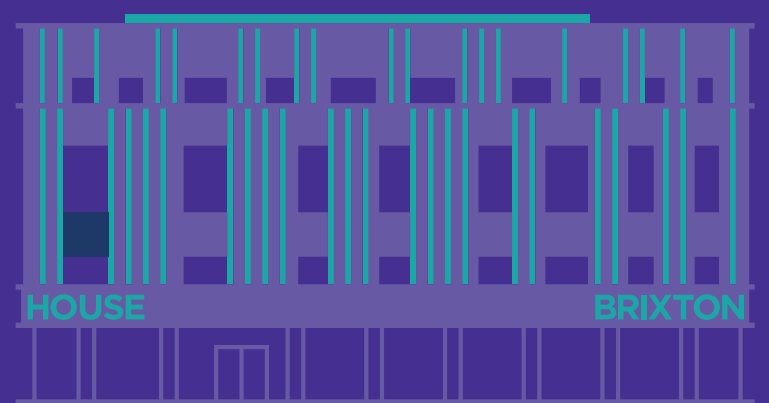


Lambeth  
2030  
OUR FUTURE, OUR LAMBETH

YEAR 01

# CORPORATE DELIVERY PLAN

2023 – 2024



# Foreword



Lambeth 2030 sets out an ambitious vision for the future of our magnificent borough focused on equity and social justice.

**By harnessing the power and pride of our people and partnerships, we are committed to proactively tackling inequalities,** ensuring that every child and young person receives the best possible start in life, and creating an environment where everyone can feel safe and thrive amidst abundant opportunities.

**To bring this vision to life, we must embrace change and constantly look to improve the way we work.** The Year 1 Corporate Delivery Plan marks the next stage of a transformative journey, where we continue to place the needs of our communities and residents at the core of everything we do. It is a year of building foundations, as we strive to become a high-performing organisation that collaborates seamlessly with our partners to achieve our shared ambitions for the residents of Lambeth.

**The Year 1 Corporate Delivery Plan** revolves around three pivotal areas of activity that will propel our efforts over the next 12 months. Firstly, we will embark on changing the way we work as a Council,

uniting under the banner of One Lambeth. This united approach demands individual accountability, challenging us to take ownership of our actions, decisions, and contributions. Together, we will break down silos, enhance communication, and work cohesively across directorates and teams.

Secondly, we are resolute in our commitment to improving our services to our residents. We recognise that exceptional service delivery is the bedrock of a thriving community. Each one of us has a vital role to play in ensuring that our residents receive outstanding support, assistance, and care. This year, we will nurture a culture of continuous improvement, empowering every staff member to take charge of their personal development and contribute to raising the bar of excellence in Lambeth.

Lastly, we will push the boundaries of innovation through cross-cutting and flagship programmes. These initiatives will address the key challenges faced by our residents and communities, propelling us to find bold and creative solutions. We encourage

each individual to take risks, and to embrace their inner innovator. By looking to push the limits of what is possible, we will forge a path towards a brighter future for Lambeth.

To guide us on this transformative journey, we have established a set of values and behaviours that will shape our actions and decisions. Our “One Lambeth” values are not mere slogans but a call to action. We value equity, and we champion diversity and fairness in all aspects of our work. We embrace accountability, making informed decisions and taking purposeful action to deliver on our commitments. We nurture ambition, pushing ourselves to go beyond the status quo and strive for excellence. And above all, we embrace kindness, treating each other with respect, trust, and support as we work as one united team for the betterment of Lambeth.

**It is crucial that we recognize our individual accountability for delivering the very best for Lambeth.** Each one of us has a responsibility to embody our values and contribute to the

collective success. By embracing personal development and striving for exceptional performance, we will collectively propel Lambeth towards new heights of achievement and success.

**I am confident that, by working collaboratively and embracing our shared values, we will make remarkable strides in this first year of our Corporate Delivery Plan.** Let us seize this opportunity to unleash our full potential, not only for the betterment of Lambeth but also for our personal growth and fulfilment. Together, we will create a Lambeth that fills us with immense pride, inspires us to live, work, and visit, and empowers individuals to achieve their goals. Together, we are One Lambeth, united.

**Bayo Dosunmu**





# Lambeth 2030

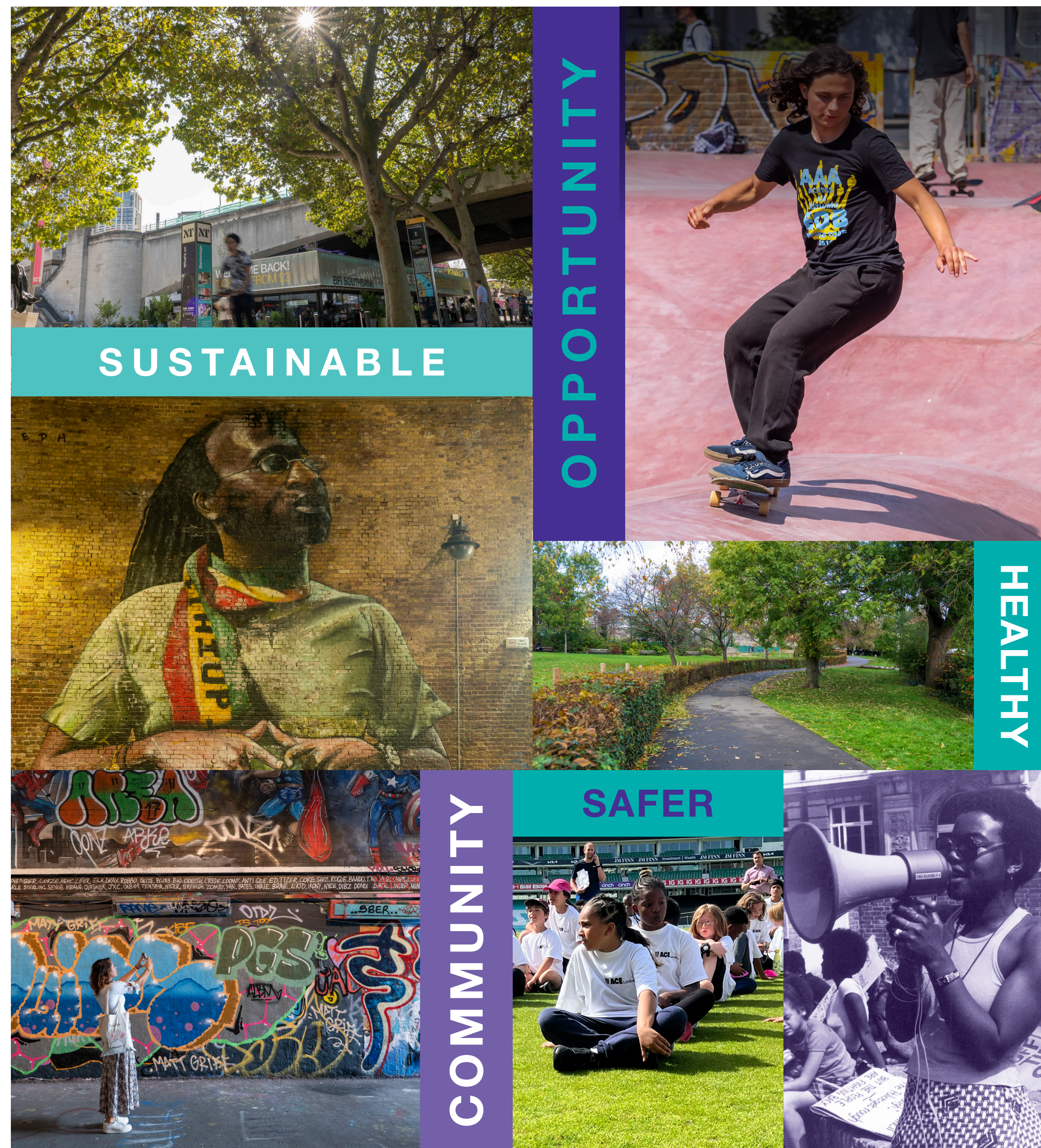
Corporate  
Delivery Plan

# Lambeth 2030 Vision Statement



**Lambeth – a borough with social and climate justice at its heart.**

By harnessing the power and pride of our people and partnerships, we will proactively tackle inequalities so that children and young people can have the best start in life and so everyone can feel safe and thrive in a place of opportunity.





# Lambeth 2030

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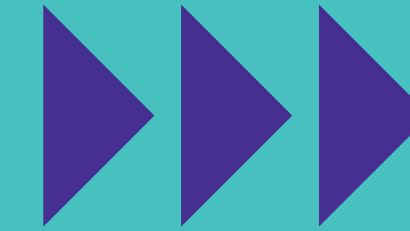


## Our ambitions

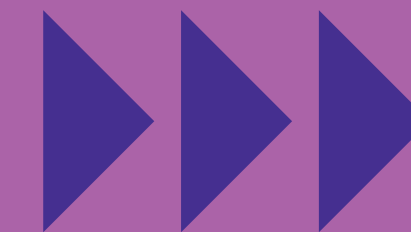
Connected by our golden thread – **Equity & Justice**

Anchored by our 12  
**Lambeth 2030 Outcomes**

**1**  
Making Lambeth  
Neighbourhoods  
Fit for the Future



**2**  
Making Lambeth  
One of The  
Safest Boroughs  
in London



**3**  
Making Lambeth  
A Place We Can  
All Call Home





# Introduction



Lambeth 2030 sets out an ambitious vision for the future of our wonderful borough.

In order to achieve this vision, we will need to change the way we work to deliver on behalf of our residents and communities. We need to ensure that we collaborate with each other and our partners, that we place the needs of our communities and residents at the core of everything we do and above all that we work together to make ambitious decisions, act with kindness and hold ourselves and each other to account to deliver the very best for Lambeth.

**This Lambeth 2030 Year 1 Corporate Delivery Plan sets out the Council's priorities for this first year of delivery.** This is a foundational year for the Council to put in place the key elements we can build on in the coming years to be a high performing organisation working alongside our partners to deliver our ambitions for residents.

**The Year 1 Corporate Delivery Plan** sets out the Council's priorities in three key categories with a view to catalysing work over the next 12 months. They are:

**Changing the way we work as a Council** – our One Lambeth approach

**Improving our services to our residents;** and

**Developing new approaches** through cross-cutting and flagship programmes that will introduce new solutions to the key issues and challenges our residents and communities are facing.





# Responding to what matters most to residents

We developed our Lambeth 2030 vision based on what residents told us was important to them. However, despite these bold ambitions, we know that too often the service we offer to residents is not good enough.

**Our latest Annual Residents Survey indicates that only 49% of residents are satisfied with the way the Council runs things.** Our communities are not always clear about what they can expect from us and don't always feel like they can influence key decisions.

We know quality of housing and street cleanliness are two important issues of real concern to residents and play a key role in shaping their satisfaction with the Council. We are determined to accelerate the pace of change in order to ensure we become a high performing Council that delivers a consistently high quality service to residents and shows that we are on their side by supporting and empowering strong and resilient communities.

## KEY STRENGTHS

### Diversity

82% of residents feel communities get on well together and 1 in 5 feel the borough's diversity is among its most important assets.

### Safety

Although this is a key concern to many residents, most feel safe during the day and in the evening in Lambeth.

### Wellbeing

Despite challenging circumstances, residents' average mental wellbeing is fair and stable compared to last year.

## KEY CHALLENGES

### Council satisfaction

This remains low.

### Area satisfaction

Although most residents are satisfied with their local areas, this is falling significantly and most residents do not find their local town centre attractive or welcoming.

### Cost of living

Nearly half of all residents feel their finances have gotten worse in the last year and many are financially precarious.





# Our change trajectory

We recognise that achieving the ambitions set out in our Lambeth 2030 plan is a long-term endeavour. We have plotted a cycle of change for the coming years that will help us to become a high-performing organisation.



Year 0: 2022 – 2023  
**DEVELOPING THE VISION**

We have imagined and articulated our vision – supported by a new plan which sets our future direction and disrupts the old order.

Year 1: 2023 – 2024  
**LAYING THE FOUNDATIONS**

During this year we lay the foundations for change – driving improvement, developing our leaders and designing new approaches.

Year 2: 2024 – 2025  
**DRIVING CHANGE**

We will take an iterative approach to refining our methods, being courageous to do new things, whilst building new coalitions and identifying and supporting talent.

Year 3: 2025 – 2026  
**EMBEDDING EXCELLENCE**

We will showcase our success whilst maintaining momentum – and have the tools to identify, and develop solutions to, emerging challenges. We will also review our approach for the following four years.



# Lambeth 2030

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We have engaged with our staff to help identify and articulate our “One Lambeth” values and behaviours,

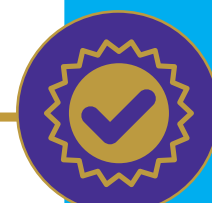
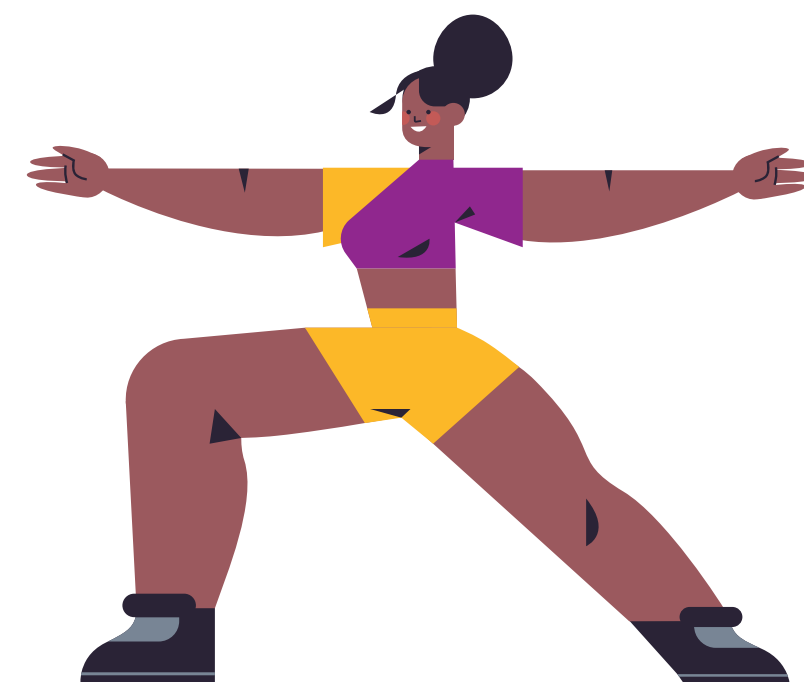
the cornerstone of what we believe to be of upmost and collective importance to who we are, how we behave and work together. From park rangers and day centre workers to planners and youth workers, we are committed to being:

## One Lambeth values and behaviours



### Equity

This means that we everyone is important to us, and diversity is celebrated at the Council. We strive for equity and fairness in everything we do.



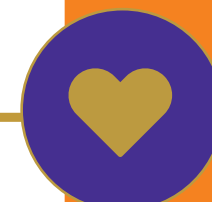
### Accountability

We make evidenced based decisions and take action to deliver on our commitments and priorities.



### Ambition

We are united in our ambitions for Lambeth and strive for excellence in everything that we do.



### Kindness

We are respectful, trusting, and supportive of each other as one team for Lambeth.



**Together we are One Lambeth, connected by purpose.**

Together we will make Lambeth a place to be proud of, where people feel inspired to live, work and visit and achieve their goals.





# Key priorities



Changing the way we work



One Lambeth

Equity and Justice

Budget Management and Controls

Improving our services



Children's Services Improvement

Housing Improvement

Housing Delivery

Tackling key challenges



Climate Justice

Empowering Communities

Violence Reduction



# Changing the way we work



Lambeth 2030 is a vision for us to be the best borough we can be by 2030. As a Council, we have a leading role in achieving this ambition – and that requires us to look at what we do, and the ways in which we do them.

**This is important for many reasons, but ultimately it is because our residents deserve it.** We know the challenges our communities are facing – both sustained, entrenched issues and those yet to come. Collectively, we have to rise to these challenges and be courageous to overcome them – not being afraid to do things differently to deliver greater impact for ourselves, our friends, families and neighbours.

One of our key priorities for the Year 1 Corporate Delivery Plan is changing the way we work. We have identified three key areas of focus within that, around which we will harness the skills and expertise of our work to drive delivery. These areas are:



## ONE LAMBETH

**If we are to be successful in delivering our Lambeth 2030 ambitions** we need to focus not just on what we deliver but how we deliver it: our structure, our values, our processes and our culture. We need to ensure that we collaborate with each other and our partners, that we place the needs of our communities and residents at the heart of everything we do and above all that we work together to make ambitious decisions, act with kindness and hold ourselves and each other to account to deliver the very best for Lambeth. This is what the “One Lambeth” operating model, or approach, is all about – designing and developing ways of working that enable us to come together as one council, connected by purpose.

## EQUITY & JUSTICE

**We are a borough with a highly motivated and diverse community**, and we have made great progress with equality, diversity and inclusion but recognise that we need to do more to provide this for all our residents.

We want all residents to experience a rich quality of life and want the services we provide to be equitable for all. To deliver this vision we will design a new framework for equality, diversity and inclusion across our communities and workforce in collaboration with our communities to ensure that we deliver what matters most to them.

## BUDGET MANAGEMENT AND CONTROLS

**Effective budgetary controls and management are essential** for Lambeth Council, which provides a wide range of services to residents.

By establishing clear financial guidelines and adhering to them, the Council enhances transparency and public trust.

This ensures long-term sustainability, enabling the Council to overcome challenges, invest in the borough’s future, deliver services, and continually improve the lives of residents.



# Changing the way we work



In order to deliver our Lambeth 2030 ambitions, we will need to **change the way we work**. In Year 1 there are three key actions that we will prioritise:

## ONE LAMBETH

**SRO:** Amy Buxton-Jennings

### High-level outcomes:

- A shared set of values and behaviours
- A new Council structure and ways of working
- A new learning and development offer

## EQUITY & JUSTICE

**SRO:** Fiona Connolly

### High-level outcomes:

- A one Lambeth EDI approach that ensures we are connected by purpose
- Developing a Lambeth United partnership to address equity and injustice through a missions based approach
- Create a collaborative and common approach to anti-racist and anti-discriminatory principles
- Develop a common understanding of intersectionality

## BUDGET MANAGEMENT

**SRO:** Duncan Whitfield

### High-level outcomes:

- Ensure that adequate capital and revenue resources are available to meet the statutory obligations of the council with additional flexibility to deliver the council's borough plan and manifesto

**GOVERNANCE** – overseen by the One Lambeth Steering Group

**RESOURCE** – One Lambeth Transformation programme support



# Improving our services



Through our work, conversations and consultations, we continuously strive to better understand the experience and perspectives of our Lambeth residents, local organisations and partners.

**Lambeth 2030 looks towards the future and recognises that to be the best borough we can be, we need to acknowledge and review the ways we work and our services, and come together to innovate and transform them.**

One of our key priorities for the Year 1 Corporate Delivery Plan is a focus on improving our services so that we get the basics right and deliver great public services that fit what people need.

We must also listen to what people are telling us needs to change and what they want to see from the Council. These areas are:



## HOUSING

**As a landlord, we have a responsibility to over 33,000 properties across the borough.** Yet we know there remains an inconsistency with regards to service delivery and customer experience for our residents.

Further, we have experienced a number of escalations to the Ombudsman – a reflection that we must do better. We are also facing challenges around increased demand and costs in temporary accommodation.

We will drive forward a programme that looks to improve service delivery and experience, whilst are the same time ensuring we get the fundamentals right to drive down complaints and subsequent escalations to the Ombudsman.

## CHILDREN'S SERVICES

**As a corporate parent, children and young people are a responsibility of us all.** We have been explicit in our commitment to make Lambeth the best place to grow up – with Child Friendly Lambeth a key driver of this.

Yet there is more to do to improve our services for every child and young person in Lambeth, and particularly those who are in our care.

We are committed to seeing through the IICSA action plan, as well as going beyond the improvement areas identified in our Ofsted inspections.

## HOUSING DELIVERY

**We know that we must improve our housing delivery – particularly affordable housing.**

We will learn from our mistakes and build on our successes as we bring Homes for Lambeth in-house, to drive standards and delivery so that everyone can have a safe and secure place to call home.

# Improving our services

There are three areas of focus in terms of service improvement, where we want to **deliver improved outcomes and experience for our residents** – particularly the most vulnerable.



## HOUSING IMPROVEMENT

SRO: Fiona Connelly  
High-level outcomes:

- KPIs for Complaints on MEs meeting Targets
- Compliance with new regulatory regime introduced by Housing Regulation Act

## HOUSING DELIVERY

SRO: Nabeel Khan  
High-level outcomes:

- Successful Transfer of HfL functions back to the Council
- Increase in Affordable Homes started compared to previous year

## CHILDREN'S SERVICES IMPROVEMENT

SRO: Andrew Carter  
High-level outcomes:

- Critical KPIs for Children Social Care are meeting Targets
- Independent Inspection rates service as good

**GOVERNANCE** – Improvement boards led by Corporate Directors

**RESOURCE** – Targeted programme management support as request



# Tackling key challenges



Lambeth 2030 is the product of a series of honest conversations about the borough.

**We asked those that know Lambeth best what makes it so unique, what we want it to look and feel like by 2030, and what the challenges are facing us now and in the future.**

The message from our residents, institutions, businesses, the voluntary and community sector was clear. It is the people of Lambeth – their open heart and pioneering spirit, along with our geographical connectivity that place Lambeth in an unparalleled and unique position in London.

However, in common with London and the rest of the country, we continue to face a number of sustained and entrenched challenges that impact our communities in different ways. One of our key priorities for the Year 1 Corporate Delivery Plan is developing new approaches to tackle our shared challenges. We have identified three key areas of focus within which we will disrupt the order and adapt our solutions to make real change and progress. These areas are:

## VIOLENCE REDUCTION

**Making our neighbourhoods safer is a top priority for residents.** As a borough, both the Council and our residents, we have felt the profound impact of violence, crime, serious incidents and injustice – and we must do everything we can to minimise this.

Despite good work to make Lambeth safer, we are still experiencing too many incidents – incidents which are taking lives and ruining livelihoods.

This calls for us to design, develop and test new approaches to tackle the root causes of violence, in partnership with residents and institutions.

## CLIMATE JUSTICE

**We are committed to being a net zero borough by 2030.** We have already made good progress, but now need to accelerate delivery against our objectives.

We know that justice is a key feature of the climate debate and experience – with those bearing the least responsibility, the most affected as a result of the crisis. Our response to climate change can deliver fairer outcomes, tackling a range of existing inequalities.

We will need to be bold and continue to innovate and explore creative solutions to address one of the major crises of our lifetime.

## EMPOWERING COMMUNITIES

**Central to achieving our bold ambitions are our people.** We need strong and empowered communities – whom we understand in order to design and deliver tailored solutions that speak to local needs.

To support that, we need to bring together a number of elements within a neighbourhood or locality based framework – bringing greater connectivity of services, consistency of engagement and strengthened partnerships.

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# Tackling key challenges

These programmes are focused on **creative design and delivery** – pushing ourselves to test new solutions to deal with issues threatening our future.



## VIOLENCE REDUCTION

**SRO:** Bayo Dosunmu

**High-level outcomes:**

- Lambeth Made Safer Programme Review Completed
- Reinstated Governance
- Prioritised Initiatives with delivery dates

## EMPOWERING COMMUNITIES

**SRO:** Amy Buxton Jennings

**High-level outcomes:**

- Develop Empowering Communities offer
- Review approaches to community engagement

## CLIMATE JUSTICE

**SRO:** Nabeel Khan

**High-level outcomes:**

- Embed council-wide programme ownership and develop officer skills & capacity across the organisation
- Increase participation and support community action
- Develop long-term delivery plans & investment models

**GOVERNANCE** – Action learning groups for each of the three areas using service design to develop, test and learn from new approaches

**RESOURCE** – New service design and programme coordination resource to support delivery



# Driving corporate delivery



**We have identified the priorities in this plan in order to galvanise the whole of the Council behind delivery.** We will take a nuanced and tailored approach to drive delivery which is reflective of the nature of the challenge.

Those priorities which are about changing the way we work will be the focus of a new **One Lambeth Steering Group**, chaired by the Chief Executive, which will ensure effective and timely design and implementation of change. Programme resources will come from a central One Lambeth Transformation team.

For our improvement priorities, Corporate Directors and their respective leadership teams will be supported and empowered to drive delivery using **improvement boards** to bring together key colleagues from across the Council and the wider partnership.

**Quarterly assurance panels** will be chaired by the Leader and Chief Executive to ensure good progress. Corporate programme resources can be drawn down on request as and when required.

Where we are looking to innovate and develop new solutions to some of the pressing problems of our time, we will need a different approach, prioritising **community engagement, service design** and **test and learn** approaches.

Recognising this is a new delivery framework for the organisation, we will hold an **annual stocktake** to review delivery and identify priorities for the coming year to inform the development of the next Annual Corporate Delivery Plan – keeping us focused on prioritising our biggest issues and overcoming future challenges together.



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# Corporate Delivery Plan Year 1 - Milestones





# Lambeth 2030

Corporate Delivery Plan

## Measuring success: One Lambeth (1)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Leaders feel empowered and are working collaboratively across the council.</b></p> <p><b>Staff understand and have signed up to the new values &amp; behaviours, creating a positive cultural shift.</b></p> <p><b>Delivery Unit and corporate delivery projects helping to drive forward progress on Lambeth 2030 priority programmes.</b></p>	<p>New Tier 1 implemented.</p> <p>New Tier 2 Consultation.</p> <p>Procurement of Leadership Development Centre provider.</p> <p>Refreshed Leadership Network.</p> <p>Values &amp; Behaviours launched.</p> <p>Comms Plan for One Lambeth is rolled out.</p> <p>Review of Strategic Commissioning Cycle/Framework.</p> <p>Develop blueprint for new Delivery Unit.</p> <p>Integrated Business Plans produced &amp; aligned to 2030 Plan.</p> <p>Progress Governance Review.</p> <p>Introduce new Investment Committee.</p>	<p>New Tier 2 implemented.</p> <p>Plans in place for any further change required at Tier 3 and beyond.</p> <p>Leadership Development Centre held and started delivery of Leadership Development Programme.</p> <p>Draft New Workforce Development Plan.</p> <p>Values &amp; Behaviours staff engagement events.</p> <p>One Lambeth is promoted at Staff Conference &amp; Leadership Network.</p> <p>Strategic Commissioning Themes/Priorities identified in line with 2030 Plan.</p> <p>Establish new Delivery Unit with new ways of working.</p> <p>Plans in place for design and delivery of flagship programmes.</p> <p>Draft Business Case for Business Intelligence Unit.</p>	<p>First phase of Leadership Development Programme delivered.</p> <p>Identify &amp; train staff in key skills as part of the New Workforce Development Plan.</p> <p>New Performance Management approach implemented aligning with Values &amp; Behaviours.</p> <p>Delivery Unit 'health check' of "magic 9" priorities.</p> <p>Good news stories &amp; case studies of One Lambeth in practice are shared council wide.</p> <p>New Strategic Commissioning Framework agreed.</p> <p>Line-by-line review of Lambeth Constitution.</p>	<p>First phase of implementation of Workforce Dev. Plan completed.</p> <p>Leadership Network is used as space for creative &amp; collaborative thinking.</p> <p>Performance Management reviewed against Lambeth 2030 priorities.</p> <p>New Strategic Commissioning Framework starting to influence service design and delivery in line with 2030 vision.</p> <p>Staff trained with new Delivery Unit Framework &amp; evidence of value added to flagship programmes.</p> <p>Improved partnership governance to ensure joint ownership and oversight of key priorities.</p> <p>Any changes to the constitution agreed and implemented.</p>

# Lambeth 2030

Corporate Delivery Plan

## Measuring success: Equity and justice (2)



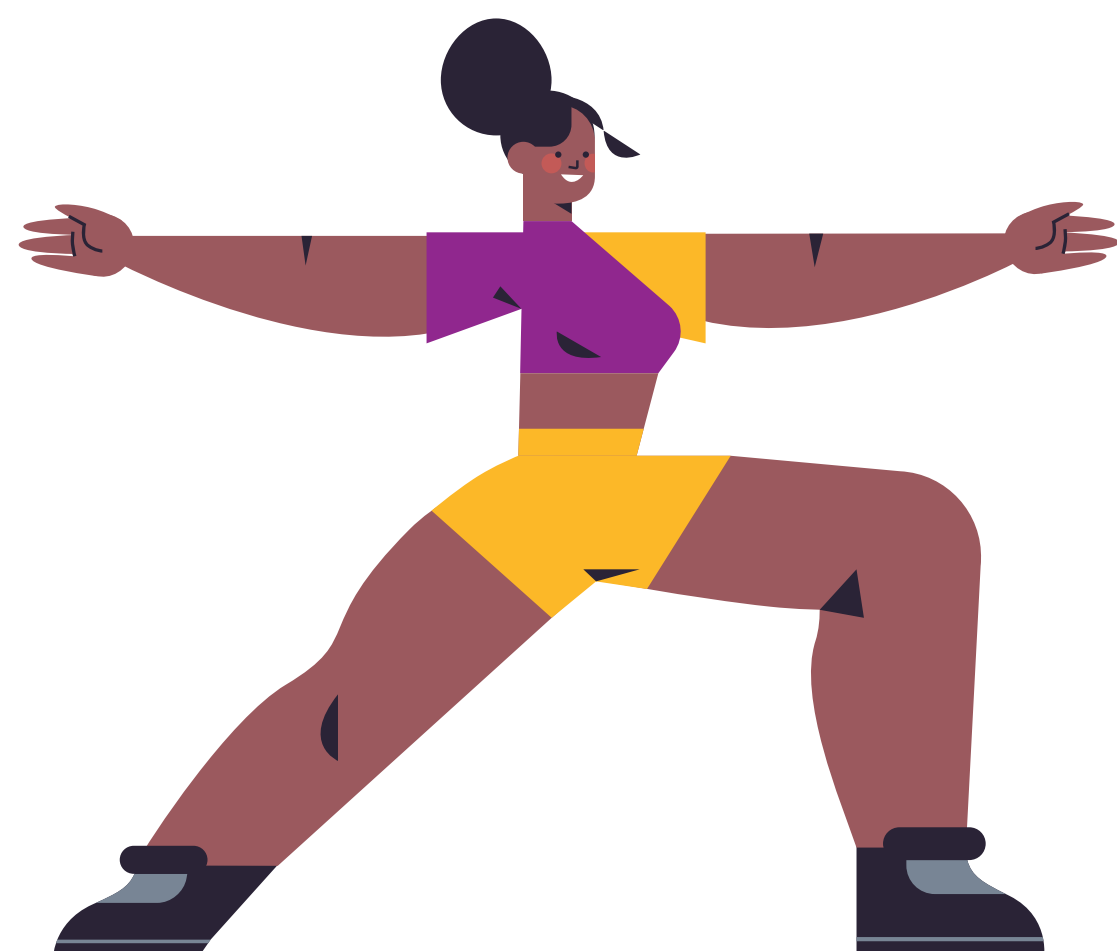
What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Developing a Lambeth United partnership to address equity and injustice through a missions-based approach.</b></p> <p><b>Develop and deliver an engaging programme of events to celebrate and promote equity and justice in Lambeth</b></p> <p><b>Create a collaborative and common approach to anti-racist and anti-discriminatory principles.</b></p>	<p>Review our current approach to equity and justice within our communities and workforce.</p> <p>Map and coordinate current work and identify EDI missions with our community and workforce to take forward.</p> <p>A One Lambeth EDI calendar of events for both our community workforce. Events that honour and celebrate the diverse communities in our borough. Impactful Windrush 75 community and workforce celebrations and commemorations.</p> <p>Initiatives that support us to address the health inequalities faced but the LGBTQ+ community.</p> <p>Undertake Pan London Tackling Race Inequality self assessment and peer review.</p>	<p>Create and agree a framework for identifying and addressing key Equity &amp; Justice missions for closing key inequality gaps for marginalised communities in Lambeth.</p> <p>Identify stakeholders for the Lambeth United partnership and develop a TOR.</p> <p>The events within the calendar will be co designed. The calendar will be launched and socialised with community and workforce.</p> <p>Centralise resource to ensure we have the appropriate capacity to collaboratively drive forward equity and justice with our community and workforce.</p> <p>A health framework to support the LGBQ+ community to have inclusive access to their GP through assessment and accreditation. Trans and non-binary guidance will be agreed and shared by all stakeholders.</p> <p>Ensure that Lambeth is part of the London programme and create a framework for how we are responding to the areas of learning in the self assessment.</p>	<p>Identify missions in a collaborative way, deliver and co produce these with all stakeholders.</p> <p>Identify one or two equity and justice missions to take forward in phase 1, put together action learning sets to lead the process.</p> <p>Ensure clear accountability and work plan for each mission.</p> <p>Deliver programme of events as agreed.</p> <p>New Equity and Justice team goes live.</p> <p>The impact of this framework will be measured and evaluated. There will be training to support the new guidance for all staff in health and social care.</p>	<p>Plans developed and underway for each of the agreed Equity &amp; Justice missions.</p> <p>Evaluate and measure impact, gather learning and embed change.</p> <p>Deliver and review impact of events programme.</p> <p>Assess the impact on the community (data driven).</p> <p>Measure take up of training and the impact on culture.</p>



# Lambeth 2030

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## Measuring success: Budget management and controls (3)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Ensure that adequate capital and revenue resources are available to meet the statutory obligations of the council with additional flexibility to delivery the council's borough plan and manifesto.</b></p>	<p>Published draft statement of accounts (1 of 7 councils in London) – completed.</p> <p>Draft July financial planning report – completed.</p> <p>Pension fund employers conference and rate setting (no increase in employer contributions) – completed.</p>	<p>Introducing a monthly budget monitoring arrangement for corporate directors and cabinet members (revenue and capital).</p> <p>Provide cabinet members and corporate members with additional training on HRA and Housing finance arrangement.</p> <p>Establish an operational effective means for managing and monitoring the finances of the housing revenue account including 30-year business plan.</p>	<p>Complete review of council's finance management procedure against CIPFA financial management code.</p> <p>Complete refresh of capital programme to look backwards and forwards.</p> <p>Report the identification and verification mitigations to close the funding gap as set out in the July financial planning report.</p> <p>Set the housing revenue account budget and rent and service charges.</p>	<p>Setting a balanced HRA and general fund and capital budgets.</p> <p>Ensure that the level of council reserves and balances are at a level appropriate to mitigate risks contained within the budget and economic uncertainty moving forward.</p> <p>Plans completed for financial close for 23/24.</p> <p>Complete audit of council finances for 22/23.</p>

# Lambeth 2030

Corporate Delivery Plan

## Measuring success: Children's services improvement (4)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Critical KPIs for Children Social Care are meeting Targets.</b></p> <p><b>Independent Inspection rates service as good.</b></p>	<p>Deliver our Early Help Partnership Strategy to ensure that families have access to the right support, advice and help that they need, when they need it.</p> <p>Delivery of the SEND Strategy 2021-2024.</p> <p>Develop a more robust approach to ensuring the timeliness, oversight and effectiveness of care proceedings.</p> <p>Ensure we provide the right services and support to meet identified needs of Children Looked After (Corporate Parenting Strategy 2021-2024).</p> <p>Strengthened oversight of children's needs by independent reviewing officers.</p> <p>Support our care leavers to access work, further education or benefits, providing timely financial support.</p> <p>Deliver the recommendations arising from the housing needs analysis, ensuring that care leavers access housing of good quality.</p> <p>Invest in and enhance our approach to the identification and assessment of connected carers.</p> <p>Integrate learning and feedback gained through audits to improve practice.</p> <p>Applying and embedding our practice model to improve experiences for children and families.</p> <p>Introduce new Investment Committee.</p> <p>Improve the frequency, quality and consistency of management oversight and supervision.</p>	<p>Ensure child in need and child protection plans are collaborative, focused and SMART to ensure that children are kept safe.</p> <p>Strengthen work with Adult Social Care to provide robust planning of transitions for disabled children.</p> <p>Review the systems, processes and monitoring we use with our partners to have oversight of children at risk of extra-familial harm and to increase our disruption activity.</p> <p>Extend our existing listening and consultation with our children looked after and care leavers to ensure their voices are at the heart of our services.</p> <p>Strengthen our oversight and support of children placed with parents.</p> <p>Embed effective strategic governance across the partnership.</p> <p>Development of a dedicated Children's Brokerage and Specialist Placement service to address challenges with placements and payments.</p>	<p>Initiate pre-proceedings for children that are timely, effective and subject to rigorous oversight.</p> <p>Promote the best possible health and wellbeing outcomes for our children in care.</p> <p>Undertake high quality life-story work for all children with a longer-term plan.</p> <p>Review our support offer, including revising the Housing protocol, to our foster carers, SGO carers and connected carers.</p>	<p>Ensure that the voice of children is within all assessments, chronologies and reports.</p> <p>Increased awareness and uptake of the Local Offer for care leavers so that they understand their entitlements and access the right support.</p> <p>Invest in and drive our social work workforce recruitment and retention.</p> <p>Delivery of the Children's Services Equality, Diversity and Inclusion Strategy 2022-25.</p> <p>Deliver our action plan in response to the Independent Inquiry into Child Sexual Abuse.</p>



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## Measuring success: Housing improvement (5)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>KPIs for Complaints and MEs meeting targets.</b></p> <p><b>Readiness for new regulatory regime introduced by Housing Regulation Act.</b></p> <p><b>Reduced Ombudsman interventions.</b></p>	<p>Implementation of Improvement Programme with accompanying structure, projects and workstreams.</p> <p>Backlog of overdue complaints and MEs significantly reduced.</p> <p>Plan to reduce temporary accommodation spend implemented.</p> <p>Housing Needs Allocation policy review commences.</p> <p>Launch of Royal Foundation homelessness programme.</p> <p>Completion of Stock Condition Survey.</p> <p>Tenant Satisfaction Measures (TSMs) brought into performance management.</p> <p>Realign Repairs Service in Neighbourhood Teams.</p>	<p>Improved performance on complaints and MEs.</p> <p>Delivery of temporary accommodation reduction plan.</p> <p>Royal Foundation Homelessness Programme action planning.</p> <p>Housing strategy in development.</p> <p>Resident engagement governance structures developed.</p> <p>Resilience team launched to follow repairs from end-to-end to improve communication with residents and ensure a smooth 'repair journey'.</p> <p>Action plan for reducing relet time voids developed.</p> <p>Process improvements within TA that improve customer experience and minimise risks.</p> <p>Improvement plan for high volume of disrepair claims developed.</p>	<p>Improved performance on complaints and MEs.</p> <p>Delivery of temporary accommodation reduction plan.</p> <p>Housing strategy consultation launched.</p> <p>Housing allocation policy consultation launched.</p> <p>Resident engagement governance structures consultation.</p> <p>Asset Management Strategy and Investment Plan completed.</p> <p>Historic disrepair claims actively managed and reducing.</p> <p>Analysis of results from Tenant Satisfaction Measure survey, and plan produced in response to findings.</p> <p>Launch of Healthy Homes Partnership.</p>	<p>Improved performance on complaints and MEs.</p> <p>Delivery of temporary accommodation reduction plan.</p> <p>Housing strategy published and monitoring of progress in place.</p> <p>Housing Needs Allocation policy review completed.</p> <p>Royal Foundation homelessness five-year plan.</p> <p>Resident engagement governance structures implemented and operational.</p> <p>Asset Management Strategy agreed and implemented.</p> <p>Overall current disrepair claims reduced and average number of calendar days to settle a disrepair claim reducing.</p> <p>Compliance with new regulatory regime introduced by Housing Regulation Act and regulation-ready.</p> <p>Review of Sheltered Housing complete Average (working) days to relet voids improving.</p>

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## Measuring success: Housing delivery (6)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Successful Transfer of HfL functions back to the Council.</b></p> <p><b>To lay the foundations to accelerate the delivery of affordable homes in Lambeth.</b></p>	<p>HfL move from WeWork in Waterloo to Council Civic Centre (complete).</p> <p>Ensure HfL Company boards are repopulated (complete).</p> <p>Vary the Shareholder Agreement to change the composition of HfL company boards and remove and appoint new board directors as per the variation.</p> <p>Agree the 2023/24 HfL Business Plan (complete).</p> <p>Provide recommendation for delivery on South Lambeth and Westbury (complete).</p> <p>Transfer key interim staff from HfL to LBL.</p>	<p>Produce the draft Housing Delivery chapter of the new Housing Strategy and consult.</p> <p>Conduct staff transfer from HfL to LBL (subject to Transition Board decision in May).</p> <p>Provide recommendation for delivery on all New Homes sites.</p> <p>Provide recommendation for delivery for all Estate Renewal Sites.</p> <p>Secure approval for proposals at Cabinet on on South Lambeth and Westbury.</p> <p>Produce final Estate Renewal Engagement Framework and publish.</p> <p>Launch the investment committee and associated governance changes.</p> <p>Hydethorpe completed and affordable stock transferred.</p>	<p>Produce the draft Housing Delivery chapter of the new Housing Strategy and consult.</p> <p>Conduct staff transfer from HfL to LBL (subject to Transition Board decision in May).</p> <p>Provide recommendation for delivery on all New Homes sites.</p> <p>Provide recommendation for delivery for all Estate Renewal Sites.</p> <p>Secure approval for proposals at Cabinet on South Lambeth and Westbury.</p> <p>Produce final Estate Renewal Engagement Framework and publish.</p> <p>Launch the investment committee and associated governance changes.</p>	<p>Produced detailed Housing Delivery Programme and Business Plan.</p>



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## Measuring success: Climate justice (7)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Plan toward net zero compatibility and climate resilience.</b></p> <p><b>Focus on borough-wide action and equitable outcomes for residents.</b></p>	<p>High-level pathway analysis for decarbonization of the Council (complete).</p> <p>Development of Climate Change programme plan (complete).</p> <p>Installation of green screens at 17 schools (complete).</p> <p>Installation of 100 water butts on properties at high risk of flooding.</p> <p>Satellite analysis of the borough's green infrastructure.</p> <p>SUD scheme design for 1 social housing estate.</p> <p>Big shift parklet programme launched.</p> <p>New emissions charges for parking introduced, in line with Kerbside Strategy.</p>	<p>Finalisation of climate workstream annual action plans.</p> <p>Net Zero innovation fund launched.</p> <p>Finalise and publish low carbon growth sector strategy.</p> <p>Fortnightly waste collection consultation completed.</p> <p>Climate engagement sessions carried out on 5 schools.</p> <p>Two Council estate SUD designs complete and construction of two SuDs schemes on Council Estates completed.</p> <p>Climate Action Partnership website launched with accessible information on how residents and business can support climate action in Lambeth.</p> <p>Borough wide bike and scooter hire launched.</p> <p>Loughborough Road Healthy Route Phase 1 completion.</p> <p>EV Charge Point pilot launched.</p> <p>Implement 'fast track' approach to selected public realm programmes.</p> <p>Identify workstream staffing requirements.</p>	<p>Corporate carbon reduction plan refresh published.</p> <p>Carbon literacy training for staff and councilors rolled out.</p> <p>Community fund on climate action launched targeting underheard communities.</p> <p>Reference group established on inclusive scheme design and equitable climate outcomes.</p> <p>Decarbonisation works initiated on 15 schools and 3 Leisure centres.</p> <p>Tri-borough feasibility study for a Skills Centre to address 'fabric-first' retrofit and insulation skills.</p> <p>Future fit schools network climate award programme launched.</p> <p>Electric Vehicle Strategy adopted.</p> <p>Road danger reduction strategy adopted, targeting underlying inequalities in road danger.</p> <p>Brockwell Park to Gipsy Hill Healthy Route Phase 2 completion.</p> <p>Launch of West Dulwich, Brixton Hill and Streatham Wells LTN trials.</p> <p>The Cut permanent traffic scheme.</p>	<p>2030 Roadmaps completed for the Climate Change workstreams.</p> <p>Completion of all estate plans for roll out of food waste services.</p> <p>700+ social housing properties receiving energy efficiency, low carbon measures.</p> <p>Uptake of funding for energy efficiency measures to low-income households maximized.</p> <p>14 SuDs schemes design complete with construction underway.</p> <p>Ambitious Net Zero standards embedded in housing programmes.</p>

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## Measuring success: Empowering communities (8)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Clear and consistent approach to community engagement.</b></p> <p><b>Community understands how they can access help, get involved, and have their voice heard.</b></p> <p><b>More joined up and responsive help and support.</b></p>	<p>Establish agreement to developing a new approach to or programme of work on Empowering Communities to seek greater consistency, join up and effectiveness of our offer and ensure it is reflective of and responsive to the needs of our diverse communities.</p> <p>Programme to focus on the way we promote community safety and wellbeing including:</p> <ul style="list-style-type: none"> <li>- Community engagement</li> <li>- Community investment and funding (including key Council grants programmes)</li> <li>- Neighbourhood working and offer in areas or estates in significant need Hubs, places and spaces</li> <li>- The offer of help and support in terms of prevention and early intervention</li> </ul>	<p>Review current approaches to empowering communities.</p> <p>Research best practice from Lambeth and elsewhere.</p> <p>Review opportunities for external investment for empowering Lambeth Communities.</p> <p>Identify opportunities for greater consistency and improvement of the offer to communities.</p>	<p>Develop a framework for a new empowering communities offer – bringing together current approaches and highlighting gaps and opportunities for changing or extending the offer to better meet the changing needs of our diverse communities.</p> <p>Test new framework with key stakeholders including members, partners and crucially the community.</p>	<p>Begin delivery of the new framework – e.g. in key neighbourhoods or localities.</p> <p>Develop communications plan to showcase coherent Empowering Communities offer that is clear and easy to understand for residents.</p>



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## Measuring success: Violence reduction (9)



What does success look like (delivery date March 2024)	QTR 1 Milestones	QTR 2 Milestones	QTR 3 Milestones	QTR 4 Milestones
<p><b>Lambeth Made Safer Programme Review Completed.</b></p> <p><b>Compliance with Serious Violence Duty.</b></p> <p><b>Specialist services to support survivors of VAWG commissioned and operational.</b></p> <p><b>Deliver the first year White Ribbon accreditation action plan.</b></p>	<p>TOR - Agreed in April.</p> <p>Initial review findings released.</p> <p>Revisit original ambition of the LMS strategy and progress to date.</p> <p>Review existing workstreams and how these are delivering against the strategic aims of the programme.</p> <p>Complete Home Office and VRU self-assessment form.</p> <p>Complete governance process for re-commissioning and advertise tender.</p> <p>We will display our White Ribbon plaque in a prominent place in our Town Centre main reception.</p> <p>Internal communications to promote our accreditation and introduce staff to the Ambassador and Champion programme.</p>	<p>Agreeing the parameters of the evaluation with London South Bank University.</p> <p>Refresh the narrative on the public health approach to violence in the current context of contextual safeguarding, violence against women and girls and the violence prevention duty.</p> <p>Create a clear narrative on the Lambeth Approach to violence (High level report).</p> <p>Restated Governance completed.</p> <p>Develop Night Time Economy action plan for Town centre/ NTE locations</p> <p>Review tender submission.</p> <p>Develop a campaign utilising existing Ambassadors and Champions to introduce staff to the accreditation and action plan.</p> <p>Staff Conference to introduce staff to the accreditation and action plan and seek input into the development of campaigns and activities for staff to take to their departments to encourage culture change.</p>	<p>Prioritising the initiatives completed.</p> <p>Agree SLP strategy including adoption of VAYP and VAWG as sub-strategies.</p> <p>Submit Home Office / VRU monitoring requirements.</p> <p>Review of Summer (Jul-Oct) Diversionary programme (December)</p> <p>Agree appointment of successful tender.</p> <p>We will deliver training and awareness sessions to encourage peer to peer recruitment of further Ambassadors and awareness of the Promise, targeting male dominated directorates and services.</p> <p>Events and Communications to be held to mark the International Day to End Male Violence Against Women and 16 days of action.</p>	<p>Annual Needs Assessment completed.</p> <p>Publish SLP strategy and sub strategies.</p> <p>Complete strategic assessment process.</p> <p>Services operational and transition process is complete.</p> <p>Review of the Employee Code of Conduct to ensure adequate inclusion of sexual harassment both internally but also covering members of the public for front facing staff.</p> <p>Services operational and transition process is complete.</p>