hoc way on pure transport projects, Lambeth has worked within small areas to codesign improvements that would have real meaning and benefit to local people, by enhancing the local economy, improving health and wellbeing and increasing public safety and reducing crime. The Neighbourhood Enhancement Programme (NEP) included traditional measures such as changes to traffic or parking priorities, but they also included pocket parks such as [the Edible Bus Stop](#), guerilla gardening and community art.

This programme and other transport programmes, particularly [Van Gogh Walk](#) and the [Loughborough Junction Plan](#), demonstrate the ways that Lambeth is putting communities at the heart of everything we do. Rather than consult on projects that council officers have designed, we ask people what they want to do to improve the local area.

To involve as many people as possible there are three phases to the NEP. Firstly a postcard and outreach campaign sought to establish the priority concerns of the community. The postcard is sent to every resident in the area. At the same time posters are displayed in council offices, libraries, advice centres, GP surgeries, children's centres and jobcentre plus/employment centres and street notices were fixed to lamp-posts across the NEP area.

We contact residents' associations and community groups and encourage them to take ownership of the campaign and generate their own publicity locally. We also contact Lambeth Living, as well as a number of other housing associations, to help publicise the campaign with residents living on local estates and in social housing.

We contact schools, youth and sport clubs and worked with language interpreters to help raise awareness amongst those whose first language is not English. We then analyse all of the comments received for each area. Those that fall within the scope of the NEP are fed into the design and decision processes.

The second phase is the co-design phase, where Lambeth councillors and officers meet and work with residents to convert the set of proposals and concerns into practical solutions. Co-design workshops are hosted to discuss and deliberate over potential schemes and use of the money in order to come up with practical solutions to concerns. All residents who say they wish to be kept informed are invited, as well as residents who are most likely to be affected by the proposals. Finally there is a public consultation phase – after drawing up plans based on discussions with residents, all residents are formally consulted. The consultation document, sent to every household in the relevant ward area, asks residents to prioritise and comment upon a list of possible improvements emerging from the co-design phase, keeping in mind the budget. Residents can also respond online if they prefer. Staffed exhibitions are also held to help answer any residents' questions and further information is available online.

Councillors play a key role in driving involvement of local residents and community groups, ensuring that all local interests are represented throughout the process. Following the closure of the public consultation, councillors (in their role as cooperative commissioners) review the results of the

consultation and decide which improvements should go forward, taking into consideration officers' reports. Certain improvements which require statutory consultation are followed up as appropriate.

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.11, 3.12, 3.13

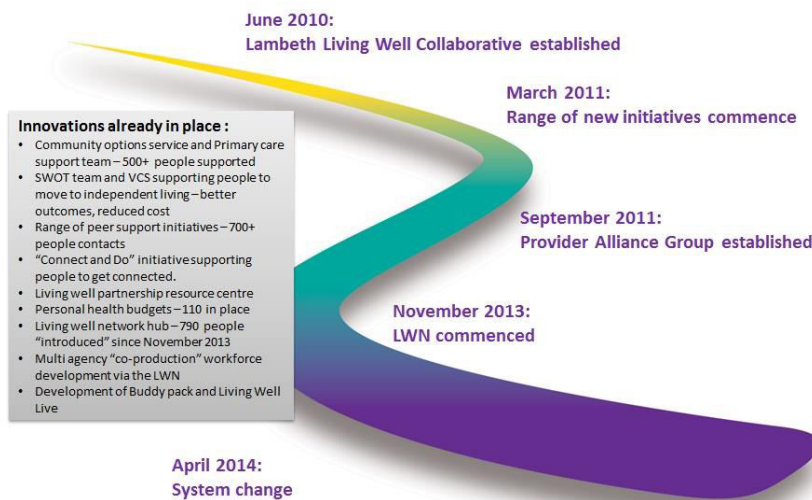
## 27. Lambeth Living Well

"Our Vision is that the Lambeth Living Well Area will provide the context within which every citizen whatever their abilities or disabilities, can flourish, contribute to society and lead the life they want to lead" (quote from Lambeth Living Well Collaborative [website](#)).

The Lambeth Living Well Collaborative is a Partnership that commissions and runs mental wellbeing services across the borough. Members of the Collaborative include traditional healthcare commissioners such as the NHS and the Clinical Commissioning Group, but also voluntary sector organisations such as Mind, and, perhaps most importantly, service users and carers.

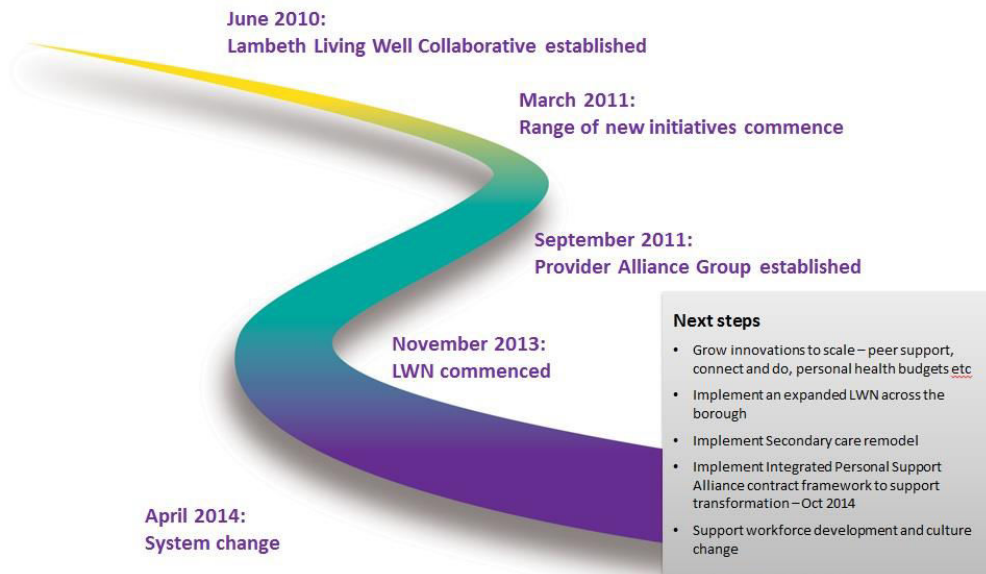
The Collaborative was established in 2010 and is already having a positive impact on people's lives, as recorded in some of the [stories](#) on the website. It has partnered with one voluntary sector organisation, Mosaic Clubhouse, to establish a new large facility close to the centre of Brixton, which provides activities including employment opportunities for people with mental health issues.

### Our collaborative journey



The Collaborative is now growing some of its innovations and expanding its network across the borough to foster more connections.

## Our collaborative journey



Relevant to the following protected characteristics: disability

Relevant to the following elements of the framework: 3.11, 3.12, 3.13

## 28. Children in Care Council

We believe it is vitally important that our Looked After Children shape children’s care services. This is why we set up two innovative Children in Care Councils - Junior Visions for children and Visions of Success for young people.

Collectively they:

- help to monitor and implement the Lambeth Pledge – which was developed by children in care and sets out our promises to them
- bring together service users and senior managers to influence decisions about services for children in care
- develop skills and confidence of the children and young people involved
- directly help the Corporate Parenting Board to measure and monitor the effectiveness and quality of ‘Corporate Parenting’ to children and young people; according to the views and experiences of the children who are in care
- coordinate an annual consultation to gain views of CLA, children on a child protection plan and children in need

The Children in Care Council regularly invite partners, managers, councillors and senior officers to attend their meetings to discuss relevant issues and to input to service developments. The group design and lead on projects and contribute to projects being led by the council and partner agencies. The chair of the Care Council presents the annual Corporate Parenting Board report to the full

council meeting on behalf of the Board and last year successfully influenced all councillors to sign up to the Pledge for looked after children.

Some key achievements are highlighted below:

- Supported the development of the Care Leavers Charter
- Regular attendance at Lambeth's Annual Designated Teachers Conference
- Twice yearly meetings with the Chief Executive and the Director of Children's Services to provide effective challenge about services and their experience of Lambeth as their Corporate Parent. Issues raised are followed up by the Children's Rights and Participation Officer with scrutiny from the Corporate Parenting Board.
- Training staff and Councillors on how to be an effective Corporate Parent
- Instigated two innovative service developments championed by the Chief Executive including the Steps 2 Success work experience scheme for care leavers, and the Real Sport leisure pass for children looked after; both of which continue to run despite the current economic situation.
- Contributed to policy developments at both a regional and national level for children looked after and care leavers through involvement in the following external meetings such as the Associate Parliamentary Group meetings at the House of Commons
- Participation in a recent BBC documentary with Lorraine Pascal

Current projects include:

- Advising the Independent Reviewing Team about effective communication skills to improve young people's review meetings
- Working with Virtual School to support young people's educational needs
- Working with Housing in relation to support offered to care leavers
- Training social workers so that young people are always seen on their own and to promote positive communication and listening/involving young people in decisions made about their care
- Ensuring there are effective relationships between young people and social workers.
- Continuing to help young people prepare for their future – especially around managing money

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| <ul style="list-style-type: none"><li>• Relevant to the following protected characteristics: age, socio-economic, disability, ethnicity</li><li>• Relevant to the following elements of the framework: 3.11, 3.12, 3.13, 3.14</li></ul> |
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## 29. Youth Council

Lambeth Youth Council was established in 2002, it consists of the youth mayor and deputy youth mayor aged 11-19, four cabinet members and 12 advisory group members. It also works with around 40 young people who get involved in special projects throughout the year.

The **Youth Mayor** works nationally alongside 600 elected young people through the UK Youth Parliament to organise events and projects, run campaigns, and influence decision-makers on the issues which matter most to young people. The Youth Mayor is supported by an Advisory Group of young people who help him/her decide where this money should be spent. They were recently successful in being awarded £25,000 funding to distribute to local projects.

### **Youth Council current work:**

- Conducting UK Youth Parliament survey ‘Make your mark’ across the borough – finding out young people’s top 5 areas of concern and to help inform next campaign
- Drawing up a working agreement between youth cabinet and council cabinet
- Offering school tours and regular meetings inviting reps from school council and youth forums
- Inviting applications for share of £25k youth mayor fund

### **Youth Council past initiatives:**

- Peer Education Project (2002 – 2010): Youth Council members designed lesson plans from a young person's perspective to best convey the appropriate messages to reduce teenage pregnancy rates. These sessions are led by Youth Council Peer Educators in secondary schools and youth groups across Lambeth.
- Stop and Search (2002 – 2008): Members developed materials and workshops to train police officers how to talk to young people properly when conducting stops and searches.
- Peer Inspection (2002 – 2010): Youth Council Peer Inspectors visited youth centres in all five Town Centre Areas to see if they are run the way young people want them to be. A report and action plan are produced in conjunction with Youth and Play Managers and Peer Inspectors revisit the youth centres at an agreed time to make sure recommendations have been implemented.

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| <ul style="list-style-type: none"><li>• Relevant to the following protected characteristics: age</li><li>• Relevant to the following elements of the framework: 3.11, 3.12, 3.13, 3.14</li></ul> |
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## **Responsive services and customer care**

### **30. EIA processes (EIA templates, corporate EIA panel and cumulative impact assessments)**

We have a robust process around equality impact assessments and our EIA templates were redrafted in 2012 to focus on the issues that matter most. They enable 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.

All 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. We encourage managers to bring equality assessments to EIA panel at the earliest possible stages, often before the likely equality impacts are even clear as ideas may be at very formative stages. We believe that this approach supports officer to start to this about equalities issues at the outset (rather than as an adjunct to a decision which has already been made). Our Corporate EIA panel focuses on balancing the need to be collaborative and supportive along with the need to hold the organisation to account by asking the following questions:

1. If a proposal has been designated as ‘not relevant to equality’ does the justification for non-relevance seem sound?

2. Is there a clear and honest assessment of the likely equality impact of the proposal? Does the equality impact assessment include consideration of all the protected and local characteristics?
3. Is it clear when an assessment will be able to be made (if equality analysis cannot yet be undertaken)?
4. Are there sufficient mitigations in place (being realistic about whether mitigation can be put in place at all)?
5. Is there a clear justification for the proposal (if there are disproportionate impacts)?

As a result of the public sector budget cuts we recognise that undertaking EIAs on each individual budget decision may be useful for the manager and the users of that service, but we believe that in many instances that decisions interlink and that some seemingly separate decisions may all impact on one or two particular groups of residents. That is why each year since 2010 we have undertaken a cumulative impact assessment that has mapped the likely equality implications of budgetary proposals when taken together. These cumulative impact assessments have been vital in helping us to develop appropriate mitigations and to ensure cabinet and full council are fully sighted on any negative disproportionate impacts at the point when they take decisions.

Relevant to the following protected characteristics: all
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Relevant to the following elements of the framework: 3.1, 3.2, 3.3, 3.4, 3.15
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## 31. Aspire Centre

Aspire Wellbeing used to be called Lambeth Resource Centre, and was an integral part of the public services offered by the Lambeth Council. In 2014 it was spun out as a not-for-profit social enterprise. This has allowed it to attract funding to redevelop its buildings, which are now offered for hire to the community. Aspire Wellbeing has an ongoing contract with Lambeth Council to deliver day services to adults with physical disabilities.

The organisation has a strong social ethos. Income from room hire and running the gym is invested into facilities for the community and Day care, and service users and the local community are involved in the running of the social enterprise.

As a result of this approach the Centre has been highly innovative by:

- Developing a short breaks service that takes some of their clients away in groups three weeks of the year
  - Developing a good quality disability gym from scratch
  - Integrating clients with a learning disability into our predominately physical disability service
  - Having a strong and ongoing relationship with NHS Community Rehab teams to bring physiotherapy into the service and train up our staff to provide a more specialised rehab service
- Aspire is a ground-breaking project. It was chosen as one of the UK's twelve National Mutual Pathfinders, monitored by the Government's Department of Health, to explore new ways of running public services in a more financially sustainable ways. It also successfully applied for grants from the

Social Enterprise Investment Fund (SEIF) to extensively refurbish the centre to create a viable social enterprise that could serve the needs of the local community.

Relevant to the following protected characteristics: disability, age

Relevant to the following elements of the framework: 3.16, 3.17

## **32. Southwark and Lambeth Integrated Care**

Health and social care organisations and people in Southwark and Lambeth have come together so that local people can lead healthier and happier lives. Southwark and Lambeth Integrated Care is the partnership that brings them together.

Southwark and Lambeth Integrated Care is a network between local GPs, the three local NHS Foundation Hospital Trusts (Guys' & St Thomas' NHS Foundation Trust, South London & Maudsley NHS Foundation Trust and King's College Hospital NHS Foundation Trust) the Southwark and Lambeth Clinical Commissioning Groups, social care and people and communities in Southwark and Lambeth, supported by Guy's and St Thomas' Charity.

The partnership is based on a very basic premise: people's outcomes and experiences are not good enough in the current system. Current funding also means that care services cannot be sustained in the same way. Despite hosting many of the UK's most talented clinicians, professionals and leaders, we start from a system where we make it difficult for organisations and professionals to work together, where care is mostly focussed on treatment not prevention, and where many people are left feeling bewildered and unable to take control of their own lives. We are confident that this can be improved and we have excellent examples of local people successfully managing their lives with the support of health and social care providers.

The current focus of the work is with older people and adults with long term conditions. Working together with citizens, attributes of care have been developed, and these will be used as the basis of any future service commissioning and delivery.



Alongside this, SLIC has worked with citizens to agree outcomes and 'I' statements that will be used in future service commissioning, with an expectation that service providers will be measured on those outcomes. These were developed with the involvement of older people and adults with long term conditions through public meetings and focus groups. The outcome measures identified for inclusion in 2015-16 are:

I have systems in place to help at an early stage to avoid crisis and as small a disruption as possible if a crisis happens <i>(citizen and commissioner prioritised)</i>
I can manage my own <i>health and wellbeing (or condition)</i> and <i>I am supported</i> to do this (including having access to information and being able to stay healthy) <i>(citizen and commissioner prioritised)</i>
I can plan my care with people who work together to understand <i>me</i> allow me control and bring together services to achieve the outcomes that are important to me <i>(citizen prioritised)</i>
Citizens and carers - I <i>(am able to)</i> live the life I want <i>(and get the support I need to do that)</i> <i>(citizen prioritised)</i>
I feel (am) <i>safe, secure and protected from harm</i> <i>(citizen prioritised)</i>

Relevant to the following protected characteristics: age, disability, ethnicity and gender  
Relevant to the following elements of the framework: 3.15, 3.16



### 33. Customer access and digi-buddies

We have used a cooperative approach to our customer access programme. There is a need for savings but at the same time we are looking for improved outcomes, so we worked with citizens to understand how we could move people across to digital interaction whilst ensuring they retain satisfaction with our services.

Many residents prefer to connect with council officers face to face, because of their lack of awareness of, and confidence in, other channels. Many staff also prefer to offer (or recommend) a face to face method of communication because this is the way they have worked in the past. However face-to-face contact is costly so there is an opportunity to switch some of this contact to the web. To do this we are supporting people to get on line and promoting digital skills. We have enough public access computers and good Wi-Fi coverage but we have a proportion of residents who need support to use online services. To address this we are making use of our “Digi-buddies” programme and asking front line staff to play a role in advancing digital connection and skills.

Relevant to the following protected characteristics: socio-economic

Relevant to the following elements of the framework: 3.16, 3.17

### 34. Sexual violence campaign

We launched our ‘Know the difference’ communications campaign in December 2010 to tackle increased levels of rape and sexual assault in Lambeth. Police data showed that a significant number of incidents were related to the night time economy, with suspects and victims often meeting in a bar or club.

We received considerable positive responses from the public, through emails, twitter and blogs and the campaign won some awards:

- Winner – CIPR Excellence in Communications Awards 2011 (Local and public services).
- Silver - Local Government Communications awards.

The campaign was also adopted by the British Army.

Police data showed a decline of between 30-50% in the number of reported incidents during the campaign.

The creative elements of the campaign were developed in consultation with focus groups. The men in the focus group told us that the campaign needed to be visually appealing and relevant to them. The imagery used draws heavily on 1960s iconography with the use of silhouettes and block colours. See examples here: <http://lambeth.gov.uk/sites/default/files/sc-ktd-campaign-postcards.pdf>

As data showed that a number of incidents were linked to pubs and clubs in the area, we planned to place materials following the journey of a night out. Adverts were placed at tube stations. Police teams handed out flyers at tube stations in the early part of the evening. Flyers were also distributed in the hot spot locations – similar to how club/ pub/ bar flyers would be handed out.

Posters were placed in the gents toilets of licensed premises in the target locations. Licensees and men in our focus groups told us that they were more likely to read materials in their eye-line, so posters and mirror stickers were placed over urinals and sinks. Digital screen promotional vans

toured the hotspot locations on Friday and Saturday nights to make sure that the messages reached our target audiences. We also held a debate about rape and sexual assault at Lambeth College with a group of young people.

A further evolution of the work is the ‘this is abuse’ campaign. Some example posters are here: <http://lambeth.gov.uk/sites/default/files/sc-this-is-abuse-campaign-posters.pdf>

Relevant to the following protected characteristics: gender, age

Relevant to the following elements of the framework: 3.15, 3.16, 3.17, 3.18

### 35. Older People’s Housing

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.

Relevant to the following protected characteristics: age

Relevant to the following elements of the framework: 3.15, 3.16, 3.17, 3.18

### 36. Special Educational Needs in schools

Lambeth has excellent provision for pupils with special educational needs. Lambeth began an SEN Review in 2011 which concluded in November 2012 and sought to ensure that as many Lambeth children with additional or special needs are educated in the borough and in mainstream provision as possible. Analysis of the changing needs of pupils has led to planning for up to 10 specialists ‘Resource Bases’ in mainstream schools to open in 2014/15. There are also plans to increase numbers in over five newly registered special schools and open a new primary and new secondary Autism Spectrum Disorder provision.

As part of the current review the Council and CCG have considered the commissioned Health Therapies provided to Lambeth schools and as a result a revised ‘core offer’ provided to schools funded by the CCG and Guy’s & St Thomas’s NHS Foundation Trust (GSTT) has been developed.

To ensure all schools are prepared for the increased commitment to inclusion we are supporting all schools to adopt the ‘Inclusion Quality Mark’. The Inclusion Quality Mark is a nationally recognised ‘kite mark’ which means that a whole school community goes through regular training and audit of provision of inclusive high quality teaching and learning. Currently 49 schools have signed up to this and eight have the full accreditation. In addition a comprehensive training program for Special Educational Needs and Disability coordinators is being run by a SEND specialist; sessions for Teachers Head teachers and Chairs of Governors assist schools, Children’s Centres and other education settings.

We are supporting 105 additional Special Educational Needs places in mainstream schools and academies, 45 primary Autistic Spectrum Disorder (ASD) places managed by the Wyvil /Vauxhall Federation (Aurora House) and 75 secondary ASD places through the Vanguard Free School. These places began in September 2014 and will build up to full capacity by 2018. The Council has made a commitment that no child will be moved from their current placement unless they and /or their family wish it.

A detailed case study about Lansdowne special needs secondary school recent transformation can



Lansdowne school  
case study.docx

be found here:

Relevant to the following protected characteristics: age, disability

Relevant to the following elements of the framework: 3.15, 3.16

### 37. Celebrating diversity in our libraries

At Tate South Lambeth library in Lambeth, volunteers and staff run a group on Tuesday mornings for blind and visually impaired people to enable them to access printed and digital material. These sessions 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 pilot. The Minister for Culture and the Digital Economy, Ed Vaizey, visited on 6 March and was impressed with their work.

[HTTPS://WWW.GOV.UK/GOVERNMENT/UPLOADS/SYSTEM/UPLOADS/ATTACHMENT\\_DATA/FILE/387946/ANNUAL\\_LIBRARY\\_REPORT\\_-\\_16\\_DEC.PDF](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/387946/ANNUAL_LIBRARY_REPORT_-_16_DEC.PDF)

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. 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.

The Black History month programme for October 2014 is below and demonstrates the breadth of what is on offer:

- **Brixton Black Panthers exhibition:** An exhibition of photographs of former members of the British Black Panther and Black Civil Rights movements in the UK, who were active in Lambeth in the late 60s and early 70s. Interviews, photographs and films have all been curated by young people into an engaging exhibition.
- **Creative Writing Workshop: Our Heroes** Are you a young person interested in creative writing? Historian and storyteller Sandra Agard will show you tips and techniques on how to write for a magazine, book or a poem. 4.30pm (Ages 7 plus)
- **Little Stitches play:** In the UK an estimated 137,000 women are living with the consequences of Female Genital Mutilation. BAREtruth brings together four writers to explore the human stories behind the statistics. A play reading, followed by a talk with psychotherapist, campaigner and BAFTA nominee Leyla Hussein.

- **When I Came to England: An Oral History of Life in 1950s and 1960s Britain – Illustrated talk:** A uniquely honest and compelling anthology of reminiscence about life in Britain during the 1950s and '60s. The stories, collected and edited by Z. Nia Reynolds, cover the spectrum of human emotions and are tragic, funny, honest and frank. Join Nia and Lambeth elders for an afternoon of reminiscing, a bit of music, tea and cake. Organised with Age UK Lambeth.
- **Mother Country with author Donald Hinds** Set against the backdrop of events that took place in Britain from the late 1940s to the mid- 1960s, Mother Country reflects the reaction of so many Britons to Black migrants. Donald came from Jamaica with literary ambitions in 1955. He worked on the buses while writing for the West Indian Gazette under the editorship of Claudia Jones. Join Donald discussing his latest book.
- **I Know Why the Caged Bird Sings - reading group special** Join the Waterloo Library reading group to discuss the 1969 autobiography about the early years of African-American writer and poet Maya Angelou who sadly died in May this year.
- **A Reason in the Sun (1961) Film Showing** Film club presents Sidney Poitier in Lorraine Hansberry's Masterpiece. The film has won numerous awards and depicts the experiences of one family as they climb the social ladder after moving into a neighbourhood that does not want them.
- **Embark on an enthralling journey with Mary Seacole** The Marvellous Adventures of Mary Seacole has been performed by award-winning actor Cleo Sylvestre at venues all over the country.
- **Rise: A Tribute to Maya Angelou** Join Compere and Poetess Empressjai for a celebration of the life and work of the late Maya Angelou.
- **12 Months - Film showing and Director Q&A** 12 Months (2014; 64 minutes) is a documentary about a Los Angeles man who rented his home for \$1 per month to help a family in transitional housing. The story follows Felicia Dukes and her four children in Tony's home and explores the impact that generosity had on the community.
- **Handa's Surprise** Welcome to a special Book Bug Club session - Fiona Byers will be telling a fun version of 'Handa's Surprise' by Eileen Browne and afterwards children will be invited to taste the fruits of the story. (Ages 2 to 4 years)
- **A story or two about Anansi** Come hear an Anansi story. Fiona Byers will be telling a story or two about Anansi, the half man, half spider trickster. 3.45pm to 4.15pm (Ages 4 plus)
- **Americanah - reading group special** Join the Brixton reading group to discuss the critically acclaimed Americanah by Chimamanda Ngozi Adichie.
- **St Martin's Community Black History Celebration** St Martin's Community Centre would like to celebrate the centenary of the formation of Marcus Garvey's UNIA-ACL association. Activities on the day will include Caribbean folklore songs, films, dancing, talks, including the West Indian Ex-Servicemen's Association, food and drinks, and much more.
- **Panomundo - Film showing** Panomundo (2014; 90 minutes) is a feature-length documentary about the history of the steelpan and its influence across the world. Over two years more than 100 people were interviewed, including steelpan legends such as Ellie Mannette and Lennox "Boogsie" Sharpe. The film Premiered in Trinidad & Tobago in August
- **Marley (2012)** Minet Film club presents Kevin McDonald's Marley, a documentary on the life, music, and legacy of Bob Marley. Made with the support of the Marley family, there is

rare footage, incredible performances and revelatory interviews with the people that knew him best.

- **Book launch with author Abyna–Ansa Adjei** Renowned Ghanaian author Abyna– Ansa Adjei will be launching her new book: ANANSESEM II – More Adventures of Kweku Ananse. This is the story of the most cunning spider that ever lived. Ananse stories originated from Ghana, and are famous the world over. Abyna- Ansa's will be available to sign copies of her book.
- **The challenging stories of African and Caribbean people in the British Military Forces** This audio-visual presentation by Kwaku, a leading music and history consultant, shows the contribution and role of Africans and Caribbeans, drawn from the British Empire to the First World War, and some of the challenges they had to deal with at home in the 'Mother country' and elsewhere. This thought provoking presentation ends with a Q and A session. , 5.30pm to 6.30pm (Ages 13 plus)
- **Princess and the Frog Film afternoon for the family** Directed by John Musker and Ron Clements, The Princess and the Frog moves the classic fairy tale to a snazzy version of 1920s New Orleans. Tiana, the first African-American Disney heroine, is not a princess, but a young woman who hopes to fulfil her father's dream of opening a restaurant to serve food that will bring people together from all walks of life., 2pm
- **Hair Braiding Family Workshop** Have you ever wanted to braid your hair and do not know the technique? Stylist Funmi Akisanya talks through the techniques and skills for a diverse range of hair types. The event will be a one hour presentation followed by a practical workshop. Booking essential
- **The Adventures and Life of Mary Seacole** Historian, storyteller and literacy consultant Sandra Agard takes us on a journey of what life was like growing up with one of the most famous black Britons of our time Mary Seacole. We learn through the eyes of her sister Louisa Grant what Mary was like as a child in a captivating interactive storytelling session , 2.30pm to 3.30pm (Ages 5 to 12 years)
- **Stories from Africa** Hear the tales of how Anansi became king of all the stories and how the Zebra got his stripes, brought vividly to life as your children revel in creating vibrant African scenes and marvel in the cunning Anansi capturing Osebo, the fearsome leopard. 2.30pm to 3.30pm
- **The Untold story of Black British History** Join us for a day of workshops and activities packed full of fun facts, painting, drawing, storytelling and drama, creative writing and activities describing the unique cultural footprint of London's past. Something for all the family including making your own T-Shirt designs and Black historical photos.

Relevant to the following protected characteristics: sexual orientation, ethnicity, disability

Relevant to the following elements of the framework: 3.8, 3.10, 3.11

## 38. ManDay

ManDay is a men's project run by the National Coalition Building Institute (NCBI). It meets every Monday evening at Stockwell Park Community Centre.

The project started in April 2014 with funding from Lambeth Council. “We hear a lot about men but not a lot from men,” said Lorna Campbell, former Cabinet member for Equalities and Communities at Lambeth Council. “That’s why I was very keen to see a men’s project in the borough.”

The project set out with the following aims:

- To inspire men in the community and activate them as citizens. This includes active participation in areas, such as, school governorship, mentors, teacher support at Saturday schools, community tidy schemes etc.
- To develop skills in men to improve their work related prospects. This includes employability; self-employment; volunteering citizens; values and overall self-worth.
- To support the mental health of men in the borough. This includes reducing stigma surrounding mental ill-health issues via empowering community dialogue as well as physical health and wellbeing. By upskilling the men who attend the project and by increasing their chances at finding employment; providing entrepreneurial skills; and finding volunteering opportunities the project creates better citizens; with strong values and increased self-worth.

The group’s initial members all now have stories to tell about their personal growth over the summer of 2014 and they are looking forward to a future in which they have a positive contribution to make to society. Furthermore they are recruiting new members and continue to meet regularly.

At a celebration event in December 2014 one man told of how “ManDay has changed my life. It has allowed me to stop procrastinating and given me stability”. Several of the men spoke about having found friendship, tolerance and understanding, that they hadn’t found anywhere else. “It has enriched my life, broadened my world view, and opened my heart”, said a man who had moved to London two years earlier, and is only now starting to find his place in the world.

Relevant to the following protected characteristics: gender

Relevant to the following elements of the framework: 3.15, 3.16, 3.17

### **39. Extended support to care leavers**

At Lambeth we take our responsibilities as a corporate parent seriously. Because of this, we extend the support we offer young people leaving the care system up to the age of 25 (providing they are in education, employment or training). We recognise that leaving care as an adult can be difficult and that we need to provide a supportive environment to help our young care leavers achieve their best.

Our approach has been working. Employment education and training outcomes of care leavers in Lambeth has increased. Our three year average for care leavers in higher education for 2009, 2010 and 2011 is 13% compared to the England average of 7% providing Lambeth with a rank of 12th nationally in England for this indicator which reflects excellent performance compared to other authorities.

Lambeth care leavers have gone on to attend world class universities including Oxford university, Cambridge University London School of Economics, Queen Mary University, University of Coventry, Southbank university and London Metropolitan university.

Collaborative working with the City of London has enabled care leavers to gain apprenticeships/placements at Price Waterhouse Cooper, Honeywell, Bay Asset management, Clicks Digital Solutions, Mitie, ASG International Recruitment and GCS Recruitment.

We also look to celebrate the achievements of our looked after children and care leavers through our annual 'Reach for the Stars' awards which will be entering its 12<sup>th</sup> year in 2015. Approximately 400 children, sponsors, foster carers and senior managers attend the event.

#### **40. LGBTQ focus**

As standard practice we collect data on sexual orientation from our staff and from residents and service users to help us understand how experiences and perceptions might vary for our LGB communities. We are members of Stonewall, and support a comprehensive programme led by schools around LGBTQ discrimination and bullying.

We celebrate the contribution of our LGB residents through events held during LGB history month in our libraries and our unions are running a large scale equality training event, with a specific LGB focus in February 2015 to coincide with LGB history month.

We employ a hate crime coordinator to lead on work with partner organisations and communities to highlight issues relating to LGBTQ hate crime and to explain how to report it.

We also collect data on sexual identity, where appropriate, and have undertaken detailed ethnographic research to understand the strengths, needs and issues for our transgender residents and visitors. Based on this ethnographic research we have developed a training course co-delivered with a local trans resident for staff members which focuses solely on trans issues.

### **Skilled and committed workforce**

#### **41. Young professionals network**

The Young Professional's Network (YPN) was established to provide younger members of staff (under 35 years old) an opportunity to network amongst themselves and with senior colleagues. The YPN has held several successful sessions and intends to provide younger staff with access to mentoring, volunteering, professional training and the opportunity to work with senior leaders. The aim of their last event in October 2014, 'movin' on up' was to inspire staff whilst developing their knowledge of the council's strategic objectives. It kicked off with an interactive quiz and then moved to a career panel, made up of young professionals who've successfully developed their careers both inside and outside of the organisation, giving insight into their personal development strategies and self-development tips. There were many helpful 'nuggets' of advice shared by the panel, one being the difference between self-construct and self-esteem, and the importance of developing the former to be able to bounce back from disappointments and develop resilience.

Before finishing with a networking session, attendees took part in an exercise to help them understand and evidence the council's recruitment behaviours.

The event was extremely well received with 97% of attendees feeling inspired by the panel members. “Please, please keep up the good work!!”, “Well Done - Inspiring!”, “Really enjoyed the question panel - valuable advice”, “Really good facilitators, good energy, clear and enthusiastic” were just some of the positive comments left on the evaluation forms and clearly reflect the mood of the event.

Developed and run by staff, the aim is to maintain a collaborative network where we can share, learn and grow together.

Relevant to the following protected characteristics: age

Relevant to the following elements of the framework: 3.19, 3.20, 3.21, 3.28

## 42. Relationships with unions

Lambeth has a long history of working together with the unions on a range of equality and diversity issues. We see our trade union colleagues as a critical friend – providing constructive challenge on our working practices and employment policies and helping us to aspire to be a fair and inclusive employer, with a workforce that is representative at all levels of the organisation.

Our unions care deeply about equalities issues and in 2015 are organising a conference open to all council staff, teaching staff and residents to:

- To provide training in equality issues for those working in schools, for school governors and for the council workforce.
- To equip staff and governors with strategies and information to strengthen their understanding of all the equality strands.
- To champion LGBT history month.
- To provide up-to-date knowledge of rights and obligations under the Equality Act 2010.
- To encourage people to feel confident to tackle inequality.

Our formal engagement with the unions is channelled through two main forums:

### 1. **Corporate Equality Impact Assessment Panel**

This Panel of councillors is chaired by the Deputy Leader of the council with portfolio responsibility for equalities and incorporates one seat for a representative from the trade union side. The Panel meets monthly and considers the most pressing equality impact assessments in relation to both employment and service delivery.

### 2. **Equalities Corporate Consultative Forum**

This Forum is jointly chaired by the trade union side and the Assistant Director HR Strategy and OD. The Forum meets every three months and considers a range of equality and diversity issues impacting across the whole of the council. Representatives of Unison, GMB, Unite and the NUT are in attendance at this Forum.

Examples of pieces of work we have worked on closely with the unions include:

- Annual Workforce Equality Monitoring Report;
- Cumulative Equality Impact Assessments on organisational reshaping;



- Staff Equality Action Plan;
- Staff Equality Monitoring Policy.

Relevant to the following protected characteristics: all  
 Relevant to the following elements of the framework: 3.19, 3.20, 3.21, 3.25, 3.26, 3.27

### 43. Cumulative staffing EIAs and Individual EIAs

**Individual EIAs on staffing restructures:** At the outset, before any restructure is undertaken we complete an EIA for each individual restructure. This is part of our formal consultation documentation and is produced either prior to or during consultation on a new organisational structure. It is available to all staff affected and to unions and it is scrutinised by senior officers to ensure the business case is robust and appropriate mitigations have been developed. The EIA sets out the equalities profile of the organisation, the cluster and the team. It compares the equalities profile of staff that are affected against those that are not affected by the restructure and requires officers to justify any restructures where there are disproportionate impacts on particular groups of staff. The EIA process has been useful in helping us to develop mitigations, but also to reconsider a business models where the disproportionate impacts are not felt to be acceptable to the organisation.

**Cumulative EIAs:** Since April 2010, we have produced cumulative EIA reports to our Corporate EIA panel and Equalities Corporate Consultative Forum on the impact of 27 organisational restructures. These cumulative impact assessments are undertaken every six months and look at the impact of restructures when taken together in relation to staff ethnicity, gender, age, disability and grade.

In addition to assessing the impact of proposals at the point of consultation, we also ensure a more realistic organisational impact is portrayed through combining the data across restructures once they have been implemented. From this we know that despite the large scale redundancies and staff turnover (a reduction in headcount of just over 1000 from April 2010 to October 2014) the organisational profile has remained consistent since 2010, with one exception - the proportion of staff aged 20-29 has fallen - to 207 staff from 213 staff in October 2012. See Young Professional’s Network case study for an example of how we are managing this.

Our cumulative data also shows that equality groups (disability, BME, gender) are no more likely to be made redundant in comparison to other groups once restructures are implemented. This provides positive reinforcement that our restructure process is fair, and the mitigations we put in place to support staff from different equality groups appear to be working.

Relevant to the following protected characteristics: age, gender, ethnicity, disability, socio-economic  
 Relevant to the following elements of the framework: 3.19, 3.20, 3.21, 3.22, 3.27

### 44. Managing Equality During Restructures

#### Finance Phase 2

The complexity of this restructure was that it involved a significant number of people, moving them from a range of job descriptions to proposed job families. There was a risk that some groups could be more disproportionately affected than others in practice and so impact was reviewed regularly as we moved through to implementation. To support staff through the assessment process, interview skills training was brought in-house and delivered by the People Management team. They offered practical support to help officers to develop examples and to understand how they should present their responses at interview following the move away from competency based interviewing to behaviour based recruitment.

We developed a programme of learning and development to support the finance community and service users to maximise the finance skills and relationships with colleagues to work together for the best results. The overall aim of this plan was to provide greater opportunities to develop and train our staff and to support self-reliance across the service community empowering them to use finance as a lever to better deliver their priority outcomes. This plan took into account feedback from the engagement workshops and was rolled out as the new structure implemented. This has been adopted council wide as good practice.

### **Executive Support**

This review is currently under way and the proposed restructure will affect 36 officers (35 full time and 1 part time posts). Due to the small numbers of staff affected it is not possible to undertake statistical tests of association between risk and protected characteristic. However, the data below demonstrates that all staff within scope are at risk, and the cohort of staff affected are more likely to be female, BME, aged 30-39 and at lower grade levels (SO1-SO2) compared with the organisational average. To attempt to mitigate this impact, the following have been proposed *in addition* to our standard offer:

- Directors are meeting all staff affected to identify what support they feel they need and in particular to give them the opportunity to set out their specific skills and experience and area in which they would like development. This will shape a tailored L&D plan for each individual affected by this reorganisation.
- We will work with those in the affected group to support them in their career aspirations. If they are interested in setting up a small business as an alternative career path, we will make sure that they are linked into the local community market opportunities that the council is co-ordinating, offer expert business mentoring and support through a third party and arrange for them to speak to other staff members who have left and taken this path.
- The HR team supporting the reorganisation will work closely with senior managers across the council to identify areas where there may be vacancies that could be released to this group of staff.
- We will set up recruitment sessions with the temporary recruitment agencies so that staff can sign up to these agencies to work as temps.
- Staff who are not successful in finding posts within the council will be supported with outplacement organisations to help them find new roles, either through Lambeth Working or through external organisations who will assess their skills and knowledge and work with them to help them find new job roles.
- We have spoken with the staff who have declared a disability to understand what adjustments they would need to perform at their best through this process. Reasonable adjustments may include building accessibility, large print materials, appropriately timed interviews, additional time for written assessment tasks etc. We will work with staff to ensure that we have accurate

information around disability as we go through this process so that full and appropriate support can be offered.

Relevant to the following protected characteristics: all

Relevant to the following elements of the framework: 3.19, 3.20, 3.21, 3.22, 3.27, 3.28