

Safer Stronger Communities Select Committee Agenda

Wednesday, 1 July 2015

7.00 pm,

Committee Room 3

Civic Suite

Lewisham Town Hall

London SE6 4RU

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This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 1 July 2015.

Barry Quirk, Chief Executive
Tuesday, 23 June 2015

Councillor Pauline Morrison (Chair)	
Councillor Pat Raven (Vice-Chair)	
Councillor Andre Bourne	
Councillor Brenda Dacres	
Councillor Colin Elliott	
Councillor Alicia Kennedy	
Councillor David Michael	
Councillor Luke Sorba	
Councillor Paul Upex	
Councillor James-J Walsh	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 14 May 2015 at 7.00 pm

Present: Councillors Pauline Morrison (Chair), Pat Raven (Vice-Chair), Brenda Dacres, Colin Elliott, David Michael, Luke Sorba and James-J Walsh

Apologies: Councillors Andre Bourne, Alicia Kennedy and Paul Upex

Also present: Timothy Andrew (Scrutiny Manager), Becky Canning (Chief Officer) (National Probation Service, London Division, Southwark/Lewisham Cluster), Robert Clarke (Chief Officer) (Lewisham and Southwark Community Rehabilitation Cluster), James Lee (Service Manager, Inclusion and Prevention and Head of Cultural and Community Development), Barrie Neal (Head of Corporate Policy and Governance) and Geeta Subramaniam-Mooney (Head of Crime Reduction and Supporting People)

1. Minutes of the meeting held on 20 April 2015

1.1 Resolved: to agree the minutes of the meeting held on 20 April as an accurate record.

2. Declarations of interest

2.1 There were none

3. Probation service

3.1 Geeta Subramaniam-Mooney (Head of Crime Reduction and Supporting People) introduced Becky Canning (Chief Officer, National Probation Service, Lewisham and Southwark Cluster) and Robert Clarke (Chief Officer, Community Rehabilitation Company, Lewisham and Southwark Cluster).

3.2 Becky Canning (Chief Officer, National Probation Service, Lewisham and Southwark Cluster) addressed the Committee. The following key points were noted:

- It had been about two years since the last update about the probation service to the Committee.
- At the time of the last update, the probation service was in the process of implementing the government's 'transforming rehabilitation' programme.
- The programme replaced the Probation Trust with two new organisations; the National Probation Service (NPS) and Community Rehabilitation Companies (CRCs). All of the programme's milestones for delivery had been reached.
- Staff from the previous probation trust had been allocated between two new services.
- Under the new arrangements, the country was divided into areas of operation. London formed one area.
- The NPS's main functions were to provide advice to the courts and supervise high risk offenders.
- The NPS also decided whether it should manage cases or whether they should be managed by the CRC.

- A range of tools and diagnostic criteria were used to make decisions about which organisation would manage each offender.
- The NPS managed all offenders subject to Multi Agency Public Protection Arrangements (MAPPA). The arrangements were in place to oversee high risk offenders, including those responsible for sexual offences and violent crimes.
- The NPS was also responsible for parole reports and arrangements for the release of prisoners. As well as victim liaison when offenders were due for release.
- The NPS set license conditions (the rules by which a person on probation was required to abide)
- The transforming rehabilitation programme had also introduced offender rehabilitation for all offenders who served a custodial sentence of more than two days. This provision came into force on 1 February 2015.

3.3. Robert Clarke (Chief Officer) (Lewisham and Southwark Community Rehabilitation Cluster) addressed the Committee. The following key points were noted:

- Staff from the NPS and the CRC had worked closely together for a number of years before the reorganisation.
- He himself had a long history of working in probation. Including, most recently as Assistant Chief Officer in Bromley.
- Public safety was at the heart of the new arrangements.
- As part of the reforms, the Government had created packages of service delivery, which were tendered to community rehabilitation companies.
- CRC's were partnerships of private, public and third sector organisations.
- In London and the Thames Valley, MTC Novo had been awarded the contract for community rehabilitation.
- MTC was an organisation based in the United States, which ran a number of private prisons and delivered offender management services.
- Novo was collaboration between a number of third sector organisations, including: Rise, A Band of Brothers, The Manchester College, Thames Valley Partnership and Amey.
- London had the largest Community Rehabilitation Company in the country. It had a caseload of 25 thousand cases of medium and low risk offenders.
- The CRC also provided 'through the gate' activities for offenders leaving custody in order to enable their reintegration back into society.
- Prior to the changes in probation, some offenders left custody without supervision.
- Previously, only those sentenced to 12 months or more were supervised on licence.
- For any offender committing an offence on or after 1st February 2015 who was sentenced to custody of more than one day, there would be a period of supervision which would last for at least 12 months, regardless of the length of their sentence.
- The CRC was also supportive of the approach to the integrated management of offenders, which was designed to deal with the most prolific reoffenders.
- The CRC currently managed a caseload of 1175 offenders.
- Since February 2015, the CRC had supervised ten thousand hours of community payback over 1500 attendances.

- A sizable proportion of this payback was in charity shops – but the CRC also supported longstanding projects in the borough.

3.4 Becky Canning (Chief Officer) (National Probation Service, London Division, Southwark/Lewisham Cluster) and Robert Clarke (Chief Officer) (Lewisham and Southwark Community Rehabilitation Cluster) responded to questions from the Committee. The following key points were noted:

- There had not been any substantial reduction in resources as a result of the programme.
- There had been some initial staffing issues related to the division of officers between the two new organisations.
- In general, there were not enough qualified probation officers in London. This had led to the recent loss of service to Lewisham’s youth offending team.
- The probation service had not trained enough officers in the past.
- The National Offender Management Service (NOMS) had recruited 700 trainee probation officers. 300 of these were due to be trained in London.
- 40 new officers would be entering service in London in September.
- The NPS in Lewisham was responsible for a caseload of 762 cases. Two thirds of these offenders were in custody. This included MAPPA offenders under supervision.
- The NPS had a range of approaches (focused on control and rehabilitation) to the use of the licence conditions.
- This included working with victims, to ensure specific licence conditions were in place, where necessary.
- Up to date data about reoffending rates was not available from the Ministry of Justice.
- The Ministry was working to get accurate information to the probation service within three or four months.
- There was a two year time lag on this information becoming available.
- The CRC was supervising 874 offenders in the community; 688 were subject to community orders; 186 were on licence.
- A breach of licence conditions could result in an offender being sent back to prison.
- Safeguarding the public was of primary importance to both services.
- A range of information sharing agreements between the two organisations – and with other enforcement agencies.
- All partners worked on the basis of gaining consent for data sharing.
- However, the overriding principle was to ensure protection of the public – in instances where there was uncertainty, protection of the public was the primary concern.
- Interactions between the two organisations were good. Former colleagues were co-located and they worked together to ensure that information could be passed in both directions.
- In emergencies, licences for prisoner could be revoked within two hours.
- The longest time for recall to prison (from the order being made to the police securing custody) was twenty four hours.
- There were no breaches of licence conditions by MAPPA offenders to report.
- Computer systems at the NPS were still being improved.

- Officers did not have details of comparative data with neighbouring boroughs nor offender profiles or outcomes.
- The 90% target for recall of offenders was regularly met or exceeded.
- The NPS in Lewisham and Southwark always met its targets ensuring cases were ready for court.
- There was no difference in the level of service between Lewisham and Southwark.
- When burglary was identified as a specific problem in Lewisham – this was targeted by partners in Lewisham working together.
- The process of integrated offender management was focused on reducing offending by the most prolific offenders.
- The ten thousand hours of community payback did not correlate directly with the number of offenders involved in community projects.
- A day of community payback was about 6.6 hours.
- Different offenders were required to carry out different levels of payback, depending on their circumstances.
- Work was currently well funded. In the next three years, the CRC would receive 40 per cent of its funding through payment by results.
- The aim of this model would be to focus efforts on reducing reoffending.
- The system of payment by results was set up so that the risk was borne by providers.
- Providers that were underperforming would lose their contracts.
- It was anticipated that any organisation that was seriously underperforming would be dealt with before a major risk to the public could occur.
- Contracts were designed so that the risk was to the provider and not to the public.
- The CRC was investing in finding data and intelligence to drive the right behaviours.
- The new approach was about ensuring that the offender's journey was appropriate and targeted.
- The CRC was working on developing options for the delivery of community payback.
- About 45% of current payback activity was in charity shops.
- Options were being considered which might enable each Council to have a budget of hours to use on payback.
- In some scenarios it was not safe or appropriate for offenders to carry out their community payback in high visibility jackets.
- Further work would take place between partners to develop the approach to community payback in the borough.

Resolved: to note the update from the officers and to give further consideration to any future proposals for the use of community payback.

4. Main grants programme update

- 4.1 James Lee (Head of Cultural and Community Development) introduced the additional information requested by the Committee. The following key points were noted:

- Following the publication of recommendations for the allocation of main grant programme funding, officers had written to all applicants, setting out the recommendations to Mayor and Cabinet.
- 30 organisations had expressed their intent to make an appeal against officer recommendations – five of these appeals were on points of process, or were dealt with by officers directly.
- 25 appeals had been heard by a special meeting of Mayor and Cabinet (contracts).
- Some organisations had been allocated transitional funding.
- Decisions had been taken at Mayor and Cabinet (contracts) on Wednesday 13 May and were subject to call in by the Overview and Scrutiny Business Panel on 26 May before they could be implemented.

4.2 James Lee (Head of Cultural and Community Development) responded to questions from the Committee, the following key points were noted:

- Any funding to organisations based outside of the borough was accompanied by an undertaking for that organisation to carry out service delivery in the borough.
- Mayor and Cabinet had accepted officers' recommendation that the Council should work with EqualiTeam Lewisham to use existing grant funding.
- EqualiTeam Lewisham was in possession of their outstanding funding.
- Officers would be carrying out further work with all organisations to plan the delivery of their agreed objectives.
- All organisations would be subject to performance monitoring and action would be taken where organisations failed to deliver on their objectives.
- The information about the wards organisations were based in was taken directly from each organisation's funding application.
- Organisations that had been funded to provide ward level development work would be required to demonstrate how they were implementing their work.

4.3 The Committee also discussed the decision to approve officers to work with EqualiTeam Lewisham to use its outstanding funding from the current grants programme. The following key points were noted:

- Some Members felt that the grant assessment process had highlighted EqualiTeam Lewisham's lack of demonstrable outcomes.
- Members questioned the possibility of setting a timescale on which the outstanding funds could be used.
- Members highlighted the perceived lack of fairness that the decision might give in the grants allocation process.
- The Chair indicated that, should the decision to fund EqualiTeam be implemented, then the Committee should seek to assure itself that there were time-bound outcomes being delivered.

4.4 Barrie Neal (Head of Corporate Policy and Governance) advised the Committee that it may want to wait for officers to work with organisations to decide how to implement the decision of the Mayor before deciding on any future course of action.

4.5 The Chair proposed that the Committee ask the Business Panel to review the decision of Mayor and Cabinet.

- The Committee had a range of alternate views about the wording of the referral. One suggestion was for the Committee to recommend that funding be taken back from EqualiTeam Lewisham and allocated annually, based on an agreed set of outcomes.
- Councillor Michael asked that it be noted that he supported equality and fairness as well as value for money and responsible use of resources. However, he felt that he would like to be better informed about the performance of EqualiTeam Lewisham, before he would agree to any proposal other than referring the issue to the Overview and Scrutiny Business Panel.

4.7 The Committee agreed to share its views with the Business Panel, as follows:

- The Committee endorses the decision not to provide additional funds from the main grants programme to EqualiTeam Lewisham.
- The Committee recommends that the Business Panel give consideration to the proposal for additional conditions to be placed on organisations that have not spent their existing grant allocations in order to ensure remaining funds are used to meet the aims of the grants programme 2015-18.

Resolved: to share the Committee's views with the Business Panel.

5. Select Committee work programme

5.1 Timothy Andrew (Scrutiny Manager) introduced the work programme report. The Committee discussed the report and agreed that:

- The voluntary sector accommodation plan would be added to the Committee's work programme in July 2015.
- The agenda item on provision for Lewisham's LGBT community would be moved to the Committee's meeting in September.
- The final VAWG report and recommendations would be agreed and referred to Mayor and Cabinet.
- The Committee would receive a scoping paper on the outline of a review into poverty – based on the publication of the new Indices of Multiple Deprivation.
- The Chair had asked the Business Panel to consider an item about using DNA testing to combat dog fouling.

Resolved: to agree the work programme with the amendments discussed; the Committee also asked the Chair to give consideration to the timetable for the September meeting of the Committee when the scope of the savings proposals for the Lewisham Future Programme were known.

6. Referrals to Mayor and Cabinet

Resolved: to share the Committee's views under item four with the Business Panel.

The meeting ended at 8.45 pm

Chair: _____

Date: _____

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Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	1 July 2015

Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

1. Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct:

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

2. Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship – payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member's knowledge has a place of business or land in the borough;

(b) and either

- (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
- (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

3. Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

4. Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

5. Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in

consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

6. Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

7. Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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Safer Stronger Communities Select Committee		
Title	Lewisham Volunteering Strategy	
Contributor	Volunteering Steering Group	Item 3
Class	Part 1 (open)	1 July 2015

1. Purpose

- 1.1 This report provides the Safer Stronger Communities Select Committee with an update on the progress of the Valuing Our Community 2012-2017 volunteering strategy. The report also sets the scene for a full review of the strategy to reflect recent contextual changes and ensure that Lewisham is a borough that makes the most of its community resource.

2. Recommendation/s

Members of the Safer Stronger Communities Select Committee are recommended to note the content of this report and the attached Valuing Our Community strategy and action plan and provide comments on the proposed monitoring of the Strategy.

3. Background

- 3.1 Lewisham's Sustainable Communities Strategy identifies volunteering as a key contributor to community resilience. The voluntary and community sector in Lewisham, working in partnership with the Council, developed the Valuing Our Community strategy for 2012-17. This strategy built on an original strategy for 2006-11, which was developed following extensive consultation with a range of partners, stakeholders and Lewisham residents. It also incorporated expectations of an increase in volunteering as a result of the successful 2012 Olympics volunteering programme and its legacy.
- 3.2 It is particularly important to understand the context in which the strategy was developed which includes:
- Early stages of cuts to statutory services but with a relatively optimistic outlook around when this process might be complete
 - Anticipation locally that the voluntary and community sector and volunteering will play an increasingly pivotal role within the delivery of services in Lewisham
 - High profile discussions around the Big Society
 - Preparations for the London Olympics including a large volunteering programme and the anticipation of a volunteering legacy
- 3.3 A range of partners were involved in the development of the strategy including:
- Job Centre Plus
 - Lewisham Metropolitan Police
 - Lewisham Timebank Network
 - London Borough Lewisham
 - Community Sector Unit

- Lewisham Sport and Leisure
- Children and Young People
- Mayors Youth Task Force
- Stronger Communities Partnership Board
- University Hospital Lewisham
- Voluntary Action Lewisham
- Volunteer Centre Lewisham

3.4 The development of the strategy was overseen by a strategy steering group which fed into Stronger Communities Partnership, which at the time was one of the sub-groups of the Lewisham Strategic Partnership.

3.5 The strategy outlined six priorities to be achieved during its lifetime. In summary, they are:

- Develop a robust volunteering infrastructure
- Increase the range and diversity of volunteering opportunities
- Increase volunteering resources across sectors
- Policy response and campaigning
- Increase the number of people volunteering and expand access to volunteering for groups at risk of exclusion
- Improve the skills base of the volunteering pool

3.6 Flowing from the priorities, an action plan was developed to take forward each priority individually.

4. Progress to date

4.1 Good progress has been made against some areas of the strategy, which remains a live document, as highlighted in the examples below.

4.2 **Volunteering good practice.** Volunteer Centre Lewisham has delivered a programme of work including one to one support, training, workshops and best practice sharing events to support volunteer involving organisations to adopt and implement good practice standards

4.3 **Incentivising volunteering.** The decision was taken to work with the national organisation Spice to explore ways of using time credits as a means of mobilising individuals to give time to their communities. This involved establishing a system where people are thanked with one credit for each hour given, which could then be used to access events, training and leisure services, or to trade time with neighbours. A range of community based organisations signed up to be part of this work and a significant number of volunteers were provided time credits, which were then 'spent' on activities from a menu of opportunities such as ten pin bowling, performances at The Albany and Blackheath Halls and treatments at what was the LESOCO Beauty School. Although the pilot work saw some success, the Council did not continue to provide funding as the take up was not as high as had been envisaged and continuing the work proved to be more expensive than had initially been thought. However, Spice has continued to provide opportunities for time credits on a much smaller scale and the work has provided invaluable learning for the future exploration of ways of valuing the contribution made by volunteers. Important lessons have been learned around keeping administration and overhead costs to a minimum and in response, Rushey Green Time Bank has been working on the development of a volunteer 'membership card' that would provide discounts with local businesses. This

development will be embedded in the forthcoming review of the strategy and subsequent new action plan.

- 4.4 **Time banking.** Lewisham has a strong tradition of time banking and is home to one of the foremost examples nationally in Rushey Green Time Bank. The value of time banking as a means of community development and increasing citizenship has long been recognised. However, in recent years there had been difficulties with the sustainability of local time banks that had been established. In response to this issue Rushey Green Time Bank has developed a model whereby time banking hubs can be developed and supported by the central organisation without the need to establish new structures in each locality. There are now time banking hubs operating in four parts of the borough. Volunteer Centre Lewisham has also developed a time bank supporting people with mental health issues
- 4.5 **Befriending** has been recognised as playing an important part in helping to relieve the pressure on statutory services – particularly in relation to health and social care. As such the Council has invested in work within Community Connections to recruit volunteers and link them up with vulnerable adults.
- 4.6 **Community Transport** continues to be a key issue in ensuring that isolated older people and disabled people are able to access services. Work has been done with Lewisham Voluntary Services and Lewisham Community Transport to further develop the role of volunteers in this context resulting in new opportunities for service users as well as savings within the Councils budget.
- 4.7 **Local Assemblies** continue to be a key forum for mobilising Lewisham residents around community action. Volunteer Centre Lewisham has begun to work with Council officers to devise ways of mobilising volunteers around priority issues which are common across the borough. This work will be further developed through the Neighbourhood Community development organisations that will be receiving funding through the Main Grants programme from 1 July 2015.

5. Next steps

- 5.1 The Volunteering Strategy remains a live document and important progress has been made against action plan objectives in some areas and a recent assessment of the strategy confirmed that the six priorities retain their relevance.
- 5.2 It must be acknowledged that progress in other areas has been slower and changes in terms of context have presented particular challenges. For example the scale and severity of cuts within the statutory sector has resulted in fewer staff resources across a range of services and limited dedicated focus on the delivery of the strategy. The anticipated opportunities around Olympic legacy have also been very limited nationally, as noted by the parliamentary Public Accounts Committee in 2013 “there is a danger of the volunteering legacy fizzling out”.
- 5.3 However, these challenges have presented good learning opportunities regarding ‘what works’ and a full review of the strategy is planned to reflect the recent letting of the Main Grants Programme. This includes on-going support for the Volunteer Centre and Rushey Green Timebank as well as a wide range of other organisations that rely on volunteers for the effective deliver of their services. The process indicated the on-going need for a

strategic overview of volunteering opportunities. The initial assessment has identified a number of areas which require further attention. These are highlighted in the action plan document attached as Appendix 1.

- 5.4 Development and support of volunteering opportunities continues to be a priority in Lewisham; ensuring that all organisations are supported in recruiting and retaining volunteers and that volunteers, and potential volunteers, have as a rewarding experience as possible to cement their commitment and foster continuing giving. As such the monitoring and review of the strategy will be given renewed impetus through a steering group, feeding into Stronger Communities Partnership as originally envisaged, which will provide regular updates on progress and highlight barriers to effective delivery.

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

There are no legal implications arising from this report.

8. Crime & disorder implications

- 8.1 There are no direct crime and disorder implications arising from this report. Some of the recommended main grant organisations deliver services and projects which help to reduce the fear of crime.

9. Equalities implications

- 9.1 Targeted work has been carried out to ensure that volunteering opportunities are fully accessible and represent the interests of equalities groups. For example matching events have taken place for organisations to meet disabled people on a one to one basis to discuss volunteering opportunities. Volunteer Centre Lewisham has also supported organisations to adapt volunteering roles for people with mental health issues.

10. Environmental implications

- 10.1 There are no environmental implications arising from this report.

If you have any queries relating to this report, please contact James Lee, Head of Culture and Community Development on 020 8314 6548.

Valuing Our Community

A Strategy for Volunteering and Giving Time for the Benefit of the Community

Lewisham

2012 - 2017



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Introduction

This is the second cross sector volunteering strategy for Lewisham. The previous strategy recognised that volunteering plays a pivotal role in the way that communities work and the vast array of benefits to organisations, communities and for those who volunteer.

One of the greatest strengths of the previous strategy was that it was planned and delivered by partners from a range of sectors through The Volunteering Strategy Steering Group, which reports to the Stronger Communities Partnership of the LSP.

This is a timely opportunity for Lewisham to review its work with volunteering and plan for the coming 5 years. We now have a coalition Government that highlights the importance of volunteers in creating a 'Civic Society', preparing a new strategy at this time gives us the opportunity to shape this agenda for Lewisham.

We recognise that there are many ways to give time for the benefit of the community, some of which are mentioned later, however, for the purpose of this strategy we use the word 'volunteer' in a broad sense, meaning those who give time freely for the benefit of

others within the community. We also recognise that there are many 'communities' that make the London Borough of Lewisham a vibrant and diverse borough, for the purposes of this strategy we are using the word 'community' within a broader understanding, that being the citizens of Lewisham, unless otherwise stated.

This new Volunteering Strategy for Lewisham will build on the successes of the previous strategy, identify where volunteering may have changed, clarify Lewisham's position within the national and regional contexts whilst keeping a focus on local priorities. It is important too to clearly define volunteering and identify other community activities that work alongside volunteering in order to deliver a holistic package of active citizenship.

Responsibility for delivering and monitoring the work of this strategy sits with the Volunteering Strategy Steering Group which is co-ordinated by Volunteer Centre Lewisham and consists of representatives across the sectors including: Health, Metropolitan Police; Voluntary and Community Sector, and reports to the Stronger Communities Partnership and the Lewisham Strategic Partnership.

Outcomes and learning from previous strategy

The Lewisham Volunteering Strategy 2006-2011 was developed following a substantial consultation with a range of partners and stakeholders, volunteer involving organisations and the general public, including those who volunteer their time and those who do not.

The learning from this consultation must not be lost and this 2nd Lewisham Volunteering Strategy will harness the learning from the original consultation, more recent consultations the findings of the Lewisham Volunteering Impact Assessment (2011) and the experience of partners.

The original strategy culminated in five key objectives:

1. To Increase volunteering through appropriate matching of volunteers and opportunities
2. To increase awareness of the benefits and value of volunteering & community to both individuals & organisation
3. To ensure that Lewisham's diverse communities participate with and are reflected in community engagement and volunteering opportunities.
4. To create an environment that encourages greater participation in community and civic life
5. To build capacity and infrastructure to ensure good volunteering practice, networking and collaboration

Under each of these objectives sat an action plan that closely linked to both national and local strategies such as Compact, ChangeUp and Local Area Agreements. However the strength of the plan was that its key focus was to deliver activities to enhance local volunteering and this was achieved through a range of partners including:

- Volunteer Centre Lewisham
- Lewisham Council and its directorates
- South London & Maudesley NHS Trust
- Metropolitan Police (Lewisham)
- Voluntary Action Lewisham
- Lewisham Health Care
- Lewisham Primary Care Trust
- Lewisham Timebank Steering Group

The Volunteering Strategy 2007 - 2012 saw a number of notable achievements including (but not exclusively)

Within Objective 1

Develop employee volunteering schemes across the public and private sectors

Volunteer Centre Lewisham worked closely with London Borough of Lewisham to develop and launch the council's Employee Volunteering Scheme, this allows employees of LBL 2 days a year out of their contracted hours to volunteer in Lewisham. To promote the scheme 14 managers took part in a one day challenge to completely redecorate a local scout hall.

Within Objective 2

Celebrate and recognise the achievements of volunteers, and formally thank them.

Numerous initiatives were developed to thank volunteers. These included Volunteer Achievement Awards during Volunteers' Week and Make a Difference Awards organised through LBL which offered residents an opportunity to nominate neighbours.

Within Objective 3

Increase the number of volunteers with mental health needs

VCL and South London & Maudsley (SLaM) forged a robust, proactive partnership that provided over 500

individuals with severe and enduring mental health issues the opportunity to volunteer, by providing ongoing appropriate support both to individuals and organisations.

Within Objective 4

Develop and promote volunteering opportunities that enhance public sector services

London Borough of Lewisham created volunteering opportunities for young people including full time opportunities new opportunities were developed to volunteer within Lewisham Health Care

Within Objective 5

Groups supported to develop and improve volunteer programmes or roles using best practice

During the early part of this strategy VCL was able to offer support to organisations through Volunteer Improvement Project. The production of a clear, concise user friendly Good Practice Guide was a crucial legacy which provided information to volunteer involving organisations during a time when there was no dedicated worker to deliver on good practice.

Other Learning

Our learning has come from the targets that were not achieved such as 'Increasing the number of young people from 14 volunteering' which may have been achieved if we had created better partnerships with relevant groups, our most successful activities were often achieved by working in partnership.

This new Volunteering Strategy seeks to harness the strengths of partnerships developing new partnerships where possible and grow and diversify existing partnerships.

Case Studies

Celebrate and recognise the achievements of volunteers and formally thank them.

Volunteer Achievement Awards recognised volunteers across a range of categories including: Love Lewisham, Sport and Culture and Young People. Nominated by neighbours, relatives, friends, organisations all nominees received certificates and winners were presented with trophies.



Groups supported to develop and improve volunteer programmes or roles using best practice

With funding from Capacity Builders 56 local volunteer involving groups were supported on a one to one basis to develop their volunteering policies and procedures. 19 groups achieved either the Bronze, Silver or Gold levels of good practice as set down in London Volunteering Charter and were presented with an award that recognised their achievements.



Sydenham Gardens
Receiving Silver Award

Context

National

The coalition government has clearly stated that they "... will take action to support and encourage social responsibility; volunteering and philanthropy, and make it easier for people to come together to improve their communities and help one another."

The Big Society programme goes on to outline the plans to encourage volunteering and social action, as well as the launch of the new National Citizen Service for 16 year olds.

At the time of writing it is unclear how the Government anticipates delivering these objectives, however, what is clear is that in a time of substantial cuts there will be additional pressures on voluntary and community sector across the board. The aim appears to be to create a society that supports each other, a society where volunteering and social action are considered paramount to achieving greater independence and less dependence on the state.

As part of the national Compact agenda, the Volunteering Code of Practice was introduced under the National Compact Agreement in 2001, and remains relevant. Other codes cover community groups, consultation and policy appraisal, funding and volunteering. The

volunteering code is aimed at improving the relationship between government/local government and the voluntary and community sector as it affects volunteering.

Locally the Council and other statutory bodies are signed up to the Compact and supports the principles of the Compact. The Volunteering Strategy forms part of this Code of Practice within Lewisham Compact.

The Office for Civil Society has made up to £30 million available through Transforming Local Infrastructure grants, as part of their commitment to taking forward infrastructure. Volunteering infrastructure is recognised within this funding.

Regional

The London Volunteering Group, serviced by the London Mayor's office, was established in 2005 and seeks to increase volunteering at a regional level through partnership working amongst its current membership, including the Mayor's stakeholder and policy development teams.

In January 2009, the London Stakeholders Volunteering Forum came together with guest stakeholders to discuss the definition of volunteering.

The Compact code on Volunteering currently defines volunteering as

"any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives, or to benefit the environment."

London Stakeholders Principles of Volunteering

In response to an increasing interest in volunteering as a means to support people (back) into employment, and to provide some clarity required around the differences between volunteering and work experience, the Forum felt it necessary to establish the principles behind the term 'volunteering'.

Volunteering:

- Is mutually beneficial (to individual and organisation)
- Is independently chosen and freely given
- Is enabling and flexible where possible
- Has community or social benefit
- Offered to not for profit activities

In addition, the Forum notes the following considerations when developing a volunteering opportunity:

- Any financial benefit from the involvement of volunteers is reinvested to the community or allows a not-for-profit to continue to exist
- Organisations need to be clear where paid roles should be protected or reinstated again when affordable
- Volunteering roles should be designed with a Mutuality of Expectations statement to clarify expectations of commitment without entering into a contract which changes the role into one with employment rights
- Any other form of unpaid work or experience should not be labelled volunteering.

The Legacy of London 2012 Olympic and Paralympic Games

Two of the key objectives for the London Organising Committee for the London Olympic and Paralympic Games (LOCOG), is to raise awareness of the benefits of volunteering to both the individual and organisation and increase the number of people of all ages volunteering on a regular basis before, during and after the 2012 Games. Lewisham Cultural services alongside Volunteer Centre Lewisham and community based partners, aims to maximise the impact that the London 2012 Games will have on volunteering at a local level.

The London 2012 Olympic and Paralympic Games will clearly impact the whole of the UK, but we cannot escape the fact that the greatest thrust will take place in London. There are a number of local Cultural initiatives under the umbrella of the London 2012: Games, including the development of Lewisham's 2012 Volunteering Champions. This will involve recruitment and training of 75 residents aged 16 years plus aimed at providing Lewisham with a pool of trained cultural events leaders and coaches supporting Lewisham partners and events before, during and long after the London 2012 Olympic and Paralympic Games.

Lewisham's volunteering partners will also work in partnership to ensure London 2012 Games legacy

training and funding specifically for the development of volunteering is utilised in the most effective manner across the Borough.

Olympic and Paralympic Games

'We are committed to signing up the 70,000 volunteers needed to develop a successful Olympics in 2012.....It is a quite amazing thing when you see people getting involved from all sorts of different walks of life, and the sense of unity for the city that gives is something quite remarkable'

(Tony Blair, April 2006)

Although the Olympic and Paralympic Games will clearly impact the whole of the UK we cannot escape the fact that the greatest thrust will take place in London. There are a number of initiatives under the umbrella of 2012 and include:

- *'Pre-Games Initiatives'* - volunteering and volunteering-related initiatives linked to the London Games that will take place in the years leading up to 2012;
- *'Games-Time programme'* – recruitment, deployment and management of approximately 70,000 volunteers for and during the Games;
- *'Legacy'* – benefits or changes for individuals and/or communities created by their involvement in the volunteering programme.

It is anticipated that there will be many 'Games inspired' volunteering opportunities created in sports, arts, culture and environment. Locally, Lewisham needs to maximize this legacy.

Local

Lewisham has a robust and effective voluntary and community sector. A recent survey of local residents shows that 37% (approx 90,000) of Lewisham residents give their time for the benefit of others each year, 22% (approx 55,000) give more than 2 hours per week, 37% of volunteers do so for more than 7 hours week. Time and skills are given to: community groups and charities of which there are approximately 2000, Lewisham Health Care, Lewisham Council, Lewisham Metropolitan Police where volunteers give approximately 8000 hours per year. It is estimated that the in kind contribution to Lewisham through time and skills from volunteers, equates to over £32,000,000 per annum. This contribution strengthens local communities in many ways: those receiving services value and appreciate the time given by volunteers.

The Volunteering Strategy Steering Group reports to The Stronger Communities Partnership which is a sub group of the Lewisham Strategic Partnership and is identified within local strategies such as: Sustainable Communities

Strategy and Lewisham's Olympic prospectus 'Making the Games Count'.

It is recognised that the voluntary and community sector and volunteering will play an increasingly pivotal role within the delivery of services in Lewisham. It is crucial that local strategies and partnerships are created in a way that supports sustainable volunteering that will benefit volunteers, the organisations that engage volunteers and the communities.

Synergy with other local strategies

Lewisham is a pro-active, forward thinking borough, where partners from across the sectors work together in order to achieve greater opportunities for people who live, work, study or spend leisure time in the borough. As such, local strategies have a number of threads that link them together, and volunteering is highlighted in many of the key local strategies including (but not exclusively):

- Children and Young People's Plan
- Health and Well Being Board
- Making the Games Count Lewisham's Prospectus for the London 2012 Olympic and Paralympic Game
- Sustainable Communities Strategy
- Timebank Development Strategy
- Youth Task Force

Changing Face of Volunteering in Lewisham

Profile of Volunteers

The following information shows some of the statistical comparison on volunteers registering through Volunteer Centre Lewisham during 2006-07 and 2010-11. The percentages in table a) are based only on the number of individuals completing monitoring forms at the time of registration with Volunteer Centre Lewisham. This table shows areas of change, most notably the increase in number of people coming forward to volunteer but also those who are not in employment.

a)

Monitoring area	Lewisham demographic	*2006 - 2007	*2010 - 2011	** National statistics
Registered to volunteer		2242	4769	
Male	***52%	30%	33%	38%
Female	***48%	70%	67%	42%
Not working	****31%	28%	38%	35%
Identified as BME	40%	78%	77%	34%
Considered themselves to have a disability	*** 15%	11%	5%	42%

Source VCL Database **Institute for voluntary research * 2001 Census **** JCP*

The Volunteering Impact Assessment carried out in 2011, which shows some variation in these statistics. For example substantially more men give time than register with VCL. Also VCL has a higher percentage of registrations from BME communities, this is because of having dedicated projects to increase participation with these communities

b)

Monitoring area	2011
Percentage of people volunteering	36%
Male	43%
Female	57%
Not working	41%
Identified as BME or not white	43%
Considered themselves to have a disability	22%

Using this information will inform priorities of the strategy and the annual action plans.

Motivations

Volunteering profile has changed dramatically over recent years. 'Helping out' survey carried out by Institute for Volunteering Research 2007 identified that:

- 53% of people who are engaged in formal volunteering do so 'to improve things and help people'
- 55% of people were not working

There is little doubt that the number of people offering their time in order to gain employment skills has increased, during 2009-2010 20% of people who registered with VCL were unemployed.

As the recession began to bite 2008-2009 there was an increase in the number of people coming forward to volunteer, during January to March 2009 there was a 266% surge in registrations at Volunteer Centre Lewisham, this levelled out to a little over 100% increase over the year. There continues to be an increase in the number of people coming forward to volunteer each year.

Individuals facing redundancy find that volunteering offers a positive experience, one where they are able to continue to utilize their skills and experience, learn new skills and change direction in their career, and the impact on maintain good mental health is critical.

These highly skilled volunteers pose a number of challenges for volunteer involving organisations.

- Organisations may find it difficult to develop roles where higher skill levels are needed
- Fear and conflict can arise should paid staff feel that volunteers are replacing paid staff
- Volunteers with specific skills may move on to paid employment quickly

Volunteering Verses social Action

The Big Society identifies volunteering and social action and essential tools in tackling the social, economic and political challenges in the UK today. But, as of yet there is no distinction between the two.

"We will take action to support and encourage social responsibility, volunteering and philanthropy, and make it easier for people to come together to improve their communities and help one another....."

..... encourage volunteering and involvement in social action, including launching a national day to celebrate and encourage social action, and make regular community service an element of civil service staff appraisals."

Definition of Volunteering

There are several definitions of volunteering, Volunteering England quotes the Compact Code of Good Practice in Volunteering, that volunteering is

“... an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives”

Lewisham believes that this is relevant to adopt as a local definition.

Definition of Social Action

There are very few up to date definitions of social action. Broadly speaking social action can be defined as:

Communities, organisations and individuals working together to improve their lives and shape their future.

There is a spectrum of time giving activities that support and involve the community that are unpaid and freely given. These range from volunteering within its purest sense (giving time unpaid for the benefit of others), through to time given as work experience and what the government calls ‘enforced volunteering’.

We recognise that there is a continuum of time giving which could look like this:



Volunteering	Personal Development	Social Expectation
<ul style="list-style-type: none"> • Volunteering in charities and community groups • Volunteering within statutory bodies e.g. LBL, Health, Schools • Volunteering within Metropolitan police • Faith groups • Management Committee • School Governors • Timebanking • Timecredits • Community fora • Corporate Volunteering 	<ul style="list-style-type: none"> • Work Experience • National Citizens Service (16 Year Olds) 	<ul style="list-style-type: none"> • Community Payback (probation Services) • Enforced Volunteering (Work Programme)

We also recognise that there are other activities that sometimes directly benefits communities that may not fully be paid employment but do involve remuneration and therefore are not identified as volunteering, these include: apprenticeships, internships and secondment.

This strategy is concerned with valuing communities through time giving that increases 'neighbourliness' and engages a wider range of people in sustaining communities within the borough. For practical purposes we are using the term 'volunteer' to include the full spectrum of time giving.

It is recognised that people give time, support communities and benefit others in many different ways:

Volunteering

The traditional term of volunteering through a charity or community group.

Time Banking

A method of giving time, banking time and exchanging skills.

Time Credits

Time givers are thanked through time credits, which may be exchanged for services.

Faith Groups

The 2011 Volunteering Impact Assessment identified that vast numbers of people give time through faith groups, helping with services, back office assistance and community activity. However, they often do not see themselves as 'volunteers'.

Sports clubs

Sports clubs exist due to the time given by parents and people interested in sport. Not short of 'volunteers' the processes often simply need formalising

Management Committees/Trustees

Charities are run by volunteers, Management Committees, Directors and Trustees. It is vital that Lewisham increases the skills within Management Committees in order to create sustainable community organisations.

School Governors

Many people join school governor panels within a voluntary capacity, planning and monitoring the activities within the school.

Community Fora

Local people involved in planning and setting priorities for wards within the borough, this might include ward assemblies and tenants and resident associations, young citizens panel, amongst others.

Young Citizens Panel

Young people aged 11-18 who give their time to decision making and planning in Lewisham on matters such as: crime, safety and leisure amongst others.

Benefits of Volunteering

This strategy arises from the recognition of the positive impact that volunteering has on individuals, organisations, communities and the anticipation of the role of volunteering within the coalition government's policy Big Society.

Benefits to the Individual

- Greater understanding of other communities and groups
- Personal development, e.g. self-confidence, improved mental health, physically active, healthier, stronger
- New friends, new skills, new life opportunities (e.g. learning, employment and personal development)
- Structure and meaning to day-to-day life (where this is lacking)
- Sense of pride, belonging and having 'made a difference'
- Opportunity to act as an ambassador within own community

Benefits to Voluntary and Community Groups and Public Sector Services

- Greater understanding of service users needs, and communities and groups who might benefit
- Greater capacity to deliver services in line with organisations aims and objectives
- Greater flexibility

- Ability to enhance and add value to services and activities
- Bigger 'reach' into community
- Provision of services which are not possible or not funded otherwise, e.g. befriending and chaperone services

Benefits to the Community

- Greater understanding of communities, reduction in tensions and crime rates
- Lower unemployment and higher participation rates
- Increase in good health (physical and mental), less stress on the NHS
- Increased engagement and representation of views and communities at decision-making levels

Benefits to Private Sector

- Improved links with community sector
- Enhanced corporate responsibility achievements
- Motivated workforce
- Improved skills development

Needs of Organisations

Organisations in Lewisham are ever evolving. In order for Lewisham clubs, voluntary and community sector and statutory sector groups and organisations to be able to respond to national, regional and local agendas, developing and consolidating experience of civic engagement and responding to the Localism Bill, and engaging in decision making processes, it is crucial that they develop an imbed good practice in volunteering and adhere to quality standards that will enable them to continue to improve and grow. There are a number of methods that can be used in order to measure this improvement including: Greater London Volunteering's Experts in Volunteering Charter (which is a 3 stage development tool) and Investors in Volunteers, as well as industry specific quality marks that includes volunteers.

There needs to be a range of mechanisms set up in order to meet the needs of organisations to enable them to achieve and maintain good practice. Small, unfunded organisations have a very different capacity and aims to large well funded ones. Methods of engagement should include: fora; group training; one to one support; email and internet support.

Corporate Giving, Volunteering and Corporate Social Responsibility

Lewisham needs to develop a corporate volunteering action plan, which will attract skills and finances to clubs, groups and organisations.

Businesses recognise the value of volunteering as a means of meeting their corporate social responsibility agenda, Lewisham recognises the value of engaging these skills in order to develop policies, procedures, business plans, strengthen infrastructure and deliver community activities. Engaging in CSR programmes would provide a mutually beneficial exchange.

Volunteering Consortium

The Volunteering Strategy Steering Group will seek to develop a Volunteering Consortium, in order to attract addition resources, share expertise, develop volunteering activities according to local priorities.

Recognising Volunteering

The 2011 Lewisham Volunteering Impact Assessment identified that volunteers give approximately 200,000 hours per week of service to benefit communities within Lewisham, which brings with it a financial contribution of over £32,000,000 per year.

Volunteers should be shown appreciation for their contributions by the organisation/s that they give time in and by the borough. There are many ways that Clubs, groups and organisations can thank and recognise their volunteers including participation activities such as Volunteers Week, providing references, training and time credits.

The Volunteering Strategy Steering Group will identify methods to celebrate and recognise local people who give time.



Make a Difference Awards 2011

Priorities

1. Develop a robust volunteering infrastructure within volunteer involving organisations that supports good practice to create a thriving time giving community

There needs to be an increase in the skills and knowledge across the sectors to ensure that volunteering is a positive experience for all concerned.

2. Increase the range and diversity of volunteering opportunities

People give time in many ways, not only by volunteering through the structures of registered charities. Lewisham recognises other forms of time giving including: Timebanking; Time credits; active faith groups and involvement in local fora such as Local Assemblies.

3. Increase volunteering resources across the sectors

An area of continued misunderstanding is the belief that volunteering is free. This is far from the truth as organisations involving volunteers must invest finances, human resources and premises in order to benefit from the time, skills, passions and good will of volunteers.

Lewisham needs to develop an understanding within VIOs of the resource implications including budgeting and fundraising for the real costs of including volunteers.

4. Policy Response and Campaigning

Volunteering and time giving must be represented at decision making fora locally, regionally nationally, including sector specific for a such as Volunteering England, Time Bank UK, Sport England.

5. Increase the numbers of people volunteering & expand access to volunteering for groups at risk of exclusion

Lewisham will continue to create mechanisms to engage people from all communities in volunteering and time giving.

6. Improve the skills base of the volunteering pool

It is vital to match volunteers with specific skills into roles that benefit them and the organisations, but also to develop the skills of existing volunteers and the organisations.

Developing Volunteering Communities

This Volunteering Strategy seeks to make volunteering available to everyone who lives, works, studies and spends leisure time in Lewisham. We see volunteering as having a pivotal role in improving neighbourliness and engaging a wider range of people in sustaining our communities. It recognises that whilst volunteering is time given freely it also benefits those giving time in a number of ways including reducing isolation and improving employment skills.

People who volunteer come from all walks of life and from all backgrounds. Lewisham recognises that in order to properly engage people from particular communities in volunteering we need to create dedicated activities. Where we currently achieve representative outcomes we need to strive to maintain these successes.

Young volunteers.

There are over 30,000 people aged 14-25 in Lewisham. Young people already play an active role in volunteering in the borough including being members of the Young Citizens Panel. It has been identified that embedding the principle and habit of volunteering at an early age is an effective way of establishing a life time of volunteering, and helps young people improve their life chances through the development of transferable social and work skills. The Mayors Youth Task Force (Lewisham) has identified that volunteering is one priority area for young people. Engaging young people is beneficial to both the young people and the community. Young volunteers are able to develop skills, increase confidence get life and employment experiences, and the volunteering exchange creates a mutuality of respect between young people and the rest of the community.

Retired people as volunteers.

With over 34,000 people over the age of 60 in Lewisham, there is a vast pool of skills, experience and time that retired people and those over 60 can bring to communities and organisations in Lewisham, yet volunteers over the age of 60 are disproportionately under represented. Volunteering not only offers opportunities for organisations to tap into an experienced skills bank but also increases social networks and reduces isolation amongst older people.

Unemployed people as volunteers.

The 2011 Volunteering Impact Assessment for Lewisham showed that 41% of people who volunteer are

unemployed, compared to a borough average of 17%. Volunteering is recognised widely as an opportunity to gain new skills and experience as a route into employment, and when asked volunteers declared that they hope to get work skills through volunteering.

Volunteers from black and minority ethnic communities.

Lewisham has a rich ethnic and cultural community, BME communities make up 40.5% of the population of the borough. Research has shown that 43% of the borough's volunteers are from BME backgrounds, although 77% of Volunteer Centre Lewisham's registrations are from BME communities. Engaging volunteers from BME communities results in a stronger more cohesive community, and increases the level of understanding and representation within organisations.

Disabled People as Volunteers.

The 2001 census suggests that 15.6% of the population of Lewisham are disabled, recent research shows that 22% of volunteers are disabled. Volunteering can increase a sense of well-being, improve physical and mental health. Volunteering is a positive activity that engages disabled people in activities that allow them to be part of the community not just service recipients.

Ex-offenders as Volunteers

Almost a quarter of adults in the UK have a criminal record. The majority of the convictions are for single

minor offences and the ex-offenders pose no threat to children, young people or vulnerable people. Engaging ex-offenders widens the pool of available volunteers, and offers the individual an opportunity for rehabilitation, training and work experience, opening doors to employment and a to contribute to society.

Geographically

Volunteering provides an ideal platform for people to be actively engaged in their local area. Lewisham has 18 wards with very differing levels of volunteering. Volunteering locally within charities and community groups, Timebank and community fora brings skills, experience, knowledge, reduces isolation, increases social networks and neighbourliness and social cohesion.

Priorities and Action Plan

Develop a robust volunteering infrastructure within volunteer involving organisations that supports good practice to create a thriving time giving community			
Activity	Outcome	Responsibility	Measure of achievement
Develop a framework on which achievements can be measured	Value and achievements have clear value, including statistical analysis and anecdotal information	Volunteering Strategy Steering Group	Workable framework developed
Provision of ongoing support for groups on good practice and volunteering infrastructure	Volunteer involving organisations adopt and implement good practice standards recognised within the appropriate national bodies	VCL Timebank Steering Group Lewisham Sport and Leisure	Groups involving volunteers working to a good practice framework
Implementation of awards in good practice and promotion of the Volunteering Charter	Volunteer involving organisations working to a framework of good practice, planning a process of improvement	VCL	Lewisham organisations achieving 'silver' standard of the Volunteering Charter
Development of a Volunteer Co-ordinator programme	Volunteer involving organisations access Volunteer Manager support according to need.	VCL	Lewisham organisations have specialist support, and budget for support
Sports clubs supported to develop	Sports clubs have	Lewisham Sport and	Sports clubs achieving

structured volunteering programme	policies and procedures in place with properly supported volunteers	Leisure VCL	Club Mark and other appropriate quality standards
Increase the numbers engaging with the Volunteer Co-ordinators Forum	Improved networking and sharing of good practice in volunteering	VCL VAL	Volunteer Co-ordinators Forum well attended by a diverse range of representatives

Increase volunteering resources across the sectors			
Activity	Outcome	Responsibility	Measure of achievement
Develop Volunteering Consortium as a platform to setting up partnerships and apply for funding	Stronger base to draw in funding	Volunteering Strategy Steering Group	Strong, effective consortium
Create a volunteering hub, including a range of time giving activities	A one stop shop for volunteers to access a range of different time giving opportunities Stronger base to attract funding	Volunteering Strategy Steering Group VCL	The development of a co-ordinated approach to volunteering and time giving across the borough

Increase the range and diversity of volunteering opportunities			
Activity	Outcome	Responsibility	Measure of achievement
Engage with environmental projects to create volunteering opportunities	Wider range of opportunities available to meet the interests of the community	LBL VCL	Increased numbers of local people involved in local environmental projects
Building on the legacy of the Olympic and Paralympic games, increase the number of people volunteering within sport, culture and events	Sports clubs increase capacity and skills through engaging volunteers Broader engagement in cultural activities including borough wide events such as Peoples Day	LBL VCL	Local people will have engaged in volunteering activities initiated by the Games
Increase the activities/exchanges within local Timebanks	Lewisham residents better engaged in activities that strengthen communities	Timebank Steering Group	Number of local residents engaged in timebanking and exchange volunteering
Promote Time Credits as a means for residents to engage in time giving and community activity	An increase in the number of flexible opportunities	Spice Timebank Steering Group LBL	Local residents engaged in giving time for time credits
Increase the number of volunteering opportunities available within statutory sector	Volunteer roles are more diverse	LBL Lewisham Health Care SLaM	

Policy Response and Campaigning			
Activity	Outcome	Responsibility	Measure of achievement
Representation at Lewisham Strategic Partnership	Volunteering recognised as an integral activity to strengthen communities	LSP VCL	Volunteering issues raised and strategic and LSP level
Increased engagement within Local Assemblies	Local people enabled to represent local need within a good practice framework	LBL	Number of people representing their local area increased
Respond to national, regional and local priorities	Volunteering and time giving locally represented at national level	VCL Timebank	Priorities responded to

Increase the numbers of people volunteering and expand access to volunteering for groups at risk of exclusion			
Activity	Outcome	Responsibility	Measure of achievement
Develop a comprehensive picture of volunteering geographically	Evidence of volunteering activity on ward by ward basis Gaps identified	Volunteering Strategy Steering Group	Report on the number of opportunities available geographically Report on the number of people volunteering geographically
Create opportunities to promote	More residents able to	Volunteering Strategy	Increase in the number

volunteering in all of it's forms	access opportunities to engage in volunteering and time giving.	Steering Group VCL Time Bank Local Assemblies Faith forum	of people engaged in the various forms of time giving
Develop systems for young people to engage in volunteering and community activity	Young people from the age of 14 better involved in the community	LBL, Children and Young Peoples Plan	Increase in number young people involved in volunteering
Support organisations to include disabled people as volunteers	Disabled people have access to a wide variety of volunteering roles Organisations have resources and are better engaged with community	VAL VCL CSU LDC	Disabled people engaged in volunteering and feel supported.
Create remote volunteering opportunities	People who have limited time or homebound are able to engage in volunteering	VCL	Increase in the number of remote volunteering opportunities

Improve the skills base of the volunteering pool			
Activity	Outcome	Responsibility	Measure of achievement
Link with corporate businesses to create volunteering opportunities that bring specific skills into the borough	Organisations have access to strategic, infrastructure and development skills	2 nd Tier Forum	Corporate volunteers engaged in supporting organisations
Create a pool of skilled volunteers to match with organisations	Organisations recruit volunteers with specific skills	VCL	Organisations identify support from particular volunteers
Provision of training for volunteers in topics such as finance, marketing, Trustee Responsibilities	Volunteers better able to support organisations. Trustees have a greater understanding of their responsibilities	VCL VAL 2 nd Tier Forum	Number of volunteers receiving training and going on to use these skills in local organisations

Delivery

The Volunteering Strategy is a strategic document and therefore identifies key priority areas as defined above. It is the role of the Volunteering Strategy Steering Group to develop an annual work plan in order to achieve the priorities. This steering group recognises that there are many organisations across the sectors already working on the objectives highlighted in this strategy, and whilst we aim to avoid duplication we realise that there will often be several organisations working towards similar goals that will not be accountable to this strategy. Where feasible the Volunteering Strategy Steering Group will encourage the development of partnerships to deliver on the priorities in order to maximise reach and resources.

Measuring Progress

The Volunteering Strategy Steering Group will meet quarterly to monitor the implementation of the strategy and develop plans to address gaps in delivery in parallel with other local strategies. Regular reports will be presented to the Stronger Communities Partnership Board and Lewisham Strategic Partnership. The groups will develop a tool for measuring success both quantitative and qualitative

Lewisham’s Volunteering Strategy has been developed in consultation and partnership with a broad representative group

Involvement in the development of this strategy:

- Job Centre Plus
- Lewisham Metropolitan Police
- Lewisham Timebank Steering Group
- London Borough Lewisham
 - Community Sector Unit
 - Lewisham Sport and Leisure
 - Children and Young People
- Mayors Youth Task Force
- Stronger Communities Partnership Board
- Lewisham Health Care
- Voluntary Action Lewisham
- Volunteer Centre Lewisham

The strategy also takes into consideration the findings within the Volunteering Impact Assessment 2011



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Agenda Item 4

Safer Stronger Communities Select Committee		
Title	Voluntary Sector Accommodation Implementation Plan	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	01 July 2015

1. Purpose

- 1.1 The Committee is asked to review a report on the voluntary sector accommodation implementation plan, which will be considered at Mayor and Cabinet on 15 July 2015.

2. Recommendation

- 2.1 The Select Committee is asked to:

- Review the attached report along with its appendices and comment on the recommendations before their consideration at Mayor and Cabinet.

For further information please contact Timothy Andrew, Scrutiny Manager on 02083147916.

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MAYOR AND CABINET			
Report Title	Voluntary Sector Accommodation Implementation Plan		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director for Community Services		
Class	Part 1	Date:	15 July 2015

1. Purpose of Report

- 1.1 The purpose of this report is to outline how the newly adopted framework for using the council's assets to support the voluntary and community sectors will be implemented and to seek approval for the implementation plan.

2. Recommendations

Mayor and Cabinet is recommended to:

- 2.1 approve the implementation plan as outlined in section 5 and detailed by category in Appendix A, B, C, and D
- 2.2 agree the amendment to the Community Asset Transfer Framework as outlined in Section 8 and Appendix E.

3. Policy Context

- 3.1 Lewisham has a long history of working with the third sector and empowering residents and communities. The Sustainable Community Strategy sets out the Local Strategic Partnership's commitment to creating a borough that is:

Empowered and Responsible: where people are actively involved in their local area and contribute to supportive communities.

- 3.2 This is reflected in Lewisham's Corporate Priorities:

Community Leadership and empowerment: developing opportunities for the active participation and engagement of people in the life of the community.

- 3.3 Lewisham is fortunate to have a diverse third sector which ranges from very small organisations with no paid staff through to local branches of national charities. As well as being directly involved in delivering services to citizens in the borough, third sector organisations also provide the essential infrastructure to allow the sector as a whole to develop and support individual citizens to be able to play an active role within their local communities.

4. Background

- 4.1 Currently the Council supports a number of VCS organisations to access certain facilities (i.e. Council owned assets). There are currently 50 Council assets within the community premises portfolio including 23 community centres, 3 sports grounds and 24 buildings housing VCS organisations. In addition there are other properties that house VCS organisations that are not part of the community premises portfolio but are within the Council's estate.
- 4.2 Across these assets occupancy levels vary greatly, though the average of approximately 30% occupancy within the community centres portfolio, shows that there is real potential to manage usage more effectively. Additionally there are currently a wide range of different lease and management agreements for occupants. This situation is potentially inequitable for organisations and makes the management and maintenance of these assets more complicated.
- 4.3 As part of the Council's fundamental review of all its budgets, it has been looking at the costs of maintaining its range of assets and the potential income that these assets could generate for the Council that could be used to fund other services. In order to release substantial revenue savings and therefore safeguard frontline service delivery, the Council is in the process of reducing the number of its public buildings. This work has already commenced with the transfer of staff working in the Catford complex into Laurence House, and the changed use of the Town Hall.
- 4.4 In April 2015 Mayor and Cabinet considered the outcome of a three month consultation with the voluntary and community sector on a new framework for the council's use of assets to support the sector. This framework was agreed by Mayor and Cabinet and sets out four categories for VCS assets as follows:
- **Sole occupancy of a building (not at full market rate)** – This would be a building, wholly or predominantly utilised by one VCS organisation. In order for an organisation to have sole occupancy of a building it would need to demonstrate a need for specialist facilities that could not be provided elsewhere and/or within a shared facility. The organisation would need to demonstrate that it can't afford full market rate. The organisation would also need to be delivering services that meet our priorities.
 - **Voluntary and Community Sector Hub** – This would be a shared building with all inclusive affordable rents. This would be the preferred category for organisations that are providing services that meet our priorities (and cannot demonstrate the need for specialist facilities above). The Hubs will provide office and meeting space. Activity space where appropriate and possible may also be provided, otherwise this would need to be hired elsewhere.
 - **Community Centre** – This would be a neighbourhood based facility with activity space that is predominantly geared towards providing services at a neighbourhood level. Community Centres currently have a range of different terms and conditions, some are on full repairing leases, some directly provided and others managed by Premises Management Organisations (PMOs) but with Repairs & Maintenance provided by the Council. Many community centres are currently underutilised and we would be looking to rationalise the number of centres taking into account what other community facilities are

available in the area. As the number of centres is reduced we would work to reduce the overall financial burden to the Council and put in place equitable arrangements across the portfolio.

- **Sole occupancy of a building at full market rate** – This would be for larger VCS organisations that can afford to pay full market rates, for those that are not delivering services that meet our priorities or for organisations that are delivering services that meet our priorities but that do not wish to be housed within one of the VCS hubs. These organisations would still be able to access buildings (where available) on the Council's standard letting terms and conditions.

5 Implementation Plan

5.1 Following the adoption of the framework the next step was to develop an implementation plan to demonstrate the impact of the framework on the existing portfolio of community premises. The following principles that were agreed as part of the framework were used to guide the development of the implementation plan:

- Demand for subsidised space will always outstrip the available resources and it is therefore essential to have a process for allocating support that is open and transparent.
- Lease and hire arrangements should be equitable.
- Council Assets used by VCS organisations need to be fully optimised to ensure the Council is achieving best value for its' residents.
- The overall cost to the Council of assets used by VCS organisations should be reduced in order to release savings.
- The model for the use of Council assets to support VCS organisations in the future should allow some flexibility for changing needs.
- The model should support the Council's partnership approach
- Enabling VCS organisations to access Council assets is a way of supporting the sector.
- The model should help the sector to help themselves by optimising the use of their resources.

In addition the following factors have been considered in developing the implementation plan:

- Usage levels
- Other facilities in the locality – details of the mapping are included at appendix F
- Impact on council's ability to meet its statutory duties
- Existing lease arrangements
- Potential for redevelopment
- Potential for shared use
- Condition of the asset

5.2 The Implementation Plan is a live document that sets out the proposed way forward for each of the buildings within the Community Premises Portfolio. The plan spans three years and will be reviewed and updated during this period. There are further council owned assets used by the VCS that have not been included within the implementation plan. This is largely where a VCS organisation is in a contractual arrangement with the council and the assets form part of the contractual agreement and there is no plan at this stage to change the arrangement.

- 5.3 The Implementation Plan is split into the four framework categories. The first of these categories is specialist assets that are being used to deliver priority services and where the VCS occupation is subsidised by the council. Assets that fall into this category include community libraries, some sports facilities, an adventure playground and two arts facilities. Organisations in this category are predominantly on peppercorn leases but have full responsibility for maintaining the asset. The two arts facilities do not currently have leases in place and have their repairs and maintenance provided by the council. It is proposed to seek to negotiate lease agreements with the current occupants along similar lines to others in this category. A list of the assets and VCS organisations that fit within this category are available at Appendix A.
- 5.4 The second category is voluntary and community sector hubs. There will be two main hubs in the borough in New Cross and Lewisham Town Centre. In addition the council will continue to work closely with Phoenix Housing in relation to the existing space at the Green Man and the new space being developed at Fellowship Inn. The hubs will offer drop in facilities for a mix of users including vulnerable adult day service users. They will also provide desk spaces for VCS groups with an all inclusive rent and meeting rooms, informal break out space and consultation booths. At the heart of each hub will be a shared public space with WIFI, community information and break out spaces for informal meetings and for individual users to relax. A number of organisations have already agreed to move to the new hubs and further space will still be available to offer flexible workspace for groups in the future. A list of organisations planning to relocate is attached at appendix B. A number of other organisations that currently operate from dedicated buildings are also being encouraged to consider moving to a hub in order to reduce costs and facilitate better partnership working. These are also listed in appendix B.
- 5.5 The third category is community centres. These are neighbourhood based facilities with activity space that should be predominantly geared towards providing services at a neighbourhood level. Many of these buildings date from the 1960s and 1970s and were designed with the needs of that period in mind. In rationalising this category the intention is to focus resources on sustaining a smaller network of centres across the borough and where the opportunity arises to redevelop centres to make them more relevant to today's needs. There are 23 buildings in this category. The proposal is to retain 7, re-provide a further 6 in partnership with registered social housing providers or as part of a school redevelopment, designate 3 for nursery provision and close 7. It is also proposed to retain community space on the site of Goldsmiths Community Centre either the current building or as part of a mixed used development of the site dependent on the outcome of the current condition survey and further local consultation. Details of the buildings are contained in Appendix C. It is proposed to retain an element of subsidy for community centres through rent and repairs and maintenance agreements.
- 5.6 The fourth category is buildings housing VCS organisations on full market rates. A number of organisations have opted to stay in this category rather than move to a shared hub. If in the future an organisation decides that it wishes to reduce its premises outgoings then where possible a move to a shared hub would be facilitated. In addition Lewisham Opportunity Pre School will be asked to formalise their occupation of the site on similar terms

to other nurseries occupying council premises. The buildings and organisations in the category are listed in appendix D.

- 5.7 There will continue to be a number of different approaches to the management of community premises. These are detailed below:
- Directly managed buildings: in the first instance the new hubs will be directly managed by the council and some of the community centres will continue to be directly managed. The council will be looking to the use of new technologies to ensure the most efficient management of these spaces learning from countries such as Denmark where communal public space is often unstaffed and people take individual responsibility in respecting and maintaining the space for the whole community. Specifically this model works on a card entry or fob system linked to an online booking portal. Similar schemes already running in the UK include those offered by Pure Gym (the UK's largest commercial Gym operator), LTA Parks Tennis and Zipp Car.
 - Premises Management Organisations: this is where the council has a management agreement with a community organisation to manage a community centre. A number of these agreements are in place. These will be reviewed and updated to ensure that they are still relevant but the general principles will continue with the council being responsible for the repairs and maintenance and the community organisation ensuring that the centre is managed to meet the needs of the local community.
 - Leases: leases with individual voluntary and community organisations will continue to be used. The terms of the lease may vary dependent on the individual circumstances but some principles such as not requiring a guarantor will be applied to all VCS leases.

6. Wider Council Context

6.1 Day Services

- 6.1.1 This report intertwines with that detailing the remodelling of Day Services within the Borough (entitled 'Response to the Consultation on Remodelling Lewisham Council's Day Service Offer and Associated Transport including Evening Club Provision' which is also being considered at Mayor and Cabinet on 15 July 2015)
- 6.1.2 Specifically the future use of the Day Centres is key to how the Council can effectively look to better utilise Council Buildings and help VCS organisations share space and back office functions and provide more joined up services.
- 6.1.3 The Council is looking to re-configure how 3 of the current Day Centres function to create 2 Voluntary and Community Sector Hubs (at Mulberry and Leemore) and a new Community Centre (at the Sydenham Centre), their associated 'Visions' are detailed below.
- 6.1.4 The vision for the Leemore Centre - A Voluntary and Community Sector 'Advice and Information' Hub in the heart of the Borough: Focussed around Advice and Information the building will be re-united to provide a comprehensive hub with a particular focus around Advice and Information led by the Lewisham Citizens Advice Bureau, who would relocate to the centre as would Voluntary Action Lewisham to sit alongside existing VCS organisations

including Contact a Family and Lewisham Community Transport. The building will provide a new welcoming public space incorporating a functioning café/kitchen which will provide for all service users and user groups within the building as well as the public. As well as this public space, there will also be shared space for VCS organisations and current service users to cross-populate and bring life to the building, as well as core space for office working and services for people with learning disabilities. In the first instance the building will be managed by the council's community premises team with VCS organisations that are based there acting as hosts to ensure a welcoming and inclusive environment is created.

6.1.5 The vision for the Mulberry Centre – A key Voluntary and Community Hub in the north of the Borough: Offering extensive core accommodation for a raft of VCS organisations alongside dedicated space for the Challenging Needs Service. Further activity space will be available for use by people with learning disabilities and their providers as well as the VCS organisations. A number of internal and external public spaces will also help enliven the centre, serviced by the kitchen area and extensive Wifi throughout the building. The centre will be managed in the first instance by the council's community premises team with VCS organisations that are based there acting as hosts to ensure a welcoming and inclusive environment is created.

6.1.6 The vision for the Sydenham Centre – A new Community Centre for Sydenham: This building will become a vibrant community space in the heart of Sydenham. Featuring a mix of local organisations including the Sydenham Society and Sydenham Arts and will have a core offer focussed around Dance and Physical movement activities, and healthy eating. Again there will be a welcoming public space to draw the local community and users together, alongside shared activity space and core space for office workers and for people with learning disabilities and their service providers. Again this building would initially be managed via the Community Premises team with VCS organisations that are based there acting as hosts to ensure a welcoming and inclusive environment is created.

6.2 Strategic Housing

6.2.1 The global financial crash in 2009 and the subsequent recession in the UK have had a dramatic impact on people's lives. There has been significant pressure on our residents' resources and their ability to keep pace with the rising cost of living. The problems of economic instability, unemployment, precarious employment contracts and stagnating wages have been exacerbated by rapidly rising house prices and rents. In Lewisham the average house price has trebled over the last 20 years.

6.2.2 On top of this the current unprecedented squeeze on public finances combined with the significant reduction in Government grant for affordable house building has led to a crisis point in terms of housing supply and demand.

6.2.3 This is nowhere more clearly illustrated than by the fact that in Lewisham over the last five years the number of households in temporary accommodation has increased by 76%. The lack of affordable homes in the private sector means that there is less movement out of social housing and consequently the number available to re-let to new tenants has decreased by 53% over the same period.

6.2.4 To deal with this housing crisis the Council has embarked on an ambitious programme to deliver 500 new affordable homes by 2018. To achieve this despite the constrained financial situation means that, more than ever, the Council needs to look to use our assets efficiently to provide the most good for the community. One way of doing this is to look at how underused community facilities can be redeveloped into new social housing schemes.

7. Timetable

7.1 The plan spans three years as some of the proposals are dependent on redevelopment that will take some time to come to fruition. It is intended that the implementation plan is reviewed annually to ensure that it is on track and takes into account any local changes.

7.2 Where there is significant change proposed to a building such as a new lease or closure, at least 3 months notice will be given but in many cases the lead in will be substantially longer than this. The council will be working with Voluntary Action Lewisham to produce a protocol for building closures that clearly lays out what steps the council will take during the closure including possible formal action and what support is available to groups to find alternative accommodation.

8. Community Asset Transfer

8.1 A Community Asset Transfer framework was adopted by the council in July 2008. The majority of the framework is still relevant however some amendments are proposed to better reflect the current restrictions on council resources. It is proposed that asset transfers will only be considered where they achieve one or more of the following:

- Safeguard a priority service that may otherwise be lost. A priority service is defined as a service currently delivered directly by the council or funded through contract or main grant aid.
- Facilitate shared more efficient use of assets by VCS organisations

The transfer must also deliver value for money by

- Creating efficiency savings. The overall combined cost of the service and asset to the council should not be greater post transfer.
- Levering external investment to the borough.

In addition there are a number of other tests relating to the potential use of the asset for other council priorities such as social housing and schools places, as well as the condition of the building and the ability of the VCS organisation to effectively manage the asset in the future.

8.2 The full framework that will be used to assess the suitability of any asset transfer is contained at Appendix E.

9. Financial Implications

9.1 This report seeks approval for the implementation plan for the newly adopted framework for using the council's assets to support the voluntary and community sectors.

- 9.2 Current spend is incurred through a mixture of utilities costs, repairs & maintenance and grants, partially offset by income from rents and lettings. The proposals are expected to reduce net expenditure through a combination of (i) a reduction in the number of buildings in the portfolio (ii) reduced subsidies to organisations using the buildings and (iii) increased income. These savings will be monitored throughout the implementation period.
- 9.3 The report also seeks approval for an amendment to the Community Asset Transfer Framework as outlined in Section 8 and Appendix E. Any proposed transfers will be the subject of individual reports and specific financial implications will be set out at that point.

10. Legal Implications

- 10.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.
- 10.2 The giving of support to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations.
- 10.3 Under Section 123 of the Local Government Act 1972, the Council is required to obtain best consideration for the disposal of its assets. Any disposal at less than best consideration requires Secretary of State's consent. This includes the grant of any lease for longer than 7 years. The requirement does not apply to the grant of a lease for less than 7 years. However, the Council is still required to act reasonably in agreeing lease terms and to have regard to its fiduciary duty to the Council Tax payers. The proposed approach is designed to ensure that where a building is let other than at a market rate, this will be justified by the delivery of services that meet the Council's priorities.
- 10.4 The Council will only be able to require existing organisations in Council assets to be moved to the new model or relocated where the Council is legally entitled to terminate the existing occupancy arrangements or agreement is reached on a voluntary basis.

11. Equalities Legislation

- 11.1 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.

- foster good relations between people who share a protected characteristic and those who do not.
- 11.3 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 11.4 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

12. Crime and Disorder Implications

- 12.1 There are no specific crime and disorder implications arising from this report.

13. Equality Implications

- 13.1 There were concerns raised by a number of respondents about the potential impact of the implementation of the proposed approach on some communities in particular African and African Caribbean communities. It was raised that consideration would need to be given to the impact on different protected characteristics as part of the implementation plan. Particular concern was raised about the impact on older people by Lewisham Pensioners Forum.
- 13.2 An Equalities Impact Assessment has been produced and the impact on individual protected characteristics of the implementation of the new policy approach to using Council assets to support the voluntary and community sectors has been assessed – Appendix G.
- 13.3 When considering the impact of the proposed plan across the nine protected characteristics, the two main areas for concern were the impact on older and younger people, and those from the BME community. However, having considered the mitigation and demographic profile of the borough alongside alternative local facilities the impact on these groups is not felt to be negative, and indeed if the hub model and re-provision of buildings through partnerships with housing providers is successful then long term there will be a positive impact.
- 13.4 Overall, the spread of facilities that are being proposed, alongside the new ways of working and alternative hireable spaces the implementation plan is considered to be fair and equitable.

14. Environmental Implications

- 14.1 Many of the current portfolio of community premises are not energy efficient. Where new premises are being provided higher levels of energy efficiency will be achieved.

Background Documents

Voluntary Sector Accommodation report to Safer Stronger Communities Select Committee 20 April 2015:

<http://councilmeetings.lewisham.gov.uk/mgAi.aspx?ID=11250>

For further information please contact Liz Dart, Head of Culture and Community Development on 020 9314 8637 or liz.dart@lewisham.gov.uk

APPENDIX A - Sole Occupancy of a Building (not at full market rate)

Category	Building	Current Users	Rationalisation	Target Date
1	MIDI Music Company 77 Watsons Street SE8 4AU	MIDI Music - music tuition rooms, recording and dance studio	Remain: this is considered to be a specialist facility. Midi do not have a lease in place and this will need to be resolved. They have aspirations for an asset transfer and a long lease could be agreed. They currently receive a rent grant so do not bear the cost of rent on this premises. We will seek to negotiate a formal position with Midi at less than full market cost.	Apr-16
1	Crofton Park Community Library Brockley Road SE4 2AG	ECO Communities - community library	Remain: 25 year peppercorn lease in place. Eco have full responsibility for all R&M.	No change
1	Sydenham Community Library Sydenham Road SE26 5SE	ECO Communities - community library	Remain: 25 year peppercorn lease in place. Eco have full responsibility for all R&M.	No change
1	Grove Park Community Library Somertrees Avenue SE12 0BX	ECO Communities - community library	Remain: 25 year peppercorn lease in place. Eco have full responsibility for all R&M.	No change
1	New Cross Learning 283-285 New Cross Road SE14 6AS	Bold Vision - community library	Remain: Current lease expires July 16. Seek to negotiate a new lease to enable the continuation of the community library.	Jul-16
1	Abbotshall Playing Fields Abbotshall Road SE6 1SQ	Teachsport - playing fields and healthy living centre	Remain: 25 year peppercorn lease in place. Teach sport have full responsibility for all R&M.	No change
1	Firhill Playing Fields 140A Firhill Road SE6 3SQ	Lewisham Sports Consortium - playing fields	Remain: lease on peppercorn with R&M responsibility of LSC.	No change
1	Tenembee Sports Development Centre 120A Old Bromley Road BR1 4JY	Tenembee Sports Development - playing fields	Remain: lease on peppercorn with R&M responsibility of Tenembee.	No change
1	Lewisham Art House 140 Lewisham Way SE14 6PD	Lewisham Art House - artist studios, art workshops and gallery	Retain as artist studios with current occupants having first option to agree lease.	Apr-16
1	Somerville Adventure Playground Queens Road SE14 5JN	Somerville Youth and Play Provision	Remain: 25 year peppercorn lease with full R&M responsibility of Sommerville	No change

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APPENDIX B - Voluntary and Community Sector Hub

Category	Building	Current Users	Rationalisation	Target Date
2	Leemore Resource Centre 29 - 39 Clarendon Rise SE13 5ES	Day Services, Contact a Family Lewisham, Action for Refugees in Lewisham, Lewisham Community Transport	To be reconfigured with Day Centre space to provide a hub. Current occupants will be offered space within the hub but may need to relocate within the building.	Oct-15
2	Mulberry Centre 15 Amersham Vale SE14 6LE	Day Services	To become a hub with space retained for Day Service Users	Oct-15
2	14a Randlesdown Road Bellingham SE6 3BT	Bellingham Community Project	BCP have begun negotiations to leave the building and move to Fellowship Inn once completed. Phoenix are interested in a change of use to housing and are working with strategic housing to take this forward.	2017
2	120 Rushey Green SE6 4HQ	Citizens Advice Bureau, VAL	Relocate into Leemore Hub	Oct-15
2	2 Catford Broadway SE6 4SP	Lewisham Multi Lingual Advice Service	Already vacated, currently sharing offices with Age UK but are interesting in a move to Leemore hub	complete
2	41 Rushey Green SE6 4AS	Lewisham Toy Library	Negotiations have commenced to relocate to a hub	Oct-15
2	308 Brownhill Road SE6 1AU	Lewisham Young Womens Project	Seek to negotiate move to Hub or full lease to be implemented by March 2017	Mar-17
2	299 Kirkdale SE26 4QD	Sydenham Citizens Advice Bureau	Relocate to Leemore Hub	Oct-15
2	Voluntary Services Lewisham 300 Stanstead Road Crofton Park SE23 1DE	Voluntary Services Lewisham	Discussions with Voluntary Services Lewisham are still ongoing. They will be invited to consider relocation to a hub	tbc
2	2-4 Devonshire Road SE23 3TJ	Forest Hill Youth Project - Platform 1	Have requested to relinquish lease at end of June 2015.	Jun-15

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APPENDIX C - Community Centre

Category	Building	Current Users	Rationalisation	Target Date
3	Sydenham Centre 44a Sydenham Road SE26 5QF	Narborhood Day Services	To become a Community Centre with space retained for Day Service Users	Oct-15
3	2000 Community Centre 199 Grove Street SE8 3PG	2000 Community Action Centre	Retain but consider redevelopment in future if plans for estate evolve. Management agreement to be updated but on similar terms as currently i.e. peppercorn	No change
3	Ackroyd Community Centre 14 - 20 Ackroyd Road Crofton Park SE23 1DL	Ackroyd Community Association	Retain for Community Use. Lease in place, rent grant.	No change
3	Barnes Wallis Community Centre 74 Wild Goose Drive SE14 5LL	Barnes Wallis Community Centre Association	Develop for housing and reprovide smaller community space but retain on current arrangement in interim.	2018
3	Evelyn Community Centre Kingfisher Square 1 Clyde Street SE8 5LW	Bunny Hop Nursery, Somali and Somaliland London Community (SSLC), Federation of refugees from Vietnam in Lewsham	Develop for housing and reprovide smaller community space.	2018
3	The Moonshot Centre Angus Street SE14 6LU	IRIE! Dance Theatre, Double Jabb ABC	Retain for Community Use but reduce costs	Apr-16
3	Honor Oak Community Centre 50 Turnham Road SE4 2JD	Honor Oak Community Centre Association	Relocate community space to refurbished Sector J clubroom to enable redevelopment of current site.	Aug-16
3	Goldsmiths Community Centre Castilon Road SE6 1QD	Goldsmiths Community Association	Retain community provision on the site either in current building or in a mixed use redevelopment dependent on condition survey and further community consultation	tbc
3	The Ringway Centre 268 Baring Road SE12 0DS	Grove Park Community Group	Retain and seek to formalise lease arrangement	No change
3	Brandram Road Community Centre 25-33 Brandram Road SE13 5RT	Brandram Road Community Association	Close and relocate services to Lochaber or other local spaces where possible.	Apr-16
3	Lochaber Hall Manor Lane Terrace SE13 5QL	Lochaber Hall Community Association	Retain: update management agreement but on similar terms.	Apr-16
3	Lewisham Irish Community Centre 2A Davenport Road SE6 2AZ	Lewisham Irish Community Centre	Retain with services relocating from Saville Centre. Put in place a mangement agreement.	Apr-16
3	Saville Day Centre 436-438 Lewisham High Street SE13 6LJ	Lewisham Pensioners Forum, Providence LINC United Services, Somali Health and education Development	Close and relocate services to Irish Centre or hub	Apr-16
3	Champion Hall 1 Holmshaw Close SE26 4TH	Champion Hall Community Association	Remove from Community Premises list and market as a nursery	Apr-16
3	Clare Hall St Donnatts Road SE14 6NU	Little Gems Nursery	Remove from Community Premises list and market as a nursery	Apr-16
3	Ewart Road Clubroom 44 Wastdale Road Forest Hill SE23 1HN	Ewart Road Housing Cooperative Ltd	Close, LH interested for housing, capacity study commissioned	Aug-16
3	Scotney Hall 17 Sharratt Street SE15 1NR	REMEC	Close and redevelop for housing. In the interim consider temporary occupation subject to Health and Safety consideration due to poor state of repair.	2017
3	Sedgehill Community Centre 69-85 Sedgehill Road Bellingham SE6 3QN	Happy Days Breakfast Club, Happy days after School Club, Sharon Abraham Dance School, Greater Faith Ministries,	Due to the adjacency of the site to several local schools a study has been commissioned to look at oppornities for the provision of school places on the site. This includes options for relocation or reprovision of the nursery and a community use agreement for the school facilities.	2018 onwards
3	Silverdale Hall 8 Silverdale SE26 4SZ	Venner Road Hall Community Association	Surplus: close and possibly accommodate some users in Sydenham Hub	Apr-16
3	Venner Road Hall Venner Road SE26 5EQ	Venner Road Hall Community Association	Remove from Community Premises list and market as a nursery	Apr-16
3	Wesley Halls 2 Shroffold Road BR1 5PE	Downham Community Association	Work with Phoenix Community Housing and Downham Community Association to redevelop site with housing and community provision.	
3	Woodpecker Community Centre 101 Woodpecker Road SE14 6EU	Kings Kids Cristian School, Christ above all Gospel Church,	Close. Give notice to private school and other users. Site earmarked for future housing development. Consider short term occupation on licence in interim	Apr-16
3	Rockbourne Youth Club 41A Rockbourne Road SE23 2DA	Short Breaks, after school club, VCS youth provision	Retain as a joint venture between council, Education matters social enterprise and local VCS youth orgs with an element of rent subsidy	Jul-15
3	Lethbridge Close Clubroom 58 Lethbridge Close SE13 7QN	Age Concern Lewisham and Southwark, Heathside and Lefbridge TRA, SEDEC Supplementary School, Quaggy Development Trust	Surplus, already planned for closure with new facility being provided on estate by Family Mosaic	Dec-15

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APPENDIX D - Sole occupancy of a building at full market rate

Category	Building	Current Users	Rationalisation	Target Date
4	111 Randlesdown Road Bellingham SE6 3HB	Lewisham Disability Coalition	Remain: LDC have only recently moved to this property after alterations were made to it to make it fully accessible and have a signed full lease in place. It may need further consideration in the future as they may find it more sustainable to move to one of the hubs.	No change
4	124 Kilmorie Road SE23 2SR	Young Lewisham Project	There is no proposal to make any changes to the current lease arrangements for this property however if Young Lewisham Project wished to look at relocating to a shared facility in the future the council would help to facilitate this if possible.	No change
4	82 Tanners Hill SE8 4PN	Vicky Foxcroft MP	Commercial rent paid - remove from community premises list	
4	Lewisham Way Y&CC 138 Lewisham Way SE14 6PD	Lewisham Way Youth and Community Centre	Remain but with a Full Commercial Lease - negotiation have already commenced. An alternative would be for the organisation to deliver it's services from one of the other community premises in the area.	Sep-16
4	Etta Hall Centre Gosterwood Street SE8 5PA	Lewisham Somali Community Organisation	Full repairing lease in place	No change
4	LOPS Longbridge Way SE13 6PW	Lewisham Opportunity Pre-School	Full Commercial Lease in line with other nurseries.	Sep-16

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INSERT NAME OF ASSET

LEWISHAM COMMUNITY ASSETS FRAMEWORK ASSESSMENT TEMPLATE

SUMMARY PAGE

(i) Asset details

Name and address of asset (including Lewisham ward)
Asset register reference number

Current Status (as indicated on the asset register)
Major Use (as indicated on the asset register)
Scale and scope of the asset <i>Include a brief description of the physical asset</i>

(ii) Recommendations

Based on current information, it is recommended that:	
The asset is not suitable for transfer.	<i>Drawing specifically on the information given in the form below, identify the reason for this assessment.</i>
The asset is potentially suitable for transfer. The detailed analysis and any remaining actions identified in this form should be taken forward as a priority, ahead of a formal Council decision.	<i>Drawing specifically on the information given in the form below, identify the additional information and any actions required in order to reach a decision.</i> <i>Identify the timing for this work.</i>
It is not possible to determine whether the asset is suitable and further work, identified below, is needed to reach an initial assessment.	<i>Drawing specifically on the information given in the form below, identify the additional information and any actions required in order to reach a decision.</i> <i>Identify the timing for this work.</i>

Delete rows that do not apply.

(iii) Record of agreement and next steps

Completed by	
Comments from	
Date completed	
Date discussed by Capital Delivery Board	
Note of next steps/ actions requested by CDB	

(iv) Financial implications

Based on current information	
What is the current value of the property and what is this assessment based on?	
What revenue for the Council is generated through the asset?	
What are the current levels of running costs, including utilities, planned preventative maintenance and responsive repairs?	
Are there any significant costs associated with the building in the foreseeable future?	
Would the transfer of the asset produce revenue budget savings for a council service?	
Are there any other financial implications that should be considered as part of an assessment to transfer the asset?	

Conclusion: Based on the information above what are the financial implications in relation to any potential transfer of this asset?	
--	--

(v) Current asset use and circumstances

Details of use and circumstances	Y	N	Specify relevant details.
Is there an existing lease in place?			<i>Add details including: name and relevant information about occupants; length of time of current occupancy; any lease arrangements;</i>
Is the asset currently used?			<i>Add details including Main and any subsidiary uses, any services offered; level of use; identity of user-groups; and whether of local, borough-wide or wider significance.</i>
Is the asset in reasonable condition?			<i>Add details, with estimated costs of any repairs/maintenance. Identify how recent this information is.</i>
Is the asset suitable and/or sufficient for its current use?			<i>Add details, including whether the asset complies with the Disability Discrimination Act. Are there particular features that might restrict use of the asset?</i>
Are there any other organisations affected by the ownership and use of the asset?			<i>Add details including in relation to existing freehold/leasehold arrangements, other contractual arrangements or any funding associated with the asset where conditions on its use or ownership may apply.</i>
Are there any other circumstances directly relevant to potential transfer?			<i>Add details, for example housing stock transfer, existing contractual or financial obligations on the asset, covenants on the asset, whether HRA funded.</i>

Conclusion: Based on the information above is there any reason to conclude that this asset should not be transferred?	<i>Specify, citing the main justification for any conclusion.</i>
Are there any reasons to conclude this is a potentially suitable asset for transfer?	

(vi) Potential future use

Details of use and circumstances	Y	N	Specify relevant details.
Has the Council identified plans for the asset?			<i>Add details.</i>
Has the asset been assessed for suitability to be used for schools places and/or social housing? What was the outcome of that assessment?			
Have any organisations expressed an interest in the asset?			<i>Add details, including name and relevant information of the organisation,</i>
Please outline the intended process for identifying a suitable organisation to transfer the asset to and how their capacity to undertake the transfer will be assessed.			<i>Add details.</i>
Please give details of the proposed terms of the transfer where known			<i>Add details i.e. leasehold period, rent level, freehold transfer/sale</i>

<p>Conclusion: Based on any information above are there any viable proposals for community-based ownership and use?</p>	<p><i>Specify, citing the main justification for any conclusion, and any further work required.</i></p> <p><i>If there is more than one proposal for future use are these mutually exclusive, what needs to happen in order to progress these?</i></p>
--	--

(vii) Benefits: What are the expected benefits of transferring the asset

Mandatory benefits: All suitable candidates for transfer are expected to provide community benefits and represent value for money.

Based on current information, would transferring the asset:	Y	N	Specify relevant details.
<i>Community benefits</i>			
Achieve one or more of the following: <ul style="list-style-type: none"> • Safeguard a priority service that may otherwise be lost. A priority service is defined as a service currently delivered directly by the council or funded through contract or grant aid. • Facilitate shared more efficient use of assets by VCS organisations 			
<i>Value for money</i>			
Achieve one or more of the following: <ul style="list-style-type: none"> • Create efficiency savings. The overall combined cost of the service and asset to the council should not be greater post transfer. • Lever external investment to the borough. 			

<p>Conclusion: Identify the main expected benefit of transferring the asset.</p> <p>To what extent can these benefits be quantified?</p>	
---	--

(viii) Risks

Based on current information, what are the key risks involved in transfer:	Y	N	Specify relevant details. What mitigation might address this risk? Include details of any third parties that could be involved
Potential to disadvantage particular individuals or impact negatively on the local community or communities of interest			<i>For example, what is the potential impact on current users of the asset?</i>
Potential for a negative impact on community cohesion			<i>What is the potential impact of transfer on the local community? Are there existing tensions affecting the community?</i>
Potential loss of existing community services			<i>What are the implications of the transfer of the asset in relation to current service provision and community facilities? Does the transfer create any risk to continued provision in the longer-term. Can appropriate safeguards be identified that would maintain the asset for community benefit (e.g. restricting use, modifications and/or sale of the asset)</i>
Capacity of recipient to manage asset			<i>What level of expertise in facilities management exists within the potential recipient? What is the capacity of the recipient to take on ownership and management effectively?</i>
Potential for the asset to become a financial liability for recipient			<i>Are the costs of running and maintaining the facility known, and are they understood by the potential recipient? Have they got a business plan that sets out how they plan to use the asset?</i>
Capacity of recipient to deliver promised services/outcomes			<i>Is there a robust business plan in place? Has the potential recipient got a track record in this area? Does the potential recipient have sufficient capacity to deliver what they propose?</i>
Capture of asset by unrepresentative/extremist minority			<i>Are there safeguards in place in the short, medium and long-term that will prevent the asset from being used to the detriment of the wider community?</i>
Transfer contravenes State Aid rules			<i>Is there any potential that the transfer could distort competition and affect trade between EU Member States?</i>
Conflict with other legal, regulatory constraints			<i>Is the asset a listed building? What are the implications of this? Are there any other regulatory or planning constraints that affect the asset or an area that includes the asset?</i>
Potential for ongoing Council liability			<i>What are the implications of the transfer in terms of maintenance and health and safety? Are responsibilities clear? What are the insurance arrangements?</i>
Lack of value for money			<i>Are the opportunity costs understood? Are the potential benefits clear and supported by a strong business case? Do the benefits exceed the costs?</i>
Conflict with other funders			<i>Is there any funding associated with the asset where conditions on its use or ownership may apply?</i>
<p>Conclusion: Identify the key risk(s) involved and mitigation that might address this. Identify the residual risk that remains.</p>			

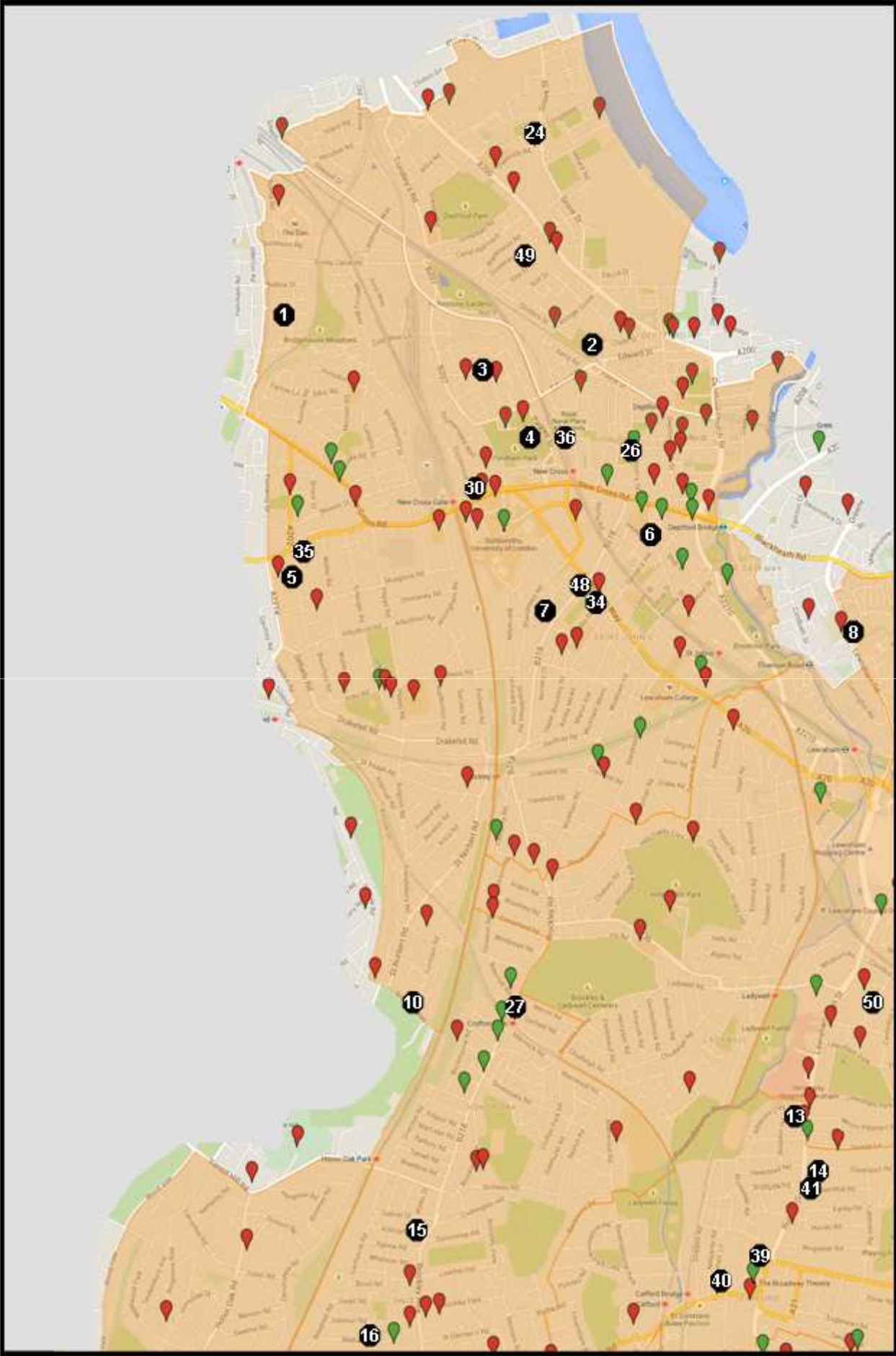
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Appendix F – Mapping

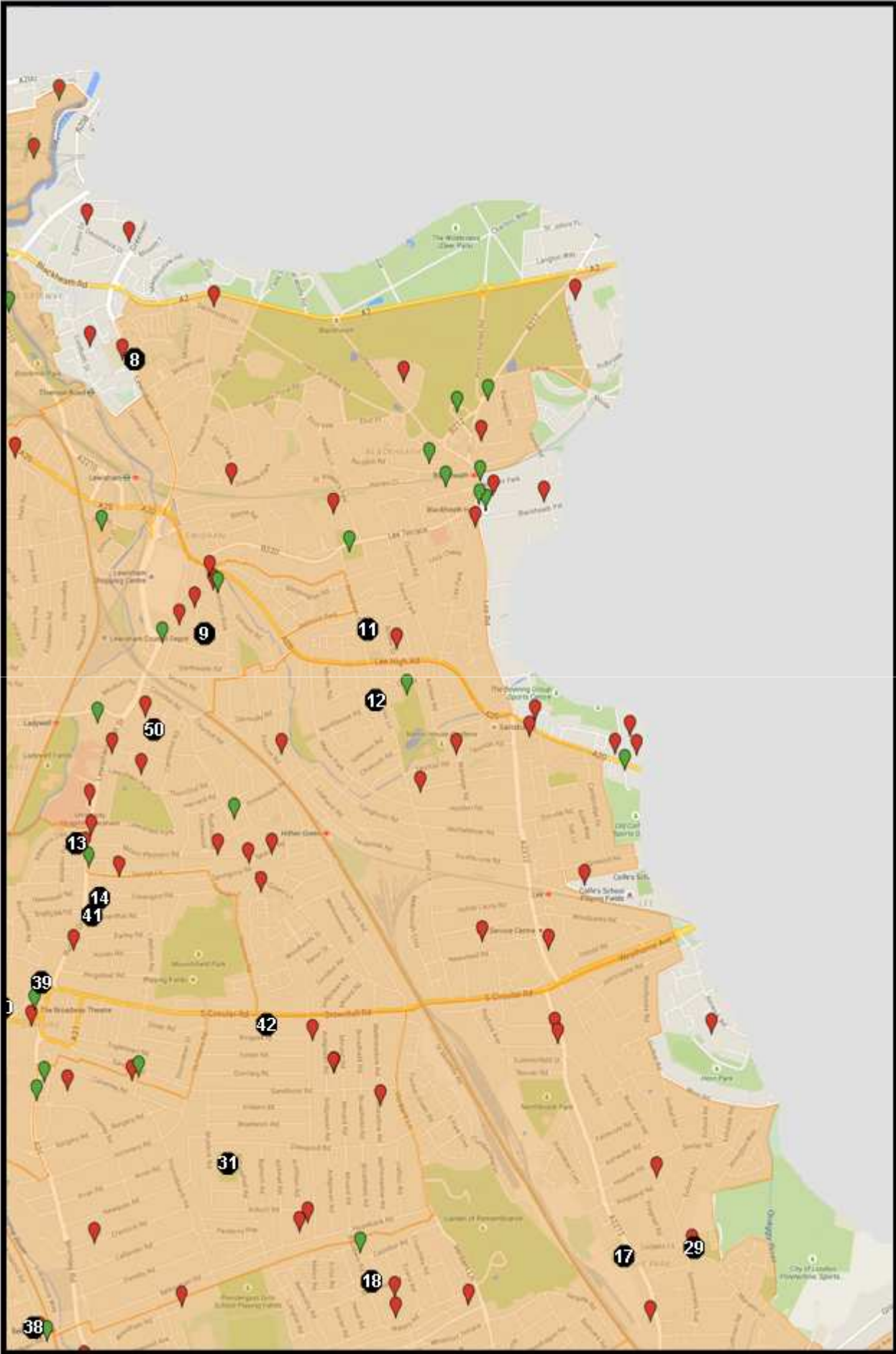
1. Scotney Hall
2. Evelyn Community Centre
3. Woodpecker Community Centre
4. The Moonshot Centre
5. Barnes Wallis Community Centre
6. 82 Tanners Hill
7. Clare Hall
8. Lethbridge Close Clubroom
9. Leemore Community Hub
10. Honor Oak Community Centre
11. Brandram Road Community Centre
12. Lochaber Hall
13. The Saville Centre
14. Lewisham Irish Community Centre
15. Ackroyd Community Centre
16. Ewart Road Clubroom
17. The Ringway Centre
18. Goldsmiths Community Centre
19. Champion Hall
20. Silverdale Hall
21. Venner Road Hall
22. Sedgehill Community Centre
23. Wesley Halls
24. 2000 Community Action Centre
25. Rockbourne Youth Club
26. Midi Music Company
27. Crofton Park Community Library
28. Sydenham Community Library
29. Grove Park Community Library
30. New Cross Learning
31. Abbotshall Playing Fields
32. Firhill Playing Fields
33. Tenenbee Sports Development Centre
34. Lewisham Art House
35. Somerville Adventure Playground
36. Mulberry Centre
37. Sydenham Centre
38. 14a Randlesdown Road
39. 120 Rushey Green
40. 2 Catford Broadway
41. 41 Rushey Green
42. 308 Brownhill Road
43. 299 Kirkdale
44. Voluntary Services Lewisham
45. 2-4 Devonshire Road
46. 111 Randlesdown Road
47. 124 Kilmorie Road
48. Lewisham Way Youth and Community Centre
49. Etta Hall
50. Lewisham Opportunity Pre-School

NB – All the Green and Red markers indicate alternative hireable space

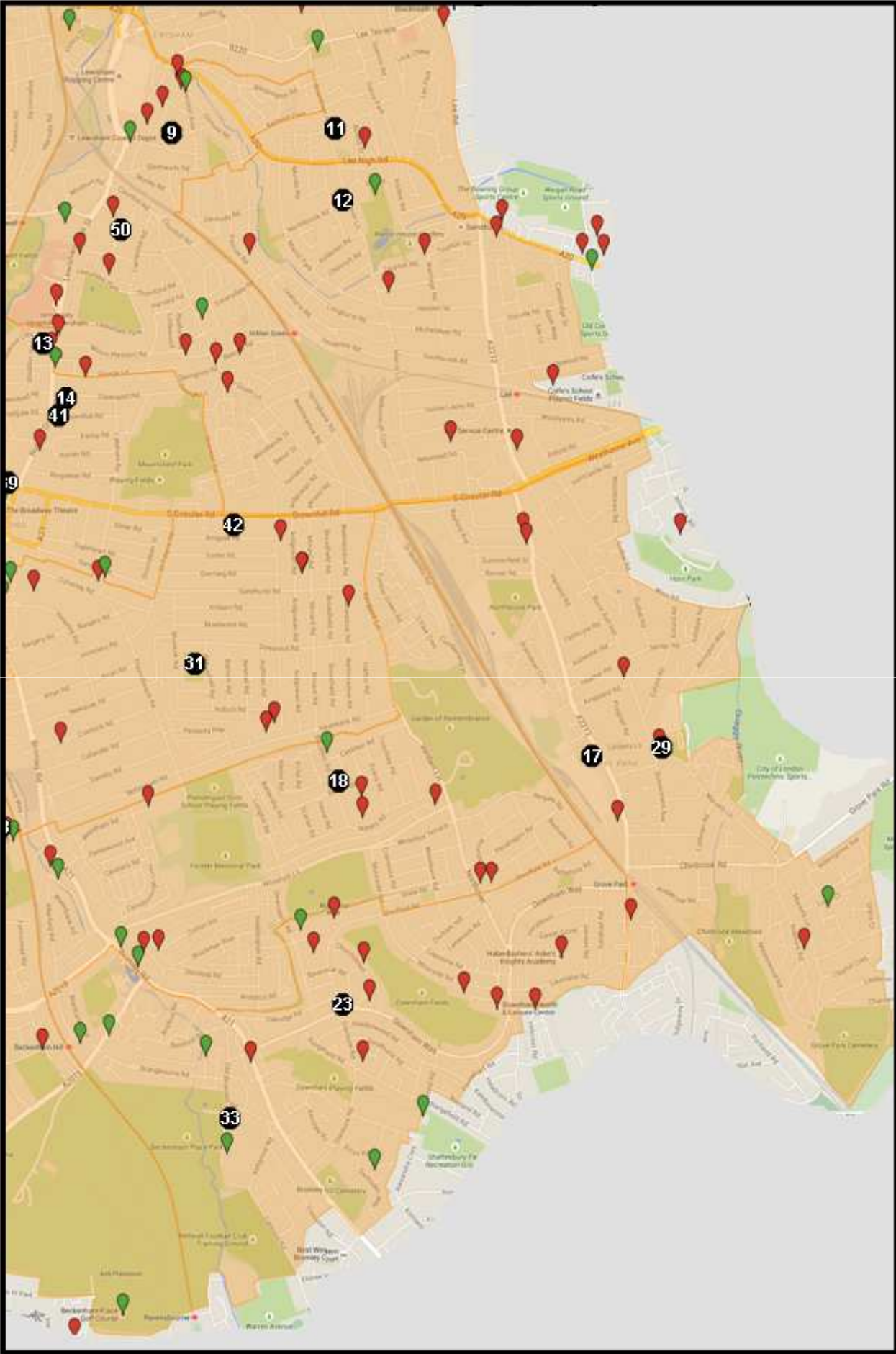
Lewisham – North West



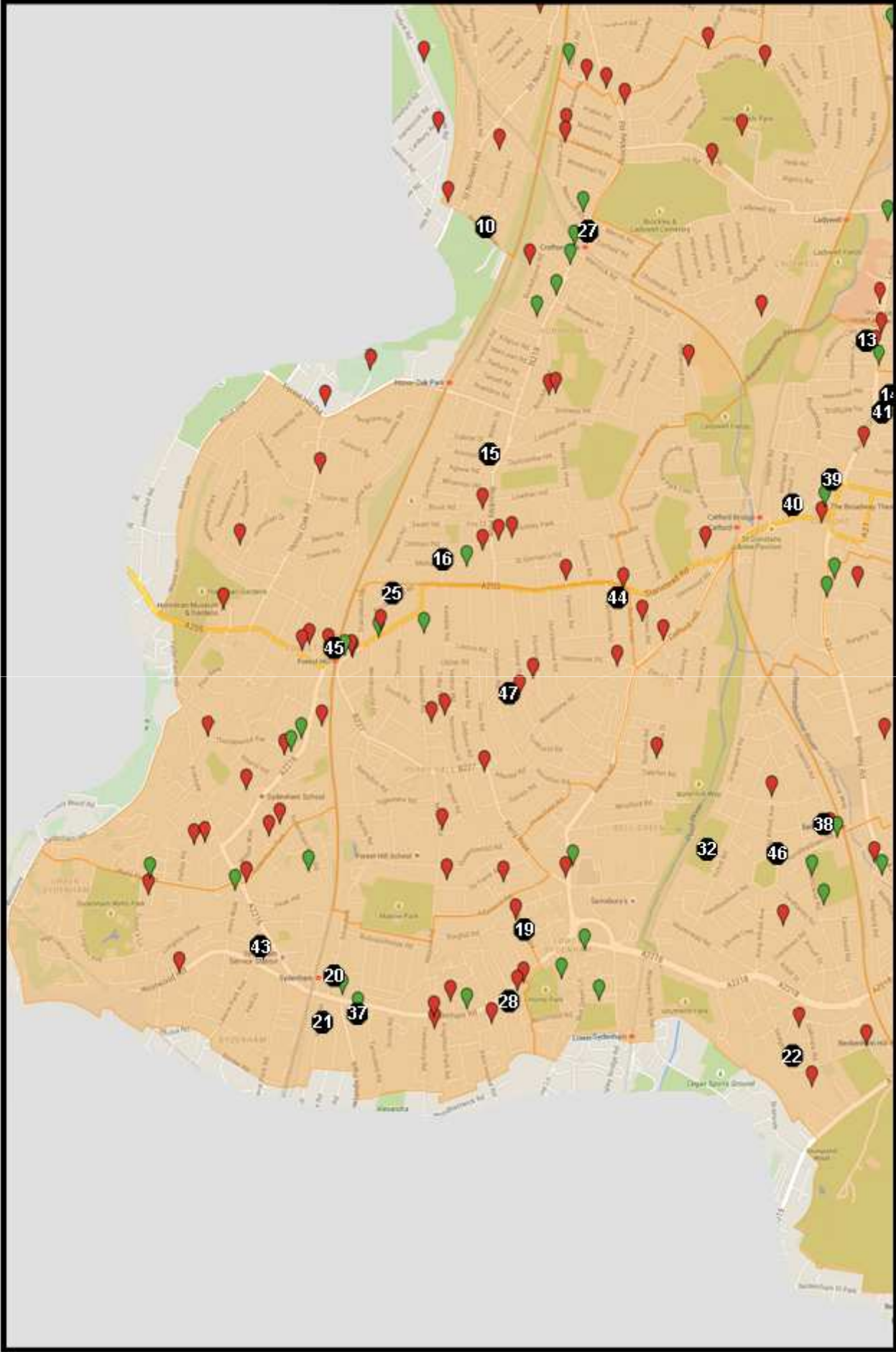
Lewisham – North East



Lewisham – South East



Lewisham – South West



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Appendix G:

Equalities Analysis Assessment Voluntary Sector Accommodation Implementation Plan

Name of proposal	Voluntary Sector Accommodation Implementation Plan
Lead officer	Liz Dart (Head of Cultural and Community Development Service)
Other stakeholders	
Start date of Equality Analysis	12 June 2015
End date of Equality Analysis	22 June 2015

1. Background

This document is the Equalities Analysis Assessment for the proposed Voluntary Sector Accommodation Implementation Plan. It considers how the proposed plan might affect different groups in the community and assesses whether these effects are positive or negative. It also outlines the activity that the Council will take to ensure that equal opportunities are promoted and that no group is disproportionately discriminated against.

2. Voluntary Sector Accommodation Plan

Currently the Council supports a number of VCS organisations to access certain facilities (i.e. Council owned assets). There are currently 50 Council assets within the community premises portfolio including 23 community centres, 3 sports grounds and 24 buildings housing VCS organisations. In addition there are other properties that house VCS organisations that are not part of the community premises portfolio but are within the Council's estate.

Across these assets occupancy levels vary greatly, though the average of approximately 30% occupancy within the community centres portfolio, shows that there is real potential to manage usage more effectively. Additionally there are currently a wide range of different lease and management agreements for occupants. This situation is potentially inequitable for organisations and makes the management and maintenance of these assets more complicated.

As part of the Council's fundamental review of all its budgets, it has been looking at the costs of maintaining its range of assets and the potential income that these assets could generate for the Council that could be used to fund other services. In order to release substantial revenue savings and therefore safeguard frontline service delivery, the Council is in the process of reducing the number of its public buildings. This work has already commenced with the transfer of staff working in the Catford complex into Laurence House, and the changed use of the Town Hall.

In April 2015 Mayor and Cabinet considered the outcome of a three month consultation with the voluntary and community sector on a new framework for the council's use of assets to

support the sector. This framework was agreed by Mayor and Cabinet and sets out four categories for VCS assets as follows:

Sole occupancy of a building (not at full market rate) – This would be a building, wholly or predominantly utilised by one VCS organisation. In order for an organisation to have sole occupancy of a building it would need to demonstrate a need for specialist facilities that could not be provided elsewhere and/or within a shared facility. The organisation would need to demonstrate that it can't afford full market rate. The organisation would also need to be delivering services that meet our priorities.

Voluntary and Community Sector Hub – This would be a shared building with all inclusive affordable rents. This would be the preferred category for organisations that are providing services that meet our priorities (and cannot demonstrate the need for specialist facilities above). The Hubs will provide office and meeting space. Activity space where appropriate and possible may also be provided, otherwise this would need to be hired elsewhere.

Community Centre – This would be a neighbourhood based facility with activity space that is predominantly geared towards providing services at a neighbourhood level. Community Centres currently have a range of different terms and conditions, some are on full repairing leases, some directly provided and others managed by Premises Management Organisations (PMOs) but with Repairs & Maintenance provided by the Council. Many community centres are currently underutilised and we would be looking to rationalise the number of centres taking into account what other community facilities are available in the area. As the number of centres is reduced we would work to reduce the overall financial burden to the Council and put in place equitable arrangements across the portfolio.

Sole occupancy of a building at full market rate – This would be for larger VCS organisations that can afford to pay full market rates, for those that are not delivering services that meet our priorities or for organisations that are delivering services that meet our priorities but that do not wish to be housed within one of the VCS hubs. These organisations would still be able to access buildings (where available) on the Council's standard letting terms and conditions.

Following the adoption of the framework the next step was to develop an implementation plan to demonstrate the impact of the framework on the existing portfolio of community premises. The following principles that were agreed as part of the framework were used to guide the development of the implementation plan:

- Demand for subsidised space will always outstrip the available resources and it is therefore essential to have a process for allocating support that is open and transparent.
- Lease and hire arrangements should be equitable.
- Council Assets used by VCS organisations need to be fully optimised to ensure the Council is achieving best value for its' residents.
- The overall cost to the Council of assets used by VCS organisations should be reduced in order to release savings.
- The model for the use of Council assets to support VCS organisations in the future should allow some flexibility for changing needs.
- The model should support the Council's partnership approach
- Enabling VCS organisations to access Council assets is a way of supporting the sector.
- The model should help the sector to help themselves by optimising the use of their resources.

In addition the following factors have been considered in developing the implementation plan:

- Usage levels
- Other facilities in the locality
- Impact on council's ability to meet its statutory duties
- Existing lease arrangements
- Potential for redevelopment
- Potential for shared use
- Condition of the asset

The Implementation Plan is a live document that sets out the proposed way forward for each of the buildings within the Community Premises Portfolio. The plan spans three years and will be reviewed and updated during this period.

In light of the changes identified within the implementation plan, in particular the closure of certain Community Centres and office buildings an in-depth Equality Analysis was needed. This will allow the impact on protected characteristics to be assessed in the light of the above changes, with a particular focus on older and younger people who are most likely to be affected by the rationalisation of community centres.

3. Equalities Context

Public bodies such as local authorities are legally required to consider the three aims of the Public Sector Equality Duty (set out in the Equality Act 2010) and document their thinking as part of any decision-making processes. The Act sets out that public bodies must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not share that characteristic; and
- foster good relationships between those who share a protected characteristic and those who do not share that characteristic.

The following equalities characteristics are 'protected' from unlawful discrimination in service provision under the Equality Act 2010: age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion and belief; gender; and sexual orientation.

The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

The Human Rights Act came into effect in the UK in October 2000. It means that people in the UK can take cases about their human rights as defined in the European convention on Human Rights to a UK court. At least 11 Articles of the European Convention on Human Rights have implications for the provision of public services and functions. This EIA assesses whether the proposed recommendations are in line with duties established by this Act.

Against the backdrop of the of the Equality Act 2010, Lewisham's Comprehensive Equalities Scheme (CES) was developed and agreed by the Mayor in 2012. The CES is the council's overarching equalities vision statement. It specifically describes how the Public Sector Equality Duty will be addressed through five overarching objectives:

- tackling victimisation discrimination and harassment
- closing the gap in outcomes for citizens
- improving access to services
- improving mutual understanding and respect
- improving participation and engagement

4. Equalities Assessment of the Voluntary Sector Accommodation Implementation Plan

4.1 Age

Age refers to a person belonging to a particular age or age range. As an employer and a provider of services the Council is required to ensure that it does not unlawfully discriminate against a person on account of their age. A summary of data on age is set out in the box below.

Data summary for age:

- according to the 2011 Census some 70,100 Lewisham residents are aged between 0-19 (25% of the population), whilst some 179,800 residents are aged between 20-64 (65% of the population). By contrast there are some 26,200 older people aged 65 and over (9.5%).
- according to the 2013 Sub National Population Projections by 2021 the number of Lewisham residents aged 0-19 is expected to rise to 79,570 (25% of the population), whilst the number of people aged 20-64 is expected to reach 208,190 (65% of the population). By contrast the number of people aged 65 and older is expected to increase to 30,570 (10% of the population).
- Ward profiles suggest that a greater number of older residents (65+) live in the south of borough in areas like Downham or Grove Park; whilst younger residents (0-19) are spread throughout the borough more evenly.

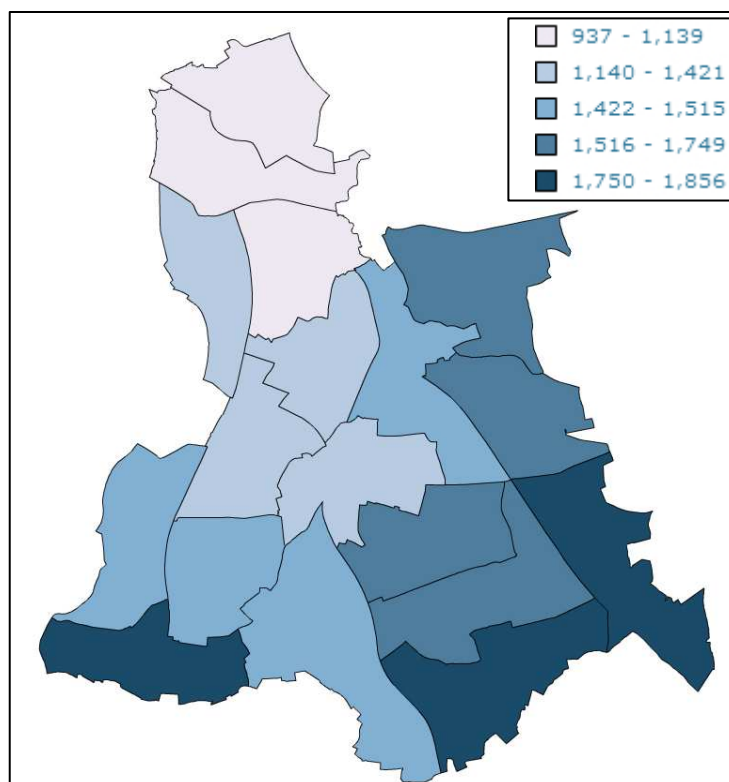
Analysis of the proposed plan's impact on the protected characteristic of age was split in to two parts: the effect on the older population, who are aged 65 and over, and on the younger population, aged between 0 to 19 years old.

4.2 Older People (65 and Over)

Within the proposed plan, the main changes that may have an effect on older people are the rationalisation of community centres across the borough, and the relocation of services from the Saville Centre, which currently houses the Lewisham Pensioners Forum amongst others.

As the data summary and map below suggests there are wards within the borough that have larger numbers of older people than others. Indeed the proposed relocation of Lewisham Pensioners Forum from the Saville Centre (in Rushey Green), should not have a significant impact on older people, so long as they remain close to accessible transport links. The proposals suggest a consolidation within the Lewisham Irish Community Centre, which is very close by, or moving into one of the Hubs – indeed the hubs (with their kitchen facilities) may be able to help Lewisham Pensioners Forum expand their provision widely, particularly through lunch clubs that help engage and bring the community together.

In terms of community centres, the rationalisation is focussed very much about creating better more relevant provision that provide for their distinct local neighbourhoods, and whilst there will be some closures, these are only proposed in areas where alternative provision is readily available. Indeed within Sydenham that has a high proportion of older people, the proposal is to create a new Community Centre that can accommodate a wider spread of the community within a new environment at the Sydenham Centre. In Downham and Grove Park where there is also a high density of older people, the only impact by the proposed plan is to re-provide in conjunction with Phoenix Community Housing) on the wider site of Wesley Halls along with housing development – which should provide a more accessible and suitable facility.



Number of residents over the age of 65

Source: ONS Census 2011

Overall, we believe that older people should not be disproportionately affected by the implementation of this plan.

4.3 Young People (0 – 19)

The assets that are utilised by this demographic are the Community Libraries, Playing Fields, Somerville Adventure Playground, Midi Music, Lewisham Toy Library, Young Lewisham Project, Lewisham Young Women's Resource Project, Platform 1, and the Community Centres and Nurseries.

The Community Libraries, Playing Fields, Somerville Adventure Playground and Midi Music have all been categorised into category 1, where there will be no change, as they are deemed to require/be specialist facilities.

Lewisham Toy Library (Rushey Green) are being assisted to move out of their current premises and are currently looking at either relocating to a community hub or community library, with Sydenham Library being an option which would actually move the service to an area with a higher density of your people, on the border of Sydenham and Bellingham, and as such shouldn't have a detrimental impact.

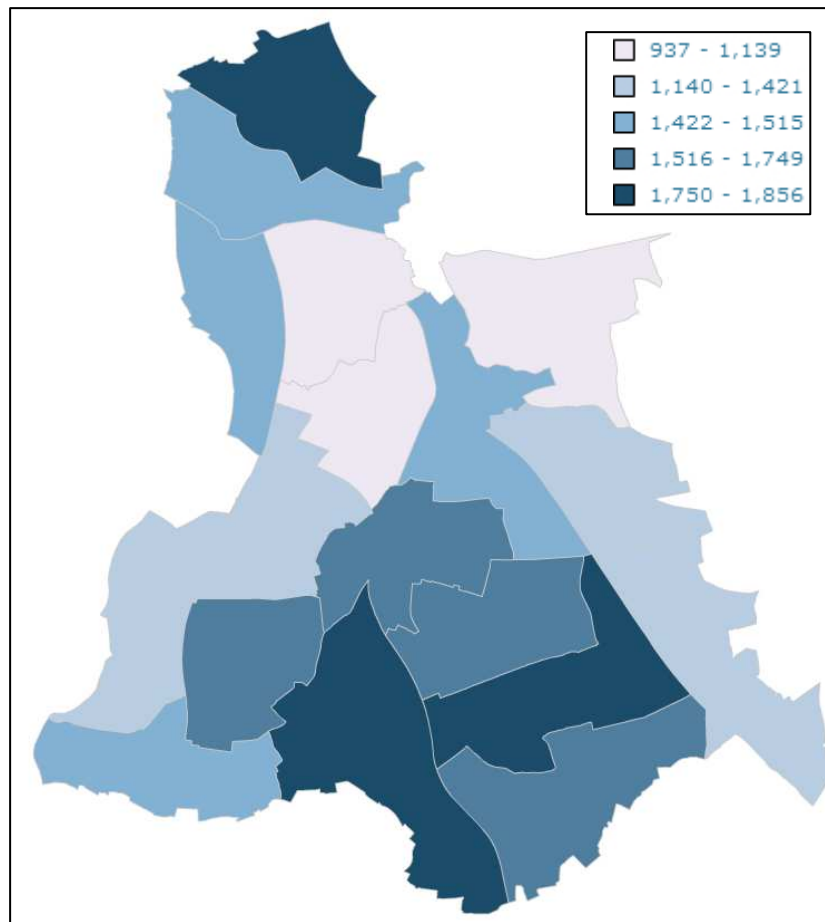
Young Lewisham (Perry Vale) project will continue to operate from their current site, with further outreach work taking place at Rockbourne Youth Centre, again widening their scope out into the community. Platform 1, have already relinquished their lease and are moving in to share premises with Young Lewisham, which should help sustain the two organisations and the provision within the Perry Vale area moving forwards.

Lewisham Young Women's Resource Project currently occupy a house in Rushey Green, with the proposal being to help them move into a hub, or move them onto a lease for their current premises. A move to a community hub that would allow them to collaborate with other service providers would potentially add benefit to the organisation and it's user group, allowing users to access other worthwhile services under the same roof.

In terms of community centres, the rationalisation is focussed very much about creating better more relevant provision that provide for their distinct local neighbourhoods, and whilst there will be some closures, these are only proposed in areas where alternative provision is readily available. Indeed the work with Strategic Housing and housing providers, around re-provision of community facilities is likely to have a positive impact on younger people more than others as the new centres will be 'digitised' and vibrant, and provide smaller spaces that allow local people to come together to share time and interests.

The other area that will be impacted by these changes is nurseries, currently most of these are within community centres, and indeed the Council has a statutory duty to ensure there are enough nursery places available across the Borough. To this end, any centres that currently have nurseries as sole users will be turned over to nursery use and marketed as such, and a number of other centres that have been proposed for closure/consolidation will also be marketed as nurseries.

Overall, we believe that young people should not be disproportionately affected by the implementation of this plan.



Number of residents ages 0 -15

4.4 Disability

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. 'Substantial' is more than minor or trivial e.g. it takes longer than it usually would to complete an everyday action such as getting dressed, whilst a 'long-term' condition means 12 months or more. Progressive conditions can also be classed as disabilities; these are conditions that get worse over time like HIV or cancer. It should also be noted that a number of older residents are likely to be eligible for disability-specific provision, for examples for services supporting dementia or individuals who are physically incapacitated. A summary of data on disability is set out in the box below.

Data summary for disability

According to the 2011 Census:

- 7.1% (19,523) Lewisham residents indicated that their day-to-day activities were limited a lot, and 7.3% (20,212) indicated that their day-to-day activities were limited a little;
- 5.3% (14,318) Lewisham residents indicated that they are in bad health or very bad health;
- 8.1% (22,521) Lewisham residents provide some form of unpaid care. Over 5,000 Lewisham residents provide 50+ hours of unpaid care per week.
- 160 Lewisham residents indicated that sign language was their main language.

There is currently one disability related organisation housed within this portfolio, Lewisham Disability Coalition, who have recently moved into 111 Randlesdown Road, on a full lease. Whilst that building may be suitable for their current needs, and we are happy for them to stay there, the opportunity to move into one of the hubs (specifically the Leemore Hub which will have an Advice and Information focus) will be available to them should they wish to collocate their services with similar service providers.

Outside of that, it should be noted that a number of the community centres in particular were built in the 50s and 60s when there was little regard for accessibility, and have had to have modifications made to them over time. The possibility to work with housing providers to re-provide modern accessible facilities will allow greater access to people with disabilities into their neighbourhood community centres. Additionally, the two new community hubs and the new community centre in Sydenham are all current Day Centres, and have been subject to high level modifications for service users with disabilities, so opening these buildings up to the community and as bases for services should help make them more accessible than in the past. In fact, the hub model for services should also help cut down on the travel required for service users, as they'll find complementary services co-located.

Indeed it is because of these positive changes that we believe that the implementation plan will have a positive impact on those residents with disabilities.

4.5 Gender

Gender has the meaning usually given to it and refers to whether a person is a man or a woman. A summary of data on gender is set out in the box below.

Data summary for gender

- according to the 2011 Census there are 135,000 males living in Lewisham and 140,900 females;
- however, by 2030 it is forecast that the number of males would have surpassed that of females (158, 500 men to 157, 100 women);

- based on the 2013 Mid-year Population Estimates Lewisham's males are more numerous than females between the 0-19 age groups. By contrast females are more numerous than males in the 20 – 44, 35 - 59 60 -79 and 80+ age groups;
- by 2030 the percentage of males is still expected to be greater than females in the 0-19 age group. Males are also expected to be more numerous in the 20 – 44, and 35 – 59 age group. However, females will still be more numerous in the 60-79 and 80+ age groups.

The recommended plan is inclusive of both genders. The only gender specific organisation that will be impacted is the Lewisham Young Women's Resource Project (mentioned in Young People above).

The inclusive nature of all community facilities, and organisations that operate within them suggests that no specific gender should be disproportionately affected by the proposed implementation plan.

4.6 Gender Re-assignment

Gender re-assignment describes the process of transitioning from one gender to another. For individuals within this group, the Act provides protection for trans-sexual people from discrimination and harassment in various areas, such as work or the provision of goods and services. A summary of data on gender reassignment is set out in the box below.

Data summary for gender reassignment

- in 2006-07 Lewisham Council commissioned a research study of the LGBT populations who lived, worked, studied or socialised in the borough;
- of the 316 respondents, seven identified as trans people, which was insufficient to draw quantitative conclusions;
- according to the NHS Secondary User Service Admitted Patients database, there were four admissions to NHS hospitals in 2011-12 of four different individuals resident in Lewisham and having a primary diagnostic code beginning F64 (trans-sexualism or gender identify disorder). Only one of these was for a full (male to female) gender reassignment. None of the admissions were to Lewisham Hospital.
- In October 2014 the Trans and Gender Non-Conforming Swimming Group (TAGS) set up a weekly private swimming session – 20 regular swimmers have attended a week, although some may have travelled from other boroughs to Lewisham.

There are no buildings or organisations within the scope of this plan that have any positive or negative connotations for people going through the gender re-assignment process. Indeed, through the work that the Voluntary and Community Sector carry out within our buildings, we would expect there to be no discrimination of any characteristics, quite the opposite as we

would aspire to see these organisations utilising facilities to positively encourage participation from those that may feel marginalised. A good practice example of this happening within other council facilities is the Trans Swimming sessions at Glassmill Leisure Centre. Indeed the co-location of other service providers alongside Voluntary Action Lewisham in the Leemore hub, should allow VAL's Equalities work to effectively tie in wider service providers and engender a more positive, inclusive and outward looking sector.

As a result we don't believe that the implementation plan will have any impact on residents going through Gender re-assignment.

4.7 Marriage and Civil Partnership

The Equality Act protects against unlawful discrimination if you are legally married or in a civil partnership. A summary of data on marriage and civil partnership is set out in the box below.

Data summary for marriage and civil partnership

- In 2011 about half of Lewisham residents over 16 have never been married or in a civil partnership. This is higher than England as a whole.
- A third of over 16s in Lewisham are currently married or in a civil partnership (0.5% in civil partnership)
- 17% of residents (aged 16 and over) have been married or in a civil partnership but are now separated, divorced or widowed.

Consideration of the characteristic of marriage and civil partnerships need only be in respect of eliminating unlawful discrimination. In this regard, the proposed implementation plan would not in any way exclude individuals who are legally married or in a civil partnership. Again VAL through their equalities work will protect and monitor this characteristic as one of the 9 protected under the Equality Act 2010. Therefore, this characteristic should not be disproportionately affected under the proposed plans.

4.8 Pregnancy and Maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding. A summary of data on pregnancy and maternity is set out in the box below.

Data summary for pregnancy and maternity

- for 2013 there were about 4,827 new babies recorded in official statistics as Lewisham residents; the General Fertility Rate is notably higher in Lewisham, at 68.1 live births per 1,000 women aged 15 – 54, than in England at 62.4 in 2013.

- Lewisham has an underlying population growth arising from its excess of births over deaths. In a typical year, there are more births (approximately 4,500-5200) than deaths (approximately 1,500-1,800) in Lewisham residents.

Two elements of the proposed plan could have an impact on Pregnancy and Maternity. These are the rationalisation of community centres, many of which house parent and toddler groups, so the reduction in centres may mean that some parents on Maternity have to travel further to community centre based sessions. However, as alluded to before the proposed re-provision of a number of centres in partnership with housing providers should provide a much more appealing venue for those on maternity (and indeed in pregnancy) to visit and use.

Additionally the relocation of the Toy Library where those on maternity may go to access suitable play equipment may have an impact, though the possibility of this being co-located within a community would actually open up the access to complimentary services whereby residents are able to access suitable reading material and other engagement classes and sessions.

Therefore we should expect residents with this protected characteristic not to be disproportionately affected by the proposed plans.

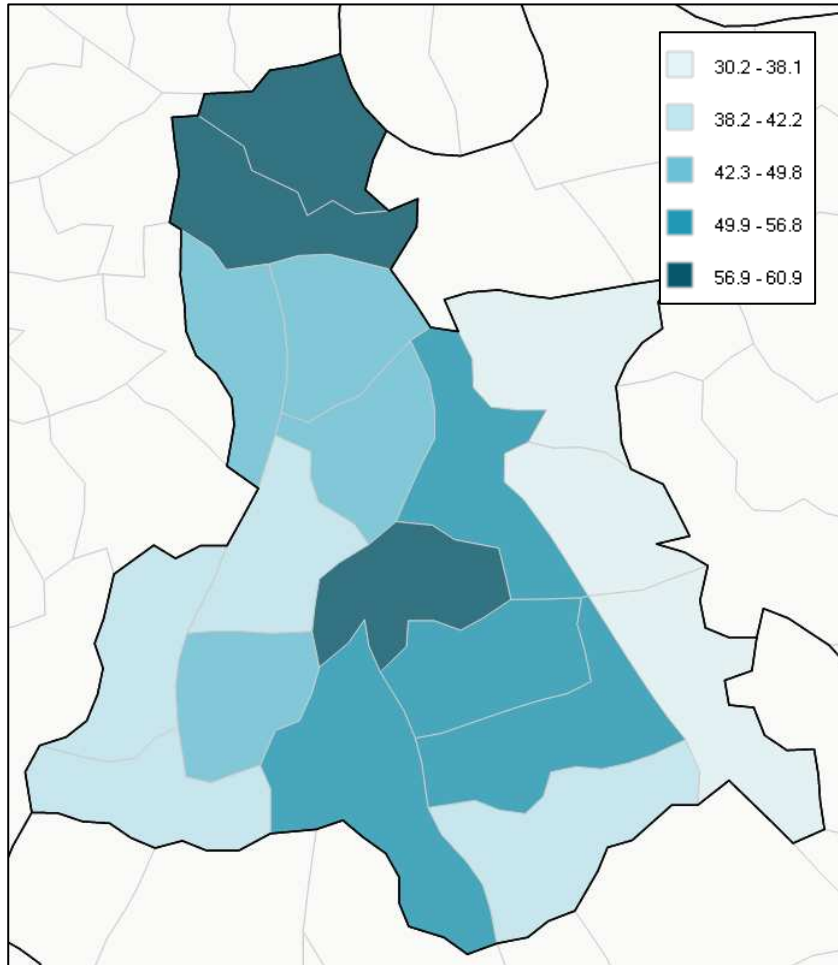
4.9 Race

Race refers to the equality group of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. A summary of data on race is set out in the box below.

Data summary for race

- according to Census data from 2011, 53.6% (147, 686) of all Lewisham residents are white (White British, White Irish and White European);
- currently people from a Black Caribbean, Black African and Black other ethnic background represent 27.2% (74,942) of the population.
- Profiles indicate that the majority of black and minority ethnic residents live in the North and Centre of the borough in wards such as Evelyn, New Cross and Rushey Green.

The data in the table below shows that there is considerable demographic variation across the borough when it comes to BME communities with a number of wards having a BME majority.



Percentage of the population from a BME community

A number of organisations that deliver services specifically aimed at BME communities are currently utilising community premises, and as such are within the scope of this plan.

Specifically, there is Action for Refugees in Lewisham based at Leemore, Lewisham Multi-lingual Advice Service who currently share office space with Age UK, SSLC and FORVIL within Evelyn Community Centre, IRIE! at the Moonshot Centre, REMEC at Scotney Hall and Lewisham Somali Community Organisation.

Firstly, a number of these buildings and users will stay as they are within the plan. These are; Action for Refugees in Lewisham, SSLC, FORVIL, IRIE! and Lewisham Somali Community Organisation.

REMEC (who are a faith organisation that focus on the BME community) will be offered the opportunity to move into the Mulberry hub in New Cross, as we recognise the demographics across the borough show a high level of BME communities within the Evelyn and New Cross area, and so should stay within that community.

Lewisham Multi-Lingual Advice Service have expressed an interest in moving into the Leemore hub that will allow them to be co-located with the wider Advice and Information sector there and so allow their service users better access to complimentary services.

Additionally of course, the community centres rationalisation will also have an impact in areas where there are high concentrations of BME communities. Within the Rushey Green area where there is a high percentage there isn't a reduction in community centre provision, however in the Evelyn/New Cross area there are a number of centres that have been earmarked as surplus, specifically; Scotney Hall and Woodpecker Community Centre. However this needs to be looked at in relation to the number of alternative venues that are available for hire (Appendix F), as well as the fact that a new Community Hub will be created at Mulberry, and the new community spaces that will be available upon the completion of the Surrey Canal development in the far north west of the borough.

Overall the co-location of services coupled with the alternative facilities that are available within areas where community centres are planned to be closed means that the proposed plan is considered not to have a disproportionate impact relating to Race. Officers within the wider Cultural and Community development team will also work with grant funded organisations (a number of whom are within the scope of this project), and specifically those working primarily with particular communities to build positive race relations and promote community cohesion/ mutual understanding and respect. This is one of our comprehensive equalities scheme objectives.

4.10 Religion or Belief

Religion has the meaning usually given to it, but belief includes religious and philosophical beliefs including lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition. A summary of data on religion and belief is set out in the box below.

Data summary for religion or belief

- the most up to date information on religion or belief in Lewisham is from the Census of 2011. This revealed that nearly 64% of Lewisham residents described themselves as having a faith or religion, whilst around 27% of residents described themselves as having no faith or religion;
- amongst those residents that described themselves as having a faith or religion some 52.8% identified their faith as Christian, whilst 6.4% described themselves as Muslim;
- of other religions, Hindus represent 2.4% of the population, whilst Buddhists represent just over 1.3% of the population;

This characteristic is mainly highlighted through the community centre rationalisation section of the proposed plan, as a number of centres currently house church groups. Indeed whilst none of the centres and/or user groups should be discriminating against those with religious beliefs, the hosting of church groups themselves also need to be inclusive to the needs of that particular neighbourhood, and a proper balance that serves the local community needs to be found.

The rationalisation of the community centres will likely result in some church/religious groups having to seek alternative accommodation, but the individual plan for each affected centre will include assistance and information to help groups relocate to other local facilities that may be available (Appendix F).

As such it is not believed that the proposed plan would have a negative impact on this characteristic.

4.11 Sexual Orientation

Sexual orientation is defined as whether a person's sexual attraction is towards the opposite sex, their own sex or to both sexes. A summary of data on sexual orientation is set out in the box below.

Data summary for sexual orientation

- There are no accurate statistics available regarding the profile of the lesbian, gay, bisexual and transgender (LGBT) population either in Lewisham, London or Britain as a whole.
- The Greater London Authority based its Sexual Orientation Equality Scheme on an estimate that the lesbian and gay population comprises roughly 10% of the total population.
- At the 2011 census 2% of over 16 year olds were cohabiting with someone of the same sex or were in a civil partnership, this is higher than both the England and London averages (0.9 % and 1.4% respectively).
- in the 2015 Annual Resident Survey, a question on sexual orientation found that 3% of respondents identified as lesbian or gay.

The make up of users and residents across the borough that may be using the services and community provision offered within the premises identified within this plan are unknown. Indeed there is only one clearly identifiable organisation that will be operating from within these buildings that explicitly has provision for the LGBT community is Voluntary Action Lewisham who will be moving into the Leemore hub. The expectation is that by more cohesive working practices across VCS organisations within the hubs that effective positive outreach work will begin to be properly coordinated. As such this model could have a positive impact on the LGBT community.

As a result it is not anticipated that this proposed plan will have a negative impact upon the LGBT community.

Overall Mitigation

According to the 2012 Sub-national Population Projections (ONS) the total population of Lewisham was 290,000, an increase of 52,000 since the 2001 Census. This is the 12th

highest population of all London boroughs. ONS forecasts that the population is set to rise to 315, 000 by 2020, an increase of 9%. Putting further pressure on already stretched resources.

Indeed it must be said that whilst the proposed plan will help to bring key organisations together to share space, costs and help provide more joined up services; allow the borough to provide newer and better quality community spaces that are fit for the 21st century; and help the council provide the school places and houses that the borough so desperately needs; the plan will also help elicit some savings by bringing some commercially viable buildings back into the commercial portfolio, allow for the disposal of certain buildings and help the council meet it's savings targets.

The partnering with Voluntary Action Lewisham to help the council liaise with the sector on this, having them become an anchor tenant within the Leemore hub as well as the funding as a strategic equality organisation will also help mitigate any negative impact on protected characteristics. They will work with the Metro centre to research, monitor, protect and advocate equality for all nine protected characteristics. Specifically, Voluntary Action Lewisham will work as a co-ordinator with local organisations to understand and remove barriers to inclusion. This should improve the provision for protected characteristics within funded organisations across the borough, many of whom are the organisations that we support through use of our premises, and improve the range of individuals accessing services within the borough by highlighting and combating barriers to inclusion.

When considering the impact of the proposed plan across the nine protected characteristics, the two main areas for concern were the impact on older and younger people, and those from the BME community. However, having considered the mitigation and demographic profile of the borough alongside alternative local facilities the impact on these groups is not felt to be negative, and indeed if the hub model and re-provision of buildings through partnerships with housing providers is successful then long term there will be a positive impact.

Overall, the spread of facilities that are being proposed, alongside the new ways of working and alternative hireable spaces the implementation plan is considered to be fair and equitable.

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Safer Stronger Communities Select Committee		
Title	The 2014/15 Employment Profile	
Contributor	Head of Human Resources	Item 5
Class	Part 1 (open)	1 July 2015

1. Summary and purpose

This report provides information on key trends within the Council's workforce and an update on activity to ensure that the Council is a fair employer. A detailed profile of the workforce is attached as Appendix 1.

2. Recommendation

To note the report.

3. Background

A profile of the Council's workforce is published annually. Key findings are reproduced in this report will be used to review the people management priorities of the Council.

4. Employment Profile 2014/15 – Headline Figures and Trends

4.1 The Council employs 2551 non-schools employees, 4719 schools employees, 254 (excluding schools) casuals/claims permanent and temporary employees and 630 agency based staff.

4.2 In 2014/15 the number of non-schools employees reduced from 2745 at the beginning of the year, to 2551 by the year's end, a net reduction of 194 staff ie. 7% in staff numbers.

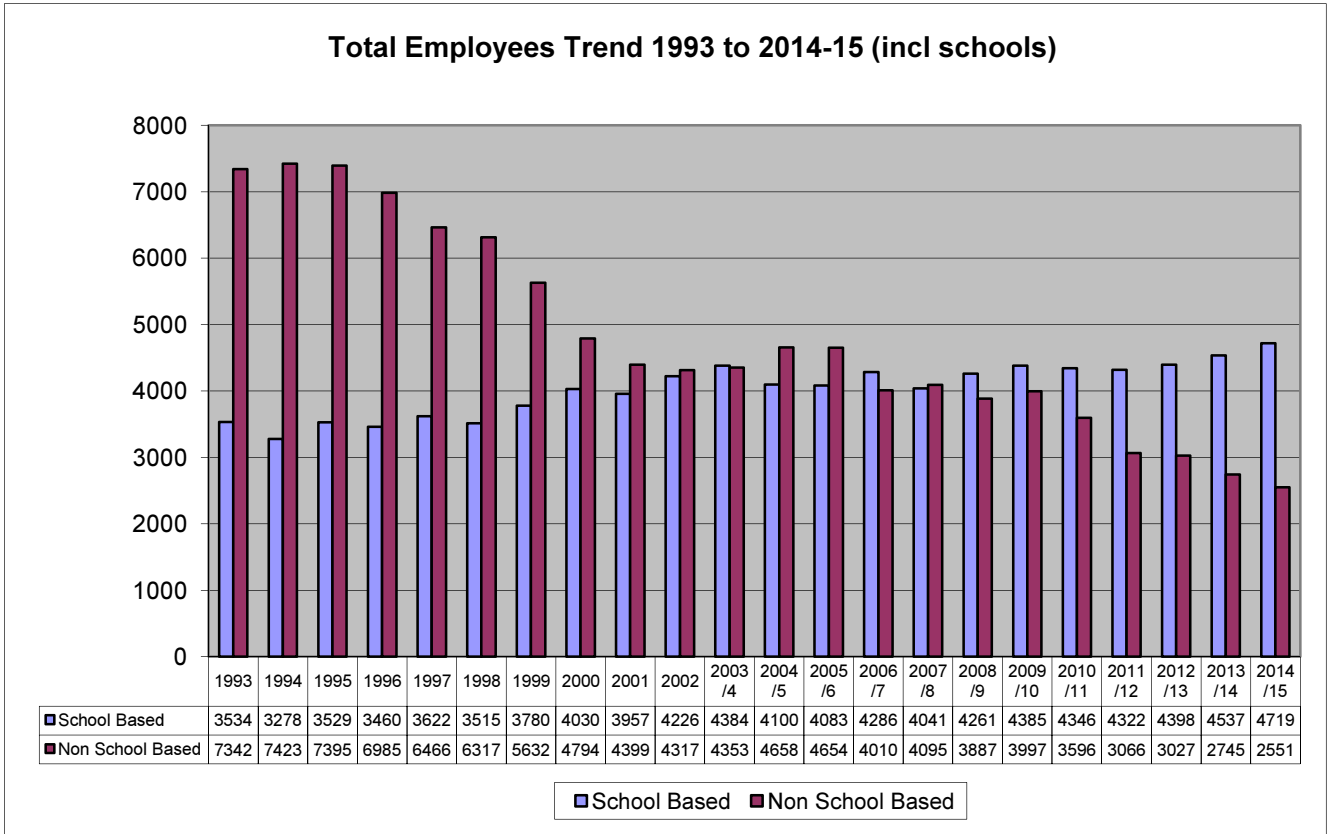
Total No of employees at April 2014	2745
No. of employees leaving on redundancy terms – 69	
Voluntary Severance - 110	
Voluntary /Other leavers- 272	
Less Total Leavers 14/15	451
Add New starters 14/15	257
Total No of employees at March 2014	2551

4.3 Analysis of the 250 voluntary leavers, representing a 9.4% turnover, which is similar to last year's turnover figure of 9%, identifies that turnover is highest (16.6%) amongst those with less than 5 years' service which could be explained by the Apprenticeship Scheme, which lasts for 22 months. Again turnover by age band is the highest amongst those in the 21 to 25 age band (21.6%) which could also be explained by the number of young people on the Apprenticeship Scheme.

4.4 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2015 was 630 compared to 673 in March 2014. The main reason for employing agency workers throughout the year was for flexible resourcing and additional

staffing. The decrease is mainly due to a comparable decrease in permanent staff and strict budget control within the Council.

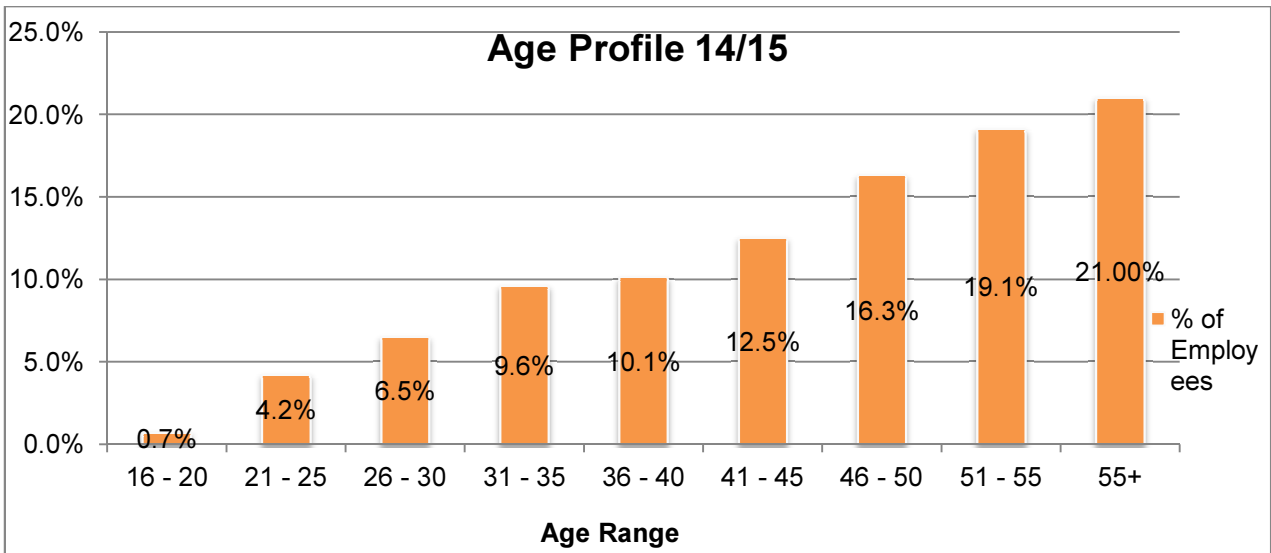
- 4.5 School based staff continue to increase in number while Council based staff members are reducing. Outlined below is a trend of the total number of employees between 1993 to 2014/15 (these figures include schools)



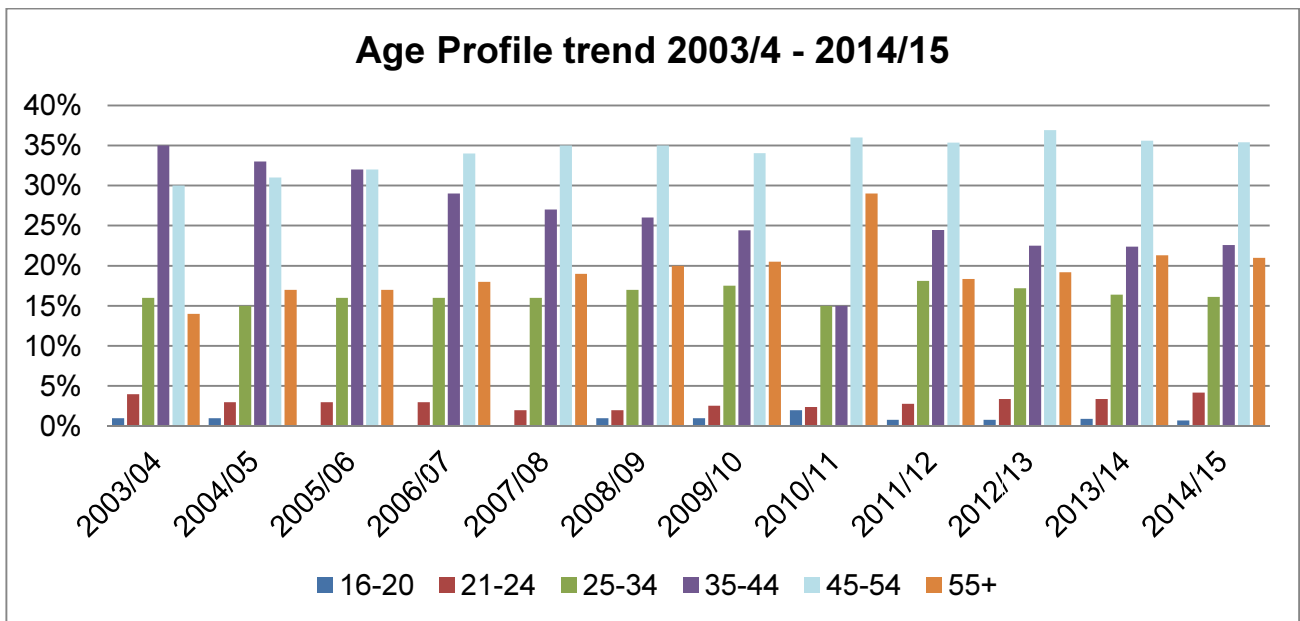
5. Representation

The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. 38.5% of the Council's workforce is from a BME background; which compares to the BME working age population in the Borough which stands at 44%. 4.7% of employees (121 employees) were promoted during 2014/15. A slightly greater proportion of BME staff were promoted (5%), compared to white employees (4.6%). Lewisham Council's BME workforce of 38.5% can be compared to London Council's mean figure of 30.2% (*source Human Capita Matrix 2013/14*).

- 5.1 Although the number of senior BME staff is below target at 20.4% this compares to a figure of 19.4% in 2013/14 and 18% for 2012/13.
- 5.3 The BME workforce as at 2014/15 makes up 38.5% of all employees, an increase of 1.5 percentage points since last year. The percentage of the workforce classing their ethnicity as "unknown" ethnicity remains at 5.9% although employees are asked to update their protected characteristics periodically.
- 5.4 The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 56% of the top 5% earners, which is higher than last year's figure of 52% and compares to the average figure of 48.5% for all London Boroughs.



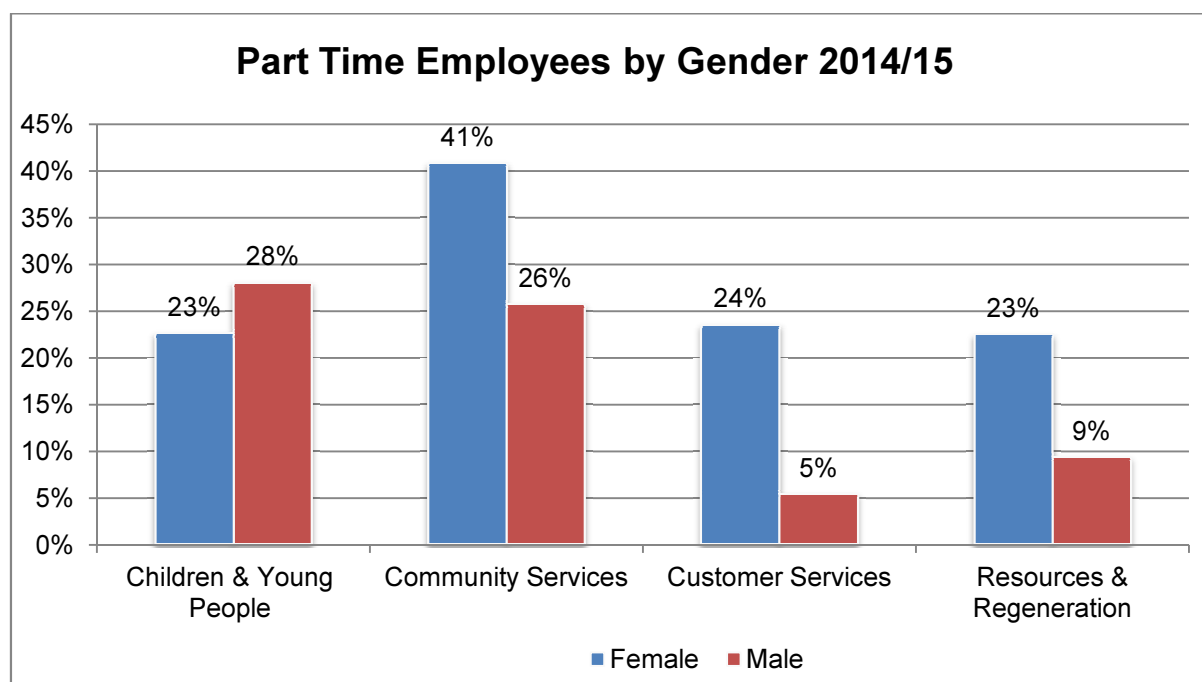
5.5 69% of employees are aged over 40, with the percentage of the workforce aged under 25 increasing to 4.9% during 2014/15 compared to 4.3% in 2013/14. The median figure for employees aged under 25 across London Boroughs being 2.96% (*source Human Capita Matrix 2013/14*). The Council continues to attract young people via schemes such as the Apprenticeship Programme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships, such as “Step up to Social Work”.



5.6 Over the past 11 years the numbers of staff in the age bands '16 to 20', '21 to 24', '25 to 34' and '45 to 54' age groups have remained steady. The number of employees in age group '55+' remained steady until 2010/11 when there was an increase to 29%. This increase can be explained due to the numbers of staff in this age group remaining at work for the Council for a number of years. The percentage for this particular age group then decreased to 18% in 2011/12 due to the large number of redundancies which took place in that year.

5.7 The Council continues to encourage the take up of flexible working. Part time staff represented 23% of the Council's workforce during 2014/15, an increase of 1% from last year. Of the female workforce, 30% are part time, compared to 28% last year. In addition there are significant numbers of staff undertaking other flexible employment such as

working term time only and flexi time. The chart below demonstrates the percentage of part time workers as a percentage of all employees in each Gender.



- 5.8 The Council monitors the workforce by all “protected characteristics”. The Equalities Act 2010, gave employees the option to “prefer not to state” their response to any monitoring questions. A Council wide exercise to check and collection personal data resulted in a large number of employees who had previously divulged this information now choosing not to do so. Other Local Authorities have experienced the same issue. The “prefer not to state” option is where employees make a conscious decision not to give the Council this information, which is within their right to do so. The “Unknown” category is where the employee has not responded to the monitoring question. Employees are periodically asked to check and provide any changes to their personal data.

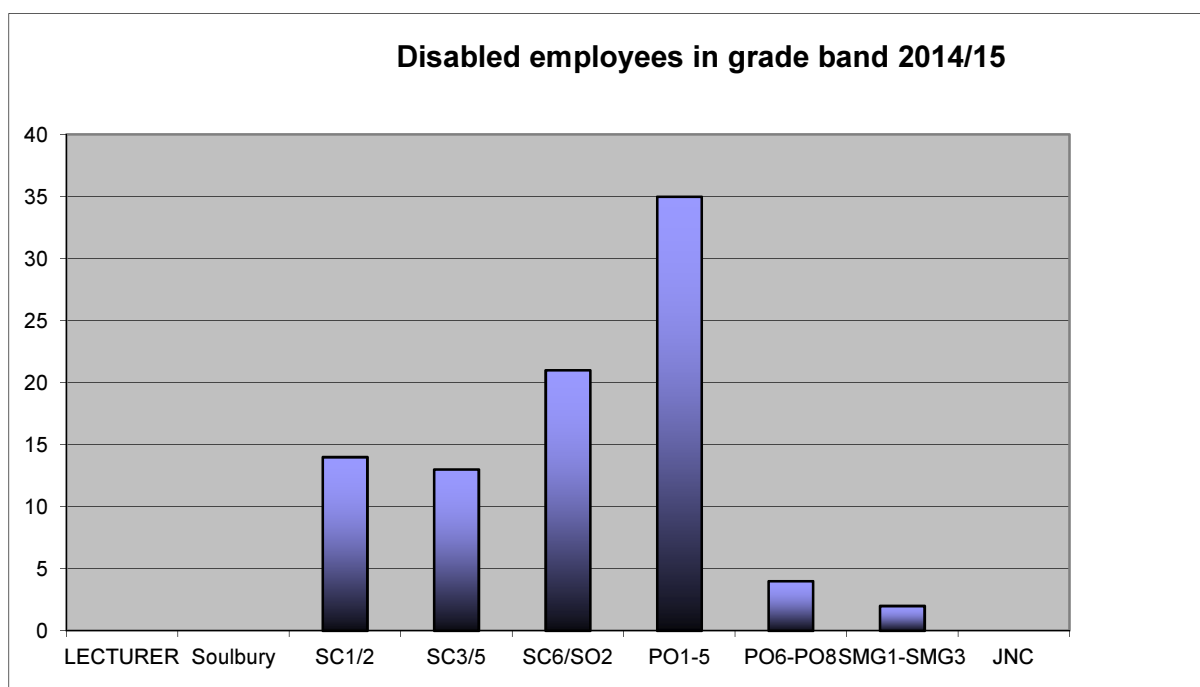
Marital Status – 54.8% of employees responded to this question. Of those who responded, 19.3% declared they were married or in a civil partnership.

Sexual Orientation – 38.9% of Council employees responded to this question, of whom 1.5% identified as Gay/Lesbian/Bisexual/Transgender.

Religion/Belief – A large proportion of employees have not declared their religion. Of those who did, 20.5% identified as being Christian.

Pregnancy and Maternity - 60 employees (3.9% of the female non-schools workforce) broadly split across all Directorates, took maternity leave during 2014/15.

- 5.9 The Council continues to support employee fora including the Black and Multicultural Forum, the Disabled Staff Forum, the LGBT Forum, the Apprenticeship Forum and the Young Employees Network. These staff forums provide a route through which our employees can meet with like-minded colleagues and help to inform the development of policies in a way that promotes access, choice and fairness.
- 5.10 The chart below demonstrates numbers of disabled staff within each of the grade bands. A total of 3.5% of non-schools employees have declared that they consider themselves to be disabled, this figure is broadly comparable to the figure for 2013/14 and compares to an average across other London Councils of 4.6% (*source Human Capital Matrix 2013/14*).



6. Agency staff

- 6.1 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2015 was 630 compared to 673 in March 2014.
- 6.2 Agency staff are used for a variety of reasons, mainly for additional staffing/flexible resourcing (89%).
- 6.3 54% of agency staff has tenure of more than a year in 2014/15 which is 13.3 percentage points higher than the previous year. The majority of the agency employees are in areas where major reorganisations are to take place and also in areas where the Service needs the flexibility to cover peaks and troughs in the workload (such as Refuse and Collection). Following reorganisation, permanent recruitment to posts then takes place which will have the impact of reducing the overall number of agency workers employed.

7. Consultants and senior interims

- 7.1 The interims and consultants currently engaged by the Council cover a range of roles and services. Some work on a part time or on an irregular 'as and when' basis with long periods, when they are not used at all. Executive Directors regularly monitor the tenure of senior interims to satisfy themselves that these arrangements are essential to the running of the business.
- 7.2 Numbers of senior interims and consultants have been recorded since January 2011. There were 32 interims and consultants in April 2013; 37 in April 2014 and 41 in April 2015. Of the 41 employed currently, 3 have contracts which are on-going; 32 are due to finish within 6 months and 6 are due to finish in the next 6 to 12 months.
- 7.3 The distribution across directorates is dominated by CYP, as nearly 50% of interims and consultants are within this directorate. The breakdown is as follows: 10 in Community, 18 in CYP; 6 in Resources & Regeneration and 7 in Customer.

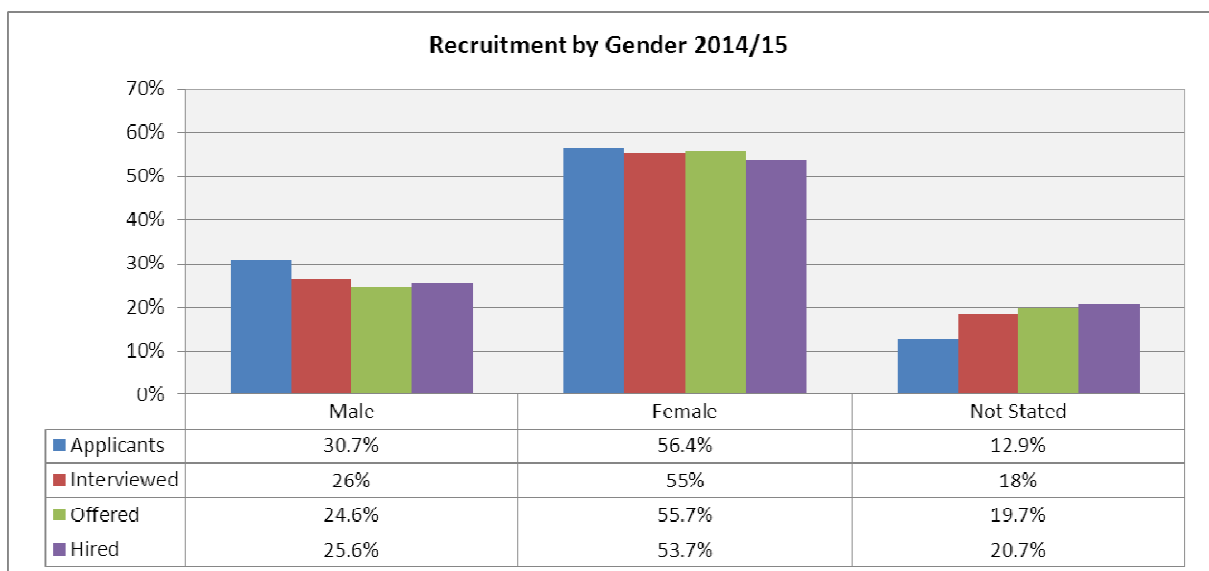
Daily Charge Rate	Numbers Engaged – April 2013	Numbers Engaged – April 2014	Numbers Engaged – April 2015
£200 - £300	7	12	15
£301 - £400	5	8	13
£401 - £500	12	9	6
£501 - £600	5	6	5
£601 - £700	1	2	2
£701 - £800	0	0	0
£801 - £900	2	0	0
Total	32	37	41

7.4 The senior interims and consultants are grouped in charge rate bands, these figures show that the payments made are being managed downwards with 28 costing below £400 a day as compared to 13 above this figure, and none cost the Council over £700 per day. The numbers of interims and consultants in daily charge rate bands "£200 to £300" and "£300 to £400" have increased during this year due to an increase in Social Work Team Managers, Child Protection Chairs and Service Managers in the CYP Directorate.

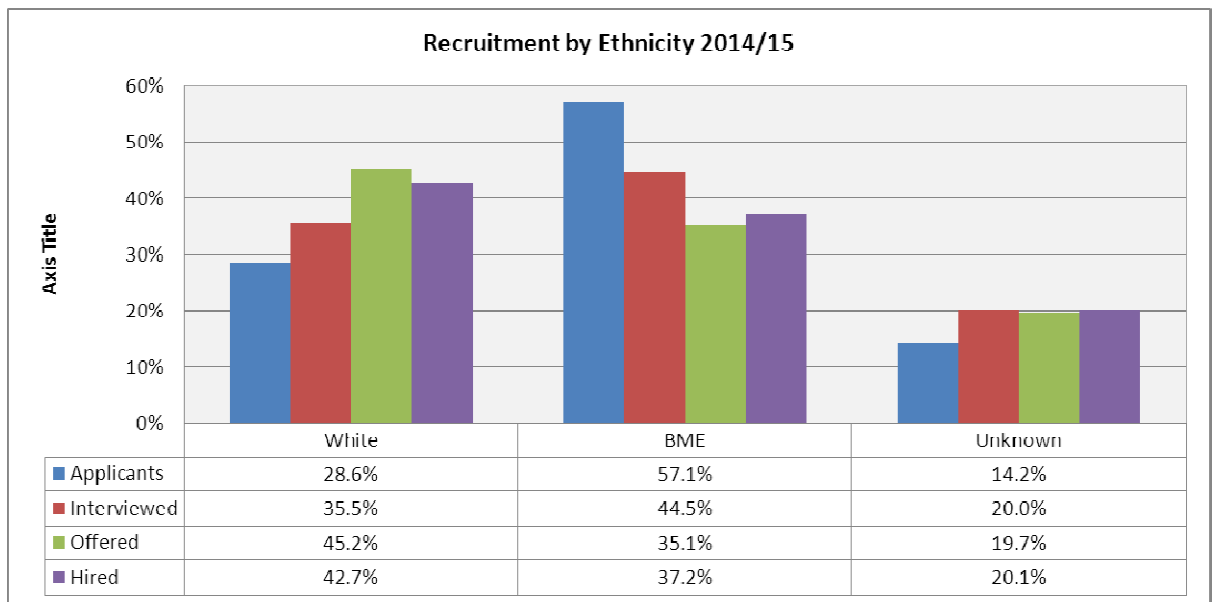
7.5 The Council publishes the details of those that cost £100k per annum and over. This will currently include 4 of the interims/consultants listed in the above tables.

8. Recruitment

8.1 The Council recruited to 235 jobs during 2014/15, however as one job may be advertised for more than one person (post), the number of individuals to be recruited will be much higher. The total number of applications made was 2737 of which 385 applications were internal. The total number of people appointed to these jobs was 400 of which 143 were internal and 257 were external.



8.2 56% of applications made to the council during 2014/15 were from female applicants which is broadly comparable to the figure of 54.6% during 2013/14. Of the total appointments made during 2014/15, female appointees account for 54% of all appointments made, a similar figure to last year.

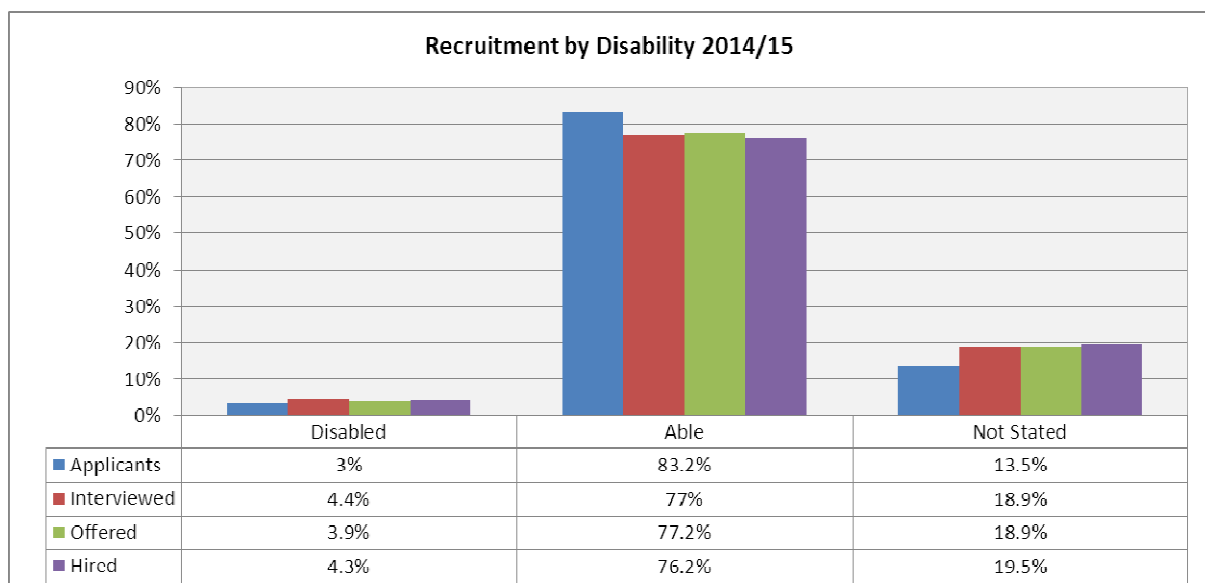


8.3 During 2014/15 57% of applications were made by people who identify as BME, which is similar to the previous year when 57.9% of applications made during 2013/14 were made by applicants who identify as BME. During 2014/15 BME candidates represent 37% of the total appointments made; this is slightly lower than the percentage of the BME working age population, which stands at 44%.

8.4 The disproportion between the percentage of black applicants and appointments continues to be reviewed by the Council's HR function in the respect of bias in the recruitment process but also to examine the reasons behind the percentage of BME applicants 58% being substantially higher than their representation in the economically active population 41%.

The percentage of BME applicants (58%) represents 1587 of 2737 applicants for all jobs, however applications are not evenly distributed among all jobs, this therefore skews the figure for the total number and percentage of BME applicants.

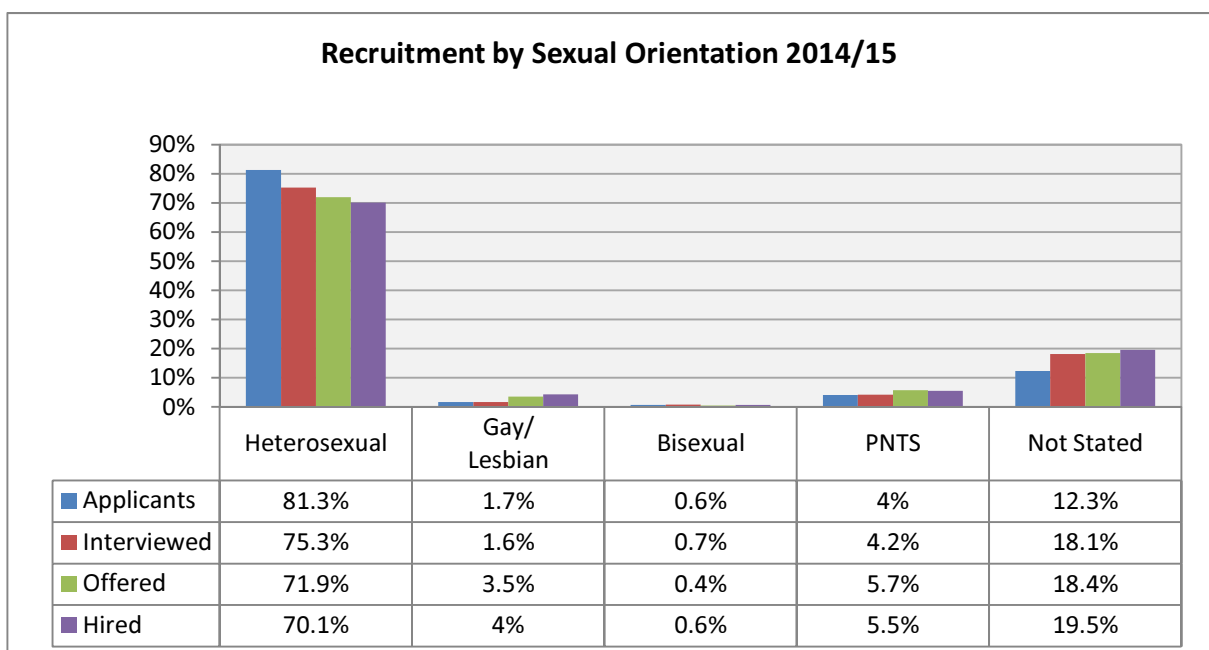
For example, the Council had 100 BME applicants for a legal assistant position although a BME candidate was appointed the interest in the job from the community does contribute to the high number of overall applicants.



8.5 Applications from candidates who identify as having a disability or long term illness comprised 3% of all applications made during 2014/15, which is lower than last year's figure of 5%. However, appointments of those who identify as having a disability or long term illness comprised 4.3% of all appointments made during 2014/15 which is higher than the figure of 2.6% during 2014/15.



8.6 The Council’s Apprenticeship scheme continues to generate interest, with 15% of all applications to the Council during 2014/15 being from applicants aged under 25. 15.6% of applicants declined to disclose their age group this year, compared to 13% of applicants during 2013/14. 10% of all appointments made in 2014/15 were from people aged under 25 years. This decrease can be explained due to the fact that numbers of young people in the Borough eligible for the Apprenticeship scheme reducing significantly compared to previous years (source Jobcentre Plus). It is for this reason that the Apprenticeship Scheme is being reviewed currently with a view to changing it to a Traineeship Scheme to assist those young people at “pre apprenticeship” level.



8.7 2.3% of all job applications made during 2014/15 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 4.6% of total appointments made during 2014/15 were to candidates who identify as LGBT, which is slightly lower than last year's figure of 5.3%.

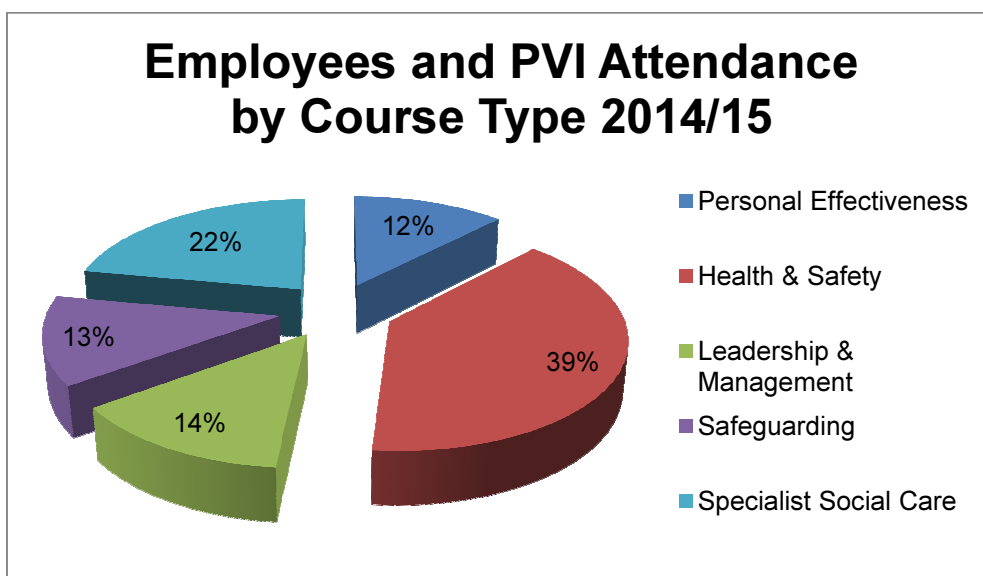
9. Learning and Development

9.1 During 2014/15, 399 courses were run with a total of 1394 places filled. Percentage attendance by Directorate was:

Community	45%
Customer Service	15%
Children and Young People	32%
Resources and Regeneration	8%

The breakdown above does not include attendance from the Private Voluntary & Independent organisations (PVI's).

9.2 In addition, a total of 1202 people from the PVI sector attended courses run by London Borough of Lewisham. There were a total of 71 PVI organisations whose employees attended courses and 83 schools within the Borough.



9.3 Of all learning programmes described below by Course type, Specialist Social Care courses were the most attended, with 81 programmes delivered in this area.

10. Organisational Change

10.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 13 reorganisations in the last financial year which resulted in 69 staff being made redundant. This is a significantly lower figure than the previous year which had 51 reorganisations which resulted in 48 staff being made redundant.

10.2 The table below shows a breakdown by Directorate of the numbers of staff made redundant in 2014/15 resulting from 13 reorganisations.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations /redundancies
Community Services Directorate	6	8.70%	2
Customer Services Directorate	22	31.88%	4
Children & Young People Directorate	15	21.74%	3
Resources & Regeneration Directorate	26	37.68%	4
Total	69	100.00%	13

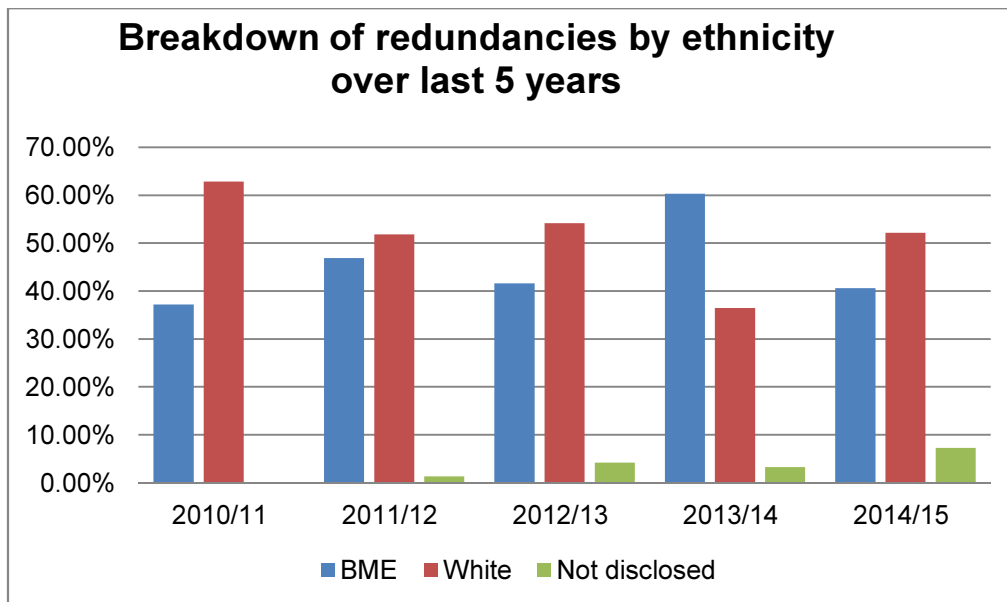
- 10.3 The table below provides a breakdown of staff made redundant by gender and shows that 69.57% were women. This is relatively proportionate to the workforce and gives no cause for concern.

Gender	Total Redundancies	% Total Staff Redundant
Male	21	30.43%
Female	48	69.57%
Total	69	100%

- 10.4 The table below provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 38.5%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	28	40.58%
White	36	52.17%
Not disclosed	5	7.25%
Total	69	100%

- 10.5 The table below provides a breakdown of the number of leavers over the last 5 years by ethnicity. The disproportionate impact on BME leavers in 2011/12 was due to the closure of the Domiciliary Care Service and the reorganisation of the Early Intervention Service. In 2013/14 the impact of the closure of the Early Years and Youth Service significantly affected BME staff with a total of 60.28% of the total leavers in that financial year. In 2014/15 the impact of the restructure in Service Point in customer Services significantly affected female BME staff.



10.6 The table below provides a breakdown of leavers by age band and shows that there were significantly more leavers in the age range 55+ which given the numbers of Council employees in these age bands, was not unexpected.

Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	1	1.45%
25-34	6	8.70%
35-44	14	20.29%
45-54	18	26.09%
55+	30	43.48%
Total	69	100%

11 Voluntary Severance

11.1 The Council is facing severe financial pressures over the coming years therefore a voluntary severance scheme was introduced in order to try to mitigate the number of compulsory redundancies and where possible create redeployment opportunities for staff that are displaced.

11.2 Breakdown of Voluntary Severance

26.2% of all Voluntary Severance applications were accepted. The table below provides a distribution of these by age and grade.

Grade Band	VS Accepted
Lect	
Sc1-2	
Sc3-5	12
Sc6-SO2	45
PO1-5	30
PO6-PO8	18
SMG1-SMG3	2
Soulbury	3
Grand Total	110

Age Range	VS Accepted
21 - 25	
26 - 30	2
31 - 35	7
36 - 40	6
41 - 45	10
46 - 50	18
51 - 55	9
55 +	58
Grand Total	110

Disability	Accepted VS	BME	Accepted VS		Accepted VS
No	37	BME	39	Female	68
Yes	7	Undisclosed	7	Male	42
Undisclosed	2	White	64		
Unknown	64				
Grand Total	110		110		110

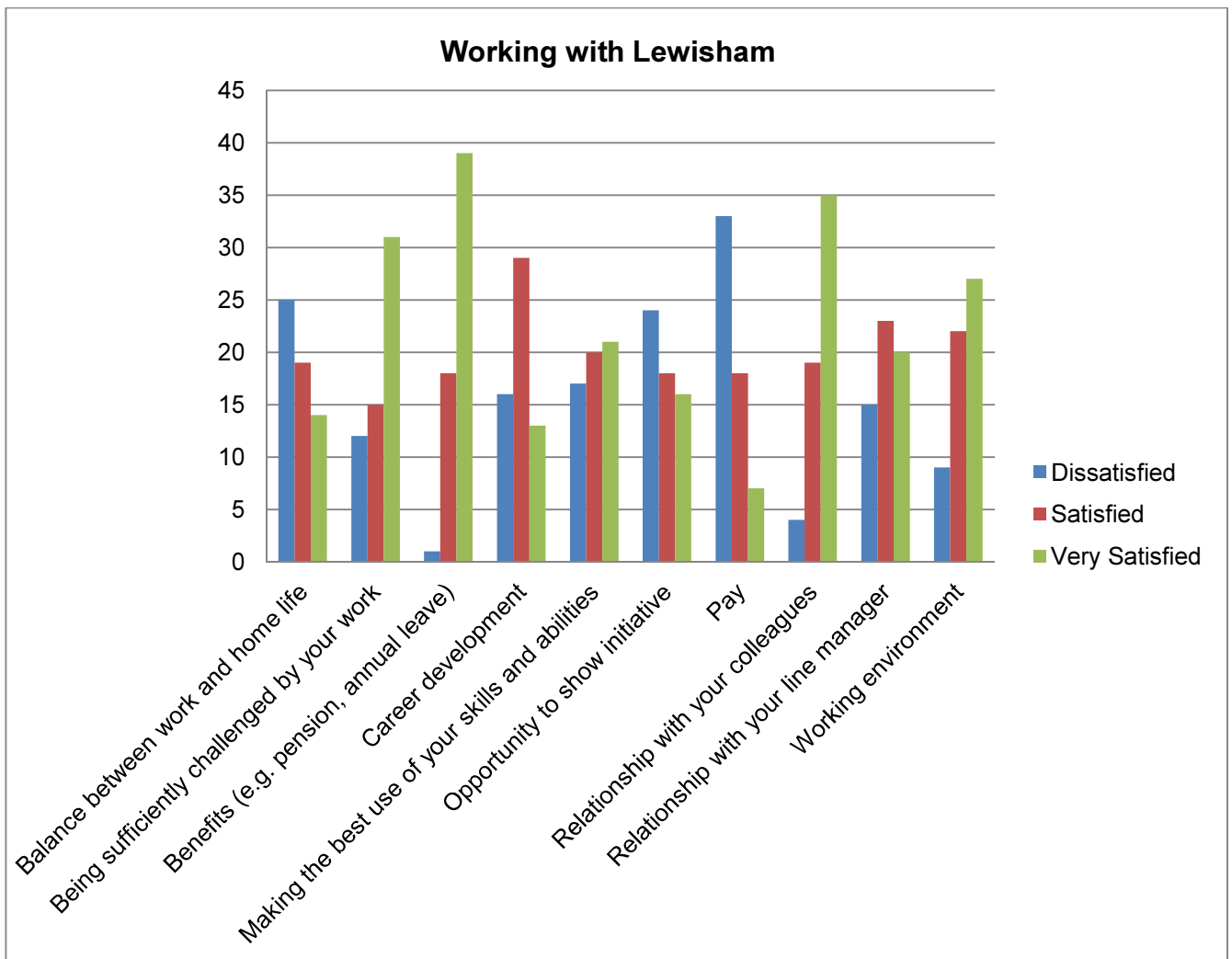
12 Leavers

12.1 During 2014/15, 319 employees left Lewisham Council's employment, of which:

- 69 left for reasons of redundancy
- 250 voluntary leavers/others left the Council

12.2 58 people completed an exit questionnaire during 2014/15 (35 more than responded in 2013/14).

12.3 The chart below provides an outline of what leavers felt about working for Lewisham. They were asked to indicate to what extent they either "satisfied" or "dissatisfied" with different aspects of working for Lewisham. 39 people were "very satisfied" with benefits; 35 people were "very satisfied" with their working relationship with their colleagues; 25 people stated that they were "dissatisfied" with the balance between work and home life; 27 people stated they were "very satisfied" and 22 people stated that they were "satisfied" with the working environment at Lewisham.



12.4 Those employees affected by budgetary savings continue to be offered outplacement support which includes:

- CV writing
- Job Search skills
- Interview skills
- Working for Yourself programmes
- Individual financial advice from Money Advice Service
- Advisory sessions from Jobcentre Plus
- One to one coaching sessions from Reed
- Comprehensive “employability skills” information including practice psychometric tests

13 Promotions

The percentage of promoted employees has decreased to 4.7% in 2014/15 from 7% during 2013/14. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures. 5% of BME staff were promoted compared to 4.6% White employees. 2.2% of disabled staff were promoted during 2014/15 compared to 3% in 2013/14.

14 Jobs and the local government market

The Council continues to run a range of employment initiatives to ensure it remains an active employer in the local community.

- 14.1 Management trainee scheme for local graduates – The National Graduate Development Programme offers one of two placements to a trainee with a local connection. During 2014/15 one of the Trainees had a local connection. As at the date of the report, the selection process for this year's Intake is not finalised.
- 14.2 Apprenticeship Scheme – Lewisham Council's Apprenticeship Programme is restricted to young people aged between 16 to 24 years, who live in the Borough. During the financial year 2014/15, 61 apprentices were recruited to the programme, of which 13 were internal appointments, and 48 were with partnership organisations. For the year 2015/16, 10 apprentices have already started with an additional 20 apprenticeship roles due to be advertised in June. The Council expects to have a third recruitment drive in November 2015. Outcomes for Apprentices since the launch of the scheme in 2009 are 80% of leavers have progressed onto employment or training at the end of their placements.
- 14.3 Other training schemes – The Council continues to run other Service specific trainee schemes including the Legal Team who take on 3 trainees on a 2 year training programme; Finance take on 2 CIPFA trainees on a 4 year trainee programme and the Council also runs the "Step up to Social Work" training programme, now in its 4th Cohort, taking on a further 4 students during 2014/15. Three of the 4 Step Up students from 2013/14 were appointed to permanent roles in May 2015.
- 14.4 Interns – The second year of the 2 year "Intern" pilot ran during the summer of 2014 with 12 opportunities being offered to young people in the Borough. The aim of this scheme was to give young people paid work experience at national minimum wage, and an employment reference to increase their chances of securing employment once they have finished studying. Outcomes for this final cohort of the pilot scheme are that 2 Interns went on to obtain a role after their Internship and the rest returned to their studies. The purpose of this pilot was that this was to offer learning and work experience and hopefully once these young people have finished their studies they will apply to Lewisham for jobs.
- 14.4 Work experience for young people with learning difficulties – During 2014/15, this scheme, resulted in 23 young people with Learning Difficulties taking up learning placements, however there is no funding for this scheme going forward.
- 14.5 Young People

The last employment profile report stated that 4.8% of the 18 to 24 year old population in the Borough were claiming JSA. As at December 2014 this figure had fallen to 3.9%¹ compared to the national figure of 3.2%.

15. Social Workers

- 15.1 Nationally the number of social workers qualifying continues to meet demand. However, whilst the supply of newly qualified social workers is not an issue, at a national level recruitment to experienced social workers continues to be problematic and the national picture is reflected in Lewisham. The Local Government Association (LGA) and Public Service People Managers' Association (PPMA) have produced a guide² for elected members of Councils which provides useful resources on the recruitment and retention of

¹ <http://www.ons.gov.uk/ons/interactive/theme-pages/index.html>

² http://www.local.gov.uk/documents/10180/6637817/L15-70+Members+guide+on+recruiting+social+workers_06.pdf/2930746e-6ac3-41b4-a3f2-cc2560d16573

qualified social workers. The guide identifies key issues around the retention and recruitment of Social Workers.

- 15.2 The Council also produces an annual Recruitment & Retention report for Children's Social Care. The Council's progress against the recommendations contained in the guide referred to above, have been outlined in that particular report for CYP and HR to work on.
- 15.3 The Recommendations from the LGA/PPMA guide identifies the following key issues that Councils nationwide need to address to recruit and retain Social Workers:
- a) **The Council to understand the motivation and needs of the Social Workers it employs** – Both Adults and Childrens Services will be undertaking the "Health Check" audit to understand the motivation and needs of Social Workers.
 - b) **A range of initiatives to address the issue of recruitment and retention of Social Workers tailored to local needs** – the Council is increasingly using targeted recruitment via Social Media (Linked In, Twitter, Glassdoor, Google Ad-Words) in addition to traditional forms of advertising. The Council will also be exploring how recruitment processes can be streamlined to appoint Social Workers more quickly, whilst not compromising the stringent checking process for these roles. The Council will be reviewing how we can better market the benefits of working for Lewisham. A separate "attraction" website page for Social Workers is also being commissioned and HR are exploring areas where the Council could leverage its services such as Housing and Leisure to assist with the recruitment and retention of key workers.
 - c) **Sub-regional and regional collaboration between Councils** – The Chief Executive has been instrumental in cross-London working to develop a "memorandum of co-operation" – a framework for collaboration between boroughs to address this issue combining both short term and long term actions together with a commitment to a more strategic approach. With effect from 1.4.15, Directors of Childrens Services in each borough have been responsible and accountable for ensuring that their Service Mgrs, HR and other support services and agency suppliers implement the terms of the Memorandum.

The terms of the memorandum include co-operative working amongst Boroughs as follows:

- **Agency Staff** - to ensure rates and charges for supply agency staff appropriately reflect skills and experience of workers and the remuneration of permanent staff; agreed standard of pre-employment checks, referencing, refrain from retaining as agency workers, staff who have left permanent employment with other Boroughs
- **Permanent Staff** – work in co-operation to avoid competitive increase in pay & benefits, participate in surveys and data gathering; refrain from proactive headhunting and promote positive images of SW as a career in press, social and other media
- **Improving the supply of high quality permanent staff** – including commitment to take a minimum %age each year of NQSW's in their Assessed & Supported Year of Employment (ASYE) – like extended probation; London wide trainee rate of pay for NQSW's in their ASYE; development of sub-regional and London-wide approaches to supporting ASYE. Lewisham provides a very comprehensive and well received ASYE programme.
- **Review and extension of the Memorandum** – every 12 months with a report made to Chief Execs London Committee including consideration whether the adoption of the Memorandum should be recommended to Directors of Adult Social Services.

Lewisham Council has been signed up to “ePaycheck” a salary benchmarking tool since February 2013 and will continue to monitor the pay rates for Social Work roles using this electronic data-sharing platform.

- d) **Close working with local education institutions to ensure the delivery of high quality courses** - The Council could increase the number of placements from Goldsmiths to have a stream of future applicants in addition to participating in the “Step up to Social Work” programme. It is recommended that we continue to maintain and build on our relationship with Goldsmiths and the Step up to SW Programme. This will assist with the recruitment of NQSW’s who have gone through a programme which the Service not only supports but has been happy with the calibre of students provided on placements, thereby maximising our relationship. We are currently developing a programme in partnership with Goldsmiths College, Greenwich and Southwark Councils focussing on practice education and closer links between front line practice and Goldsmith’s social work programmes.
- e) **The role of Principal Social Workers as a voice for professionals is increasingly important** - In Lewisham the role of Principal Social Worker is held by the Service Manager for Quality and Assurance. The Division will be exploring further how the role can be developed.

If you have any questions about this report, please contact **Andreas Ghosh**, Head of Human Resources on 020 831 47519.

Appendix 1 – Employment Profile



EMPLOYMENT PROFILE

2014-2015

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**If you have any queries on the content or any suggestions please email
pooja.kulkarni@lewisham.gov.uk**

Total Employees By Directorate 2014/15

The Council's total workforce includes 9450 people as at 31/03/2015.
The tables below break this down and makes comparisons with the previous financial year.

Total Employees Headcount By Directorate 2014/15

Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	804	12	38	183	1037
Customer Services Directorate	842	1	5	290	1138
Children & Young People Directorate	533	79	49	89	750
Resources & Regeneration Directorate	372	61	9	68	510
Excluding Schools	2551	153	101	630	3435
Schools	4719		1296	*	6015
Total Including Schools :	7270	153	1498	630	9450

Total Employees Headcount By Directorate 2013/14

Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	809	35	17	201	1062
Customer Services Directorate	926	2	4	307	1239
Children & Young People Directorate	562	88	54	96	800
Resources & Regeneration Directorate	448	53	18	69	588
Excluding Schools	2745	178	93	673	3689
Schools	4537		1156	*	5693
Total Including Schools :	7282	178	1249	673	9382

*No data is held on the numbers of agency workers as schools are not required to commission supply cover through the Council's agency managed service. There is an existing contract with the 'Lewisham Supply Service' for the supply of agency teachers and teaching assistants that exists for the benefit of schools. Also, many schools use a variety of other agencies by choice.

Total Employees FTE By Directorate 2014/15

Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	620	128	748
Customer Services Directorate	809	235	1044
Children & Young People Directorate	474	66	540
Resources & Regeneration Directorate	343	55	398
Total Excluding Schools	2246	484	2730
Schools	3680		
Total Including Schools :	5926		

Total Employees FTE By Directorate 2013/14

Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	644	133	777
Customer Services Directorate	891	251	1142
Children & Young People Directorate	516	62	578
Resources & Regeneration Directorate	420	60	480
Total Excluding Schools	2471	506	2977
Schools	3789		
Total Including Schools :	6260		

Lewisham Council does not record FTE for Casuals and Claims based employees as they do not have regular hours.

Total No of employees at April 2014	2745
No. of employees leaving on redundancy terms - 69	
Voluntary Severance - 110	
Voluntary /Other leavers- 272	
Less Total Leavers 14/15	451
Add New Starters 14/15	257
Total No of employees at March 2015	2551

Table above shows the movement from the beginning of the year to the end of year.

Reorganisations 2014/15

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 13 reorganisations in the last financial year which resulted in 69 staff being made redundant. This is a significantly lower figure than the previous year which had 51 reorganisations which resulted in 48 staff being made redundant.

The largest proportion of redundancies occurred in the Customer Service Directorate and in Resources and Regeneration Directorate, where a total of 48 staff were displaced. This can be attributed to the larger numbers of reorganisations which took place in these two directorates

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 13 reorganisations during 2014/15.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisationsr edundancies
Community Services Directorate	6	8.70%	2
Customer Services Directorate	22	31.88%	4
Children & Young People Directorate	15	21.74%	3
Resources & Regeneration Directorate	26	37.68%	4
Total	69	100.00%	13

Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	21	30.43%
Female	48	69.57%
Total	69	100%

The percentage of women made redundant in 2014/15 is relatively proportionate to the work force profile and gives no cause for concern.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	4	5.80%
No	58	84.06%
Not Declared	7	10.14%
Total	69	100.00%

The table above shows that there were a higher percentage of redundancies in the age band of 55+ which is not unexpected.

Breakdown of Redundancies by Age

Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	1	1.45%
25-34	6	8.70%
35-44	14	20.29%
45-54	18	26.09%
55+	30	43.48%
Total	69	100%

The table above shows that there were significantly more leavers in the age ranges '45-54' and '55+' which, given the numbers of Council employees in those age bands, was not unexpected.

Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	28	40.58%
White	36	52.17%
Not disclosed	5	7.25%
Total	69	100%

The table above provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 38.5%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

Reorganisations 2014/15 (continued)

Breakdown of Redundancies by Ethnicity and Gender

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	6	21.43%	22	78.57%
White	15	41.67%	21	58.33%
Not disclosed	0	0.00%	5	100.00%
Total	21	30.43%	48	69.57%

The table above gives further breakdown of redundancies by both gender and ethnicity which shows of all BME employees made redundant 78.57% were females. This is slightly higher than the proportion of Female BME workforce in the council which is a result of a restructure in Service Point in Customer Services Directorate.

Breakdown of Redundancies by Grade

Grade	Total Redundancies	% of Total staff redundant
SC1-2	2	2.90%
SC3-5	8	11.59%
SC6-SO2	10	14.49%
PO1-PO5	32	46.38%
PO6-PO8	11	15.94%
SMG1-SMG3	6	8.70%
Soulbury	0	0.00%
Total	69	100%

Breakdown of Redundancies by Grade and Gender

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.00%	2	4.08%
SC3-5	2	10.00%	6	12.24%
SC6-SO2	1	5.00%	9	18.37%
PO1-PO5	9	45.00%	23	46.94%
PO6-PO8	4	20.00%	7	14.29%
SMG1-SMG3	4	20.00%	2	4.08%
Soulbury	0	0.00%	0	0.00%
Total	20	100%	49	100%

Voluntary Severance 14/15

The Council is facing severe financial pressures over the coming years. It therefore introduced a voluntary severance scheme in order to try to mitigate the number of compulsory redundancies and where possible create redeployment opportunities for staff that are displaced.

Breakdown by Grade

Grade Band	Grand Total Applications	VS Accepted	VS Accepted %
Lect	16		0.0%
Sc1-2	3		0.0%
Sc3-5	54	12	22.2%
Sc6-SO2	137	45	32.8%
PO1-5	145	30	20.7%
PO6-PO8	51	18	35.3%
SMG1-SMG3	10	2	20.0%
Soulbury	4	3	75.0%
Grand Total	420	110	26.2%

26.2% of total Voluntary Severance Applications were accepted. In the above table of all PO6-PO8 applications, 35.3% of PO6-PO8 employees have accepted to leave on the grounds of Voluntary Severance.

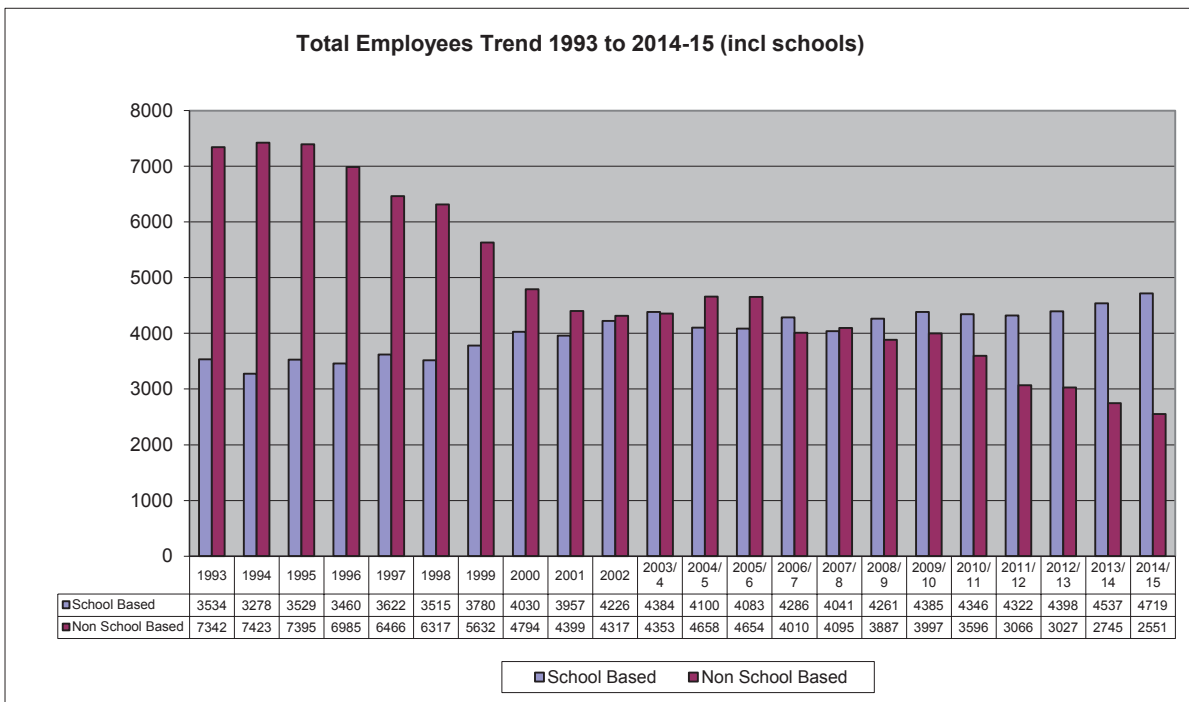
Breakdown by Age

Age Range	Grand Total Applications	VS Accepted	VS Accepted %
21 - 25	3		0.0%
26 - 30	6	2	33.3%
31 - 35	18	7	38.9%
36 - 40	21	6	28.6%
41 - 45	32	10	31.3%
46 - 50	56	18	32.1%
51 - 55	75	9	12.0%
55 +	209	58	27.8%
Grand Total	420	110	26.2%

26.2% of total Voluntary Severance Applications were accepted. In the above table of all applications for employees in age band 31-35, 38.9% of employees in age band 31-35 have accepted to leave on the grounds of Voluntary Severance.

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2000/2015
(including Schools)

	Manual	Craft	Officers	Teachers & lecturers	School support	Total
2000/1	1294	238	3262	2122	1908	8824
2001/2	1032	185	3182	2098	1859	8356
2002/3	899	173	3245	2218	2008	8543
2003/4	822	166	3365	2224	2160	8737
2004/5	762	152	3437	2215	2192	8758
2005/6	672	143	3524	2191	2207	8737
2006/7	588	137	3277	2106	2188	8296
2007/8	582	102	3123	2123	2206	8136
2008/9	0	19	3619	2136	2374	8148
2009/10	0	19	3756	2142	2465	8382
2010/11	0	17	3547	2110	2462	8136
2011/12	0	0	2970	1970	2448	7388
2012/13	0	0	2956	1999	2470	7425
2013/14	0	0	2710	2001	2571	7282
2014/15	0	0	2408	2086	2776	7270



The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 1993. The trend outlines that since 1993, when schools employees were significantly lower compared to non schools employees, the trend has changed slightly in that non-schools employees have dropped significantly whereas schools employees have increased.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2014/15

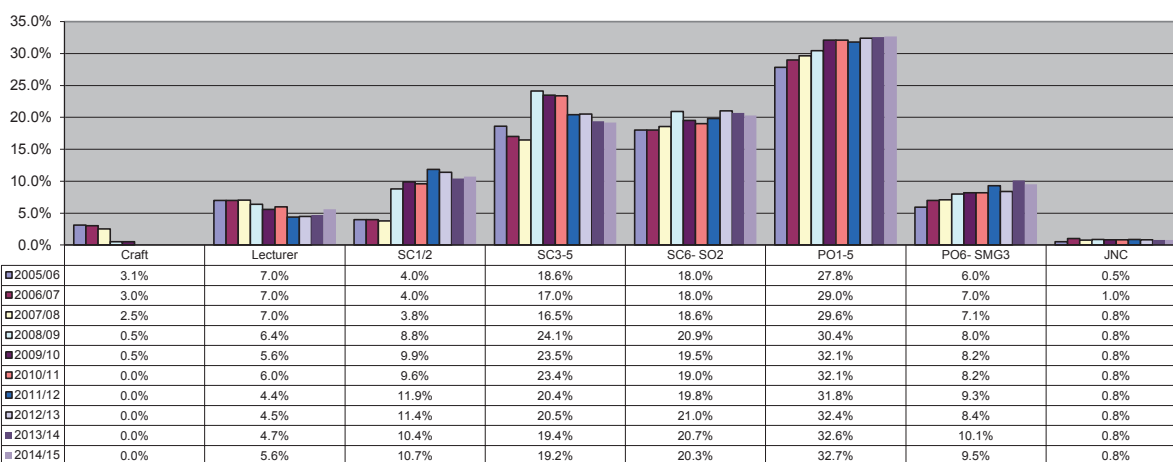
BY HEADCOUNT

	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	24	4	98	66	250	60	13	6	533
Community Services	131	0	69	136	108	301	37	18	4	804
Customer Services	0	0	165	216	278	139	26	14	4	842
Resources & Regeneration L	0	0	35	41	67	145	49	26	9	372
14/15 Total	143	24	273	491	519	835	172	71	23	2551
13/14 Total	130	30	285	533	569	896	205	73	24	2745

BY PERCENTAGE

	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.3%	4.5%	0.8%	18.4%	12.4%	46.9%	11.3%	2.4%	1.1%	100%
Community Services	16.3%	0.0%	8.6%	16.9%	13.4%	37.4%	4.6%	2.2%	0.5%	100%
Customer Services	0.0%	0.0%	19.6%	25.7%	33.0%	16.5%	3.1%	1.7%	0.5%	100%
Resources & Regeneration L	0.0%	0.0%	9.4%	11.0%	18.0%	39.0%	13.2%	7.0%	2.4%	100%
14/15 Total	5.6%	0.9%	10.7%	19.2%	20.3%	32.7%	6.7%	2.8%	0.8%	100%
13/14 Total	4.7%	1.1%	10.4%	19.4%	20.7%	32.6%	7.5%	2.7%	0.8%	100%

% of Employees by Grade Bands 2005/6-2013/14



Grades	Employees 14/15	Employees 13/14
Lecturers	143	130
Soulbury	24	30
SC1A	14	44
SC1B	1	4
SC1C	14	3
SC2	244	234
SC3	97	100
SC4	89	109
SC5	305	324
SC6	152	179
SO1	309	331
SO2	63	59
PO1	178	167
PO2	223	309
PO3	176	151
PO4	197	204
PO5	56	67
PO6	78	98
PO7	42	57
PO8	52	50
SMG1	25	28
SMG2	20	19
SMG3	27	26
DIR4	0	0
DIR3	15	16
DIR2	3	3
DIR1	4	4
Total	2551	2745

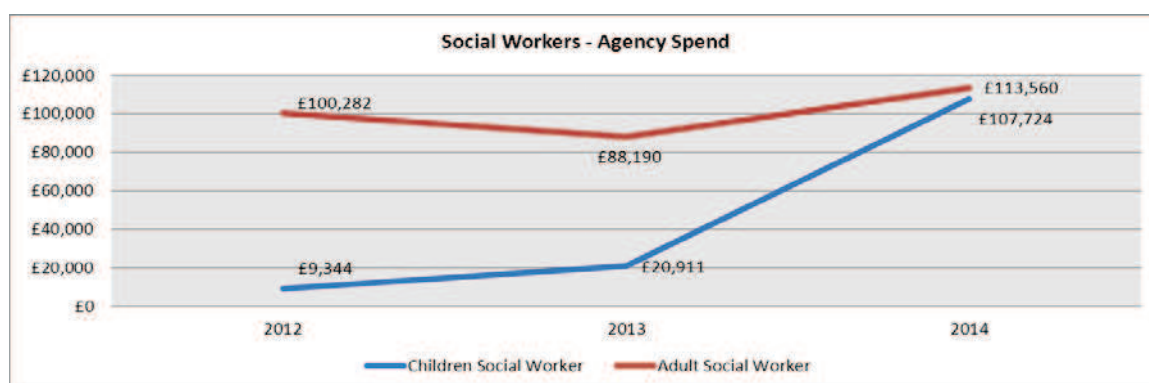
Social Workers by Grade - 2014/15

Social Worker by Grades 14/15	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	48	42	14	202	306
Childrens Social Care	99	46	21	120	286
Total	147	88	35	322	592
Social Worker by Grades 13/14	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	58	45	12	221	336
Childrens Social Care	102	43	20	128	293
Total	160	88	32	349	629
Social Worker by Grades 12/13	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	55	47	18	260	380
Childrens Social Care	105	47	22	129	303
Total	160	94	40	389	683

Agency Social Workers by grade

Agency Social Workers 14/15	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	29	3	0	32
Childrens Social Care	33	6	1	40
Total	62	9	1	72
Agency Social Workers 13/14	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	37	2	0	39
Childrens Social Care	28	5	1	34
Total	65	7	1	73
Agency Social Workers 12/13	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	31	0	0	31
Childrens Social Care	6	0	1	7
Total	37	0	0	38

Childrens Social Care	Grade	Spinal points	Salary	Additional Payments
Social Worker	SW	36 to 38	34,380 to 36,186	£500 pa parking
Senior Social Worker	SSW	40 to 42	38,151 to 39,981	
Independent Reviewing Officer	IRO	46 to 47	43,620 to 44,544	
Advanced Practitioner	AP	46 to 47	43,620 to 44,544	
Team Manager	TM	53 to 55	50,064 to 52,014	



In 2013/14 agency spend increased as the Council started engaging more Team Managers and Social Workers in Children and Young People Directorate, and these agency workers are also working more hours than previously. Headcount in Feb 2013 was 55 compared to headcount in Feb 2014 which was 89. The increase in agency spend can also be attributed to the fact that pay rates for agency workers had to increase to match market rates of pay for Social Workers.

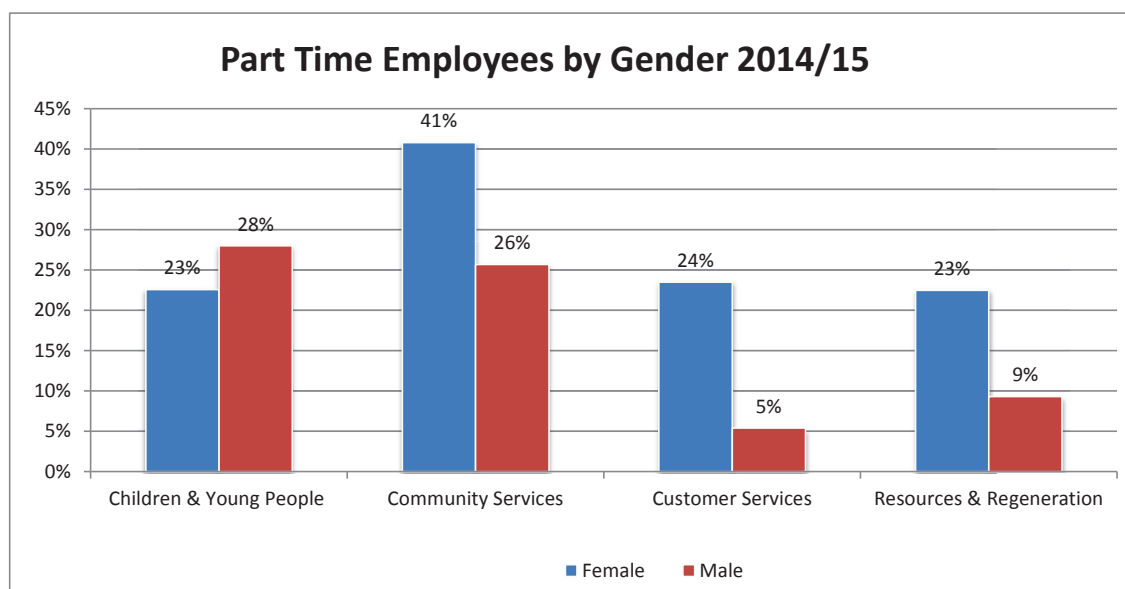
PART-TIME EMPLOYEES 2014/15

The Council continues to encourage the take up of flexible working. Part time staff represent 23% of the Council's workforce, an increase of 1% from last year. Of the female workforce, 30% are part time, compared to 28% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

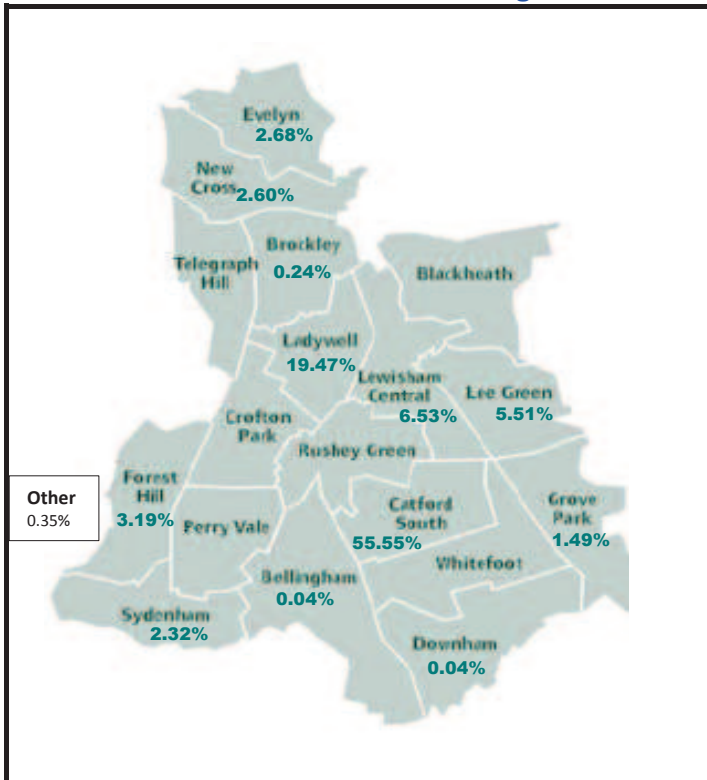
Part - Time Employee		Total Employees	
591	23.16%	2551	100%

Gender	Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	%
Female	95 23%	230 41%	81 24%	50 23%	456	30 %
Male	32 28%	62 26%	27 5%	14 9%	135	13 %
All	127 24%	292 36%	108 13%	64 17%	591	23 %

The table above outlines the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 23% are part time employees.

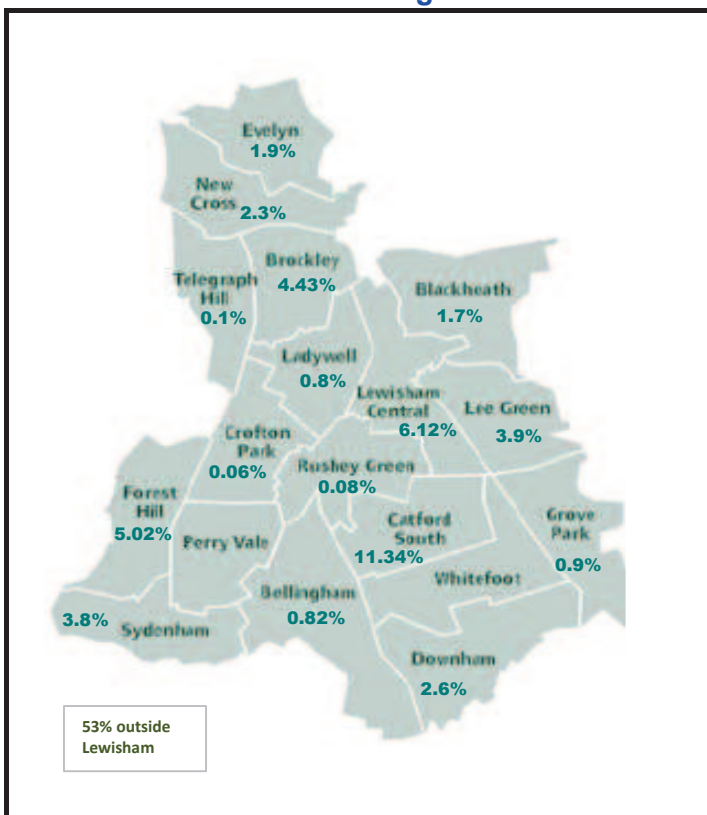


Employee's work locations within the Borough 2014/15



Work locations are based on post codes so although Eros House is in Rushey Green, the postcode shows work location as Catford South

Employees who live within the Borough 2014/15



47% of the staff live in the Borough which is 3% lower compared to last years figure. The Catford/Lewisham complex continues to be the main area for staff locations. 53% of the staff live outside London Borough of Lewisham.

Representation

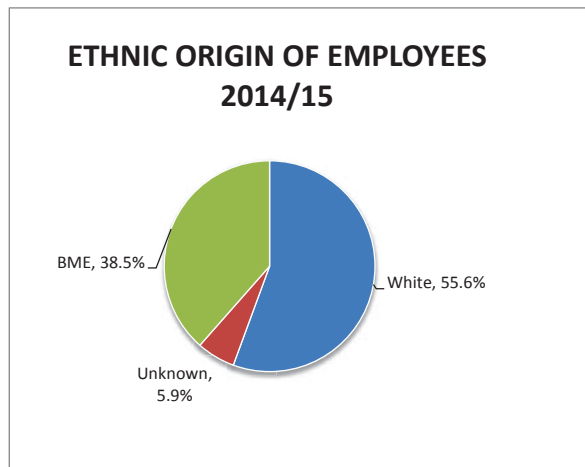
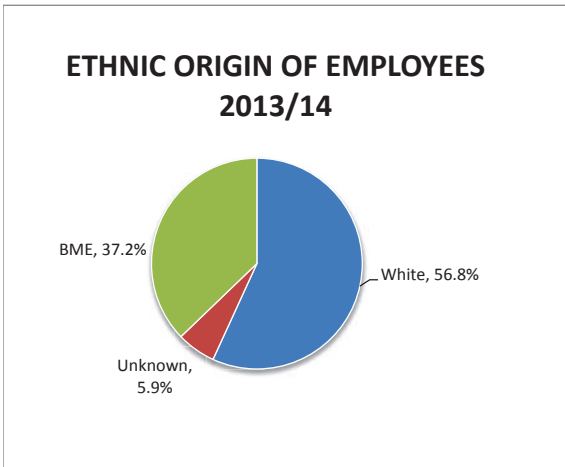
38.5% of the Council's workforce are from a BME background compared to the London Council average of 36% BME staff (*source Human Capital Matrix 2013/14*). Lewisham borough resident population is 46% BME (*source Census 2011*) compared to 41% last year. The economically active percentage of BME residents in the Borough is 41.8% (*source NOMIS*). All of Lewisham Council's apprenticeship places have been secured by young people under 25 and 64% of Lewisham's apprentices taken on during 2014/15 are from a BME background. The Council employs high levels of black and minority ethnic staff, however representation is lower in more senior grades and therefore remains a priority within recruitment and management development activities.

The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 56% of senior grades which is 4% higher compared to last year and are well represented at all grades. The percentage of economically active women in the Borough is 73% (*source: NOMIS 2013*).

69% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 5% during 2014/15. The Council continues to be able to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme, Internship, Work experience for Young people with Learning difficulties and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships. Lewisham Council are also launching the NEET's under 18 scheme pilot in 2014/15.

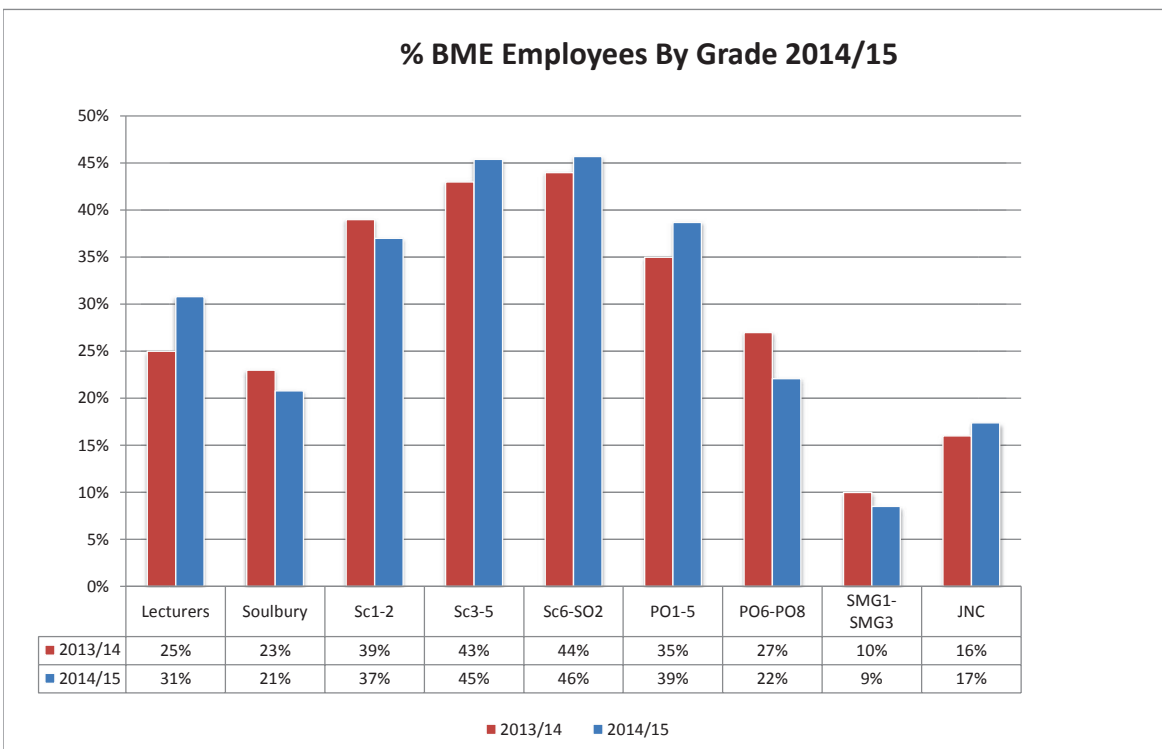
A total of 3.5% of non-schools employees have declared that they are disabled, which broadly compares to the average London Council figure of 4.6% (*source Human Capital Matrix 2013/14*).

ETHNIC ORIGIN OF EMPLOYEES 2013/14



There has been an increase of 1.3% in the BME workforce compared to last year.

Grade	Lecturer	Soulbury	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 13/14	33	7	111	231	253	318	57	7	4	1021
Headcount 14/15	44	5	101	223	237	323	38	6	4	981



The percentage of BME staff in the grade band PO6 to PO8 has reduced by 5 percentage points from 27% in 2013/14 to 22% in 2014/15. This can be attributed to the fact that a total of 33 employees of all ethnic backgrounds in this grade band left; 11 of these for reasons of redundancy; 18 due to Voluntary Severance; and 4 were voluntary leavers. Of these 33 leavers, 19 were BME compared to 14 who were White.

BME employees make up 38.5% of all employees in addition, 5.9% of employees have not declared their ethnic origin.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2014/15

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	0	0.0%	1	0.1%	0	0.0%	0	0.0%	1	0.0%
Asian Bangladeshi	1	0.1%	1	0.1%	6	1.1%		0.0%	8	0.3%
Asian Chinese	5	0.6%	1	0.1%		0.0%	2	0.5%	8	0.3%
Asian Indian	18	2.2%	14	1.7%	7	1.3%	11	3.0%	50	2.0%
Asian Other	5	0.6%	5	0.6%	5	0.9%	6	1.6%	21	0.8%
Asian Pakistani	3	0.4%	1	0.1%	4	0.8%	2	0.5%	10	0.4%
Black African	65	8.1%	60	7.1%	34	6.4%	27	7.3%	186	7.3%
Black Caribbean	135	16.8%	179	21.3%	128	24.0%	53	14.2%	495	19.4%
Black Other	23	2.9%	24	2.9%	19	3.6%	2	0.5%	68	2.7%
Mixed Other	7	0.9%	6	0.7%	8	1.5%	8	2.2%	29	1.1%
Mixed White and Asian	5	0.6%	3	0.4%	5	0.9%	1	0.3%	14	0.5%
Mixed White and Black African	2	0.2%	3	0.4%	3	0.6%	2	0.5%	10	0.4%
Mixed White and Black Caribbean	16	2.0%	16	1.9%	7	1.3%	6	1.6%	45	1.8%
Other Ethnic group	14	1.7%	7	0.8%	6	1.1%	3	0.8%	30	1.2%
Prefer not to say	8	1.0%	26	3.1%	4	0.8%	3	0.8%	41	1.6%
UnKnown	49	6.1%	26	3.1%	32	6.0%	9	2.4%	116	4.5%
British/Eng/Welsh/Scot/NIrish	383	47.6%	409	48.6%	220	41.3%	215	57.8%	1227	48.1%
White Irish	17	2.1%	17	2.0%	7	1.3%	7	1.9%	48	1.9%
White Other	45	5.6%	42	5.0%	34	6.4%	15	4.0%	136	5.3%
White Turkish / Turkish Cypriot	3	0.4%	1	0.1%	4	0.8%	0	0.0%	8	0.3%
Total all employees	804	100.0%	842	100.0%	533	100.0%	372	100.0%	2551	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	301	37.43 %	323	38.36 %	233	43.71 %	124	33.33 %	981	38.50 %

WOMEN EMPLOYEES 2014/15

Women	Men	Total employees	
1548	60.7%	1003	39.3%
		2551	100.0%

BY DIRECTORATE

Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	419	78.5%	563	72.2%	344	43.1%	222	58.7%	1548	60.7%
Men	114	21.5%	241	27.8%	498	56.9%	150	41.3%	1003	39.3%
Total	533	100.0%	804	100.0%	842	100.0%	372	100.0%	2551	100.0%

BY GRADE

Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
117	43.5%	19	79.2%	76	27.8%	260	53.0%	346	66.7%	582	69.7%
PO6-8		SMG1-3		JNC		Total					
98	57.0%	40	56.3%	10	43.5%	1548	60.7%				

BY LENGTH OF SERVICE

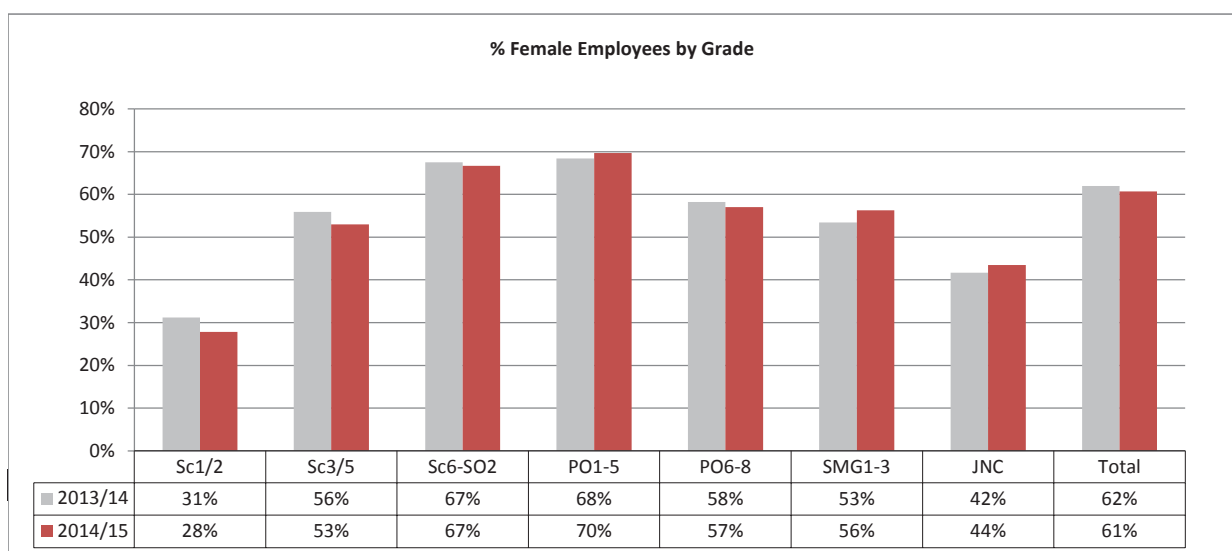
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
432	61.5%	367	57.3%	480	63.5%	269	59.5%	1548	60.7%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
8	44.4 %	63	58.9 %	93	56.0 %	155	63.3 %	162	62.8 %	192	60.2 %
46 - 50		51 - 55		55 +		Total					
259	62.3 %	305	62.6 %	311	58.1 %	1548	60.7 %				

BY ETHNICITY

BME		Unknown		White		Total	
641	65.30 %	79	52.30 %	828	58.40 %	1548	60.70 %
Disabled							
55	61.80 %						



The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 56% of senior grades, top 5 % of earners which is slightly higher compared to the figures in 2013/14.

DISABLED EMPLOYEES 2014/15

Yes		No		Unknown		Prefer Not to say	
89	3.5%	1161	45.5%	1266	49.6%	35	1.4%

DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
18	3.4%	30	3.7%	27	3.2%	14	3.8%	89	3.5%

BY GRADE

Lecturer		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
0	0.0%	0	0.0%	14	5.1%	13	2.6%	21	4.0%	35	4.2%
PO6-8		SMG1-3		JNC		Total					
4	2.3%	2	2.8%	0	0.0%	89	3.5%				

BY LENGTH OF SERVICE

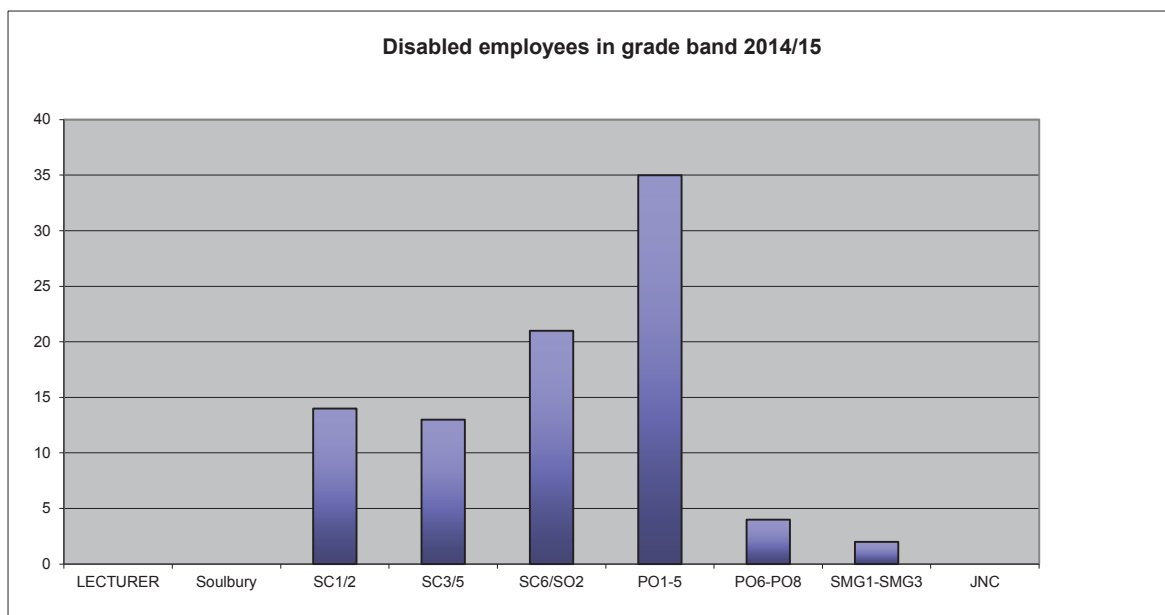
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
22	3.1%	14	2.2%	33	4.4%	20	4.4%	89	3.5%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 25		36 - 40		41 - 45	
1	5.6%	1	0.9%	4	2.4%	3	1.2%	6	2.3%	9	2.8%
46 - 50		51 - 55		55 +		Total					
19	4.6%	20	4.1%	26	4.9%	89	3.5%				

BY ETHNICITY

BME		Unknown		White		Total	
29	3.0%	6	4.0%	54	3.8%	89	3.5%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 3.5% of non-schools employees have declared that they consider themselves to have a disability, which compares to an average across other London Councils of 4.6% (source *Human Capital Matrix 2014*), and 14.4% of the local community (source *2011 Census ONS*).

The Council continues to be awarded the "two ticks" status by the Department of Work and Pensions, Job Centre Plus (JCP) which provides external recognition that an organisation is positive about disabled people. The accreditation is awarded to employers providing that the employer continues to meet the 5 commitments relating to the employment of disabled people. Lewisham Council continues, through its annual assessment by JCP, to deliver these commitments.

Protected Characteristics 2014/15

Religion	
Buddhist	0.08%
Christian (all denominations)	20.50%
Hindu	0.31%
Jewish	0.12%
Muslim	0.94%
Sikh	0.20%
None	12.11%
Prefer not to say	4.07%
Unknown	60.99%
Any Other	0.68%
Total all employees	100.00%

A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.20%
Gay/lesbian	1.33%
Heterosexual	33.09%
Prefer not to say	4.23%
Unknown	61.15%
Total all employees	100.00%

A large proportion of employees did not declare their sexual orientation.

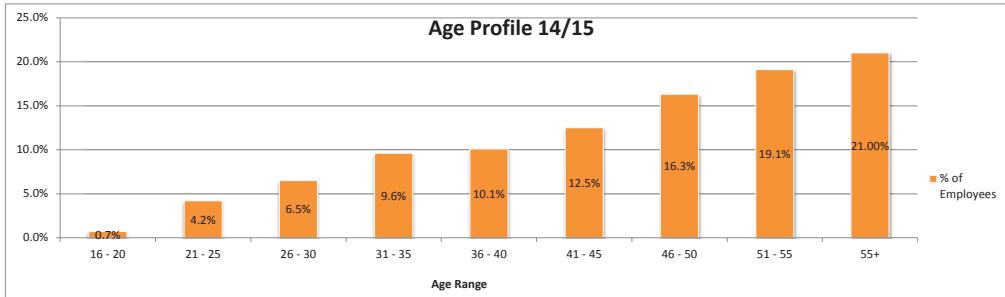
Marital Status	
Married/Civil Partner	19.30%
Not married/Not Civil Partner	14.30%
Prefer not to say	21.20%
Unknown	45.20%
Total all employees	100.00%

High numbers of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status either.

AGE PROFILE 2014/15

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	56-60	%	61-65	%	66+	%	Total	%
Children & Young People Directorate	3	0.6%	39	7.3%	57	10.7%	65	12.2%	60	11.3%	75	14.1%	76	14.3%	77	14.4%	57	10.7%	21	3.9%	3	0.6%	533	20.9%
Community Services Directorate	5	0.6%	31	3.9%	44	5.5%	66	8.2%	75	9.3%	103	12.8%	141	17.5%	154	19.2%	124	15.4%	44	5.5%	17	2.1%	804	31.5%
Customer Service Directorate	4	0.5%	15	1.8%	40	4.8%	82	9.7%	93	11.0%	103	12.2%	131	15.6%	180	21.4%	107	12.7%	79	9.4%	8	1.0%	842	33.0%
Resources & Regeneration Directorate	6	1.6%	22	5.9%	25	6.7%	32	8.6%	30	8.1%	38	10.2%	68	18.3%	76	20.4%	44	11.8%	22	5.9%	9	2.4%	372	14.6%
Total	18	0.7%	107	4.2%	166	6.5%	245	9.6%	258	10.1%	319	12.5%	416	16.3%	487	19.1%	332	13.0%	166	6.5%	37	1.5%	2551	100.0%



69% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 4.9% during 2014/15. This compares to the average across London Councils of 3% of employees aged under 25. The Council continues to be able to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships.

The age profile of the Council is outlined above, demonstrating that 57% of staff are aged over 45. This reflects a slight increase on the previous figure (56%) and the number of employees. The average age of the workforce in Lewisham is 46. This trend is due to the fact that, historically, people entered local government to build a career and have tended to remain working for the Council. 50% of employees live in the Borough and this together with good transport links, coupled with the attractive terms and conditions of employment, mean staff in the older age bands tend to stay with the Council.

There are programmes in place to address hard to fill roles and in the immediate and mid term, the Council is also seeking to fill entry level posts with Apprentices. HR Business Partners are actively encouraging services who have not yet taken up Apprenticeship opportunities to do so.

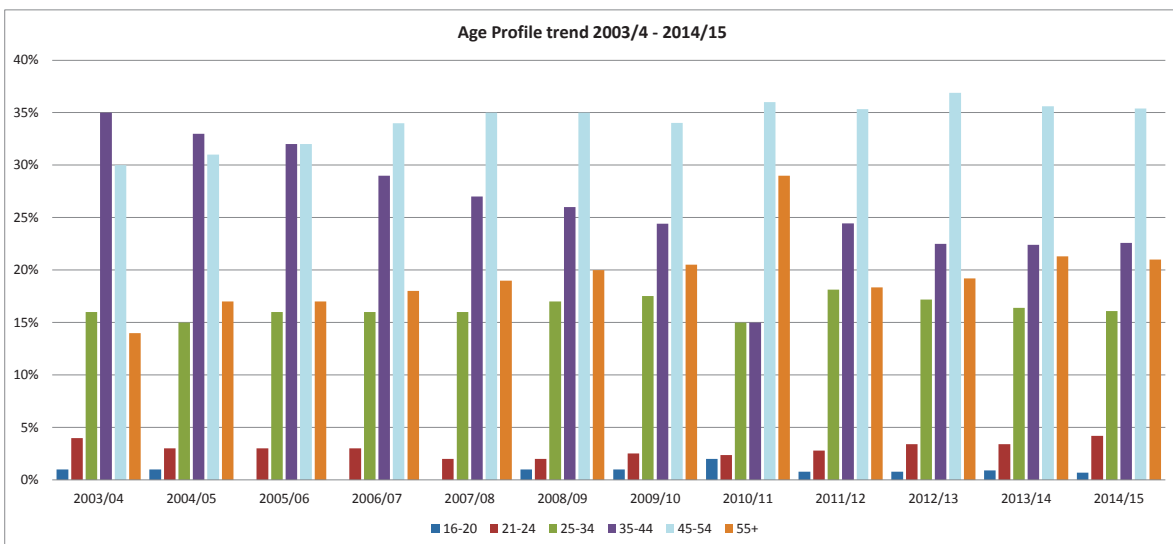
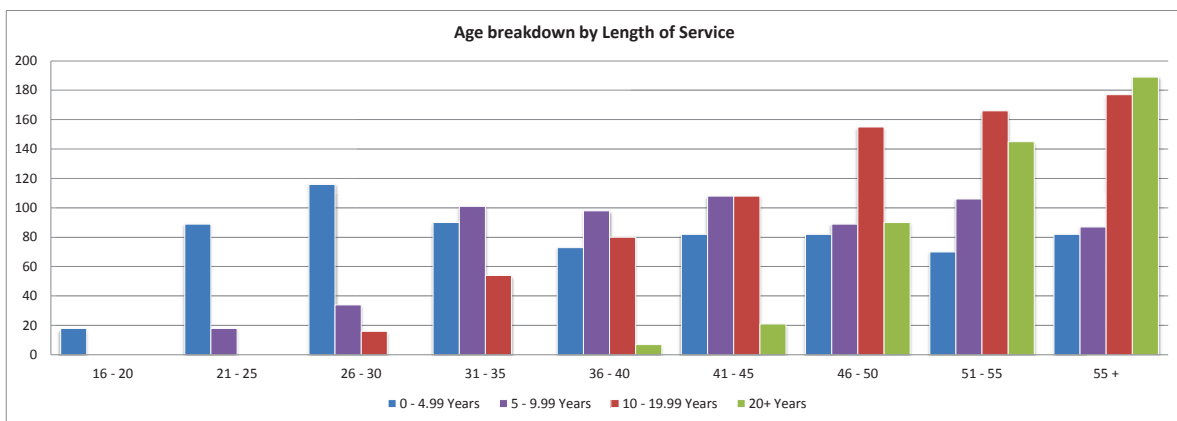
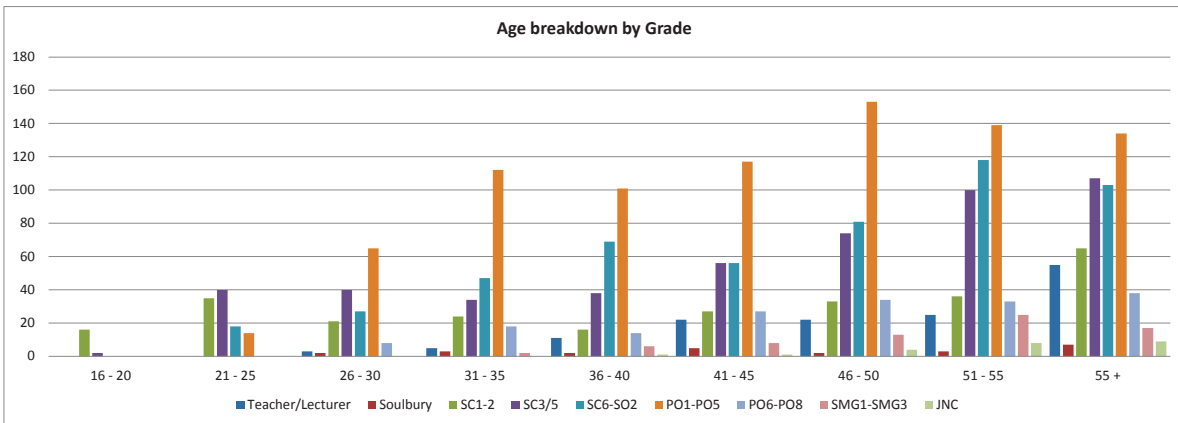
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	11	1.1%	55	5.6%	67	6.8%	104	10.6%	106	10.8%	118	12.0%	173	17.6%	203	20.7%	144	14.7%	981	38.5%
Unknown	3	2.0%	14	9.3%	14	9.3%	12	7.9%	18	11.9%	24	15.9%	26	17.2%	18	11.9%	22	14.6%	151	5.9%
White	4	0.3%	38	2.7%	85	6.0%	129	9.1%	134	9.4%	177	12.5%	217	15.3%	266	18.7%	369	26.0%	1419	55.6%
Total	18	0.7%	107	4.2%	166	6.5%	245	10.1%	258	10.1%	319	12.5%	416	16.3%	487	19.1%	535	21.0%	2551	100.0%

BY DISABILITY

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	1	1.1%	1	1.10%	4	4.50%	3	1.98%	6	6.70%	9	10.10%	19	21.3%	20	22.5%	26	29.2%	89	100.0%

AGE PROFILE - 2014/15

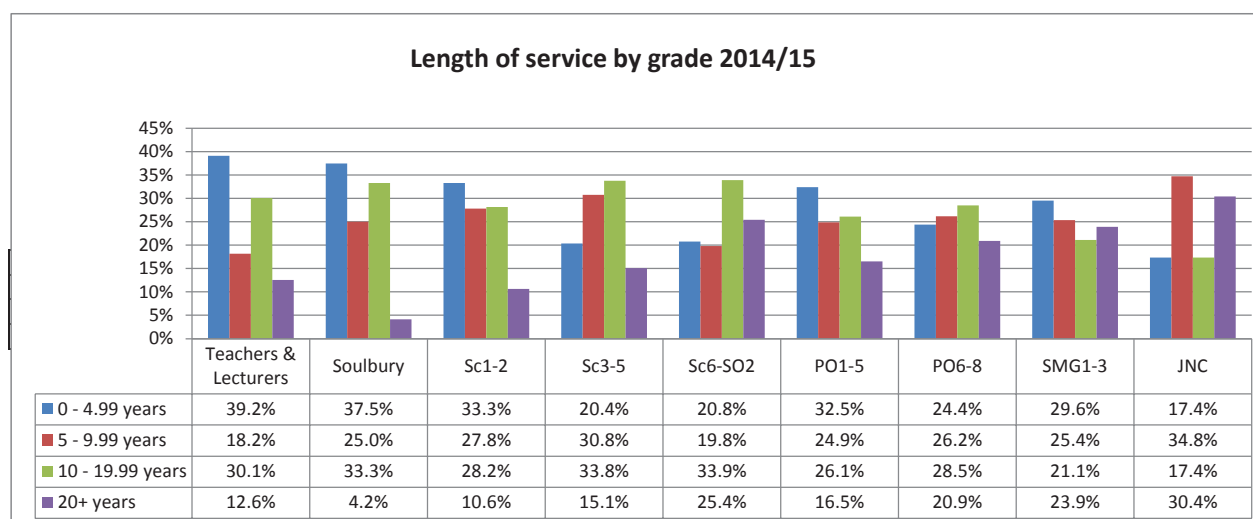


Over the past 11 years the number of staff in the age bands '16 to 20', '21 to 24', '25 to 34' and '45 to 54' age groups have remained steady. The age group 55+ had remained steady until 2010/11 when there was an increase to 29% from the figure of 21% in 2009/10. The percentage for this age group then dropped to 18% in 2011/12 and has remained at a similar level for the last two years. The initial increase can be explained due to the numbers of staff in this age group who remain working for the Council for a number of years. The decrease in that age band during 2011/12 would have been due to the large number of redundancies during that year. There is a slight decrease in all age bands as a result of the high number of leavers during the 2014/15 financial year.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2014/15

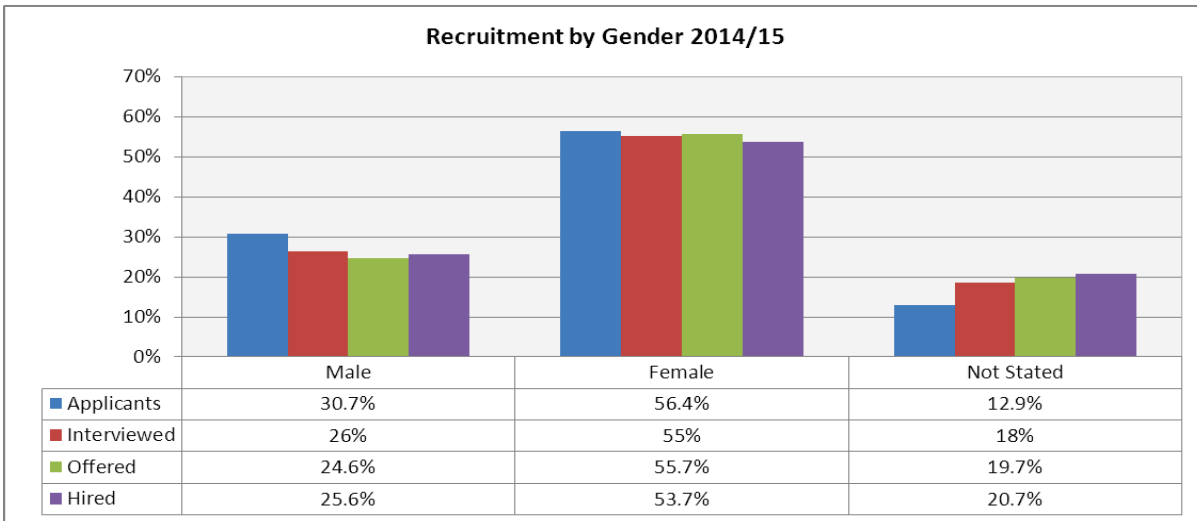
BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	231	43.3%	132	24.8%	130	24.4%	40	7.5%	533	20.9%
Community Services	226	28.1%	236	29.4%	226	28.1%	116	14.4%	804	31.5%
Customer Service	136	16.2%	199	23.6%	303	36.0%	204	24.2%	842	33.0%
Resources & Regeneration	109	29.3%	74	19.9%	97	26.1%	92	24.7%	372	14.6%
Total	702	27.5%	641	25.1%	756	29.6%	452	17.7%	2551	100.0%

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	56	39.2%	26	18.2%	43	30.1%	18	12.6%	143	4.7%
Soulbury	9	37.5%	6	25.0%	8	33.3%	1	4.2%	24	1.1%
Sc1 - 2	91	33.3%	76	27.8%	77	28.2%	29	10.6%	273	10.4%
Sc3 - 5	100	20.4%	151	30.8%	166	33.8%	74	15.1%	491	19.4%
Sc6 - SO2	108	20.8%	103	19.8%	176	33.9%	132	25.4%	519	20.7%
PO1 - 5	271	32.5%	208	24.9%	218	26.1%	138	16.5%	835	32.6%
PO6 - 8	42	24.4%	45	26.2%	49	28.5%	36	20.9%	172	7.5%
SMG1 - 3	21	29.6%	18	25.4%	15	21.1%	17	23.9%	71	2.7%
JNC	4	17.4%	8	34.8%	4	17.4%	7	30.4%	23	0.9%
Total	702	27.5%	641	25.1%	756	29.6%	452	17.7%	2551	100.0%



The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1/2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3/5' as apprentices who successfully complete their apprenticeship are given "prior consideration" to posts of Sc3 and under at the end of their placement.

Recruitment by Gender 2014/15



The Council received 2737 applications for 235 roles and appointed to 400 posts of which 257 were external and 143 were internal staff.

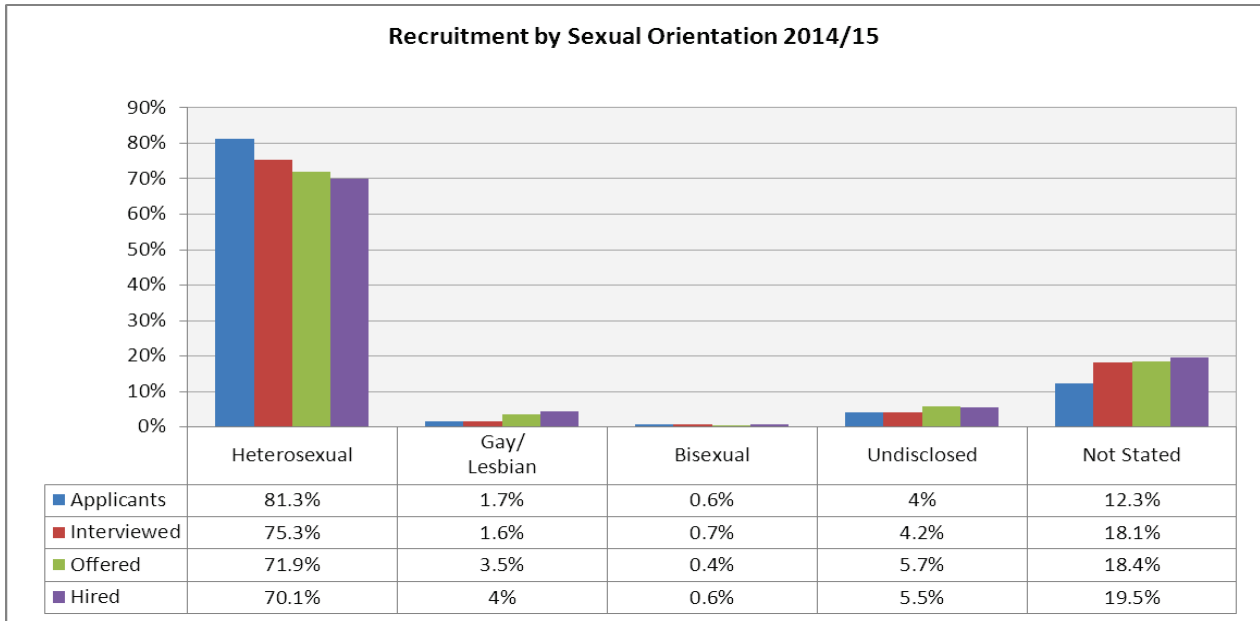
56.4% of applications made to the Council during 2014/15 were from female applicants which is an increase from 54.6% during 2013/14. Of the total appointments made during 2014/15, female appointees account for 53.7% of all appointments made.

Recruitment by Ethnicity 2014/15



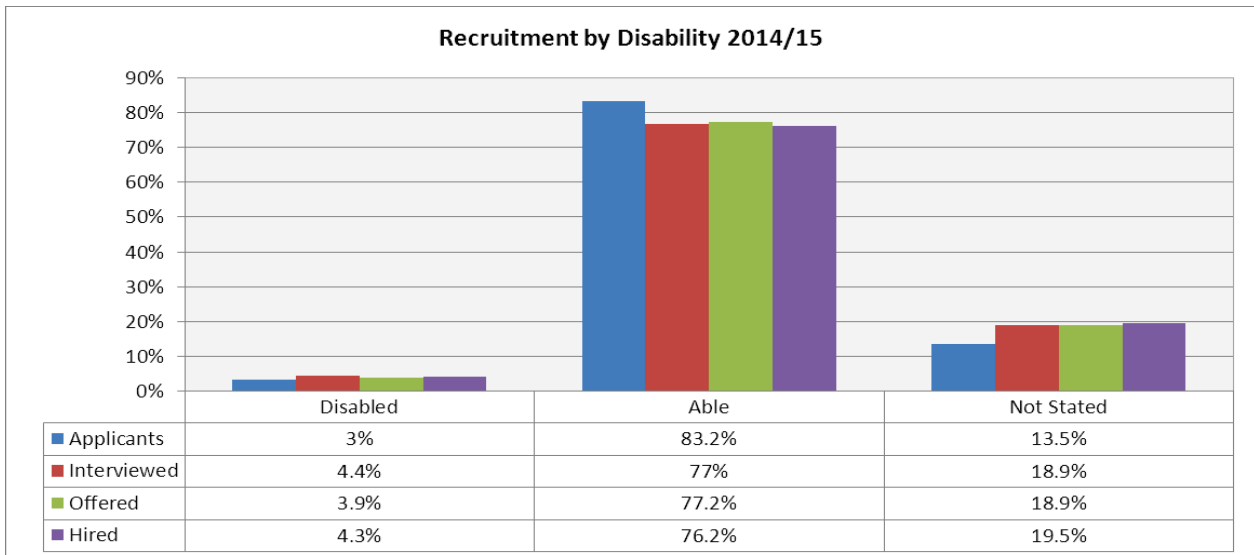
During 2014/15, 57.1% of applications were made by applicants who identify as BME, which compares to 57.6% during 2013/14. During 2014/15 BME candidates represent 37.2% of the total appointments made, which is broadly comparable to the BME working age population which stands at 44%.

Recruitment by Sexual Orientation 2014/15



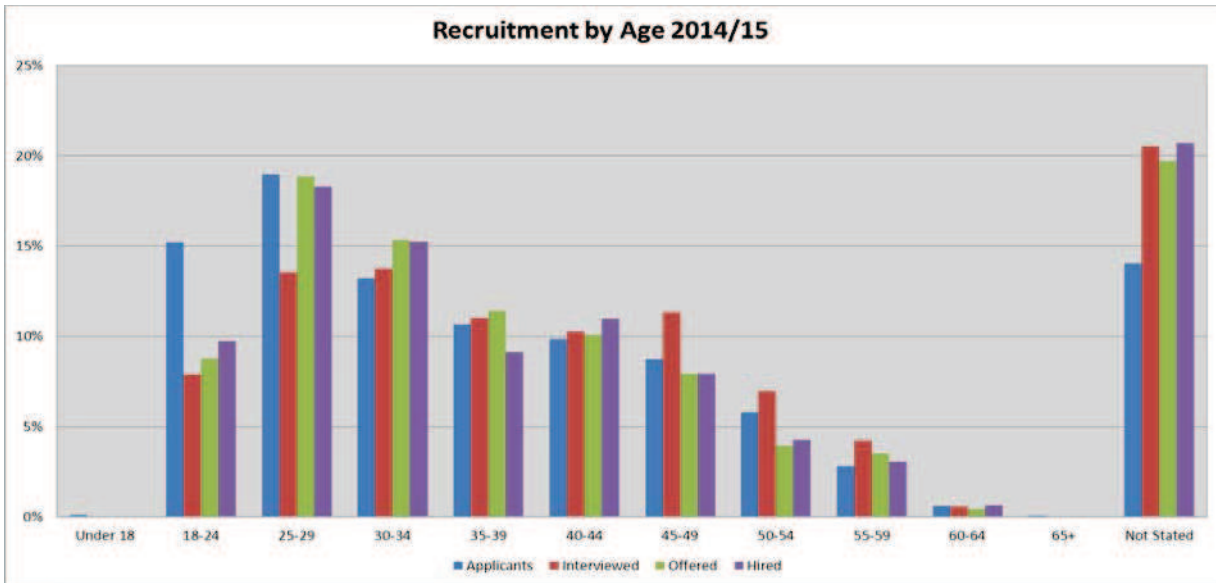
2.3% of all job applications made during 2014/15 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 4.6% of total appointments made during 2014/15 were to candidates who identify as LGBT, which is slightly lower than last year's figure of 5.3%.

Recruitment by Disability 2014/15



Applications from candidates who identify as having a disability or long term illness comprised 3% of all applications made during 2014/15, which is lower than last year's figure of 5%. Appointments of those who identify as having a disability or long term illness comprised 4.3% of all appointments made during 2014/15 which is higher than the figure of 2.6% during 2014/15.

Recruitment by Age 2014/15



The Council's Apprenticeship scheme continues to generate interest, with 15% of all applications to the council during 2014/15 being from applicants aged under 25. 15.6% of applicants declined to disclose their age group this year, compared to 13% of applicants during 2013/14. 10% of all appointments made in 2014/15 were from people aged under 25, reflecting a decrease in the young applicant as the % of young people signed up at Job centre plus has significantly reduced compared to previous years.

Impact of HR Processes

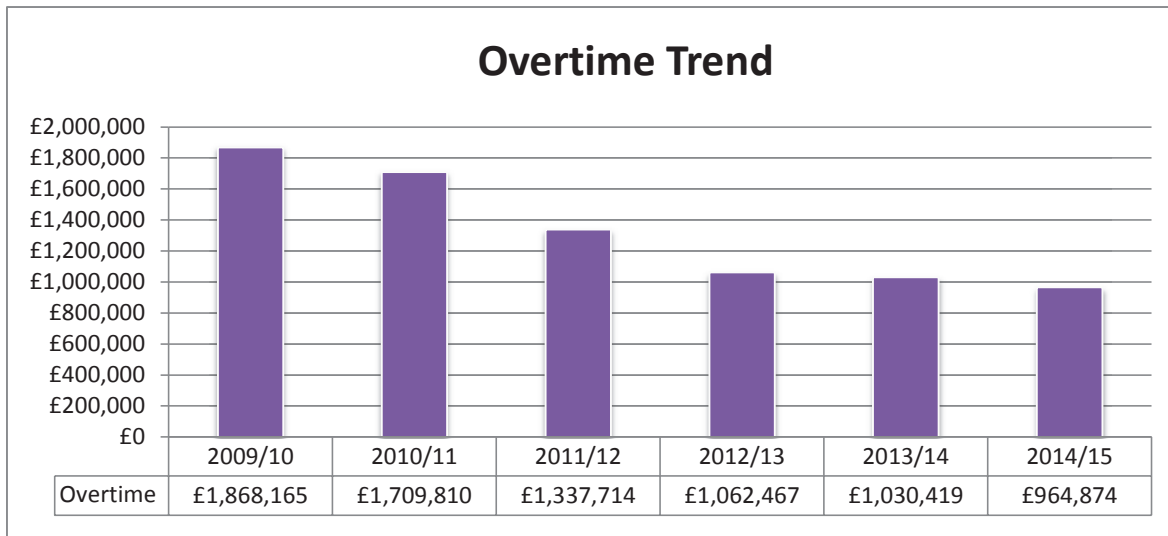
HR processes underpin the People Management Strategy. The priorities for HR over the coming years are to support the Council as it faces significant levels of change. The priorities for the Council are to 'lead and engage people through change', to 'improve performance' and to support 'new ways of working'. HR Processes will help the Council to achieve these goals supporting employees so that they are able to address the challenges facing the Council and continue to deliver high quality services to the residents of the Borough.

Lewisham has a shared vision with its partners that “Together we will make Lewisham the best place in London to live, work and learn”. In order to realise this vision, the Council needs a flexible, skilled and motivated workforce who are well-led and managed.

In broad terms, our employees reflect the diversity of the local community which enables the Council to develop services that meet the needs of the community. Challenges exist in some areas such as representation of BME staff across the Council but particularly in more senior grades and this issue remains a priority for the People Management Strategy.

OVERTIME 2014/15

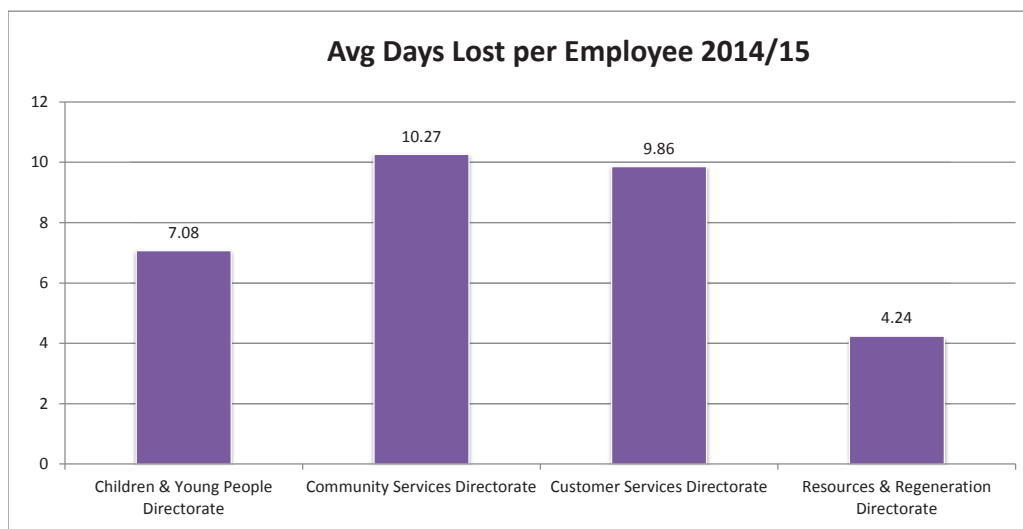
	Overtime 2013/14	Overtime 2014/15	Increase / decrease
Children and Young People	37469	79360.84	41891.84
Community Services	120095	122048.23	1953.23
Customer Services	803668	726028.35	-77639.65
Resources & Regeneration	69187	37436.83	-31750.17
Total	£1,030,419	£964,874	-£65,545



The overtime trend has continued to decrease over the last 6 years and continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2014/15

Directorate	Actual Days	Average FTE	Avg Days Lost 14/15	Avg Days Lost 13/14
Children & Young People Directorate	3480.40	491.75	7.08	6.94
Community Services Directorate	6809.30	663.32	10.27	9.25
Customer Services Directorate	8269.53	838.72	9.86	7.79
Resources & Regeneration Directorate	1661.68	391.62	4.24	3.45
Lewisham Council excluding Schools	20220.91	2385.40	8.48	7.24

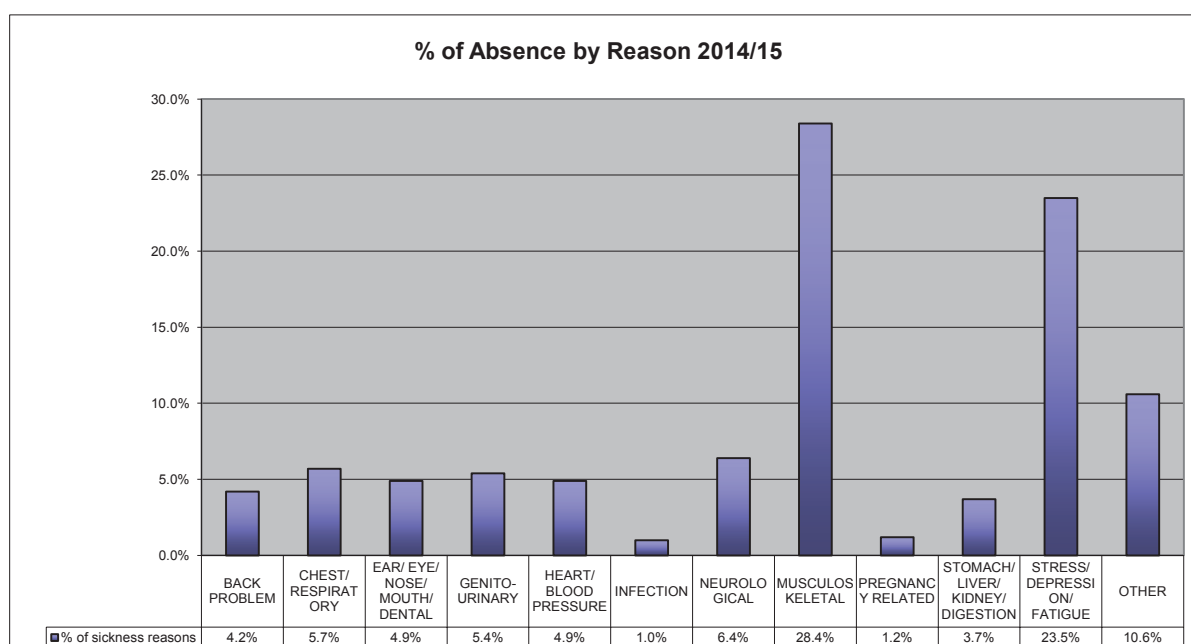


The average days lost per employee has increased from 7.24% last year to 8.48% during 2014/15.

The average number of days lost per employee cross London Councils is 7.5% (source *Human Capital Matrix 2014*).

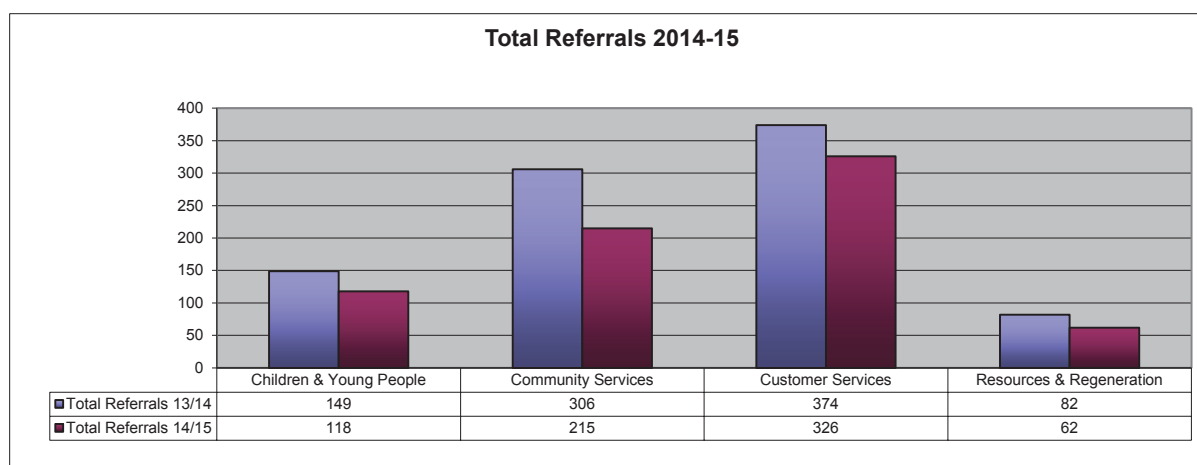
The average number of days lost has increased in Community Services Directorate and Customer Services Directorate, however, these Directorates have the most number of posts involving work outdoors which could account for this.

OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



*N.B. Sickness reasons are only included for 1st referrals (not re-referrals or follow ups) and so totals will not correspond to total referrals for the year.

Musculo-skeletal and stress related reasons continue to be the most prevalent reasons for OH referrals year on year. One possible reason for higher musculo-skeletal referrals is more enthusiastic use and awareness of the popular OH physiotherapy services which have been instrumental in supporting employees to either remain at work or return to work more quickly following sickness absence. Stress/ depression/ fatigue reasons include a range of mental health reasons e.g. depression disorders, as well as domestic stress and work related stress reasons (which form a small proportion of this category).



*Total referrals include 1st referrals, Non Attendees and Follow ups

PROMOTED EMPLOYEES - 2014/15

Promoted Employees		Total Employees	
121	4.7%	2551	100%

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
44	8.3%	29	3.6%	31	3.7%	17	4.6%	121	4.7%

BY GENDER

Male		Female		Total	
36	3.6%	85	5.5%	121	4.7%

BY GRADE

Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.0%	0	0.0%	2	0.7%	23	4.7%	13	2.5%	57	6.8%
PO6-8		SMG1-SMG3		JNC		Total					
18	10.5%	7	9.9%	0	0.0%	121	4.7%				

BY LENGTH OF SERVICE

0-4.99 years		5-9.99 years		10.19.99 years		20+ years		Total	
55	7.8%	38	5.9%	19	2.5%	9	2.0%	121	4.7%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	5.6%	21	19.6%	15	9.0%	24	9.8%	11	4.3%	15	4.7%
46-50		51-55		55+		Total					
19	4.6%	8	1.6%	7	1.3%	121	4.7%				

BY ETHNICITY

BME		Unknown		White		Total	
49	5.0%	7	4.6%	65	4.6%	121	4.7%

BY DISABILITY

Disabled	
2	2.2%

The percentage of promoted non-schools employees has decreased to 4.7% in 2014/15 from 7% during 2013/14. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.

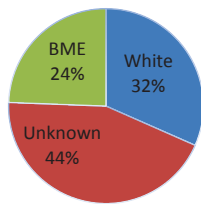
Agency Profile 2014/15

Agency Gender Profile 2014/15

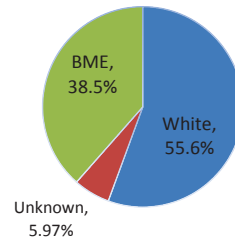
Gender	Community Services Directorate	Customer Services Directorate	Children & Young People Directorate	Resources & Regeneration Directorate	Total
Women	121	80	70	25	296
Men	62	210	19	43	334
Total	183	290	89	68	630

Agency workers form a large proportion of workers in Refuse and Cleansing Services which explains the high proportion of male agency workers compared to the opposite trend for permanent staff

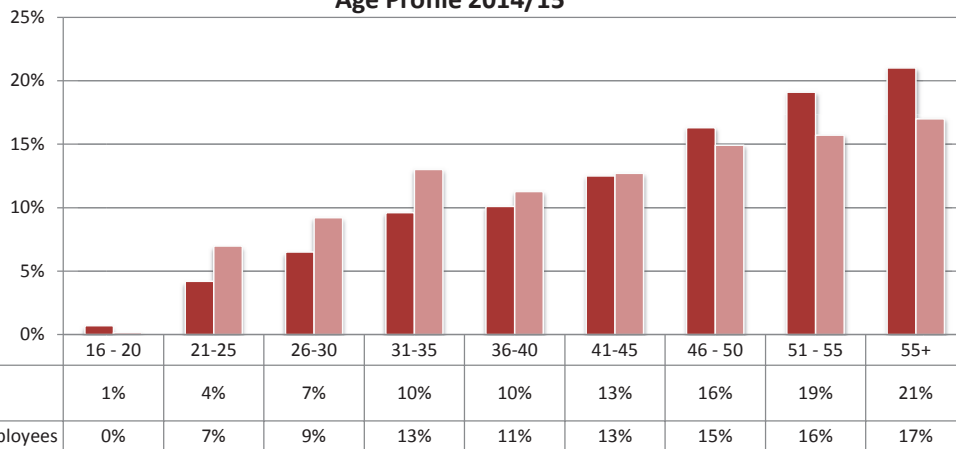
Agency Ethnicity Profile 2014/15



Ethnic Origin of Council Employees 2014/15



Age Profile 2014/15



16% of agency workers are under 30, compared to 12% of Council employees. This slight difference could be due to the fact that young people are not yet ready to settle into permanent careers and the flexibility of agency work suits their needs at this time in their lives.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2014/15

Directorate	Job Role	No.
Community Services	Support Worker	85
	Bar steward	50
	Social worker	25
	Business support & Admin	11
	Reablement Officer	10
	Nurse Officer	6
	YOS Officer	3
Customer Services	Loader/Sweeper	158
	Passenger Attendant	38
	Call point Officer	15
	Service point Officer	8
	Benefits Officer	8
	LGV Driver	6
Children & Young People	Social worker	32
	Tutors	9
	Team Manager	6
	Business support	6
	Admin support Office	4
Resources & Regeneration	Planning Officers/Assts	11
	Road safety Asst	8
	Administration	6
	Engineer	3
	Property Support Officer	2
	Property Advisor	2

Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last year has been for additional staffing/flexible resourcing (at 77%), with the next most popular reason for usage being other (at 12.6%).

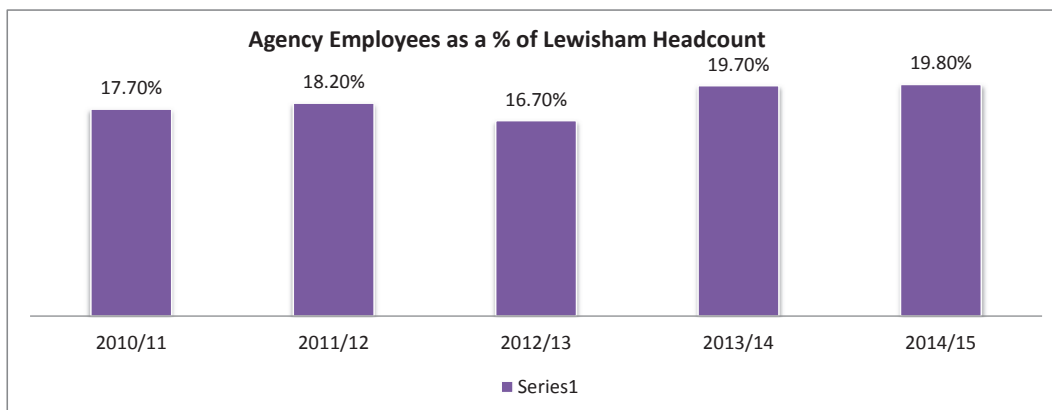
**AGENCY STAFF EXPENDITURE
April 2014 to March 2015**

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

Directorate	2014/15		2013/14	
	£'000	%	£'000	%
Community Services	5023	28.7%	4633	27.6%
Customer Services	6621	37.8%	7096	42.3%
Children & Young People	3424	19.5%	2490	14.8%
Resources & Regeneration	2439	14.0%	2559	15.3%
TOTAL	17,507	100.0%	16,778	100%

2014/2015 AVERAGE NUMBER OF AGENCY STAFF BY ENGAGEMENT REASON

Directorate	Additional Staffing / Flexible Resourcing	Expansion	Extra Workload	Increased work load & one-off Projects	New Position	Organisational Changes	Other	Recruiting to post	Replace Leaver	Sickness
Community Services	220	0	2	4	0	0	13	7	0	2
Customer Services	235	2	0	17	1	1	55	2	0	2
Children & Young People	79	0	0	4	0	0	5	10	0	0
Resources & Regeneration	28	1	0	5	0	0	20	14	0	0
Grand Total	562	3	2	30	1	1	93	33	0	4

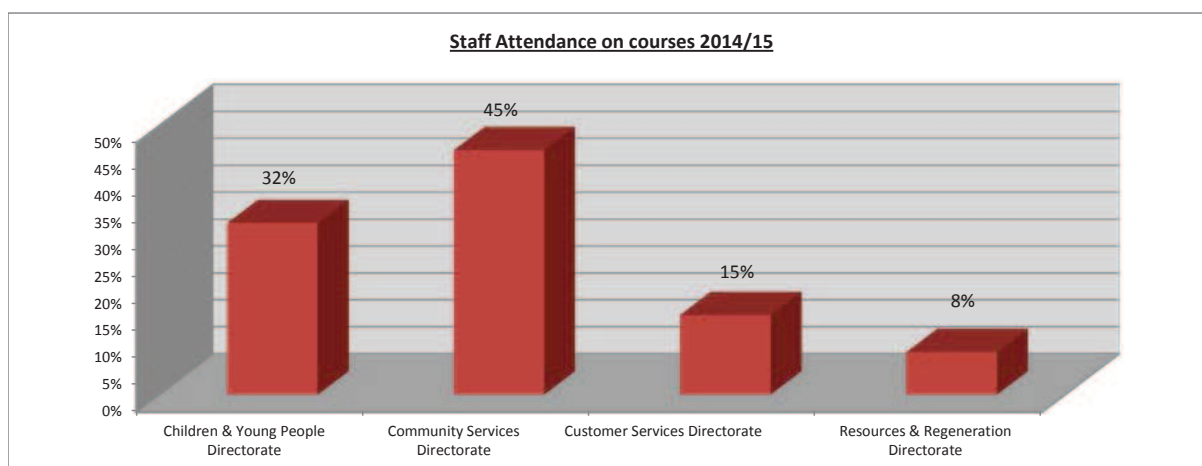


COMMENTARY

In 2014/15 agency staff made up 19.8% of the total workforce compared to 19.7% in 2013/14. The percentage of average agency employees has remained constant but there has been a slight increase in the expenditure. This is a result of agency employees may have to be employed for slightly longer durations pending reorganisations and implementing the Mayors Budget Savings proposals.

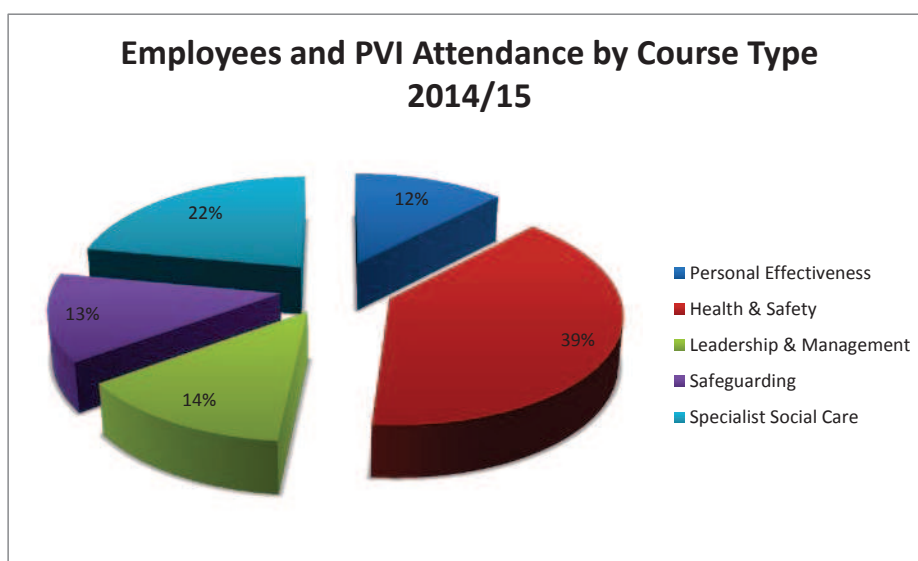
Learning & Development 2014/15

Staff Attendance on courses Apr 2014 - Mar 2015



During 2014/15, 399 courses were delivered. Community Services directorate had the highest percentage of attendance at 45%, followed by Children and Young People directorate with 32%. Both Customer Services had 15% and Resources and Regeneration directorate had 8% attendance on courses. In total 1394 course places were filled by staff during the period April 2013 – March 2014. The breakdown above does not include attendance from the Private Voluntary & Independent organisations (PVI's).

A total of 1202 attendees from the PVI sector attended courses run by London Borough of Lewisham. There were a total of 71 PVI organisations who attended courses and 83 schools within the Borough.



Of all learning programmes described below by Course type, Specialist Social Care courses are the most attended, with 81 programmes delivered in this area.

Number of Courses by Course Type, including PVI

Course Type	No. of courses ran
Health & Safety	144
Leadership and Management	58
Personal Effectiveness	44
Safeguarding	44
Specialist Social Care	59
Total	349

LEAVERS 2014/15

In 2014/15, the number of non-schools employees reduced from 2745 at the beginning of the year, to 2551 by the year's end, a net reduction of 7% in staff numbers.

Total number of employees at April 2014 - 2745

Less number of employees leaving on redundancy terms - 69

Less number of employees leaving on Voluntary Severance - 110

Less number of voluntary leavers/dismissals (includes resignations & retirements) - 272

Plus number of new starters - 257

Total number of employees at March 2014 - 2551

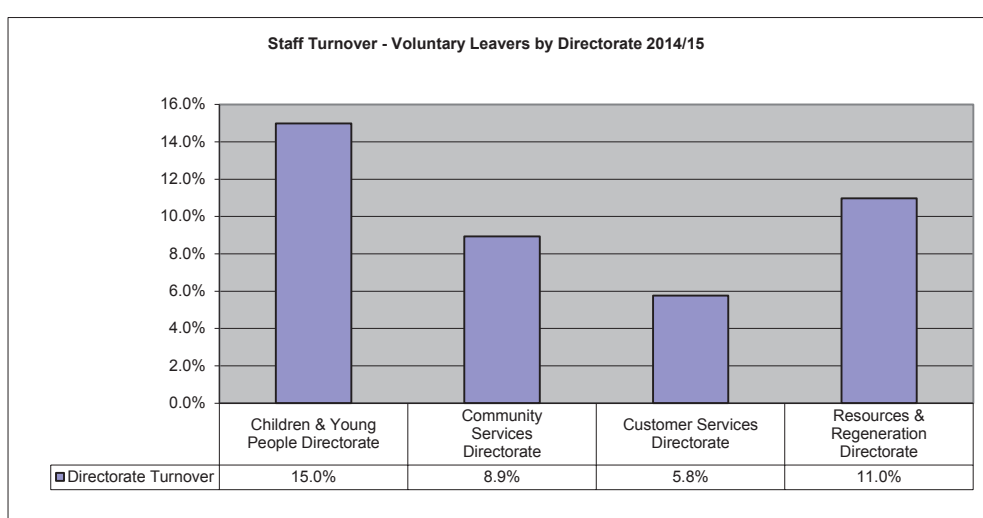
Analysis of the 250 voluntary leavers, representing a 9.4% turnover, is very slightly higher than the 9% turnover figure in 2013/14 and continues to be higher than the average trend for the previous years. Further analysis of this increase is being undertaken.

Employees being made redundant continue to be offered HR briefings on the redeployment/redundancy process together with a programme of outplacement support training (OPS) and advice from Jobcentre Plus. The programme includes CV writing and job search skills, interview skills, and business start up workshops. The programme has been extended to include direct access to job vacancies, interviews and screening days with employers and also up to 12 hours 'guided learning' each week on both accredited and non accredited training, 3 hours job brokering sessions per week, training courses which run for 2 to 8 weeks and which include a 'pick and mix' model of customer service, retail and hospitality, IT (all levels) effective personal marketing, enterprise and self employment. Feedback on the OPS support has been extremely positive as has the feedback for the confidential financial advice sessions offered to staff. Employees are also offered one to one coaching sessions from REED and comprehensive "employability skills" information including practice psychometric tests.

Voluntary Leavers between 01/04/2014 - 31/03/2015

Voluntary leavers are those who have chosen to leave the Authority for reasons not initiated by the Council so do not include redundancies, dismissals, TUPE transfer.

Directorate	Employed April 14	Employed March 15	Net Voluntary Leavers	Directorate Turnover
Children & Young People Directorate	562	533	82	15.0%
Community Services Directorate	809	804	72	8.9%
Customer Services Directorate	926	842	51	5.8%
Resources & Regeneration Directorate	448	372	45	11.0%
Total	2745	2551	250	9.4%



BY GENDER	Employed April 14	Employed March 15	Leavers Count	Turnover
Female	1687	1548	164	10.1%
Male	1058	1003	86	8.3%
Total	2745	2551	250	9.4%

BY ETHNICITY	Employed April 14	Employed March 15	Leavers Count	Turnover
BME	1021	981	85	8.5%
Unknown	170	151	21	13.1%
White	1554	1419	144	9.7%
Total	2745	2551	250	9.4%

BY LENGTH OF SERVICE	Employed April 14	Employed March 15	Leavers Count	Turnover
0 - 4.99 Years	707	702	117	16.6%
5 - 9.99 Years	742	641	69	10.0%
10 - 19.99 Years	780	756	39	5.1%
20+ Years	516	452	25	5.2%
Total	2745	2551	250	9.4%

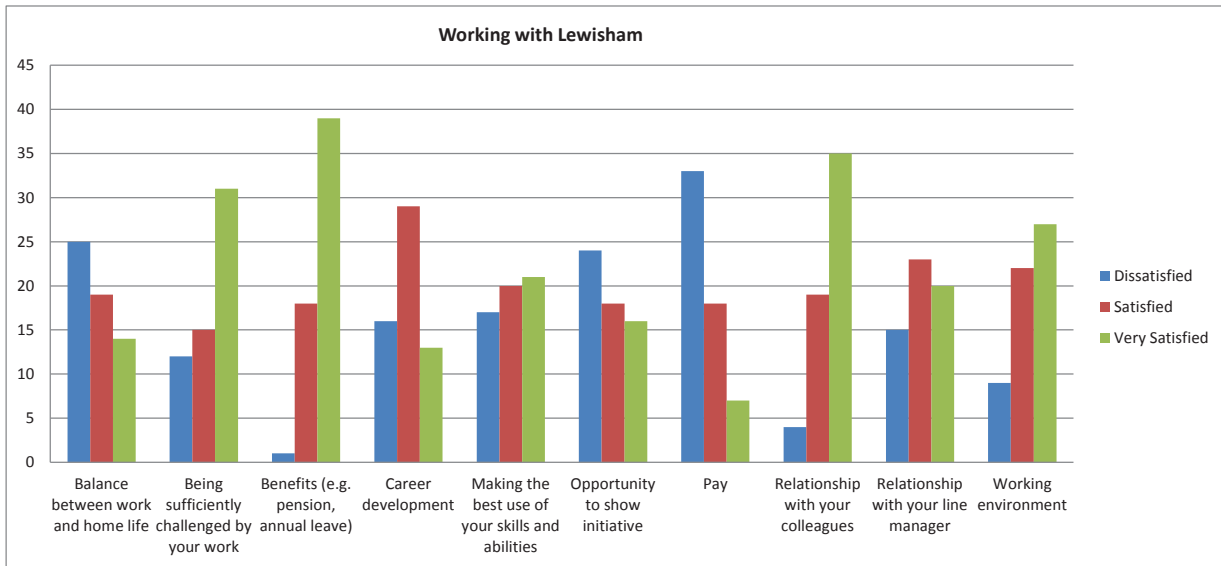
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 22 months

BY AGE	Employed April 14	Employed March 15	Leavers Count	Turnover
16 - 20	25	18	1	4.7%
21 - 25	94	107	17	16.9%
26 - 30	157	166	25	15.5%
31 - 35	295	245	30	11.1%
36 - 40	260	258	31	12.0%
41 - 45	353	319	31	9.2%
46 - 50	477	416	28	6.3%
51 - 55	499	487	23	4.7%
55 +	585	535	64	11.4%
Total	2745	2551	250	9.4%

Again turnover by age band is the highest amongst those in the 21 to 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement

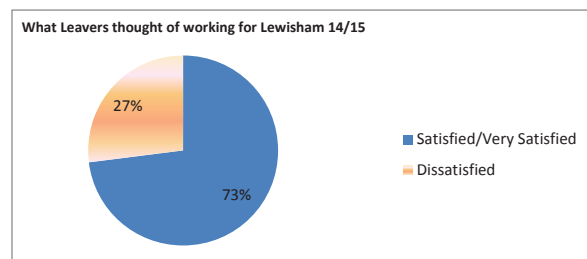
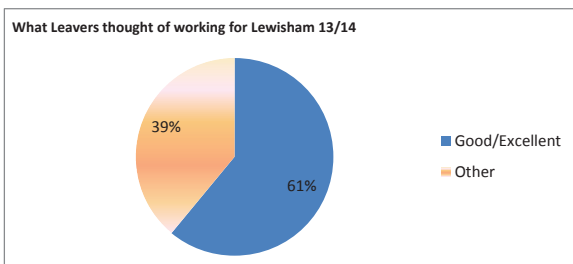
BY Grade	Employed April 14	Employed March 15	Leavers Count	Turnover
Lect	130	143	9	6.6%
Soulbury	30	24	5	18.5%
Sc1 - 2	285	273	26	9.3%
Sc3 - 5	533	491	39	7.6%
Sc6 - SO2	569	519	27	5.0%
PO1 - 5	896	835	107	12.4%
PO6 - 8	205	172	28	14.9%
SMG1 - 3	73	71	8	11.1%
JNC	24	23	1	4.3%
Total	2745	2551	250	9.4%

Exit Survey 2014/15



58 people completed an exit questionnaire during 2014/15 - 84% of the 58 felt that they were satisfied/very satisfied with the working environment in Lewisham. 98% of leavers said they were satisfied/very satisfied with the benefits package.

HR is taking action to encourage leavers to complete the exit questionnaire, in order to give more in-depth analysis of the views of those leaving the Council



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Agenda Item 6

Safer Stronger Communities Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	6
Class	Part 1 (open)	01 July 2015	

1. Purpose

To advise Members of the proposed work programme for the municipal year 2015/16, and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 28 April 2015 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear about what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

4. The work programme

4.1 The work programme for 2015/16 was agreed at the Committee's meeting on 20 April 2015.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 16 September 2015:

Agenda item	Review type	Link to Corporate Priority	Priority
Lewisham Future Programme	Standard item	Inspiring efficiency, effectiveness and equity.	High
Provision for the LGBT community	Performance monitoring	Community leadership; safety, security and a visible presence	Medium
Main grants equalities approach	Standard review	Inspiring efficiency, effectiveness and equity	High
Safer Lewisham Plan monitoring and update	Standard item	Community leadership; safety; inspiring efficiency, effectiveness and equity	High

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these items, based on the outcomes the Committee would like to achieve, so that officers are clear about what they need to provide for the next meeting.

5.3 At its meeting on 20 April 2015 the Committee discussed the possibility of carrying out a review of issues related to poverty as part of its 2015-16 work programme. A scoping report, which sets out the background and a possible terms of reference for the review is attached at appendix D. Members are asked to consider the contents of the report and agree on an approach for the in-depth review.

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

9. Date of next meeting

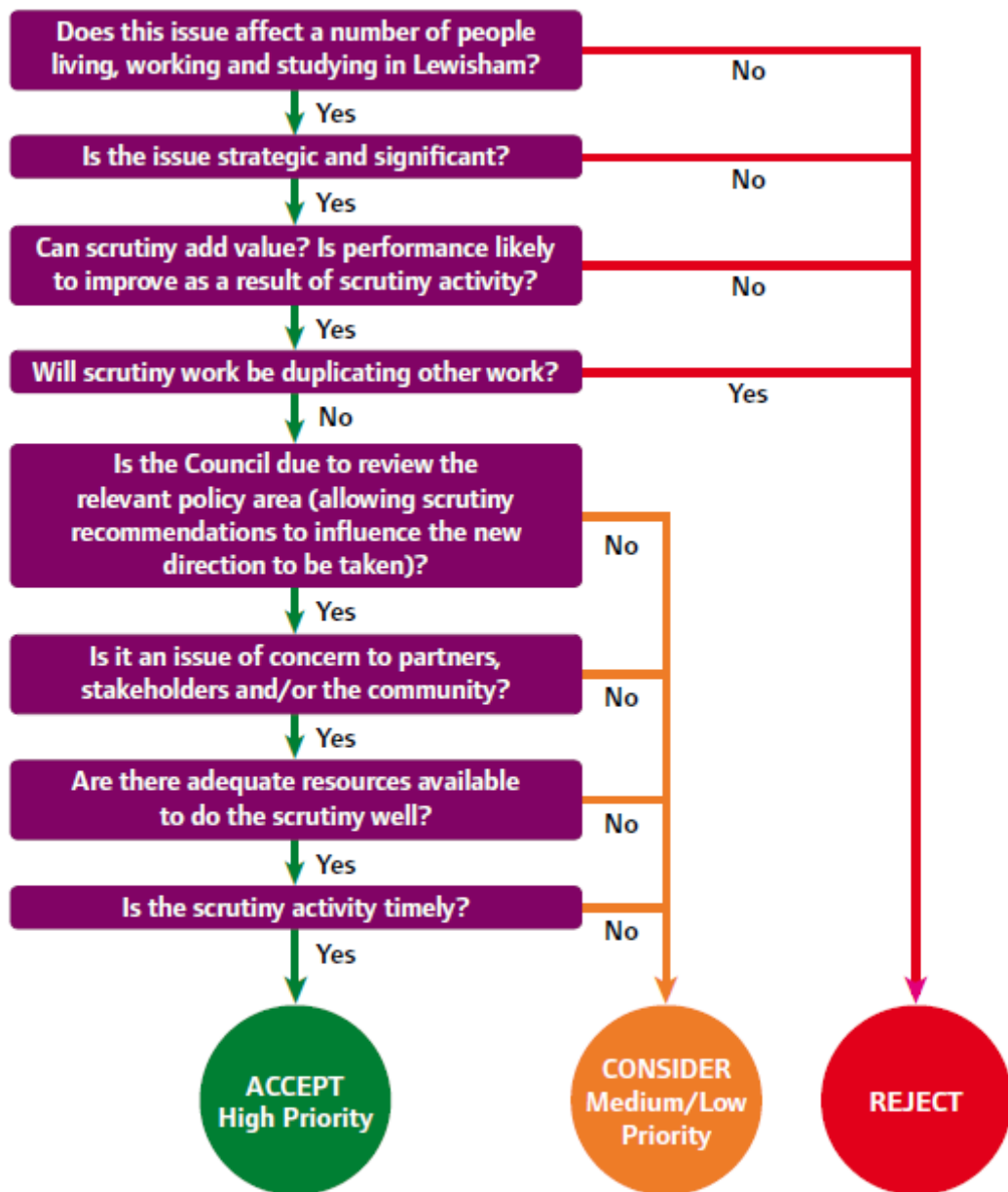
The date of the next meeting is Wednesday 16 September.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Work item	Type of item	Priority	Strategic priority	Delivery deadline	20-Apr	14-May	01-Jul	16-Sep	21-Oct	30-Nov	19-Jan	09-Mar
Lewisham Future Programme	Standard item	High	CP10	Ongoing				Savings				
Election of the Chair and Vice-Chair	Constitutional requirement	N/A	-	Apr								
Select Committee work programme	Standard item	High	CP1	Apr								
Main grant programme funding	Standard item	High	CP10	Apr								
VAWG review report	In-depth review	High	CP4	Apr								
Voluntary sector accommodation	Policy development	High	CP10	Apr								
Probation service update	Standard item	Medium	CP4	May								
Poverty review	In-depth review	High	CP10	May			Scope		session 1	session 2	session 3	Report & recs
Provision for the LGBT community	Standard review	Medium	CP1	Jul								
Implementation of the volunteering strategy	Standard review	Medium	CP1	Jul								
Council employment profile	Standard item	Medium	CP10	Jul								
Main grants equalities approach	Performance monitoring	Medium	CP10	Sep								
Development of the CES	Policy Development	Medium	CP1	Oct								
Impact of the Public Health savings proposals on the Community and Voluntary Sector	Standard item	Medium	CP10	Oct								
Local Assemblies	Performance monitoring	Medium	CP1	Jan								
Library and information service	Performance monitoring	Medium	CP1	Jan								
VAWG service update	Performance monitoring	Medium	CP4	Jan								
Safer Lewisham Plan - monitoring and update	Performance monitoring	High	CP4	Mar								
Enforcement review	Joint scrutiny	High	CP4	Mar								
Comprehensive Equalities Scheme - monitoring and update	Performance monitoring	Medium	CP1	Mar								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meetings					
1)	Wed	20 Apr	5)	Wed	21 October
2)	Thu	14 May	6)	Mon	30 November
3)	Wed	1 July	7)	Tue	19 January
4)	Wed	16 September	8)	Wed	9 March

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020		
	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities		
	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2015 - October 2015

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2015	Broadway Theatre Working Group	Wednesday, 24/06/15 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
December 2014	Catford Town Centre CRPL Business Plan 2015/16	Wednesday, 24/06/15 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2015	Constitutional Matters	Wednesday, 24/06/15 Council	Kath Nicholson, Head of Law and Councillor Alan Hall, Chair of Overview & Scrutiny Committee		
March 2015	Housing Strategy	Wednesday, 24/06/15 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2015	Local Development Framework: Revised Local Development Scheme (version 7)	Wednesday, 24/06/15 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2015	Variation of contract for works at Forster Park Primary School	Tuesday, 07/07/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Children and Young People		
June 2015	Blackheath bye-laws	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2015	Council Tax Reduction Scheme Consultation	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2015	Redesignation of Children's Centres: feedback from consultation events	Wednesday, 15/07/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2015	Deferral of the expansion of Sir Francis Drake primary school	Wednesday, 15/07/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Deptford Southern Housing: Appropriating land for Planning purposes	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Damien Egan, Cabinet Member Housing		
May 2015	Discretionary Licensing of the Private Rented Sector	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2015	Disposal of Land Arcus Road/Chingley Close	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Enforcement Policy for Various Regulatory Functions	Wednesday, 15/07/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
May 2015	Financial Forecasts 2015-16	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2015	Formal Designation of Crystal Palace & upper Norwood Neighbourhood Forum and Area	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Governing Bodies	Wednesday,	Frankie Sulke, Executive		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Reconstitution St Mary Magdalen's Catholic Primary School	15/07/15 Mayor and Cabinet	Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Homelessness Allocations Process	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2015	Homeless Hostel Investment Programmes	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2015	Medium Term Financial Strategy 2016 to 2019/20	Wednesday, 15/07/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Milford Towers Lease	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2015	New Local Plan for Lewisham first round of Public Consultation	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Deputy Mayor		
June 2015	Parks bye-laws	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2015	Response to Consultation - Remodelling Lewisham's Adult Day Services and Associated Transport	Wednesday, 15/07/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
June 2015	Adoption of Rivers SPD	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Sheltered Housing Investment and improvement Programme	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2014	Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution	Wednesday, 15/07/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2015	Voluntary Sector	Wednesday,	Aileen Buckton,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Accomodation Implementation Plan	15/07/15 Mayor and Cabinet	Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
January 2015	Consultation on Potential Waste and Recycling Collections	Wednesday, 15/07/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
May 2015	Award of New Block Contractual Arrangements for Nursing Homes	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
May 2015	Children's Centres Contract Extension	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Deptford Lounge Centre Management Contract Extension	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
June 2015	Framework Agreement for Provision Supported Living Services to Adults with Learning Disabilities - Appointment to Framework	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
June 2015	Procurement of Primary care Dietetic Services	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
June 2015	Renewal of Framework Agreement for Tier 4 Services & Day Programmes for People with Substance Misuse	Wednesday, 15/07/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
June 2015	Contract Award All Saints Primary School to admit 30 additional pupils	Tuesday, 28/07/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Extension to the contract with Turner & Townsend for the provision of Client-side support to the Places programme	Tuesday, 28/07/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			People		
May 2015	Proposals by Archdiocese of Southwark St Winifred Infant School, St Winifred Junior School and Our Lady & St Philip Neri and inclusion in Capital Programme	Wednesday, 09/09/15 Mayor and Cabinet	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Award of Resurfacing Contract	Wednesday, 09/09/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	House on the Hill Design & Build Contract Award	Wednesday, 09/09/15 Mayor and Cabinet (Contracts)	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Award of Contract for works to expand Turnham Primary school	Tuesday, 22/09/15 Overview and Scrutiny Education Business Panel	Frankie Sulke, Executive Director for Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2015	Blackheath Bye-laws	Wednesday, 23/09/15 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Onikosi, Cabinet Member Public Realm		
June 2015	Parks Bye-laws	Wednesday, 23/09/15 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2015	Health and Social Care Information and Advice Strategy	Wednesday, 30/09/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
June 2015	Revenue Budget Savings	Wednesday, 30/09/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Dacre South Construction Contract Award	Wednesday, 30/09/15 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2015	Longfield Crescent Construction Contract Award	Wednesday, 30/09/15 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
June 2015	Woodvale contract award	Wednesday, 30/09/15 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
November 2014	Award of Highways Public Realm Contract Coulgate Street	Wednesday, 30/09/15 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Award of Homecare Contracts	Wednesday, 30/09/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2015	Review of Licensing Policy	Wednesday, 21/10/15 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2015	Capital and Revenue Budget Monitorig	Wednesday, 11/11/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2015	Review of Licensing Policy	Wednesday,	Aileen Buckton,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		25/11/15 Council	Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
June 2015	Council Tax Reduction Scheme 2016-17	Wednesday, 09/12/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Revenue Budget Savings	Wednesday, 09/12/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Council Tax Reduction Scheme 2016-17	Wednesday, 20/01/16 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Capital and Revenue Budget Monitoring	Wednesday, 10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		

Safer Stronger Communities Select Committee		
Title	Poverty review: scoping paper	
Contributor	Scrutiny Manager	Item 6
Class	Part 1 (open)	1 July 2015

1. Purpose of paper

- 1.1 At its meeting on 20 April 2015, the Committee decided as part of its 2015-16 work programme to undertake an in-depth review into poverty in Lewisham.
- 1.2 This paper establishes the rationale for the review. It provides some background information on the current situation in Lewisham and sets out potential terms of reference.
- 1.3 The in-depth review process is outlined at Appendix A.

2. Recommendations

The Select Committee is asked to:

- review and discuss the content of the report
- consider and agree the proposed terms of reference for the review, outlined in section 6 and the timetable, outlined in section 7.

3. Policy context

- 3.1 Government combines information from a range sources to develop a coordinated picture of deprivation across the whole country. The 'indices of multiple deprivation' (IMD) are widely used for comparisons between areas and they form the basis for discussions about future approaches to policy and decisions about access to services. There are seven areas, called 'domains', which make up the index:
 - Income deprivation
 - Employment deprivation
 - Health deprivation and disability
 - Education, skills and training deprivation
 - Barriers to housing and services
 - Crime
 - Living environment deprivation.
- 3.2 Poverty in London is monitored by the Greater London Authority (GLA). The Authority works to implement the policy framework set by the Mayor of London. The framework includes actions which are relevant across the domains which make up the indices of multiple deprivation. For example, the Mayor of London's housing strategy (2014) sets the ambition to increase the supply of new homes and the Mayor's Police and Crime Plan (2013-16) sets out plans for the Metropolitan police to reduce crime and increase victim satisfaction.

- 3.3 The most recent GLA analysis of figures from the Department for Work and Pensions indicates that between the years 2010 and 2013, the level of poverty in London remained roughly the same, at approximately a third of all Londoners. This analysis used low income as its principal measure of poverty. It noted that there poverty has a disproportionate impact on children and people of pensionable age (GLA Intelligence 2014).
- 3.4 Low pay in London was the subject of a recent working paper by the GLA's Economics division. It highlighted the Mayor of London's support for the implementation of the London Living Wage across the city and it provided analysis of the relationship between low pay and poverty. (GLA Economics 2015)
- 3.5 Lewisham's Sustainable Communities Strategy (2008-2020) sets out a vision of a resilient, healthy and prosperous borough. The Strategy informs the direction of Council policy and it guides the process of decision making. One of the governing principles of the Strategy is the ambition to '*reduce inequality and narrow the gap in outcomes for citizens*'. It is recognised in the Strategy that '*...deprivation and poverty can limit people's prospects (and) some of our communities are more likely to experience their effects than others*'. It also notes that '*deprivation is often accompanied and made worse by discrimination and prejudice*' (Lewisham Sustainable Communities Strategy 2008-2020, p23).
- 3.6 Lewisham's Children and Young People's plan 2011-15 set out the ambition to reduce the number of children living in poverty and increase life chances for all young people in the borough. It was recognised in the Plan that:
- 'Child poverty is firmly entrenched throughout London. Lewisham has one of the highest rates of child poverty nationally (equal 20th highest out of 354 LAs nationally) and in London Lewisham is the 11th most deprived borough (out of the 32 boroughs in the capital).' (CYPP, 2011-15, p23)
- 3.7 Reduction in child poverty has been an ambition of successive governments. The Child Poverty Act 2010 formalised the enduring target to eradicate child poverty in the UK by 2020. In October 2014 the Government reiterated its commitment to the target (HM Government, 2014).
- 3.8 Health partners in Lewisham use the Joint Strategic Needs Assessment (JSNA) to inform their priorities for improving the health and wellbeing of the local population. It is recognised in Lewisham's JSNA that there is a link between poor health and poverty. Analysis of the indices of multiple deprivation is included in the JSNA process.
- 3.9 Inequality and poverty are interlinked issues. Lewisham's Comprehensive equalities scheme (2012-16) highlights that the spatial distribution of social housing in Lewisham is associated with the spatial distribution of poverty. It recognises that, the prevalence of lone parent households is also correlated with the density of social housing (p5-6). The Scheme highlights the importance of ensuring 'equality for all' in access to services and opportunities to take part in society.
- 3.10 Mayor of Lewisham, Sir Steve Bullock, raised the issue of poverty in his speech at the Council's annual general meeting on 26 March 2015. He said: 'Further cuts will lead to a growing number of people becoming destitute – the safety net will be

taken away and they will have to rely on the goodwill of charities. Many will turn to their local councils at exactly the point where we are facing cuts on an unprecedented scale'¹.

4. Meeting the criteria for a review

A review into poverty meets the criteria for carrying out a scrutiny review, because:

- It is strategic and significant
- Lewisham's Sustainable Communities Strategy is part way through its current term
- The Council is undertaking a major programme of changes to reduce its budget and meet the changing needs of its population
- It affects a number of people living and working in the borough
- The Council will review the data release on the indices of multiple deprivation
- The Committee is due to consider the development of Lewisham's new Comprehensive Equalities Scheme
- The Committee is actively involved in the scrutiny of the main grants programme and the on-going work to develop a new overarching equalities approach for the borough.

5. Background

- 5.1 *Poverty* is a general term, which has multiple definitions and ways of being understood. It refers to different material and social conditions, which are susceptible to change over time. Its meaning, measures of its extent and the implications of its effects are determined by the context in which it is used.
- 5.2 *Absolute poverty* is most often understood as the condition in which individuals are unable to meet their essential material needs for shelter or food. International definitions used by the World Bank and the agencies of the United Nations have historically used a monetary income figure for individuals (one dollar a day was first used in the 1990s²), below which people are considered to be in extreme poverty³.
- 5.3 *Relative poverty* is most commonly used to describe situations of deprivation (lack or absence), where the level of income available to individuals or families falls below an agreed acceptable level. The idea of deprivation in this context broadens the definition of poverty beyond calculated levels of income, to include the lack of access to services. In England, the Government's index of multiple deprivation includes measures relating to health, employment, access to housing and the presence of negative factors, such as crime in the lives of the communities affected by deprivation. In the UK, poverty is usually measured by relative income deprivation (either low pay or worklessness) and lack of access to services.
- 5.4 *Median income measures of poverty* are used to contrast average earnings with the lowest paid, using individual or family incomes in relation to national income data.

¹ Mayor's speech to the AGM, 26 March 2015, online at: <http://tinyurl.com/pd2w5uj>

² The history of the one dollar a day benchmark, BBC online at: <http://tinyurl.com/7xehkl3>

³ A further discussion about the definition of absolute and extreme poverty is available online on the website of the United Nations Educational, Scientific and Cultural Organisation website, online at: <http://tinyurl.com/p8yw8jn>

An income which is at or below 60% of the median (the middle figure of the range of earnings) is commonly used as a measure of relative poverty in England⁴. For example, Government figures for child poverty use this measure (adjusted by family size) when determining the number of children who are in families affected by poverty. Efforts to reduce poverty defined as a proportion of median incomes are focused on raising earnings (or benefits) above the 60% threshold.

- 5.5 *Minimum income measures of poverty*, which incorporate the costs of living (rather than focusing on relative incomes) are also commonly used to define poverty in the UK. One well known measure is the London Living Wage (LLW). This is a minimum hourly rate above the legal minimum wage, which takes into account the costs of living and participating in life in London. The LLW is reviewed each year by the Greater London Authority, taking into account a number of costs for living in the city (adjusted for family composition). The factors which make up the basic cost of living are:
- Housing
 - Council tax
 - Transport
 - Childcare
 - All other costs (a 'regular shopping basket')
- (GLA Economics 2014)
- 5.6 The GLA then calculates a figure for the wage which is based on median incomes and the basic threshold for living costs. A small percentage is also added as a contingency for unforeseen or irregular costs. The wage is then set for the GLA group employers and used more broadly by organisations that have signed up to the LLW⁵.
- 5.7 Lewisham has been a long term supporter of the London Living Wage. The Council pioneered some of the early approaches to ensuring the payment of the LLW in its contracts and worked with London Citizens and the Living Wage Foundation to share his knowledge with other boroughs.
- 5.8 Consultation may also be used to determine an appropriate level for minimum incomes. Research for the Trust for London (2015) by the Centre for Research in Social Policy at Loughborough University drew on the results of work with focus groups of people living in London to define a minimum income standard. The groups were asked about the basic requirements for a person to live and work in London. The results were combined and used to develop a minimum income. The measure is not a threshold for poverty – but it does seek to create consensus about requirements for people to meet their needs and participate in London life at a basic level.

⁴ Further explanation of the income threshold measure of poverty is available online at: <http://tinyurl.com/p2dq5cb>

⁵ '...a wage of around £7.95 allows most households (claiming all relevant benefits and tax credits), on average, to move to or above the poverty threshold. With a 15 per cent margin added to the (unrounded) poverty threshold wage, this yields a Living Wage, to the nearest five pence, of £9.15 per hour.' Greater London Authority Economics (2014) A Fairer London: The 2014 Living Wage in London, p20

5.9 *Persistent poverty* can also be contrasted with the notion of *transitory or temporary poverty*. This distinction recognises the lived experience of people facing poverty and allows for the understanding that people may move in and out of poverty during the course of their life. The Joseph Rowntree Foundation (2014) uses a definition of poverty, which focuses on individuals and households having the resources to meet their needs. It recognises that poverty is not necessarily a persistent feature of a defined group of people:

‘Poverty is not a static condition. Resources rise and fall as do needs and people’s ability to meet them. Individuals can move in and out of poverty over time – so it may be temporary, recurrent or persistent over longer periods.’ (Joseph Rowntree Foundation, *a definition of poverty*, 2014)

The indices of multiple deprivation

5.10 Understanding poverty as multiple deprivation requires the consideration of factors other than income. It is recognised that income plays a significant part in the lives of people who are in poverty. However, the index is comprised of a broader range of indicators in order to build a more complete picture of lack of access to services and the quality of living environments.

5.11 Electoral wards were used as the basis for data gathering and analysis in the early form of the index. Subsequent indices in 2004, 2007 and 2010 have each altered and refined the process and the reporting mechanisms. Information in the index is now reported at lower layer super output area level⁶ (LSOA). Output areas are intended to be stable measures of geographical populations, which enable comparisons between data over time and between places.

5.12 There are seven domains in the index⁷:

- Income deprivation domain

A measurement of the population in an area experiencing deprivation relating to low income.

- Employment deprivation

A measurement of proportion of the working age population in an area involuntarily excluded from the labour market

- Health deprivation and disability

A measurement of the risk of premature death and the impairment of quality of life through poor health

- Education, skills and training deprivation

⁶ Output areas are small geographical areas defined by the office of national statistics in order to accurately report area based data. Lower layer super output areas are an amalgamation of output areas. They contain a minimum of 1000 people and maximum of 3000. They contain no fewer than 400 households and no more than 1200. More information is available online at: <http://tinyurl.com/n8uuq92>

⁷ A technical update on the index of multiple deprivation measures, which includes information about data sources is available online at: <http://tinyurl.com/pazw2jk>

A measurement of the lack of attainment and skills in the local population. The indicators fall into two sub-domains: one relating to children and young people and one relating to adults.

- Barriers to housing and services

A measurement of the physical and financial accessibility of housing and local services. Road distance to a post office, primary school supermarket and GP surgery are also included.

- Crime

A measurement of the risk of personal and material victimisation at local level. Including violence, burglary, theft and criminal damage.

- Living environment deprivation.

A measurement of the quality of the local environment. The indicators fall into two sub-domains. The 'indoors' living environment measures the quality of housing; and the 'outdoors' living environment contains measures of air quality and road traffic accidents.

- 5.13 The information is gathered from a range of official administrative sources and census data. The 2015 update to the indices was due to be released in July 2015. However, a recent update⁸ from the Department for Communities and Local Government indicates that the index will not now be released until September 2015. If the Committee agrees to review the data in the indices, it may be necessary to move the dates of the review.

Poverty in Lewisham

- 5.14 The 2010 index of multiple deprivation (IMD) indicated that:
- Lewisham was the 31st most deprived local authority in England (of 326 areas)
 - Lewisham was ranked 39th most deprived borough in 2007 and 52nd (of 352 areas) in 2004, indicating that, in comparison to the rest of England, Lewisham is becoming more deprived
 - The most deprived areas are found in Evelyn ward in the North and Downham ward in the South of the borough
- 5.15 The GLA analysis of the results of the 2010 index highlighted that a quarter of London's areas fell within the poorest 20% of England. As might be anticipated, it also highlighted the difficulties faced by people in London trying to access housing.
- 5.16 Lewisham's Sustainable Communities Strategy sets out the borough's ambition to reduce deprivation and narrow the gap in outcomes for citizens:
- 'Tackling both the causes and the effects of deprivation and challenging discrimination are at the heart of this strategy. The Partnership will work with citizens to narrow the gap in outcomes so that an individual's background, community or circumstances will not be a barrier to them achieving their full potential. (Sustainable Communities Strategy 2008-2020, p6)

⁸ English indices of deprivation, Department for Communities and Local Government, online at: <http://tinyurl.com/othadh4>

5.17 It is also highlighted in the strategy that Lewisham's older citizens, those who are disabled and people from black and minority ethnic communities find it harder to secure and retain jobs. (Sustainable Communities Strategy 2008-2012, p59) The measures of success of the strategy in dealing with income deprivation are:

- An increase in the overall employment rate.
- An increase in the number of businesses in the borough and the capacity of those businesses.
- An improvement in the employment rates of disadvantaged groups, including older people, disabled people and people with no qualifications.

Poverty and scrutiny

5.18 Different aspects of poverty and deprivation have been considered by different scrutiny bodies in Lewisham and more broadly. The cross-cutting nature of poverty and the causes of persistent poverty mean that in some way, the issue of poverty is within the terms of reference of all of Lewisham's scrutiny committees.

5.19 Financial exclusion was the topic of a review by the Sustainable Development Select Committee in 2012. The Committee focused on these key areas of activity:

- Access to financial services;
- Debt and financial advice;
- Consumer protection;
- Collection of debt by organisations

5.20 The Committee defined financial exclusion as '...not having access to financial products and services that are appropriate for a person's needs as well as not having the knowledge and capability to make good use of them. This will then put them at risk of being socially excluded.' (Sustainable Development Select Committee, Financial Exclusion Review (2012))

5.21 The Committee also found that people who were at risk of financial exclusion were also likely to be affected by multiple problems. Members found that 'The financial issues (people) are having are often one factor out of many that they need to deal with.'

5.22 Members of Sustainable Development Select Committee recommended that a financial inclusion partnership be established – which would coordinate work to tackle financial exclusion in the borough and share best practice.

5.23 Child poverty is defined nationally by (adjusted) family incomes⁹. Work carried out by London Councils in 2012, which reviewed good practice in ensuring fairness and equality in London, highlighted Lewisham's work in developing its approach to 'equality for all'¹⁰. The report included analysis of the links between child poverty and inequality. It was recognised that, for a variety of reasons, people from some

⁹ The Households Below Average Income measure uses the Family Resources Survey to estimate the number of children in low-income households (HM Government, Child Poverty Strategy 2014-17 (2014))

¹⁰ Fairness and Equality – Leading in London Towards Good Practice: Key learning points from a development project, London Councils (2012) accessed online at: <http://tinyurl.com/neudomw>

groups or communities are more at risk of being in poverty on average, including people in:

- lone parent families
- large families
- families of people who are disabled
- Black and minority ethnic groups

5.24 Scrutiny of issues relating to child poverty locally falls within the terms of reference of the Children and Young People Select Committee, which reviews the development of policy and decisions made in relation to the health, wellbeing and achievement of children and young people in Lewisham. As outlined above, Lewisham's Children and Young People Plan (2012-15) included objectives to improve the economic wellbeing of young people and families in the borough, these included:

- Reducing further the number of young people aged 16-24 who were not in education, employment or training
- Raising participation and achievement at age 19
- Securing a diverse 14-19 offer which met the needs and aspirations of learners
- Meeting the housing needs of young people and families

5.25 Lewisham's Children and Young People Strategic Partnership coordinates and oversees partners' approach to achieving the vision set out in the children and young people plan. The draft Plan for 2015-18 highlights 'closing the gaps and securing social mobility' as one of its key areas of impact.

5.26 Children and Young People Select Committee's 'Falling through the gaps - children at risk, potentially, of being unknown to the local authorities' review in 2013 highlighted the problems faced by children in vulnerable families. The Committee reviewed evidence from a range of sources and heard from witnesses about the approach to increasing the life chances of all young people in Lewisham. Members heard that children in marginalised groups were most at risk – including, children who have suffered discrimination on the grounds of race, faith, gender, disability or sexuality.

5.27 Health inequality and deprivation are interconnected but the evidence indicates that the relationship between poverty and ill health is not uncomplicated. In Lewisham, analysis for the Joint Strategic Needs Assessment highlights that smoking and obesity are related to reduced life expectancy and increased mortality rates and that rates of obesity and smoking are not evenly distributed across the population.

5.28 Scrutiny of issues relating to health inequalities locally falls within the terms of reference of the Healthier Communities Select Committee. Its 'preventing premature mortality review' in 2012 found that premature mortality in a defined population was likely to be indicative of wider health inequalities. The Committee reviewed evidence from the Marmot review, 'Fairer Society, Healthy Lives' which indicated that 'people

living in the poorest neighbourhoods will, on average, die seven years earlier than people living in the richest neighbourhoods'¹¹.

Deprivation and inequality

- 5.29 It is recognised in Lewisham's Sustainable Communities Strategy that people in protected groups are more susceptible to the effects of poverty because they are also likely to be affected by discrimination. The Trust for London, with the New Policy Institute, has developed a poverty profile for London. It draws on a range of sources to provide an overarching view of poverty in the city.
- 5.30 Analysis for the profile highlights that women are more susceptible to poverty because of the gender pay gap and the uneven distribution of caring responsibilities. It is also highlighted that lone parents are more likely to be out of work in London than they are in England on average. Rates of lone parenting along with high childcare and housing costs may contribute to the causes of poverty for London's lone parent families.
- 5.31 The poverty profile also recognises the absence of 'hidden populations' from official statistics. Some minority groups are not defined in official statistics because their numbers are so small that sampling cannot provide reliable data for comparison. It is also recognised that there are people who are unknown to services, such as undocumented migrants. As outlined above, one of the consequences of poverty is to make people less secure in their homes and to limit access to services, making it more difficult for them to appear in official statistics. The information provided can be read in the context of the potential for people to be missing from the figures. One prominent example of this is the absence of 'undocumented migrants' from official figures:
- 'Many undocumented migrants are likely to be in poverty, but are unlikely to be included in official figures. While it is not impossible for them to find work, such work is almost inevitably low paid. Without documentation, it is difficult to get a bank account, which itself is often a barrier to work. They are not entitled to benefits and are excluded from most services such as health care and social housing.' (London's Poverty Profile 2015¹²)
- 5.32 There are multiple aspects to the scrutiny of poverty and the Committee is likely to find it difficult to review all areas in depth. The interrelationship between poverty and health, housing and inequality adds layers of new information to the existing complexities presented by the interaction of multiple deprivation and the solutions for each of these issues may also be multifaceted.
- 5.33 Approaches to the scrutiny of deprivation and inequality by other London boroughs may provide some insight to the Committee in the development of this review. For example, Islington Council's Fairness Commission was set up to examine the causes of inequality in the borough and to deliver positive outcomes for local people. It was established with a clear mandate and direction about what it wished

¹¹ Fair Society, Healthy Lives – the report of the Marmot Review (2010) accessed online at: <http://www.marmotreview.org/AssetLibrary/Exec%20sum%204.8MB.pdf>

¹² London's Hidden Populations, London Poverty Profile (2015) accessed online at: <http://tinyurl.com/qa6mqbp>

to achieve. Similarly, Camden Council's Equalities Taskforce worked with partners to develop a clear set of achievable outcomes in order to ensure that policy objectives were relevant to local people. Focusing in on achievable and tangible results of scrutiny activity for this review might serve as the Committee's guiding principle.

6. Key lines of enquiry

6.1 The Committee is asked to agree the key areas of focus, the purpose and the intended outcomes of the review. Members should first decide whether or not they intend to utilise the indices of multiple deprivation as a key source of information in the review. If so, it is suggested that, in order to carry out this review, Members would first need to establish:

- Lewisham's current position in the indices of multiple deprivation
- Key trends from previous reports

6.2 The Committee should decide how it wishes to concentrate its activity over the course of the review. Proposed review questions are split into two closely related areas:

1. The developing national context:

- Are certain groups more likely to feel the effects of poverty than others?
- What impact have welfare reforms had on the distribution of poverty in Lewisham?
- What are the evolving issues which will impact on future distribution and scale of poverty in the borough?

2. A review of the Council's approach to tackling inequality

- How do the Council's strategies work to reduce deprivation?
- How does the strategic approach to equalities ensure that multiple deprivation and inequality are given full consideration?
- How are the reductions in the Council's budgets being managed to ensure that they do not disproportionately impact on protected groups and exacerbate poverty and deprivation?

6.3 In order to formulate comprehensive answers to these questions, the Committee may wish to review approaches taken by other London boroughs and the practical steps taken to deliver equal outcomes for citizens. This might include any new approaches/initiatives being developed by the Council in a bid to reduce inequality and a discussion about the ways in which these could be further developed. It might also include approaches being taken by other councils with similar positions on the index of multiple deprivation and their applicability to Lewisham.

7. Timetable

The Committee is asked to consider the outline timetable for the review as set out below and amend it, based on the agreed focus for the review:

First evidence-taking session (21 October 2015)

- Update on the Lewisham position from the index of multiple deprivation
- Key trends and issues

Second evidence-taking session (30 November 2015)

- An update from officers on the developing context of welfare reform
- Information from officers about the Councils corporate approach to reducing inequality
- Information from officers on the process of equalities impact assessment in the budget process

Third evidence-taking session (19 January 2016)

- New/innovative approaches to reducing deprivation in Lewisham
- Innovation and approaches taken by other Councils

Recommendations and final report (09 March 2016)

- The Committee will consider a final report presenting all the evidence taken and agree recommendations for submission to Mayor and Cabinet

8. Further implications

At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.

Background papers

For further information please contact Timothy Andrew, Scrutiny Manager on 02083147916.

Sources

Camden Equality Taskforce, information accessed online at:

<http://www.camden.gov.uk/ccm/content/community-and-living/your-local-community/equalities/twocolumn/camden-equality-taskforce/>

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6320/1870718.pdf

Greater London Authority Economics (2015) Low Pay in London: accessed online at: <https://www.london.gov.uk/sites/default/files/wp59-low-pay-in-london.pdf>

Greater London Authority Economics (2014) A Fairer London: The 2014 Living Wage in London, accessed online at:

<https://www.london.gov.uk/sites/default/files/living-wage-2014.pdf>

Greater London Authority Intelligence (2014) Poverty in London 2013/14: accessed online at: <https://www.london.gov.uk/sites/default/files/poverty-in-london-2012-13.pdf>

Greenwich Council Scrutiny – talking the causes of poverty: social inclusion scrutiny panel
<http://www.cfps.org.uk/domains/cfps.org.uk/local/media/library/1925.pdf>

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How to carry out an in-depth review

