

Safer Stronger Communities Select Committee Agenda

Wednesday, 9 October 2019
7.00 pm, Committee Room 4
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

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, 9 October 2019.

Janet Senior, Acting Chief Executive
Tuesday, 1 October 2019

Councillor Juliet Campbell (Chair)	
Councillor James Rathbone (Vice-Chair)	
Councillor Liam Curran	
Councillor Sophie Davis	
Councillor Carl Handley	
Councillor Jim Mallory	
Councillor Lionel Openshaw	
Councillor Stephen Penfold	
Councillor Eva Stamirowski	
Councillor James-J Walsh	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 12 September 2019 at 7.00 pm

PRESENT: Councillors Juliet Campbell (Chair), James Rathbone (Vice-Chair), Sophie Davis, Carl Handley, Jim Mallory, Stephen Penfold, Eva Stamirowski and James-J Walsh

ALSO PRESENT: David Austin (Acting Chief Finance Officer), Gary Connors (Crime Reduction Service Manager), Barrie Neal (Director of Corporate Policy and Governance), Geeta Subramaniam-Mooney (Director of Public Protection and Safety) and Katie Wood (Scrutiny Manager)

1. Minutes of the meeting held on 16 July

1.1 RESOLVED:

That the minutes of the meeting on the 16th July be agreed as an accurate record of proceedings.

2. Declarations of interest

2.1 Councillor Sophie Davis declared a personal interest in item 4 as she had a child attending a nursery in Ladywell ward.

2.2 Councillor James Rathbone declared an interest in item 4 as he helped run Manor House Library, one of whose tenants, was a nursery.

3. Response to Referrals from this Committee

3.1 RESOLVED:

There were no referrals considered at this meeting.

4. Budget Cuts

4.1 David Austin, Acting Executive Director of Corporate Services, gave an introduction to the Committee providing a financial overview and including details of the capital programme and equalities monitoring. During the discussion that followed the following key points were raised:

- There was a continual challenge to be able to budget for emerging agendas. Monitoring overspends closely as well as risks and pressures helped to identify challenges early.
- A member of the Committee commented that it could be useful to look into the possibility for CIL money to be spent corporately to protect key services.

- The Policy and Equalities Analysis of the report included the addition of a priority 8 “good governance and operational effectiveness” to help clarify the areas of corporate priority affected by the budget cuts.
- Socio-economic data was not collected as it was not part of the protected characteristics.
- If a decision required an Equalities Analysis Assessment, it would always be carried out prior to any decision being made by Mayor and Cabinet or any other decision-maker if delegated. Sometimes the full details could not be shown until a later stage. For example if there were staff cuts being proposed the assessment could show who was at risk but it would not be known who was actually affected until full consultations etc had taken place.
- Sometimes it was important to get the opinion of Select Committees at an early stage to ensure the right direction of travel before all consultations and equalities analyses were fully carried out.
- All Directors had had training from the Director of Law on equalities being embedded in decision-making.
- Members of the Committee commented that there was insufficient information regarding the cut proposal RES 20 for nursery lettings for a valuable decision to be made.
- In particular, they felt there needed to be a thorough understanding of the effect the cut would have on the number of nursery places available in the borough, on whether the nurseries were providing particular services such as meeting additional need for free places or providing concessionary rates. Demographic information on the users should also be collated to fully assess equalities implications.
- More work still needed to be done on asset management. **Members of the Committee would be updated on this by the Acting Head of Regeneration and Place once this was available.**

4.3 RESOLVED:

- 1) That the following comments regarding Budget Cut RES20 be referred to the Children and Young People’s Select Committee:

“Members of the Safer Stronger Communities Select Committee felt that the true impact of the proposed cut and more details of the special characteristics of the nurseries involved needed to be known and understood prior to deciding the proposal so that the potential equalities impact on users can be outlined”

- 2) That the following comments be referred to Mayor and Cabinet:

It is important that all Council subsidised rents to commercial and voluntary sector organisations should be understood and available for review and for scrutiny.

- 3) That the following comment be referred to the Public Accounts Select Committee:

“That the Neighbourhood Community Infrastructure Levy (NCIL) and the Community Infrastructure Levy (CIL) should be aligned to the Council’s Capital Programme.”

5. Violence Against Women and Girls

5.1 Geeta Subramaniam-Mooney, Director of Public Protection and Safety, presented the report to the Committee. During the discussion that followed, the following key points were noted:

- The “one stop shop” model that the Athena service had provided had been very successful in terms of making it easier for people to access services.
- Any new service commissioned would still need to meet statutory requirements, such as refuge beds.
- There was a financial risk involved as currently the service was funded in part through a number of grants including through MOPAC; should external funding streams cease in the future, then the service would need to be reduced or the cost would need to be absorbed by the Council.
- Lewisham had the sixth highest levels of domestic violence in London.
- There would be a stronger focus on evaluating the impact and outcome of services provided under any new contract. This could include training assessments where individuals were asked to demonstrate what they knew before and after rather than just whether they felt they were better informed.
- There would be a continued monthly contract monitoring as part of any new contract.
- A member of the Committee asked whether the potential for CIL and NCIL money being used to bridge any funding gaps could be looked into.

5.2 RESOLVED:

That the report be noted.

6. Select Committee work programme

6.1 Katie Wood, Scrutiny Manager introduced the work programme to the Committee. During the discussion, the following points were noted:

- Members of the Committee requested that the HR update should remain on the work programme for the 16th January and representatives from the Council’s unions be invited to attend.
- The report on Lewisham libraries would be heard at the meeting on 9th October.
- To balance out the number of agenda items per meeting, the report on Disability Provision in Lewisham could be postponed until January.

6.2 RESOLVED:

That the Disability Provision in Lewisham report be moved to the meeting on 16th January.

7. Items to be referred to Mayor and Cabinet

7.1 RESOLVED:

Referrals were made on Item 4 as outlined above.

The meeting ended at 8.45 pm

Chair:

Date:

Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	9 October 2019

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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Committee	Safer Stronger Communities Select Committee		
Report Title	The Lewisham Library and Information Service Future and transformation		
Date	9 October 2019	Item	4

1. Introduction

- 1.1. Public libraries have changed substantially and Lewisham Libraries are no exception. What is exceptional, however, becomes apparent when looking back. Since the year 1999-2000, our libraries have been on a substantial transformation journey. A major shift happened after 2010 with the introduction of the Community Libraries model. In 2016-2017, the Service went through the most profound change process in its history, which produced a lean and responsive service that can proactively respond to the challenges ahead. In 2017-2018, the Service embedded the changes and completed the work on the savings targets. Now it is looking 5-10 years in the future, suggesting the start of a conversation about its strategic role and the development of the existing model.

2. Purpose

- 2.1. In relation to the financial year 2018 – 2019, this report offers
- 2.1.1. Appendix 1 – a general update on the performance of the Service
 - 2.1.2. Appendix 2 – an overview of activities in the Hub Libraries
 - 2.1.3. Appendix 3 – an overview of activities in the Community Libraries
 - 2.1.4. Appendix 4 – a summary of Issues and Visits statistics
 - 2.1.5. Appendix 5 – a draft paper on the future of the Library Service.
- 2.2. The analysis of performance is based on information recorded between April 2018 and March 2019, and on the CIPFA Actuals for 2017-2018.

3. Recommendations

- 3.1. Members of the Safer Stronger Communities Select Committee are invited to:
- note the content of the report, and
 - comment on it.

4. Policy context

- 4.1. The Council's Corporate Strategy for 2018-2022, approved at full council in February 2019, includes the following priorities which libraries directly or indirectly contribute to:

Priority	The service directly	indirectly contributes
• Open Lewisham – Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.	✓	
• Tackling the housing crisis – Everyone has a decent home that is secure and affordable.		✓
• Giving children and young people the best start in life – Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.	✓	
• Building an inclusive local economy – Everyone can access high quality job opportunities, with decent pay and security in our thriving and inclusive local economy.	✓	
• Delivering and defending: health, social care and support – Ensuring everyone receives the health, mental health, social care and support services they need.		✓
• Making Lewisham greener – Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.		✓
• Building safer communities – Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.	✓	

5. Legal implications

- 5.1. There are no direct legal implications arising from this report.

6. Financial implications

- 6.1. There are no specific financial implications to this report. The community libraries use the book stock purchased by the Council and occupy their premises rent-free but otherwise receive no financial support.
- 6.2. The table below presents a summary of the Library and Information Service actual expenditure for the year 2018 – 2019 and budget for the current financial year. These figures do not reflect the “non-controllable” costs, which relate to internal recharges. The table also shows the budget of the Service in the years 1999-2000 and 2009-2010 for reference purposes.

DESCRIPTION	1999 - 2000	2009 - 2010	2018 - 2019	2019 - 2020	Change against		Change against	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	1999 - 2000 Actual		2009 - 2010 Actual	
Population	245,700	261,550.00	301,867.00	305,945.00	60,245	17%	60,245	25%
Expenditure								
Employees	£ 2,551,595	£ 4,480,685	£ 2,224,245	£ 2,453,720	-£ 97,875	-45%	-£ 2,026,965	-45%
Premises	£ 469,778	£ 71,340	£ 113,786	£ 75,200	-£ 394,578	5%	£ 3,860	5%
Transport	£ 28,010	£ 29,454	£ 16,643	£ 17,100	-£ 10,910	-42%	-£ 12,354	-42%
Other Expenditure	£ 1,139,065	£ 894,615	£ 663,065	£ 501,500	-£ 637,565	-44%	-£ 393,115	-44%
Third Party Payments	£ -	£ 2,047	£ -	£ 1,000	£ 1,000	-51%	-£ 1,047	-51%
TOTAL EXPENDITURE	£ 4,188,448	£ 5,478,141	£ 3,017,739	£ 3,048,520	-£ 1,139,928	-44%	-£ 2,429,621	-44%
Income Sub-total								
TOTAL INCOME	-£ 153,680	-191,132	-94,471	-85,000	£ 68,680	-56%	106,132	-56%
NET EXPENDITURE	4,034,767	5,287,009	2,923,268	2,963,520	-1,071,247	-44%	-2,323,489	-44%

7. Equalities implications

7.1. There are no direct equalities implications arising from this report.

8. Crime and disorder implications

8.1. There are no direct crime and disorder implications arising from this report.

9. Environmental implications

9.1. There are no environmental implications in this report.

10. Conclusion

10.1. This report updates the Select Committee on the performance of the Library and Information Service and the provision of community library services in particular. It also offers an opportunity to start a strategic conversation on the future of the Library and Information Service in Lewisham.

For further information please contact

James Lee, Director of Culture and Community Development on 020 8314 6548

Antonio Rizzo, Service Manager Library and Information on 020 8314 8025

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Appendix 1

General update on the performance of the Library and Information Service

1. Background

1.1. In December 2016, DCMS updated “Libraries Deliver: Ambition for Public Libraries in England 2016-2021”, their future policy consultation document. The approach in Libraries Deliver will shape the way in which libraries work in years to come, as they aim to provide services that are:

- available to everyone, free at the point-of-use
- appropriately resourced and sustainable
- consistent and responsive to local needs and priorities
- marketed effectively to promote use by the widest possible audience



1.2. During 2011-2012, the Service implemented the Lewisham Model. The level of change and the speed in which it was delivered was truly unique, and have made Lewisham into a benchmark for effective transformation in the library sector, particularly in relation to the transfer of assets and the interaction with local communities.

1.3. Lewisham has been on the path to change for a few years. In 2006, the opening of the Downham Health and Leisure Centre introduced new staffing models, co-location with health and leisure providers and the adoption of self-service technology. In 2007, the Quirk Review offered the blueprint for the transfer of public assets. In 2009, the Mayoral Commission on the Future of Libraries and Adult Learning set out the political and corporate vision for the transformation of the Service. In 2010, the Comprehensive Spending Review, acted as the catalyst and the accelerator for change, delivering (in 2011-12) the asset transfer and a full reorganisation. In 2014-15, the Service reorganised its senior roles. In 2016-17, the Service went through a full reorganisation again – one that affected every level of the structure and reaffirmed the council’s belief in the role that this Service plays.

The Library Service exemplifies the remarkable creativity that the council and its community can produce as financial constraints force the local authority to shrink.



2. The Lewisham Approach

2.1. The Library and Information Service in Lewisham has no equal nationally. These are the concepts and practices that make us unique.

2.2. More than a statutory role
Lewisham recognises that the public library service exists to fulfil the local authority’s statutory obligations set out by the Public Library and Museums Act 1964. In law, it aims to provide “comprehensive and efficient” library services to citizens. In practice, it is a service that universally strives to offer “unbiased access to information, learning, and works of creative imagination”. It is also a service that supports civic interaction through its openness, trustworthiness, and reliability.

Lewisham in figures (Estimates 2018-2019)

- Population 301,867
- 3 Hub libraries + Catford
- 9 Community Libraries
- over 2 million visits
- almost 580k issues
- 23,000ca residents borrowed a book
- 58k residents (19%) used library services
- Books gifted to 100% of under 5s
- Cost of the service per resident £9.68 /year

2.3. Service and Space
The public library is at the same time a “service” and a “space”. The “service” as defined above can exist in the physical and virtual worlds.

At the same time, though, the library offers a truly public space, where people visit to interact, use and take away tools for their personal, family and community’s development, and find ways of expressing themselves. This is an offer to all citizens without a requirement for affiliation, ownership, and/or payment.

2.4. The Lewisham Model

Lewisham recognises the positive contribution that – at a time of reducing resources – the local community can make. This contribution goes beyond maintaining access to the buildings and harnesses energies and expertise to integrate the interests of partner organisations and the needs of the community.

The Lewisham Model has provided an opportunity to re-design the library service which is delivered to residents “with” residents. One where service delivery is understood as a collaborative, peripatetic presence embodied by the Community Engagement Team, a group of front line staff who engage audiences where they are: in libraries, in community libraries, in schools, doctor surgeries, etc.

Through this approach community groups and organisations acquired and developed alternative services within the former library buildings with minimal or no rent, as long as they commit to maintaining the buildings and keeping them open to the community. Crucially, the Lewisham Model has also meant that the Council can still provide Council library services from those buildings, even after they have been transferred.

The Council remains responsible for the books, for the shelving, for the self-service terminals and for the library catalogue. It maintains the stock to the standard it applies to all its collections. It promotes reader development programmes and trains the staff and volunteers at the community libraries.

The Council never transferred its statutory responsibility to deliver library services to third parties. The community library provision is the responsibility of the Library and Information Service. However, the Service benefits from the commitment of the partner organisations to promote books and reading and offer access to library services in the buildings they are responsible for.

In all cases, the partner organisation, as well as signing a lease or premises management agreement with the council, committed to supporting the provision of library services in their buildings at no cost to the council.

Hub Libraries

Catford
Deptford Lounge
Downham
Lewisham

Community Libraries

Blackheath (Age Exchange)
Crofton Park (Eco Communities)
Forest Hill (V22)
Grove Park (Eco Communities)
Manor House (V22)
New Cross (NX Learning)
Pepys (Eco Communities)
Sydenham (Eco Communities)
Torridon Road (Corbett Group)

Home Library Service

Archives & Local History Centre

3. The extension of the Lewisham Model

3.1. In December 2015 Mayor and Cabinet agreed to:

- 3.1.1. “The creation of three Hub Libraries – Deptford Lounge, Lewisham and Downham Health & Leisure Centre – which will carry an enhanced role for face to face contact between the Local Authority and the public to support the digital by default agenda.
- 3.1.2. The extension of the Lewisham Community Library Model to Forest Hill, Torridon, and Manor House, in partnership with other council services and community organisations. The council will continue to be responsible for the library service, owning and managing the stock, providing self-issue terminals and overseeing the community library offer with a team of peripatetic community engagement staff. The council will work in partnership with a third party organisation who will take on responsibility for the management of the building and ensure that it remains open to the public.
- 3.1.3. The integration of the library provision into the repurposed ground floor space within the Catford complex (Laurence House).
- 3.1.4. The review of front line staff to include new functions through the re-training and enhancement of front line roles”.

3.2. Enhanced role for face to face contact to support the digital by default agenda

As more and more services move online, the public library service offers an opportunity for positive human interaction, whilst also embracing and promoting the virtual world. Indeed, in this context, public library services are ideally positioned to become community hubs, as local authorities increasingly deliver services from fewer premises.

The Service has sought increased integration with other Council departments to better respond to current and future corporate priorities. Libraries are supporting the eAdmission process (for primary schools entrants), the Registrar, the parking permit distribution, the Concessionary Awards Team (for Freedom Pass renewals), and ongoing changes in the implementation of the new Universal Benefit system. Libraries work closely with MARAC team (all libraries are Hate Crime Reporting centres) and are members of the FGM subgroup. Libraries are represented on the Jobs Fair working group. Libraries work with Public Health sharing the C Card Scheme, hosting Health Promotion Team and Shape Up Programmes, Nutrition workshops, and every library is a Breastfeeding Friendly Centre. The Service also have worked for many years in close partnership with Adult Learning Lewisham to deliver the Reading Agency’s ‘6 Book Challenge’ and ‘Adult Learners Week’.

3.3. Three more community libraries

The Service extended the Community Library Model to Forest Hill, Manor House, and Torridon Road, with the support of outstanding community groups that, not only embraced the need for maintaining access to library services in the building, but brought truly enriching services to the locality. Appendix 3 provides details of the work of individual Community Libraries in 2018 / 2019.

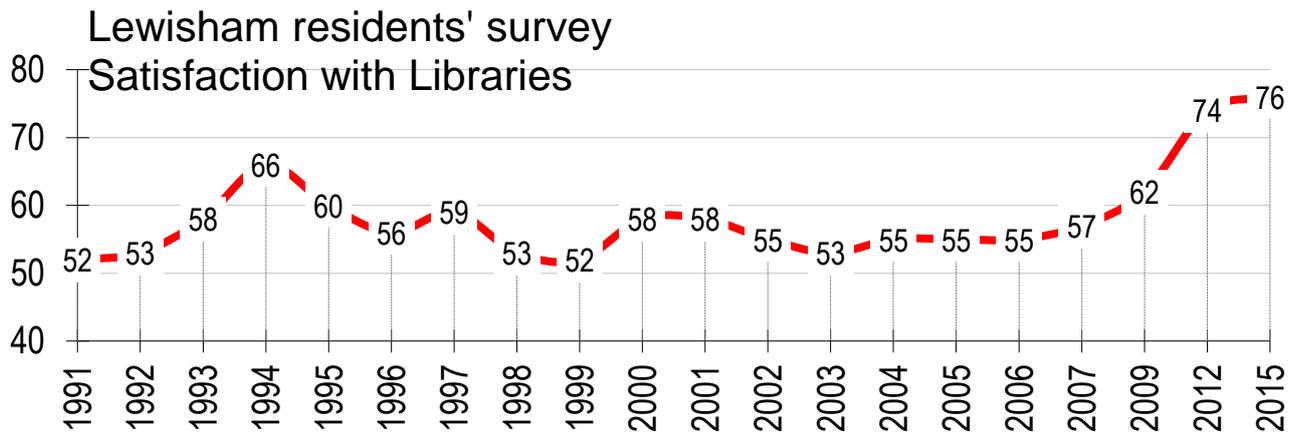
3.4. Catford Library – Ground Floor of Laurence House

Work at the new entrance to the Laurence House building was completed in

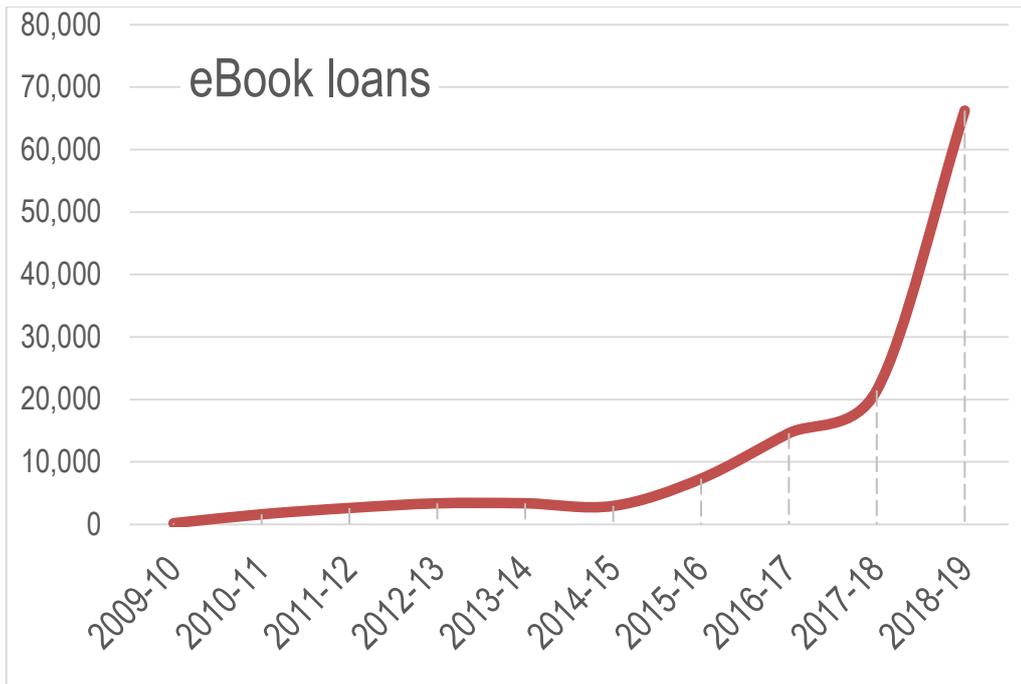
the autumn and brought a new, open-plan, welcoming, and integrated environment across the whole ground floor. This offered the opportunity to redesign and modernise the service provision within the library area in the autumn / winter of 2019.

4. Performance

- 4.1. While going through the most challenging change process in its history, the Service demonstrated that it continues to perform and it positively engages its audiences: Lewisham libraries are some of the best in London and residents love them.



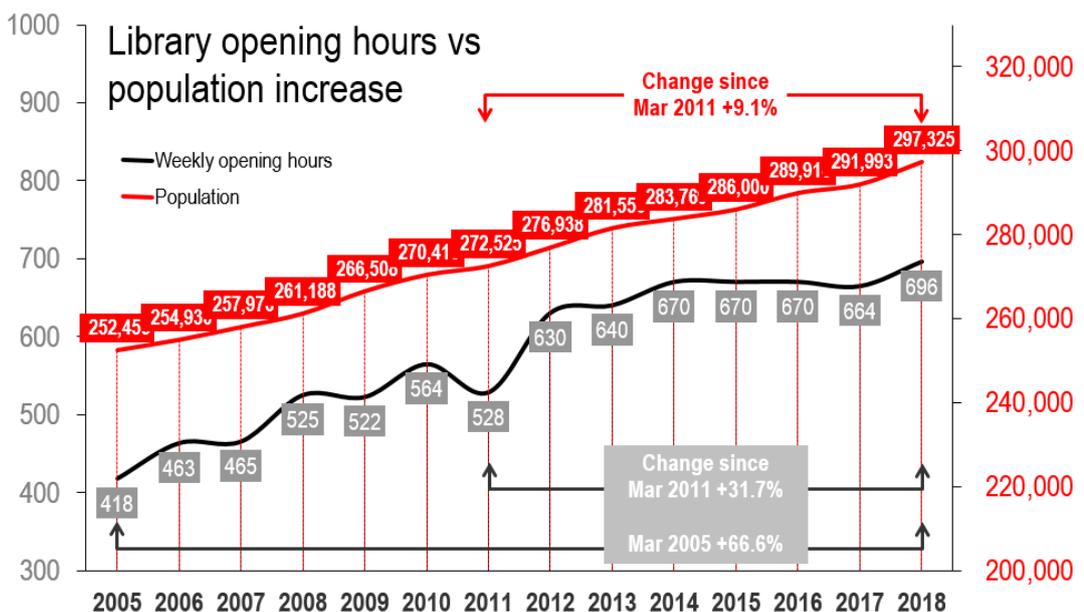
- 4.2. In 2018-2019, the Service suffered from the poor state of repair of some of its buildings particularly Catford and Lewisham. The former was negatively affected by delay in completion of the works at the front door and lobby of Laurence House. The latter has been managing issues with the toilets, lift, water penetration from the roof, and more.
- 4.3. In spite of this, visits to libraries grew back past the 2 million mark (2,012,709 +1.65%) and issues increased by 6.5% (579,812) (see Appendix 1).
- 4.4. These achievements are more remarkable if we consider that the Service, as a member of the Board of the London Libraries Consortium, implemented the largest migration of a Library Management System in the world! Across the year, Lewisham worked with colleagues to procure and implement the migration from the old library catalogue to a new one. This meant that in March, all 16 members of the Consortium switched from the old to the new library catalogue. The achievement is significant also because it brings the opportunity borrow books from across London and to develop a shared London Library Platform. In time, the latter will introduce new functionalities and technological innovations that will make libraries more and more accessible to Londoners.
- 4.5. The Service is therefore energized and proud of its standing. It is working at its physical collections in the Hub and Community libraries and it is developing its online offer – which is continuing to be an area of growth. In the last 12 months, eLibrary issues increased from 21,492 to 66,237 (+208). Online newspapers, comics, and magazines have been promoted, through taster sessions, social media and staff promotion to users, and show 45.9% increase over the previous year.



The Lewisham eLibrary (www.lewisham.overdrive.com) has also been promoted and developed over the year with the stock growing to almost 8,500 titles and the number of users increasing by 28%.

The Kids & Teens (e)room, now has over 1,600 titles for children and young adults. This is a separate, safe environment for children and teens to browse the library, and one that has been specifically developed between Lewisham and OverDrive – the eBook provider (<http://lewisham.overdrive.com/library/youth>).

	2016-2017	2017-2018	2018-2019	Change
PressReader (Newspapers)	3,794	5,185	12,778	146.4%
rbDigital (Magazines)	14,210	16,330	24,032	47.2%



- 4.6. Every year, the Chartered Institute of Public Finance and Accounting (CIPFA) compares Lewisham to 14 similar authorities. The last comparison shows that Lewisham has the third highest number of libraries for a population that matches the average in the group and the second highest number of libraries per 100,000 pop.
- 4.7. "Lewisham had 16.6% of "worked hours" provided by volunteers in 2017-18 compared to an average of 5.2%. Lewisham libraries attract over three times (864) as many volunteers as the average of comparator authorities (257). And Lewisham volunteers contribute almost four times as many hours (24,233) as the average in the group (6,494).
- 4.8. The number of visits per 1,000 population is a strong indicator of workload faced by the authority. In this area, Lewisham recorded the third highest number of visits in the comparator group. And Lewisham has above average number of household readers. Still, while Lewisham has the second highest book stock, the number of books issued is the third lowest – which indicates that libraries in Lewisham are used for something other than book borrowing.



- 4.9. Visitors access libraries for its technology and for the services available in them. While Lewisham has the second lowest number of computers per head of population in the comparator group, Wi-Fi, PCs, Apple Macs, and loanable, Wi-Fi enabled iPads are in very high demand. This is due to the support that library staff provide in answering queries, supporting learning and digital access, and supporting online transacting, including online council services. As more council, central government and private sector services have moved online, some residents look for the human interaction to support them to access digital processes. They visit a library and ask questions, seek support and ancillary information, use Wi-Fi and computers to transact.
- 4.10. Lewisham continues to be consistently cheaper to run than the average, showing a Net Expenditure per 1,000 pop. (£12,959) which is 13.2% lower than

the comparators' average (£14,922). Lewisham is below average on Employee costs. Premises, Total materials, supplies & services, etc., exceeding the average only on computing costs and transport. However these two indicators are temporarily higher only because Lewisham purchased a number of iPads that were externally funded. Lewisham has the lowest cost per acquisition of the group and the fifth lowest cost per visitor. The trend is for all of these costs to reduce further in the 2018-2019 Actuals.

5. Other comments on the year 2018 – 2019

5.1. eLibrary

The Service is increasingly embracing online service provision and has worked to equip staff with the skills necessary to promote residents' free access to online collections, including over 6,000 daily and weekly newspapers in 64 languages, over 900 magazines and Comics and an ever growing collection of eBooks and eAudio. This year has also seen the launch of a pilot service offering online courses and film and music streaming. This offer will be developed and promoted over the next year.

5.2. Collections and issues

A review of the collections of books is in progress (in all the libraries including the community libraries). This is informing the acquisition of better stock and the maintenance of the existing collections.

The Service works with CollectionHQ a software manufacturer that provides insight into collection management. In 2018 Lewisham participated in and won the world-wide CollectionHQ Biggest Improver Challenge. This was a result of hard work by the staff on improving the range and usage of stock in our libraries.

5.3. Technology IT

All the libraries PCs and iMacs have been replaced some time ago and have now reached their end of life. Although LBL Wi-Fi has been rolled out across the hub libraries, this service is unreliable and low quality. The combination of poor infrastructure (wired and Wi-Fi) and obsolete technology frustrates residents willing to access online services.

Self-service terminals require reconfiguration with new, improved software and electronic payment.

5.4. Staff training and support

A staff training programme has been delivered through the year following the reorganisation of the Service. In March 2019 the Service completed its migration to a new Library management System.

A small team of staff received detailed training and devised and delivered a programme to all staff and our community partners in the run up to the migration.

Training in using and promoting our eLibrary service is delivered on an ongoing basis as services develop.

5.5. Externally funded projects

Start-up in London Libraries

Start-ups in London Libraries (SiLL) is a business support programme led by the British Library's Business & IP Centre to support 12,000 Start-up

businesses and entrepreneurs across London to develop the insight, skills and confidence they need to start and grow successful businesses.

Lewisham is one of 10 boroughs participating in this initiative. A SiLL Project Champion has been recruited for the borough. The person is responsible for coordinating the activities of the libraries within the borough, creating awareness of the services and developing relationships with local stakeholders, business networks and Small and Medium Sized enterprises. SiLL is funded by the European Regional Development, The British Library, J.P. Morgan and Arts Council England.

6. Main areas of work for 2019 – 2020

6.1. Collections

In 2019 – 2020, the Service will concentrate on increasing the residents' awareness of its digital collections (books, audio, newspapers, and magazines). And it will work to improve its collections, including those in digital format.

6.2. LMS

It will complete the implementation of the library management system (library catalogue) to introduce innovative services, such as integration of online services on a single platform. Among other things, the new system will allow users to search the catalogue and check out a book on their mobile or through new technologies.

6.3. SiLL

The Service will continue its collaboration with the British Library and partners within and outside the council to support local new entrepreneurs.

6.4. Transport Framework re-procurement

Lewisham will suggest the re-procurement of the current framework contract on behalf of the London Libraries Consortium.

6.5. Catford

It will implement a light refurbishment of the Catford Library within the Laurence House building. This might include new flooring, lighting, and furniture, as well as a complete review of the books collection and IT infrastructure. There is also an opportunity to improve the children's area through external funding that might involve a collaboration with local artists.

6.6. Lewisham

It will explore opportunities for the refurbishment and/or redevelopment of the library, possibly in combination with the Library Resources Centre.

6.7. Archives & Local History

It will look at the resolving the short and medium term issues that relate to the collections held by the Archives and Local History Centre. These are tied to the future of the library building, but may need to be tackled sooner, if the timescales of the building and the archives do not align.

6.8. Pepys

It will support partners locally to re-establish a library provision in the Evelyn

Ward.

- 6.9. The Service will continue to train and support the community libraries, particularly during the roll-out of the new library management system.
- 6.10. And it will look at opportunities to develop its collaboration with schools across the borough.

Appendix 2

Library and Information Service Hub Libraries highlights 2018 – 2019

The Service's highlights reflect the DCMS "Libraries Deliver: Ambition for Public Libraries in England 2016-2021" approach, which identifies the following strategic purposes: 1. Reading and literacy, 2. Digital literacy, 3. Health and wellbeing, 4. Economic growth, 5. Culture and creativity, 6. Communities, and 7. Information and learning.

1 Reading and literacy

- 1.1 The **Summer Reading Challenge** is a national Reading Agency promotion for primary school children and takes place over the summer holidays. Research has shown that reading levels dip after long holidays so we try to encourage children to continue to read over the summer. We have books to support the theme each year, physical as well as e-book collections – this year it was **Mischief Makers** and each library had its own themed events and activities. 3,091 children 4-11 years olds took part and 1,599 completed by reading 6 library books which is over 50% which was our target. Our children's issues over the summer were 81,940 and there were 48 free events and over 500 children attended. The best loved event was *Dodger dog* coming into the library to read his story book (with help from his owner of course).

We had 69 volunteers help us run the challenge – it takes extra time and so we do need their help as some libraries can have over 400 children coming in during the holidays and they all like to tell us about the books they have read. Most of our volunteers are over 25 and some of them have jobs but just want to give back to the community in their spare time. They did 452 volunteer hours for us.

1.2 ESOL

All hub libraries have worked with Adult Learning and ESOL students to support their learning and development. Students have attended the libraries for library induction programmes and to join the library. At Downham 32 students from the Grove Park Centre took part in this programme. Whilst at Deptford staff have supported various reading groups both within the library and at the Indo Chinese Community Centre.

The Reading Ahead programme in collaboration with Adult Learning Lewisham and Lewisham and Southwark College has supported learners in their learning, reading and development throughout the whole year. At the end of the year the group were presented with a certificate in recognition of all their hard work.

1.3 World Book Night at Lewisham

World Book Night is held in April annually. This national Reading Agency promotion is to celebrate reading and books and the difference reading makes to people's lives, especially to those who may not necessarily read very much.

Lewisham Libraries had 160 copies to give away of *The Forgiveness Project* – an adult non-fiction title for anyone facing adversity or difficulties.

Our target was to engage with young people and those who work with them so there was an evening of talks in Lewisham Library by **Hussein Hussein** (CAPE Mentors)

discussing giving “problem children” a second chance, by **Barry** and **Margaret Mizen** (Jimmy Foundation) talking about reaching forgiveness and moving forward and by **Robert Mitchell** on practicing Mindfulness. We also held a Secondary School event for 40 14-15 year-olds at Deptford Library based on self-help.

1.4 **Black History Month**

Throughout the month of October we celebrated Black History Month 2018. The annual commemoration of the history, achievements and the contributions of the black community and continues to be an integral part of the celebrations.

All Libraries promoted and displayed an array of books, eBooks, audio books, films and information celebrating Black History Month 2018. Listed below is a flavour of some of the talks, events and exhibitions held.

A performance by the Iroko Theatre Company featured African drumming and folk tales. This was attended by 30 people at Lewisham Library.

Finding out about your past or ancestors is very popular with people of African or Caribbean descent. Family historian Paul Crooks hosted 2 events where he talked about how people of African and Caribbean heritage can research their ancestors. These events were attended by 35 and 40 people.

Downham hosted an exhibition by local artists on the theme of popular culture and social issues. The Library also had a display about those from the Commonwealth countries and Africa who fought in the First and Second World War.

A picture treasure hunt about famous black people for under 14 and under, attracted a total of 95 young people.

Tola the author of the “Daddy Do My Hair” series offered interactive craft and story sessions to support this author event.

The life, outlook and philosophy of Robert Nesta Marley in the form of Tuff Gong’s 2012’s acclaimed in-depth biographical documentary was celebrated. This incorporated a librarian’s voyage into Bob Marley’s music via the influence of Mento, the explosion of ska and insurgence into the UK and wider interest into the Rasta philosophy, Roots music and beyond. The event was followed by a very lively debate session which was very well attended.

As always, music played a big part in the Black History Month celebrations. There were exhibitions on the history of gospel music and its impact and performances from young artist, singing and discussing their work as young black artist and barriers they face.

The events, activities and talks attracted more than 800 participants.

2 **Digital literacy**

- 2.1 We engage with Lewishamers on social media platforms Twitter, Facebook, Instagram and YouTube. We are also able to provide information about upcoming events, displays, promotions, seasonal closures and answer enquiries in between visits.

We have answered a wide range of enquiries:

Comments about our displays or the large papier-mâché model of the Gruffalo at Lewisham Library. <https://twitter.com/snailtrail/status/1091310455824531456>

Photos of what they are reading

<https://twitter.com/LewishamLibs/status/1092728348227309568>
That time a cat got in the book returns box
<https://twitter.com/MHLibraryLee/status/1095006304970645504>
Thanks <https://twitter.com/preater/status/1094883520353325056>
https://twitter.com/LondonRaine___/status/1087436652350488578
Best audiobook to put you to sleep at night
Bookstart club books

2.2 Digital literacy

People of Lewisham enjoy reading. We have been offering digital books to Lewishamers since 2010. With a Lewisham Library card, residents get access to three apps RBDigital, Libby and Press Reader. Libby offers access to 8,648 books, of which 1,700 are e audiobooks. With RBDigital there are 761 magazines, 217 comics and 5,087 audio books. PressReader provides access to 7,319 newspapers and magazines.

The most borrowed digital book from Libby for this period is
*The Subtle Art of Not Giving a F*ck: A Counterintuitive Approach to Living a Good Life (unabridged)* by Mark Manson

Followed by

This is Going to Hurt: Secret Diaries of a Junior Doctor by Adam Kay

Normal People by Sally Rooney

Sapiens: A Brief History of Humankind (unabridged) by Yuval Noah Harari

Harry Potter and the Order of the Phoenix: Harry Potter Series, Book 5 (unabridged) by J. K. Rowling

Eleanor Oliphant is Completely Fine by Gail Honeyman

Harry Potter and the Chamber of Secrets: Harry Potter Series, Book 2 (unabridged) by J. K. Rowling

Fantastic Beasts and Where to Find Them: Read by Eddie Redmayne (unabridged) by J. K. Rowling

Harry Potter and the Half-Blood Prince: Harry Potter Series, Book 6 (unabridged) by J. K. Rowling

Average eBorrower typically consults 19 books a year, however our top eBorrower, took out a whopping 404 titles in that period. The next top eBorrower, got through 202 books.

2.3 Research Collections

We have 17 online reference databases which include business databases, encyclopaedias, dictionaries and historical newspapers, most of which can be accessed remotely.

A Lewisham Library card gives access to eClassroom, Residents can learn about history, business, the arts and more from any device.

They can also view multi language, independent film through Indieflix (RBDigital)

Digital magazines and newspapers allow residents to keep up to date with current affairs and issues including all the UK National papers, the Guardian, Financial times and more. They also have access to weekly magazines such as the Economist and New Scientist.

3 Health and wellbeing

Health has been the focus for many events for the period 2018/2019. Lewisham continues to host the health lectures, a total of 16 in the past year. The most popular topics have been safe sex, sport injury, diabetes, healthy eating, men's mental health

and drug resistance. A total of 176 people attended these lectures.

- 3.1 Downham hosted **Work Well** which as an organisation whose is to support people experiencing symptoms of stress and anxiety and or depression to get them back into paid employment.

Two resident artists delivered workshops for children under 14 on the theme of mental health. A total of 97 children took part, writing poetry, making comics and sharing ideas and thoughts about wellbeing. These workshops were part of the SPINE festival.

3.2 **Home Library Service**

The Home Library Service Team visit residents who are unable to get to a library due to age, disabilities or mental health problems. A profile is created for each customer who then receives a monthly visit with a selection of items just for them. Staff visit people of all ages both in their own homes, in sheltered units or residential/nursing homes. Some of the feedback from customers include:

“You raise my spirits, thank you. I feel I can do so much more now”.

“Without this service I’d probably lose my wits. I just love to read, it’s my passion.”

“I very much enjoyed your suggestion of Val McDermid, please bring more of hers”.

“As a nursing home we have greatly appreciated having access to iPads, they have brought modern technology to our residents and greatly enhanced our activities with them”.

4 **Economic growth**

4.1 **SiLL**

Start-ups in London Libraries (SiLL) is a business support programme led by the British Library’s Business & IP Centre to support 12,000 Start-up businesses and entrepreneurs across London to develop the insight, skills and confidence they need to start and grow successful businesses.

Lewisham is one of 10 boroughs participating in this initiative. A SiLL Project Champion has been recruited for the borough. The person is responsible for coordinating the activities of the libraries within the borough, creating awareness of the services and developing relationships with local stakeholders, business networks and Small and Medium Sized enterprises. SiLL is funded by the European Regional Development, The British Library, J.P. Morgan and Arts Council England.

4.2 **Downham refurbishment.**

The current library opened in 2006 and was looking a little tired and due for a mini refurbishment. The library was closed for 3 weeks from February 6th and reopened with new flooring, LED lights, a redecorated space which includes movable shelving units which will make for a more flexible use of the space for events and activities. New furniture and signage completed the makeover. The space looks bright and inviting to use.

5 Culture and creativity

5.1 Lewisham Heritage team

Over the past year the Local History and Archive Centre at Lewisham Library has arranged talks, exhibitions or hosted events. The LHAC has also supported local students with the production of a useful briefing for students from Goldsmiths and welcomed a delegation from The Society of Genealogists.

5.2 Events

St Mary's Church is the oldest building in Lewisham. A tour was organised with local historian Julian Watson. The turnout was fantastic. There were 37 people for this 2 hour tour. The visit to the crypt and the tower were especially popular.

5.3 Exhibitions

Sister Daisy Ankers, Lewisham Military Hospital, women's contribution to the war effort. The local history and archives centre hold her autograph book which was signed by wounded soldiers most of whom were gassed at Ypres.

Unknown Warriors: the medical front in Lewisham & Unknown Warriors

The History of St Mary's Church.

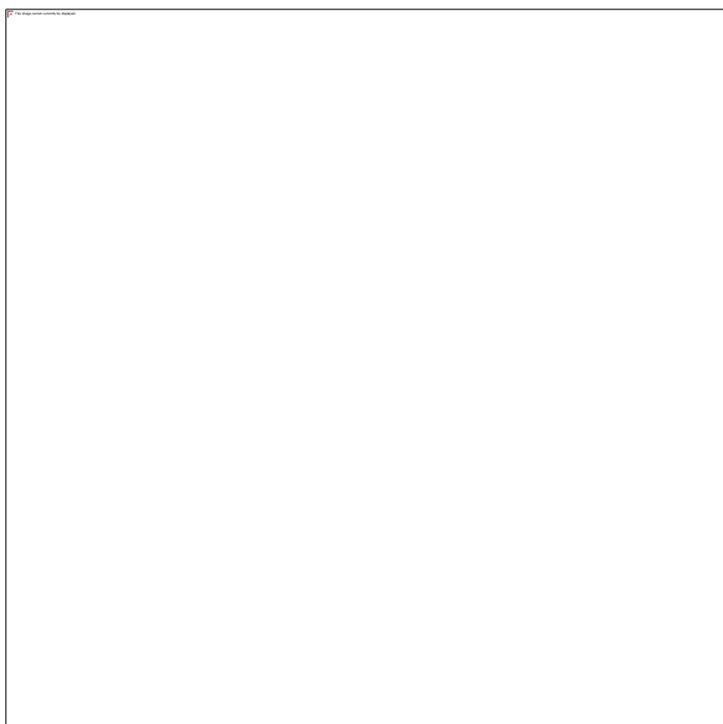
Suffrage Centenary: Exhibition on local suffrage struggle.

5.4 Talks

The Life and activism of Kath Duncan was held in Deptford by Ray Barron Woolford. Feedback was very positive. Comments included "The passion of the speaker, his depth of knowledge and the fact that it is free and in the local library!"

Comrade Kath – a brief life of Kath Duncan

Kath Duncan, communist political activist in 1920s and 30s Deptford, is the subject of a new play Liberty and a biography The Last Queen of Scotland by Ray Barron Woolford. Red Blouse Theatre, a local radical theatre company first formed in the 1930s and newly re-formed for the Deptford Heritage Festival, will stage the play in February 2019.



Kath Duncan addressing a crowd during the great Gas Fight.

Women's work in the First World War. This illustrated talk by Dr Anne Logan, University of Kent, illustrated the many types of war related work which women undertook between 1914-1918 and assessed the impact upon women in society.

The past year has seen the increased use of social media to promote local history and archives within the borough. The Heritage blog has been used to promote exhibitions and advertise information resources. From workhouse to wellbeing – a history of University Hospital Lewisham is an example of one of the posts.

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Appendix 3

Library and Information Service Community Libraries highlights 2018 – 2019

1. Blackheath Community Library

- 1.1. Since May 2018 we have increased our Library volunteer staff by 23%. We currently have 3 supervisors covering three morning shifts and a Saturday shift. They are managing the Library very professionally and taking ownership of the service. LBL still provides excellent support and the supervisors are really happy with this. There are three volunteers that are interested in becoming supervisors.
- 1.2. We have 2 Duke of Edinburgh volunteers giving their time after school and on a Saturday. A young woman who has finished her Duke of Edinburgh award asked to continue to volunteer as she enjoyed it so much! We have a student from Blackheath High who volunteers every fortnight as part of her community service. We have also recruited an amazing young volunteer with learning difficulties who has been paired up with a suitable volunteer. We are working collaboratively with a Supported Volunteering Project Officer from Volunteer Centre Greenwich and have agreed to offer volunteering opportunities in the Library to their young volunteers with learning difficulties.
- 1.3. Over the last 12 months, the library has been running well with the introduction of a Creative Writing class and our Reader Group. The Creative Writing Group has just completed its fifth session of a run of eight sessions before a summer break. They are now a group of eight and organise the sessions between library volunteers.

1.4. We celebrated LGBTQ+ History Month with this display.



LGBTQ+ History Month display

1.5. Our creative writing group is just finishing its last session in its eighth term since it started in January 2017. This is an example of clear growth and meeting a community need. This group is organized and run by a Library Supervisor. Our reader group is going strong and has a consistent attendance every week.

1.6. In December it was our knitting group's ten-year anniversary! They knitted us a nativity play and we had a celebration with cake.



Knitting group anniversary cake

1.7. In June 2018, in conjunction with Blackheath Yoga, we started our first chair yoga session. This has since grown in the last eight months to three sessions a week.

1.8. Another new group that started is Mindfulness. This is a six-week introductory course in a group setting, open to all members of the community. They will be booking their third term this Easter.

1.9. Groups also open to library users are:
 Chair Pilates
 Belly Dancing
 Dance your way into the weekend!
 Vinyl Bites

1.10. The Art group had a display of their art work in our not-for-profit café during December. This proved very popular and made the café very colourful during the cold winter months.



Art group display

1.11. The 2018 Summer Reading Challenge at Blackheath had 101 starters and 47 finishers (a completion rate of 47%).

1.12. In January we hosted *Table Talk*, a new project aimed at Lewisham citizens to encourage them to come out to a variety of places where older people gather together. The objective is to point older people towards activities, and advice that might be useful, from seated yoga to scams awareness.



Table Talk

1.13. In January this year we celebrated the five-year anniversary of our second hand book-sale. So far it has raised £28,480 over the five years. The Bookshop is run by ex-library volunteers. All the books have been donated by members of the public.

1.14. The Volunteer Christmas party was a successful event with over 60 volunteers from all parts of Age Exchange. The volunteers were recognized with thank-you certificates and lucky dip Christmas presents, which were all donated.



Bookshop

volunteers



Volunteer Christmas party



Volunteer certificates

1.15. We are working in conjunction with Action for Hearing loss. They will be coming into the Exchange every third Thursday to offer a free walk-in hearing aid clinic. We are in the process of organizing a talk on Scams Awareness with Age UK.

1.16. In total we provide over 700 hours of activity classes. Blackheath Community Library continues to be a draw for the community with over 180,000 visitors over the year.

2. Forest Hill Community Library

- 2.1. Forest Hill Library continues to be very much the hub of Forest Hill. As a ward with no dedicated community centre, we very much pride ourselves on going the extra mile and trying to signpost and support as many services as we can, supported by a team of volunteers dedicated to keeping this amazing service ticking over for more than sixty-five hours each week.
- 2.2. With the opening of the Leaf & Groove, the dedicated second-hand book and record shop on Dartmouth Road, we have been able to clear all of the donations we had been collecting, and opened out the space for a variety of groups, including our incredibly popular adults' and children's origami classes.
- 2.3. A new after-school philosophy club is due to start in the spring and we are in discussions to bring in a coding club as another after-school offer. The children's library is as popular as ever, with our two pre-school sessions often leaving standing room only, and a Summer Reading Challenge that really engages with children and boasts numbers comparable (and sometimes better) than even the main hub libraries. We have had a host of children's authors in during the year to read to the children, and our five dedicated PCs for the under 15s are very popular in the late afternoons and evenings.
- 2.4. We continue to provide information on subjects of local interest, from the planning documents for Dartmouth Road improvements to alternative plans for the streetscape, to hosting meetings for all sorts of groups from the various organs of the Forest Hill Society and local ward oversight groups, to space for local interest groups, such as Clean Air Forest Hill; The Friends of Albion Millennium Green; Lively Minds and numerous others.

3. Manor House Community Library

- 3.1. It has been a very busy year at Manor House. Visitors to both the library itself and the multi-purpose function spaces have rocketed as the public realises we are back open seven days a week. With a new IT manager looking after the computers we can boast a 99% up-time on machinery, even if we still suffer the occasional internet service provision hiccup!
- 3.2. Our expanded classics sections, in both the main and junior libraries, have been a big hit and we continue to offer a 'suggest-a-book' box that helps us to be able to offer a more dynamic demand-led offering. The Summer Reading Challenge was again incredibly popular this year, with a very high conversion rate of children who started the challenge seeing it through to the final book and getting their medals.
- 3.3. We hosted the 2018 City of Stories event, with sell-out workshops and a final day that was so over-subscribed we had to change the venue from the largest of our function rooms into the library itself just so we could provide spaces for all those wishing to attend!
- 3.4. International Refugee Week saw us put on an exhibition of paintings and other works by refugees, mostly displaced from fighting in the Middle East. We also hosted a one-woman play during the centenary of the suffrage movement; a day of guided tours for Open-House London and two weekends of exhibitions as part of Lee Green Open Studios. We also hosted a very successful Lee Green Consortium event, providing a thank-you and chance to chat for all of the voluntary groups that make up the Consortium across the ward.
- 3.5. After-school activities are becoming incredibly popular, with the after-school club, lego engineering club and creative writing activities and our free GCSE and A-Level Tutoring for Chemistry and Science that happens every Sunday morning in the run-up to exam season.
- 3.6. We were also very pleased to host out-going Mayor Sir Steve Bullock as he officially re-opened Manor House and unveiled the People's Patchwork, happily now installed permanently on display in the Manor House Foyer.

4. New Cross Community Library (New Cross Learning)

- 4.1. We continue to offer a wide range of regular events to reach different parts of the community. Baby Bounce flourishes on Tuesdays and Saturdays. On Tuesdays we are joined by a nursery and therefore have a regular 20+ babies joining us. Saturdays are not so well-attended but we are more likely to get Dads joining us. On Wednesday mornings a tutor leads with Basic IT skills, tailor-made to suit the individual. In the afternoon, the tutor assists with employability needs, job searches, CV writing and on-line applications. On Wednesdays we have the Junior Film Show, an opportunity for families to attend a cinema treat. On Thursdays after school and Saturday morning we have a Coding Club, where 7-12 year olds can learn to do initial computer programming. On Thursday evenings there is a Conversation Class where people of different nationalities unite in English conversation with the help of a facilitator in order to improve their language skills. On Saturday afternoons we have Knitting and Make a Friend, where fifteen regular knitters with lots to say are very ready to give a helping hand when those tricky patterns prove difficult.
- 4.2. There has been an influx of requests to assist people in need of on-line services, like Blue Badge Holders, Freedom Passes, Oyster 60+ passes.
- 4.3. We take in book donations for our bookshop and on-line sales. We also have Big Book Sales three times per year, usually held on Sundays. All donated books are processed by the team of volunteers in order to get the best price, with all monies going to the upkeep of the building and utilities.
- 4.4. Another financial stream, necessary to pay the bills, is the hiring out of the space to regular organisations for meetings after the library is closed to the public.
- 4.5. We have become a reliable printing service in an area where there appears to be none of these facilities, again part of our financial stream.
- 4.6. We have a continuous increase in membership with more and more internet-cafes disappearing in the area and more and more things needed doing on-line.
- 4.7. We are a drop-off point for Food Bank collection which is then taken to St James' church for distribution. The managers there are able to issue the vouchers needed to get the food parcels.
- 4.8. We have allocated an office space within the library for Credit Union, who share the same ethos and mission statement as New Cross Learning.
- 4.9. We actively encourage volunteers from the local secondary school to enlist here for their Duke of Edinburgh Awards at the various levels, Bronze, Silver and Gold.
- 4.10. We hold art exhibitions and if an outside artist is not available, then a display of books is organised for the relevant month.
- 4.11. We try not refuse young people the opportunity of work experience.

5. **Torridon Road Community Library (The Archibald Corbett Community Library, Arts and Heritage Centre)**

- 5.1. Our volunteer numbers have increased to over 40 active volunteers covering nearly 900 hours a week between them. At the same time our activities calendar has expanded to around 30 classes running throughout every week - including Tai Chi, music groups for young children, and a new reading group.
- 5.2. On top of those regular activities we have been very proud to host regular peer-pressure defence workshops run for young people by the charity Hope UK, an Afro-Caribbean hair-care course for young girls, The Catford Arts' Trail, and our second large-scale craft festival of our own for Easter.
- 5.3. Of our special events over £1000 was raised by our Christmas Craft festival, and our room hire income has increased to almost £10,000 for this period - which allowed us to trial the employment of a freelance full-time manager. This has had a huge positive impact - allowing us to move forward on various projects for which we have secured funding for 2019 onwards.
- 5.4. One example of this is transferring all our stock onto wheeled shelving units and fitting blackout blinds on our windows to allow us to transform the whole Library into a large venue/performing arts space, with a projector, screen and sound system to come. This was funded by L&Q.
- 5.5. At the time of writing, we advertised for a 3 year full-time salaried manager, which has been made possible by funding from The National Lottery, along with an assistant manager to come later. We hope to be self-sufficient enough at the end of that 3 year period, in order to continue both roles without additional funding.
- 5.6. An online feature about our Library is available on The Community Business Fix Podcast by Power To Change. Excerpts of the interviews they took from volunteers are included in the following quotes.

Libraries get asked the most amazing array of questions, but more and more now, because ... there is no Citizens Advice Bureau left in Catford, you are getting a lot of customers in asking detailed questions like 'My housing benefit has gone pear-shaped', 'How does universal credit work?', 'I've got to log on to a computer because I've got to log on to the Job Seekers site.' There are a lot of community social activities that you have to get involved in as well, and also advising some of the customers that come in about how to use the computer – some of our customers are really unsure of how to use a mouse even, or, 'I'm trying to find this website. How do I find that?'

Whilst volunteering I am able to develop my social skills, help the local community and have fun. I am able to meet kind, generous people who have the library's best interests at heart. It is an amazing community where volunteers work hard so customers feel comfortable when visiting. The library consistently offers a warm atmosphere for the community with activities for all ages. I love to volunteer at the library due to the kind staff and the impact the library has on the community.

6. Crofton Park Community Library

6.1. Crofton Park Community Library is run by Eco Communities and is at the heart of the SE4 community. Our library is the natural place where our users can find help, support and reinforce their links, and we are very popular in our area. The library has its own small café, regular well-attended events, and the *Crofton Books* vintage bookshop which is open every day and keeps our beautiful building even more accessible to the public. Last Christmas we tested the sale of vinyl and as it has been proved very successful we are re-launching it as “Vinyl of Crofton” at the end of April 2019. We offer other services, such as internet access, printing, photocopying and also hire our space for meetings and other local activities.

6.2. Our Summer Reading Challenge was very enjoyable and more than 60% of the children who enrolled finished it. In order to give more opportunities for our kids to complete their challenge, we made the last day the “Summer Reading Challenge Final Blast” with craft activities and thematic dressing.



Summer Reading Challenge Final Blast

6.3. Our local Croffest festival becomes Croftmas at Christmas time and this year we were at the centre of most of the activities. We held the Pet Christmas craft activity and competition, and our local Indie authors read their favourite Christmas stories. We also had Christmas Trees on sale in the forecourt raising funds for us.

6.4. We teamed up with our resident Crofton Park history group for the talk “The Story of Crofton Park” and it was a huge success. All the Croffest events were full to capacity.



The Story of Crofton Park

6.5. *Our Punk is dead* literary event was organised by Crofton Books to help us raise funds for our library. We hosted a string of interesting poets and authors talking about the Punk Movement. The event was attended by more than 70 people.

6.6. We are happily in demand by Duke of Edinburgh trainees. We have had 7 DoE trainees in the last year and they helped us reorganise our children’s library, and were very creative and hands-on. Thanks to them we now have new signs and new dividers for our series and they created some lovely displays.

6.7. This year we have increased our presence on Social Media. Our Facebook page has gone from 420 followers to 651 in the last year; Twitter from 1650 to 1772; and Instagram from 250 to 505. We have a weekly “Word of the Week” which started in June 2018 and is a very good conversational starting point.

6.8. The library hosts a variety of regular events on a weekly basis:

- *Under 5s*: Our fabulous Sharon has been organising this group every Thursday and it is always packed with craft activities with specific themes such as LGBT, Chinese New year, Springtime etc.



*LGBT themed activity:
celebrating diversity*



Chinese New Year Craft



Springtime Craft

- *Baby Bounce*: This takes place every Friday and is always organised by volunteers. It has an average participation of 80 people per session.
- *Code Club*: Every Saturday our Crofton Code Club volunteer Marc organises our local group of young coders, both boys and girls. This March they were inspired by International Women's Day, and created their own interactive game based on Julia Child's recipes.
- *Xr Eco Thursday*: The aim of this new craft club for under eights is to nurture a sense of love and care for our natural world through arts and crafts, songs and storytelling. It has been well-attended from the start in January 2019.
- *ESOL learners and Digital Inclusion classes* are delivered on a weekly basis at Crofton Park with an excellent rate of success as 905 of the learners move onto Entry Level 1 and 2. Aurelie of *EnglishMyWay* also provides help with UC, benefits and CV writing. Aurelie's work at Crofton Park has been vital to support people in need of help.

6.9. There are also a number of monthly events:

- *Crofton Park Book club* meets every last Tuesday and it is at full capacity. We are thinking of branching out and having another one, maybe dedicated to crime novels.
- *Cantonese Sing Along for children and families* is on every third Saturday of the month and run by our dedicated Chloe.
- *Crofton Park History Group* hold a drop-in session every first Saturday of the month and it is very popular.

7. Grove Park Community Library

- 7.1. Grove Park Community library continues to be committed to serving the local community. We offer the use of computers each day for various reasons, including for printing, job searches and more.
- 7.2. There is also library space for people to work on their own laptops, and many come to browse and borrow/return books, use the cafe and browse the Eco Shop.
- 7.3. There are class visits during term time, where Reception through to Y1 rotate their visits. The whole school visits the library during World Book Week.
- 7.4. During half term there are activities for children on Tuesdays and Thursdays.
- 7.5. Once a week there are knitting and keep fit classes along with computer lessons and scrabble.
- 7.6. Occasional events include a Christmas Fair; tea parties; a children's tea party (including a teddy bear's picnic); day trips and meals out for the elderly; and a High Tea with the Mayor of Lewisham.
- 7.7. L&Q have run a few events at the library, including a Parenting Skills course.
- 7.8. The children's library space is rented out on a Sunday morning.
- 7.9. The library is working towards becoming a sustainable building for the local community.

8. Pepys Community Library

- 8.1. The library membership and usage have increased significantly over the last year. Enquiries have been made regarding an extension of our opening hours and new activities are currently under consideration by the new committee.
- 8.2. The *Befrienders* group which had previously been attending alternate Wednesdays is now attending every Wednesday and feedback from this group has been very positive in terms of giving people isolated in the community an opportunity to socialise: “I wouldn’t miss it for the world” was one response. They enjoy singing around the piano, a new addition to the library, and have the opportunity to eat together.
- 8.3. Each Tuesday there are Pilates sessions and feedback for these sessions has, again, been very positive.
- 8.4. We won funding to provide the *Mama J Lunch Club*, showing people how to cook healthy meals from products they may receive from the food bank. This funding was achieved with local residents and the befrienders group; there will be a book to follow.
- 8.5. Over the summer, a group of Syrian refugee families attended twice weekly where they had ESOL classes, had lunch and explored opportunities and employment around Lewisham. This was in partnership with the Pepys Community forum and the local authority.
- 8.6. In autumn 2018 a poetry night was held, hosted by Steve Tasane, a local poet/writer. The feedback from this was also positive.
- 8.7. A Halloween party held for local children was well-attended.
- 8.8. On World Kindness Day, Bernadette Russell, writer of the book *Kindness*, ran a successful workshop called “What is Kindness”.
- 8.9. At Christmas four young girls from Italy attended the library for work experience and contributed to preparing Christmas celebrations. A community Christmas party was held.
- 8.10. On Friday 8th March various workshops were held to celebrate International Women’s Day.
- 8.11. Over Easter a number of activities were held for children including an Easter egg hunt and Easter card making.
- 8.12. In the last year steady progress has been made in terms of engaging with and providing support/services to the local community particularly with computer use and accessing literature. Another example is when an International Community Development Consultant came with a number of young men from the homeless centre. We supported them, gave them food and helped them with searching for accommodation and employment.

9. Sydenham Community Library

- 9.1. Sydenham Community Library continues to be at the heart of the community it serves, with a very dedicated team.
- 9.2. We have a children's Book Club and at Easter there was a party at which certificates were awarded.
- 9.3. We have regular pop-up table sales outside and inside.
- 9.4. We had a successful Summer Reading Challenge and competitions for painting and a summer story.
- 9.5. In the autumn we had a famous Black inventors display for Black History Month, and a Guy Fawkes and Firework children's painting competition.
- 9.6. In October, we had a fun palaces weekend, where we painted our own castle, children and adults did crafts, devised an interactive computer game based on the library (beware the flying cups of tea), and learned African dance moves. We saw a virtual beehive and a very real police horse, developed characters and stories with Inkheads, created animations using an app, and followed clues to exit from the Philosophy Escape Room despite the armed guards.
- 9.7. We were a stop on the Sydenham Artists' Trail with art displays throughout the library.
- 9.8. At Christmas, we had painting and crafts for children; the Children's Book Club Christmas story, certificates and prize giving; a Christmas fair and Santa's Grotto; a children's Christmas party; and a Seniors Christmas party. There was a performance of Cinderella, a lantern making workshop, carol singing, and the Mayor lighting the outdoor Christmas tree.
- 9.9. The library is used for meetings by local groups such as the Sydenham Assembly.
- 9.10. For adults we offer a book club and a writing group every other Tuesday, with 4–7 attending, covering story and biography writing and a poetry composition. There is an adult crafts session (term time only every Thursday), offering card making, jewellery and painting; and a knitting club every Saturday with 15-20 members. There is a mobility exercise group every Tuesday, with 8-12 attendees. Chrissie continues to offer free advocacy, by appointment only. There are free hearing support sessions every other Tuesday, for hearing advice and hearing aid accessories.
- 9.11. For children we have a book club with a waiting list, and Baby Bounce every Tuesday with 15-18 parents and 20 babies.



Prize-giving for children's book club



Christmas party

10. Conclusion

- 10.1. The examples above demonstrate the creativity and talent of Lewisham's Community Libraries. Our partners continue to show incredibly valuable and valued commitment to "the promotion of books and reading" across the borough, supporting libraries and residents, giving back to their local communities and drawing from local talent and passion.
- 10.2. The partner organisations are often called upon to exemplify local participation, beyond the public library world. They are unrivalled advocates for the public library service, culture, collaboration, and imagination. They demonstrate how, at a challenging time, communities can come together to deliver quality services "with" (rather than "to") local communities.

Appendix 4

Visits April 2017 – March 2019

Visits last year

2017 - 2018

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	12,279	13,631	13,135	10,472	9,681	10,277	10,116	10,514	8,013	9,977	9,189	9,429	126,713
Deptford	28,277	32,524	32,265	31,918	29,213	29,715	30,872	30,806	25,258	29,041	30,293	29,241	359,423
Downham	29,944	32,839	33,561	33,311	33,324	33,059	34,398	33,369	30,722	33,332	30,494	32,644	390,997
Lewisham	26,543	29,328	27,309	27,248	27,290	28,010	29,148	28,760	23,467	27,699	26,103	29,183	330,088
Community Libraries													
Blackheath Village	13,061	14,596	14,512	11,134	13,409	15,334	17,059	17,425	13,733	15,466	14,022	15,768	175,519
Crofton Park	6,526	9,373	10,645	9,848	9,098	7,026	7,954	8,500	6,000	7,860	8,736	7,731	99,297
Forest Hill	13,817	11,965	11,533	10,810	11,495	13,654	14,358	10,074	10,140	12,209	11,608	12,209	143,872
Grove Park	3,084	3,623	3,005	2,748	3,115	2,660	3,005	3,197	1,945	3,042	1,997	2,854	34,275
Manor House	4,916	12,395	12,029	9,492	8,070	10,633	12,197	14,466	8,909	13,767	15,116	17,311	139,301
New Cross	3,844	4,818	4,183	4,281	5,420	4,650	5,716	5,202	3,870	3,215	5,631	4,887	55,717
Pepys	78	570	360	234	475	25	370	137	104	0	0	27	2,380
Sydenham	4,665	5,182	4,820	6,176	5,404	4,926	5,002	4,830	4,024	4,809	4,412	4,910	59,160
Torridon Road	4,680	5,724	5,699	5,712	5,392	5,429	5,840	5,955	5,028	5,587	5,127	5,439	65,612
TOTAL VISITS	151,714	176,568	173,056	163,384	161,386	165,398	176,035	173,235	141,213	166,004	162,728	171,633	1,982,354

Visits this year

2018 - 2019

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
Hub Libraries														
Catford	8,427	8,763	7,594	11,190	8,975	8,934	9,386	9,324	7,771	10,654	8,238	9,132	108,388	-14.5%
Deptford	26,862	30,258	30,578	32,660	28,687	29,089	30,965	29,600	22,994	28,396	28,503	31,472	350,064	-2.6%
Downham	32,404	33,974	35,423	35,899	35,444	33,866	36,789	27,582	20,205	27,194	5,401	33,000	357,181	-8.6%
Lewisham	28,426	28,732	27,022	26,095	28,249	26,906	30,165	29,110	23,161	28,389	24,986	28,241	329,482	-0.2%
Community Libraries														
Blackheath Village	13,783	12,115	14,016	8,312	19,783	14,077	17,882	18,063	13,575	14,554	13,475	16,612	176,247	0.4%
Crofton Park	7,662	7,468	7,876	8,243	7,006	8,102	7,897	7,530	5,985	6,612	7,093	7,582	89,056	-10.3%
Forest Hill	12,104	10,719	10,543	10,443	10,603	10,006	10,625	11,159	6,627	10,774	7,385	10,438	121,426	-15.6%
Grove Park	3,038	2,557	2,062	2,148	2,446	2,856	3,403	3,293	1,875	3,146	2,736	3,000	32,560	-5.0%
Manor House	15,807	18,784	20,068	21,282	16,614	22,901	26,115	24,891	16,156	23,380	22,736	23,155	251,889	80.8%
New Cross	4,967	5,245	4,786	6,590	3,875	4,978	5,444	5,113	3,579	4,074	4,450	4,679	57,780	3.7%
Pepys	360	438	369	623	448	573	469	550	374	281	449	550	5,484	130.4%
Sydenham	4,619	4,648	6,079	7,324	5,324	6,110	6,680	6,660	3,357	5,414	5,418	6,328	67,961	14.9%
Torridon Road	5,467	5,267	5,367	5,454	5,441	5,399	5,496	5,413	5,495	5,422	5,470	5,500	65,191	-0.6%
TOTAL VISITS	163,926	168,968	171,783	176,263	172,895	173,797	191,316	178,288	131,154	168,290	136,340	179,689	2,012,709	1.5%
Variation on previous year	8.0%	-4.3%	-0.7%	7.9%	7.1%	5.1%	8.7%	2.9%	-7.1%	1.4%	-16.2%	4.7%		1.5%

Appendix 4

Issues April 2017 – March 2019

Issues last year

2017 - 2018	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	3,203	3,076	2,940	3,614	4,338	2,475	2,705	2,200	1,725	2,345	2,355	2,136	33,112
Deptford	5,202	5,301	5,037	6,430	6,557	5,927	6,037	6,345	5,013	5,798	5,769	6,059	69,475
Downham	4,315	4,376	4,143	6,179	5,614	5,540	6,767	5,871	4,009	8,719	7,198	7,539	70,270
Lewisham	11,174	11,827	11,034	13,521	14,858	11,638	11,846	12,404	9,394	11,283	9,867	9,678	138,524
Community Libraries													
Blackheath Village	1,024	921	1,056	1,173	1,390	1,385	1,233	1,147	843	1,343	961	1,297	13,773
Crofton Park	1,785	1,658	1,638	1,773	2,451	1,984	1,985	1,729	1,126	1,437	1,474	1,464	20,504
Forest Hill	4,676	4,775	4,286	6,038	6,000	5,008	4,861	4,616	2,567	4,588	3,221	3,887	54,523
Grove Park	119	134	142	188	190	107	138	117	56	335	390	635	2,551
Manor House	537	2,731	2,636	4,313	4,285	3,516	3,135	2,708	1,989	2,682	2,749	2,752	34,033
New Cross	431	499	296	554	505	471	519	596	204	317	238	410	5,040
Pepys	3	38	17	16	29	1	17	5	3	0	0	6	135
Sydenham	1,095	1,227	1,157	1,288	1,518	1,162	1,113	1,153	577	1,139	1,032	1,125	13,586
Torridon Road	2,046	1,643	2,226	1,980	2,464	1,867	1,650	1,573	1,074	1,389	1,477	1,564	20,953
Other issues													
LRC	4	0	0	0	8	0	8	1	0	3	4	1	29
Web Renewals	3,174	3,491	2,929	3,326	3,894	3,610	3,381	3,683	3,343	3,680	3,391	3,777	41,679
Callpoint	542	542	498	471	549	452	625	307	63	85	165	293	4,592
E Issues													
E-Issues	1,524	1,580	1,604	1,854	1,838	1,708	2,074	1,692	1,727	2,062	1,773	2,056	21,492
TOTAL ISSUES	40,854	43,819	41,639	52,718	56,488	46,851	48,094	46,147	33,713	47,205	42,064	44,679	544,271

Issues this year

2018 - 2019

2018 - 2019	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
Hub Libraries														
Catford	2,164	1,863	1,726	2,257	2,836	1,863	2,071	2,974	1,913	2,322	2,386	2,215	26,590	-19.7%
Deptford	5,255	5,319	6,342	6,192	6,974	6,359	6,574	6,415	5,674	6,537	5,876	6,138	73,655	6.0%
Downham	5,263	6,597	5,500	7,080	7,044	5,799	5,799	6,119	4,746	5,023	1,227	5,472	65,669	-6.5%
Lewisham	11,262	10,760	10,304	11,843	12,854	10,934	11,783	10,314	8,610	10,410	13,427	11,136	133,637	-3.5%
Community Libraries														
Blackheath Village	991	912	896	1,149	1,196	1,093	984	1,045	658	902	871	972	11,669	-15.3%
Crofton Park	1,569	1,271	1,279	1,779	2,190	1,513	1,796	1,633	993	1,590	1,443	1,550	18,606	-9.3%
Forest Hill	3,822	4,106	3,634	4,939	5,331	4,376	4,373	4,084	2,511	4,053	3,412	4,058	48,699	-10.7%
Grove Park	344	373	472	358	504	424	430	361	272	345	525	400	4,808	88.5%
Manor House	2,782	2,619	2,676	3,853	4,349	3,215	3,197	2,794	1,957	2,888	2,712	3,003	36,045	5.9%
New Cross	364	402	386	540	509	583	555	631	279	423	478	468	5,618	11.5%
Pepys	9	1	4	84	11	10	16	3	3	3	7	13	164	21.5%
Sydenham	1,162	1,423	1,049	1,268	1,295	1,094	1,487	1,223	717	1,252	1,185	1,195	14,350	5.6%
Torridon Road	1,816	1,392	1,228	1,536	1,716	1,316	1,381	1,213	723	1,434	1,093	1,349	16,197	-22.7%
Other issues														
LRC	0	0	0	8	5	4	0	0	1	12	0	3	33	13.8%
Web Renewals	3,756	3,566	4,346	4,477	4,859	4,207	4,912	4,580	3,998	4,393	4,271	4,305	51,670	24.0%
Callpoint	396	401	412	518	571	635	531	554	633	549	452	513	6,165	34.3%
E Issues														
E-Issues	3,418	3,597	3,681	4,526	5,481	5,254	5,962	7,640	6,815	6,793	6,145	6,925	66,237	208.2%
TOTAL ISSUES	44,373	44,602	43,935	52,407	57,725	48,679	51,851	51,583	40,503	48,929	45,510	49,715	579,812	6.5%
Variation on previous year	8.6%	1.8%	5.5%	-0.6%	2.2%	3.9%	7.8%	11.8%	20.1%	3.7%	8.2%	11.3%	6.5%	

For a conversation on the future of Lewisham Libraries

Introduction

The changes that public libraries have seen in the last 20 years are staggering: nowhere more so than in Lewisham. But, while conscious of how far we have come, it's important to review our direction of travel.

Looking back to 2010 or even 2015, the country was just emerging from the financial crisis or in the depths of austerity. Things were tough for ordinary people but we still would not have predicted the events of the last 5 years in relation to the country, public services, and the international picture?

Therefore, looking forward 5 or even 10 years seems an incredible challenge. However, we have attempted to imagine our library service in 2030, considering that our expectation is that it will serve the political, public, and organisational expectations of the borough. We are planning for a future in which we are still immensely proud of our library service, and observers internationally will point to it as a model of good practice.

So, if we consider the library service in 2030:

- Which challenges did it respond to?
- What does it look like?
- And how did we get there?

This short paper is a brief, and initial, attempt to answer these questions, which – it is hoped – can be seen as the starting point of a conversation about the future of our libraries.

The Lewisham public library service now

When we think about public libraries, some stereotypes come to mind... These include both concepts and behaviours. We think dust, books, dark, and we think silence, absence of change, seriousness.

Lewisham has subverted the stereotypes creating a unique, powerful, dynamic **resource** that has the potential to build on itself to benefit others. We call it the **Lewisham Model**.

The Library and Information Service – **a statutory service** under the 1964 Act – has changed fundamentally in the last few years, from a very traditional and declining facility, to one that is in step with – and often substantially ahead of – its times. Lewisham libraries do

Hub Libraries

Catford
Deptford Lounge
Downham
Lewisham

Community Libraries

Blackheath (Age Exchange)
Crofton Park (Eco Communities)
Forest Hill (V22)
Grove Park (Eco Communities)
Manor House (V22)
New Cross (NX Learning)
Pepys (Eco Communities)
Sydenham (Eco Communities)
Torrison Road (Corbett Group)

Home Library Service

Archives & Local History Centre

all that you would expect a library to do, but they complement this with a lot more and using creative and new tools.

Since 2006, all the **library buildings** have had some refurbishment or located to new premises. Since then, Lewisham pioneered totally new approaches to delivering public library services introducing:

- **self-service** terminals for issuing and returning books
- introducing **Wi-Fi, apple macs**, as well as **PCs**, and
- an ever expanding range of **free online services** including eBooks, eAudio, and thousands of online newspapers and magazines, as well as other great online reference resources.

In 2008, the All Party Mayoral Commission on the Future of Libraries and Adult Education in Lewisham set the framework for a constructive and participative future, recognising libraries as a fundamental service that delivers “**unbiased access to information, learning, and works of the creative imagination**”.

The Commission also recognised the role that libraries have as public spaces, as **trusted, open, inviting spaces that empower residents as citizens**. In line with this, the Mayor agreed to the creation of three Library Hubs “which will **carry an enhanced role for face to face contact between the local authority and the public to support the digital by default agenda**”. This sets the tone for the future of the library provision as enablers of cultural, social, economic, and educational interaction.

The Library Service does this “with” the local community in a way that – according to the Chartered Institute of Public Finance and Accounting – shows that Lewisham “engages well with the population when compared to the other authorities”¹. This is because Lewisham developed the innovative **Lewisham Model that builds on the community capacity of local third sector organisations to revitalise library buildings, introduce new services, and maintain public library provision** as well as additional community benefits.

The results of this imaginative approach to a much-loved service are visible in the **increase in visits, increased opening hours**, and in the **increased number of service points**. These indicators move counter to the national trends, proving that Lewisham broke the mould of cuts equalling reduction in services.

2009 – 2019 comparison

In the last 10 years the Library and Information Service has become one of the most efficient services the council provides and one of the most efficient in London.

The Service reduced its staff costs by 39% and overall costs by 39%. Costs per opening hours went down by 50% and costs per head of population reduced by 47%.

Visits increased by 13% and opening hours increased 21% while Lewisham’s population increased by 16%.

What does it mean? The Service’s staff cost £2.1M less per year. The whole Service costs over £2.4M less every year. Our libraries are open 131.5 hours more every week, while one hour of our work has decreased in cost from £180 to £79 per hour.

This Service used to cost £19.55 per resident per year. Now it costs £9.40/year. That is, each Lewisham resident accesses our services for 78 pence per month!

¹ CIPFAstats Comparative Profile 2016-2017

Lewisham is at the core of some national, regional, and local initiatives that often push the boundaries of service transformation and innovation. For example, Lewisham led the **London Library Consortium through a new procurement** that not only delivered efficiencies and better courier services for 16 London boroughs, but it set a mechanism that revolutionises the way libraries are charged for services, and built an infrastructure that allows partnership developments with the contractor, to the benefit of millions of library users in London. The contract brings increased benefits to all members of the Consortium as new members join.

In this context, Lewisham is a member of the **Strategy Group** of the London Library Consortium, which in March 2019 concluded the procurement and implementation of the largest library catalogue migration in history, moving from one library catalogue to a new one overnight, without any break in service delivery to the over 4 million citizens it serves, and offering free access to over 7 million books.

Lewisham is one of ten London Library Authorities that joined the British Library in a 3-years' long project to support fledgling businesses. The **Start-Up in London Libraries** offers a myriad of free resources, training opportunities, and support to new local entrepreneurs.

The Libraries have proved incredibly successful in conveying positive messages about **health and wellbeing** through programmes such as the Now Festival, the series of Health Lectures, continued collaboration with Public Health and Social Prescribing, Macmillan Cancer Support, The Reading Agency's "Reading Well" programme and more.

Libraries answer people's questions

Our libraries deal with ca. 260,000 enquiries per year, which means that ca. 20% of our time is spent dealing with people's queries. These could cover literally any topic, from finding a recipe to addressing a housing problem, from paying a council tax bill to signing up with a doctor, from buying a parking permit to borrowing a book.

The amazing thing is that – as a Reading Agency study demonstrated – library staff are **"the second most trusted public officials after the family doctor"**. So, often, even when another council office, or Job Centre Plus, or CAB, or website, provides people with information, they still come to the library and ask a question. People want reassurance, an alternative, unbiased point of view, they want someone they trust to watch over them as they deal with the enquiry themselves...

It may seem difficult to put a value to something like this, but we have. Every enquiry dealt with in a library costs £2.36 – whatever its time requirement.

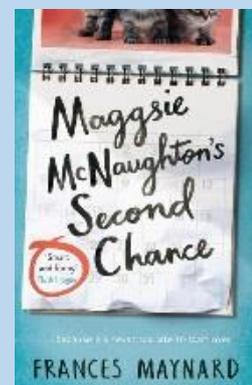
The Lewisham Library

Frances Maynard mentions Lewisham Library in her 2019 novel, "Maggsie McNaughton's Second Chance", which portrays a dyslexic woman serving a prison sentence and trying to make sense of the world on her release.

Here's a snippet:

TJ took me to Lewisham Library, end of last year. It's only five minutes from the flat. I'd never been to a library before. It looked a bit like a Job Centre, only stuffed with books. There were two floors of them and miles and miles of shelves. Took your breath away, looking at them. All those words....

...Now I'm reading a book at home on my own. Plenty of white space on the pages, thank God. If there's no white space in a piece of writing I'm done for. Mind you, the first couple of pages took me ages. I kept losing track of what had happened. But some of the words were the same. I kept going. Never thought I'd read a book."



Brief SWOT Analysis

<p style="text-align: center;">Strengths</p> <p>The library service has resilient, knowledgeable staff, great physical and ever growing digital collections. It has developed strong links to enterprising, passionate community partners. It is developing ground breaking library technology with partners in London and beyond. It thoroughly covers the Lewisham geography. It is there for residents 7 days / week, with the Hub Libraries open 80 hours/week. It is very, very cheap to run. Has been helping people with technology since 1995, and it is best placed to carry on and enhance this function as services move online.</p>	<p style="text-align: center;">Weaknesses</p> <p>Staffing levels may be insufficient for the services that could be supported through libraries. Often expertise is simply lost as staff leave. Limited resources reflect on the Service's ability to match its ambition. The IT infrastructure is one of the Service's weakest points. Awareness of the Service and its capabilities, both at political and corporate levels.</p>
<p style="text-align: center;">Opportunities</p> <p>New developments in Lewisham and Catford, with the opportunity to refurbish the central library in Lewisham sooner and see a refurbished Catford within Laurence House. The new Library Management System and its development, which will bring interfaces with increasingly popular environments, such as SIRI, Alexa, etc. Supporting roles in housing, business development, and health.</p>	<p style="text-align: center;">Threats</p> <p>Reducing budgets. IT infrastructure. Buildings. Succession planning.</p>

What challenges did the service overcome by 2030?

The way in which reality will evolve in the next 10 years is a crystal-ball matter. But some trends jump out as particularly meaningful. The Social Market Foundation identifies six:

1. *An ageing population that puts increasing pressure on social care and health services, but that brings new resources of its own through healthier pensioners.*
2. *More fragmented families, living in highly urbanised and more dispersed communities, with housing quality and affordability remaining a problem in some regions.*
3. *Prosperity driving higher expectations of public service quality and convenience, but growing disparities across regions and across generations demanding an adequate response.*
4. *Huge opportunities to apply innovations in technology and big data to improve the productivity of public services, alongside the task of managing the disruption to jobs that is likely to accompany this.*
5. *Localised environmental risks around flooding and air pollution to heighten, and the need for communities to display resilience.*
6. *Greater fiscal devolution presenting huge opportunities to councils to control their destiny as well as risks around the resilience of their local tax bases.*

The Futures Company identifies nine:

1. *Population growth*
2. *An ageing population*
3. *Slow economic growth*
4. *Persistent levels of poverty*
5. *Maturing of the digital technology sector*
6. *Shifting values, towards autonomy and diversity, and away from authority and hierarchy*
7. *Continuing regional bias towards London*
8. *Increasing political fragmentation, reducing the dominance of the main political parties*
9. *Skills and materials shortages in housebuilding sector.*

Paraphrasing, these and many other experts point to a society that is increasingly polarised and fragmented by geography, by generations and by wealth. They imagine that the generational digital divide will fade, leaving cost as the major barrier to participation in the digital economy. They see “community” as a combination of physical and digital entity that is as valued as time and wellbeing. Finally, there is no indication that money and other resources will be more available than today for both households and governments.

Lewisham’s libraries in 2030 “deliver – in the physical and digital world – high-quality and unbiased access to information, learning, and works of the creative imagination. Lewisham libraries are open, trusted spaces of human interaction that are safe and welcoming to all. They work integrating local communities into their structures through the Lewisham Model”.

These future libraries deliver on people’s expectations as follows:

Corporate	Political	Public	Organisational
Libraries are one of the few places where quality face to face interaction between the council and the public happens at a mutually convenient time	Fiscal devolution may offer opportunities to strengthen the tax basis while supporting the most vulnerable.	Social care and health services for older residents are routinely accessed through on demand spaces available in libraries Social Prescribing is integral in the Service’s activities	Libraries are structured flexibly to accommodate a myriad of users and functions that change autonomously. E.g. an adult learning tutor delivering a course is empowered and able to configure the space to suit the required function
Libraries are integral to the planning and development of technological enhancement in service delivery.	The political will to fight persistent poverty in the borough may benefit from the libraries’ resources both physical and digital. Libraries are themselves a great leveller, where passion and necessity bring people together, for self and altruistic interest.	Libraries continue to play a vital role to support those whose housing quality limits their ability to pursue their interests or advance their work	Digital by default is certainly on the increase. As digital becomes “more digital” there may be a risk of leaving some behind.

Corporate	Political	Public	Organisational
Slow economic growth may act as a drag on development. Libraries may play an empowering role by enabling start-ups and low-cost businesses to flourish.	Moving away from authority and hierarchy implies a different approach to the role that the political plays on the corporate, the corporate on service, and the service on the individual. This may produce a flexible approach based on trust, autonomy and inclusiveness.	Libraries support people by raising awareness of environmental risks	The need for skills and resources that adapt to the requirements of the individual is likely to increase.
A growth mindset would be required to foster creativity and development in spite of reducing resources.	Political fragmentation may have scaled effects at national, regional and local levels.	Population growth will require venues that bring residents together as a community, are welcoming, trusted, and adaptable	Sufficient numbers of staff and volunteers collaborate to the success of the Service.
An entrepreneurial approach is instrumental in creating and implementing opportunities for growth.	The democratic process is likely to be increasingly self-directed and movement-based.	Aging and healthy residents might have disposable time and knowledge that can be capitalised upon to benefit all.	The Service is fully integrated into primary and secondary schools.

What does the service look like in 2030?

While it is difficult to describe what the Service will look like in 10 years' time, we could imagine that given the council's ambitions and the residents' expectations, many different levels of Service may be described, which have an impact on the resources they will need to remain sustainable.

Libraries are the first port of call for interaction between the public and the council. This could be to pay bills, purchase things online, get information or advice, etc. They are also opening and welcoming to people who do not have the resources at home to do what they want or need to do, in terms of IT, study space, access to books and other resources, etc.

In all cases, the Service should actively play a role in supporting colleagues across the council, including Housing, Customer Services, Adult Social Care and Health, Children Services, Business Support, and much more. How much the Service can contribute is directly dependent on the infrastructure and structure of the Service.

For the purpose of this paper we consider that the number of libraries will remain static between now and 2030 as there is significant support for maintaining current buildings. The development of future provision will need to take into account available resources and the profile of the service as a whole across the borough.

Our approach to developing the Service will be fundamentally based on

Maintaining the centrality of the written word to continue to foster the love of books and reading. While our book borrowing has decreased following national trends, we know that reading and literature appreciation is still central to our libraries' activities.

Recognising the value of our buildings as social spaces. This includes both the concentrated work (for studying, for research, business development, or quiet pursuit of personal interests) and the more social interaction (for creative and social pursuits,

entertainment or awareness raising, as well as wellbeing, meaningful daytime activities, including playing an active role in the prevention agenda with the potential to help reduce demand on statutory services through targeted interactions and services).

Investing and supporting council library staff and partners in the community libraries.

It is essential that all those involved in supporting library users are informed, skilled, and supported by the correct knowledge, infrastructure, and equipment.

Developing new and innovative partnerships. As noted above Libraries represent a trusted, welcoming and accessible public space which the public look to, to provide a whole range of information and services. A modern library services needs to build on this reputation to provide access to a broader range of provision and can ultimately represent the 'universal front door' for Council services and a place where people can be supported to resolve a significant range issues.

Improving the customer experience. While satisfaction with our libraries is at an all-time high, we expect much more from the Service and would set ambitious targets to deliver the best customer experience in our buildings and online. This includes integrating the library presence in buildings and online, and increasing its accessibility across the board.

Each of the approaches above would therefore contribute – at different levels – to increase:

- Accessibility usage of our physical and digital services
- financial sustainability
- satisfaction in the Service and the Council as a whole
- reduced demand for other services
- usage of our resources (e.g. as measured through Collection HQ, etc.)
- online presence and activity (e.g. as measured on Facebook, Instagram, Twitter, etc.)
- sustainability through multiple income streams and decreased costs
- integration of libraries in sense of place activities
- usage by citizens who are supported and enabled to help themselves to live full and independent lives
- use of library resources and infrastructure to flexibly collocate services

However, as with many services, libraries are resource intensive and require adequate investment across a number of areas including staffing, technical support in areas such as IT and capital spend on both buildings and wider infrastructure.

The level of investment in the Library Service over the next ten years will determine how far the offer to the public can realise the potential outlined above. This paper, therefore, stops short of setting a vision for that future but rather outlines what is possible. It is hoped that this is the beginning of the conversation regarding the future of our Library Service. A conversation that is open, wide ranging and includes all of Lewisham residents and results in a shared, and deliverable, strategy for the future of libraries in the borough.

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Safer, Stronger Communities Select Committee			
Report Title	In-depth Review of Equalities in Lewisham		
Contributors	Executive Director for Corporate Services	Item	5
Class	Part 1 (Open)	Date	9 October 2019

Introduction

1. This report provides evidence to inform the Safer, Stronger Communities Select Committee review of equalities in Lewisham. A summary of responses to various questions asked by the Committee, are set out further on in this report.

Recommendation

2. The Committee is invited to:
 - i) Note the contents of this report; and
 - ii) Consider the responses to questions raised by the Committee's In-depth Review, set out at paragraphs 8 to 37

Background and context

3. Lewisham is a borough of more than 303,000 residents of which children and young people make up one in four and older people aged over 65 about one in ten of the population. Seven in ten Lewisham residents are of working age (16-64).
4. In terms of ethnicity, about 54 per cent of the population is white, whilst 46 per cent is of Black and Minority Ethnic heritage. Some 15 per cent of Lewisham residents describe themselves as disabled and about a third describe themselves as having a faith. Estimates vary on the proportion of the population who identify as LGBT, but it could be as high as one in ten.
5. In addition to its demographic diversity, Lewisham is economically diverse. Nearly one in four residents are earning below the London Living Wage and just over one in ten households are those in which no-one has ever worked. Nationally, Lewisham ranks 19th out of 326 local authorities (1 equals high), with respect to income deprivation affecting both children and adults and 80th out of 326 against the measure of employment deprivation.
6. An example of the borough's geo-spatial diversity can be seen in the higher concentrations of predominately white and older residents who make their home in the

south of the borough, compared to the higher concentrations of younger and BAME residents who reside in the north of the borough.

Response to questions

7. This section of the report attempts to address the specific questions presented by the Committee's In-depth Review. A summary of responses in each instance, is set out under the sub-headers below.
 - a. How is Lewisham Council meeting its equalities obligations under the 2010 Equalities Act and Public Sector Equality Duty?
8. The Public Sector Equality Duty is a duty under the Equalities Act 2010. It requires public bodies in the exercise of their functions to have due regard to the need to eliminate discrimination between those with a 'protected characteristic' (as defined by the Act) and other people, to advance equality of opportunity between those with and without a protected characteristic, and to foster good relations between different people when carrying out their activities.
9. The provisions of the Duty do not preclude public bodies from making decisions that could adversely impact groups of individuals who have a protected characteristic nor, in limited circumstances, from making decisions to reduce disadvantage by taking positive action in relation to a protected group. However, public bodies must demonstrate that they have taken reasonable steps to acquire relevant information and weigh up relevant factors before reaching decisions. In the event that impacts of decisions are likely to be negative, where possible, public bodies should describe actions that will be taken or have been considered to moderate those impacts on protected groups.
10. Where major changes to policy, strategy and service delivery are required or where major budget decisions are being made, it is expected that officers undertake equality analysis assessments to model the likely impact of such changes on residents and service users. The above assessments will demonstrate how evidence has been weighed and how various factors considered in the development of recommendations for decision-making.
11. In policy terms the Council has also sought to embrace a wide definition of equality. This definition recognises the needs and aspirations of groups such as refugees, asylum seekers, those who do not speak English as a first Language and European Union nationals living in the borough, who face specific challenges as a result of Brexit. The point being made here is the Council has taken active steps to adopt an approach to equality that measures success in terms of its commitment to public welfare, rather than simple compliance with statute.
12. With regard to the above, the main challenge for the Council has been the need to ensure that it has access to data across the range of equality groups. This continues to be a challenge for some protected characteristics where the availability of data relies

upon self-declaration and the issue of discrimination is a barrier for such declarations to be made in the first place.

13. Part of the challenge that the Council faces with regard to gathering diversity data, is that there must always be a clear business case for it and once collected, it must be used for the purpose for which it was collected in the first place. The Council's approach to data collection must always be proportionate. Therefore, diversity data is not collected as a default.
14. There is also the matter of personal choice. Residents and services users are not mandated to share their personal information with the local authority. That said, it is recognised that the Council could and should do more to encourage residents to share such information. In particular, by demonstrating much more clearly how diversity information has been used in the past, to improve services.
15. The desire to ensure that the above process is managed as effectively as possible has led the Executive Management Team to ask Directorate Management Teams to play a much greater role in providing assurance across their areas of responsibility. As part of this directorates are taking a strategic view of data gathering based on an assessment of longer term issues and challenges. This will help ensure that the approach to data collection is not just operationally driven.

b. What is the Council's Comprehensive Equalities Scheme and how successfully is it embedded in decision-making and policy and strategy development?

16. The Comprehensive Equalities Scheme is an assurance framework for evaluating and assessing how the Council addresses and promotes equality and fairness through the performance of functions and the provision of services. The existing Comprehensive Equalities Scheme is comprised of the following five objectives:
 - Tackle, victimisation, discrimination and harassment
 - Improve access to services
 - Close the gap in outcomes for our citizens
 - Increase mutual understanding and respect, within and between communities
 - Increase participation and engagement
17. The above-mentioned objectives are the prism, through which officers and members can assess the rationale and impact of recommendations as they are being developed and before they are agreed. By applying this lens, the Council is better able to understand the impact that its decisions might have on service users and where possible, take reasonable steps to mitigate any negative impacts.
18. The Comprehensive Equalities Scheme is not a strategy. As such, it does not set strategic goals, nor is it accompanied by an action plan and resources to effect delivery. The idea is that the underpinning objectives of the Scheme should instead be reflected in the

strategies, plans and business systems through which the Council delivers and where resources are already invested.

19. The rationale for a strategic framework for equalities rather than a strategy is based on the presumption that it is a much more effective way to ensure that all Council business systems and processes have equalities at their core. This would not be the case if equalities consideration were an adjunct sitting in a separate plan – or for that matter in nine separate plans reflecting each of the nine characteristics protected under the Equality Act.
 20. It is because the Comprehensive Equalities Scheme is a strategic framework and not a strategy that its impact is measured in terms of business assurance and confidence, rather than targets achieved or deadlines met. A particular measure of business assurance is the extent to which, when scrutinising information presented by officers, elected members can satisfy themselves that consideration of equality objectives have been factored into relevant impact assessments and report recommendations.
 21. A good recent example of how the Comprehensive Equalities Scheme framework has been applied is with respect to the development of the Children and Young People's Plan 2019-22. The Plan addresses all five Comprehensive Equalities Scheme objectives and reflects these in its ambition, intent and success measures. The Plan was adopted by Full Council in July 2019.
 22. Another strategy, in development, that will incorporate the above approach is the Council's Housing Supply Strategy. The Strategy will be using equality data as a lens to inform how the Council builds, buys and acquires properties as well as what partners build and develop in the borough.
 23. As elsewhere, there is more that can and should be done to improve the effectiveness of the above approach. Specifically, the systematic and routine application of the Comprehensive Equalities Scheme, as an assurance framework, is not yet custom and practice across the organisation.
- c. How else is equalities embedded across the Council including Equality Analysis Assessments and Equalities implications in committee reports?
24. There are a wide range of ways in which equalities is embedded across Council business systems. Set out below, are some examples of this.
 - Strategy development – various strategies reflect the Council's broader commitment to equality and to the needs of various protected characteristics. Examples of these include: the Corporate Strategy, Safer Lewisham Plan, Children and Young People's Plan, Mental Health and Well-being Strategy and Housing Strategy;
 - Strategic needs analyses – the Council publishes various strategic needs analyses which are used to inform strategic planning, funding bids and service planning. Joint Strategic Needs Assessments (JSNAs) that have been published in the last 18

months include those on 'parenting' and 'maternal mental health'. JSNAs that are scheduled for publication in the next twelve months include those for 'LGBT+ health', 'children and young people self-harm' and 'transitions preparing for adulthood';

- Service planning process – guidance published each year requires directorates to ensure that equality objectives and priorities are incorporated in service planning. This is to help ensure that service plans are effective delivery vehicles for equality objectives;
- Public consultation and engagement - some 50 public consultations are undertaken each year. As part of this, the Council invites survey respondents to complete a diversity questionnaire. The purpose of the questionnaire is to better understand who is responding to surveys and how representative survey responses are;
- Budget savings – each year the Council undertakes a budget savings process. As part of this, officers are required to assess the likely impact of savings proposals for all protected characteristics (where such impacts are known or anticipated). Analysis of this assessment is presented for members' scrutiny and published as part of the Budget Report;
- Performance reporting – performance reports across the Council demonstrate how equalities is embedded. Reports include data relevant to a number of protected characteristics including age, gender, disability and race;
- Service eligibility assessments – services such as housing, children's and adults social care undertake standard statutory assessments which provide a rich source of equalities data regarding those eligible to access their services;
- Service design – the Council designs services in a way that is responsive to the needs of specific communities and groups in the borough. An example of how this works is being undertaken for the LGBT+ community and is set out in the response to the In-depth Review of Services to the LGBT+ Community;
- Training – the Director of Law has delivered Equality Act training for Executive Directors and Service Directors. The purpose of the training is to ensure that senior Council managers are fully conversant with their roles and responsibilities as it relates to the legislation. Other training which is being commissioned by the Council includes that for 'Unconscious Bias'.
- Committee reports - Where reports are prepared for decision making by committee – for example, Mayor and Cabinet – or by other decision makers, equalities issues will be considered. There is a section in reports for the insertion of consideration of the equalities implications of the decision, and the legal implications section of the report will include information for the decision maker about the legal issues involved.

25. It is important to note that the above list is by no means exhaustive. However, it is intended to provide reassurance to members that the Council undertakes a wide range of work to assure itself that statutory and policy obligations regarding equality are being met. That said, it is recognised that more can be done to ensure that as well as being embedded in policy and procedure, consideration of equalities is part of organisational custom and practice.

d. What is the importance of socio-economic inequality and income deprivation? How can the Council promote socio-economic equality?

26. As set out on the Council's website, the Comprehensive Equality Scheme sets out our aspiration to take all reasonable steps to ensure that every citizen is able to do the best for themselves and for others. This will involve the promotion of social economic and environmental well-being for all. As such, an approach to equality that does not address aspirations for advancement for those on the lowest incomes and living in the most deprived communities is will fall short of the Council's best expectations for its residents.

27. Socio-economic status is not a 'protected characteristic' under the Equality Act. However socio-economic inequality is likely to be part of the lived experiences of a wide range of people who have a protected characteristic. For example it is likely that groups including women, lone parents with dependent children, older people, disabled residents and ethnic minorities will face specific challenges which limit their economic potential. Where that issue is a relevant consideration for a particular decision, it can therefore be taken into account.

28. For the Council, it is particularly important to focus on fairness and equity in the performance of roles and discharge of functions. The fact is that, whilst equality is about doing the best for everyone, fairness is about targeting those whose circumstances make them most vulnerable. As such, within the broader definition of what could be termed 'equality' it is incumbent upon the Council to ensure that it focuses effort and resources on those in the greatest need.

29. Examples of actions that the Council takes and should continue to take, which will have the effect of promoting socio-economic fairness include the following:

- Increase the number of Living Wage employers in the borough and ensure that service providers contracted by the Council, pay the London Living Wage;
- Encourage take up of free childcare places to help parents who want to return into the labour market to be able to do so;
- Increase take up of apprenticeships and particularly look to support young people from the most disadvantaged backgrounds;

- Improve attainment at Lewisham secondary schools, but particularly for those pupils who performs least well compared to other pupils such as afro-Caribbean pupils and white pupils in receipt of free school meals;
 - Target early help to families that might be at risk, which would help to prevent the avoidable escalation of need and the risk that children may need to be taken into care;
 - Expand the Council’s business growth programme for small businesses and support more start up business to grow and become sustainable;
 - Continue to monitor the gender pay gap to ensure that women do not suffer pay discrimination.
- e. How does the Council ensure equalities are embedded in the commissioning process for third party organisations that deliver services?

30. The Council ensures that equalities are embedded in the commissioning process at all stages and in a number of ways.

31. Initially equalities will be considered as part of the permission to procure reports and therefore the early scoping of what it is the Council wishes to procure and how it wants these goods, works and/or services to be delivered to assist in the achievement of the Corporate Strategy. All procurements require approval prior to commencement and the Council’s Contract Procedure Rules contained within section I of the Constitution and the Schemes of Delegation clearly define the approval route for procurement of goods, works and services, depending primarily on value.

32. It is expected that an initial scope of services be appended to the permission report and these reports are required to follow the standard report template which includes a section which considers equalities impacts. The specification itself always clearly articulates the service need and the impact this may have on those with protected characteristics and how the goods, works, and/or services to be provided are expected to mitigate or protect these. This shapes the service itself.

33. Decision reports will include a ‘legal implications’ section which – as with other reports - will contain information for the decision maker about the legal issues involved in considering equalities issues.

34. Once permission to procure has been given officers work with the procurement and legal services teams to draft the tender documentation. In addition to the specification this will include the Invitation to Tender document, the Method Statements required, the draft Terms and Conditions of contract, and the Council’s Sustainable Procurement Code of Practice. Within the method statement templates there is a standard method statement on equality and diversity ensuring that all procurements include an explicit question on this unless there is an agreed deviation from standard form.

35. Once live the third party organisations will need to respond to the tender and their approach and commitment to equality and diversity will implicitly tested through their responses on how they will provide the goods, works, and/or services and how this service delivery meet our requirements with regards to equalities.
36. As part of the tender response third party organisations will also need to agree the Council's terms and conditions for the contract. These include a requirement on contractors to comply with the Council's Sustainable Procurement Code of Practice which contains overarching obligations requiring all contractors to consider and address equalities by requiring the following:

“Contractors, suppliers and service providers must follow best practice and comply with all legislation in relation to equality and diversity and be consistent with Lewisham's Comprehensive Equality Scheme (the Council's key equality policy document). Contractors, suppliers and service providers will provide the Council on request with copies of:

- Instructions to those concerned with recruitment, promotion and training.
- Equality and diversity policies, procedures and other documents available to employees, recognised trade unions or other representative groups of employees.
- Recruitment advertisements or other literature.

In order to assist the Council in its objectives under the Equalities Framework for Local Government (EFLG), contractors, suppliers and service providers must demonstrate that they have an understanding and commitment to the principles and practice of equality in the services they provide. They must also regularly review their services and access to them to ensure they continue to be appropriate and accessible to Lewisham's diverse communities.”

37. Finally at the conclusion of every procurement exercise there is the requirement to obtain approval to award, and, similar to permission reports, all procurement award reports follow the standard Council template which includes a section on equalities impact. Again, all reports will include a 'legal implications' section which will contain information for the decision maker about the legal issues involved in considering equalities issues.

Conclusion

38. As set out above, there are a wide range of ways in which equalities is embedded in Council systems and processes. However, there is scope to improve further. This reality is underlined by the fact that Lewisham's population is increasing in its diversity and need. Alongside that, the demands of the government's austerity programme make it all the more essential that the Council fully understands the effects of its decisions and is able to focus resources on those in the greatest need.

39. Furthermore, by focusing on socio-economic inequality, the Committee has rightly alighted one of the key determinants of equality ie: how access to and advancement in the labour market, impacts both life chances and outcomes.

Legal implications

40. None save as set out in the body of this report.

Financial implications

41. There are no direct financial implications from noting the contents of this report.

Crime and disorder implications

42. Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

Equalities implications

43. The equalities implications are contained in the body of this report.

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Safer Stronger Communities Select Committee - Equalities review - Initial Response from METRO

1. Background

The Chair and Vice Chair of the Safer Stronger Select Committee have asked METRO Charity to comment on a number of areas to support the committee with their review on Equalities Provision. This is our response to the questions posed.

2. METRO's Equalities Role In Lewisham

METRO has been engaged to undertake a range of work around equalities from August 1 2019 up to end March 22:-

- Attendance at relevant equalities events and forums.
- Hosting Lewisham Equalities Forum meetings.
- Developing an equalities audit tool for the council and undertaking an independent audit.
- Providing case work support around LGBT hate crime.
- Improved understanding and awareness of LGBT hate crime matters via events, training and workshops.

3. Any knowledge METRO has would help the Committee understand if there are gaps/barriers

Currently our main experience is around the LGBTQ experience in Lewisham particularly around hate crime and safety. The council does fund specific provision e.g. youth clubs, hate crime work and mental health which should be applauded and is more diverse than many other councils. The main issue for LGBTQ people is that mainstream services either stigmatise, discriminate or do not consider the specific needs of LGBTQ people. Currently there is only one day a week of METRO's time to work around equality for LGBTQ people.

Our initial view is that as with other councils, data sources can be poor or lacking.

Again as with other councils, equalities monitoring is not as at its best as individuals are suspicious of disclosing their identity (as they fear it may lead to discrimination meaning that are stopped from accessing services)

We also know that in the borough the voluntary and community sector is very vibrant and passionate. The sector often speaks for and provides services that the council has never, or now is unable, to provide for people with protected characteristics

We are also concerned that there is now no disabled people's organisation in the borough that can provide a voice for this protected characteristic. It will take some time for any new organisation to develop to provide this input.

4. Are residents' equalities needs known and understood

Our initial view is that:-

- There is some understanding of some experience e.g. men's access to mental health and some BAME experiences and needs.
- Understanding needs is complicated and yet as with many other organisations, council processes can be fairly blunt instruments e.g. the African community is incredibly diverse yet monitoring normally just asks if someone is Black African
- The council needs to spend time engaging with the specialist knowledge within voluntary organisations to help to understand need.

5. METRO's engagement in the review of the Council's CES

METRO has recently had a positive meeting with officers leading the Council's review of the CES. Our main concerns are

- The previous process means that people in the community are reluctant to participate with this new review.
- That the timing is tight which may mean it is difficult to effectively engage with the community and the local voluntary sector to ensure the new CES is owned by all.

6. Examples of, Equalities good practice by local authorities that you could share?

We asked our national and regional networks for some initial ideas. The following areas have been cited: so far-

- Sutton – in the development of their fairness commission
- Redbridge- have focussed on unconscious bias training. Alongside a focus on accessibility including Makaton training.

7. How does METRO embed Equalities

METRO is an equality and diversity charity committed to promoting equality, combating discrimination and respecting the dignity and independence of our staff, volunteers and services users. We believe that everyone is entitled to be treated with respect, and to be protected from discrimination and harassment. We take care to undertake our work with due regard to individual needs and understand the requirements of the Equality Act 2010. We recognise that discrimination can and does occur on grounds of ethnicity, gender, sexual orientation, disability, immigration status, religion, poverty, age, class, as well as other differences in experience, belief, legal status and culture. Discrimination can be direct, indirect, or institutional. Equal treatment is often insufficient to secure equality of opportunity in employment or service provision and positive action can be required to achieve equality of opportunity.

Our policies and practice cover reasonable adjustments, governance, policy and staff recruitment

Some of our services are targeted at particular communities in need. We target specific very high risk or vulnerable communities e.g. Latino men who have sex with men, our mental health drop in for the LGBTQ community, our over 50s LGBT group, our prostate cancer group, our trans youth group

Alongside this we promote research and engage front line staff to develop our strategy and policies. We also view ongoing professional development around equalities issues as important for our staff e.g. training around sexuality and gender orientation, disability awareness and traveller awareness

As with any organisation striving to improve around equalities we know that we still need to improve particularly around physical access, engagement with BAME communities, support to trans communities, work with the lesbian community and support so that all staff in METRO whatever their characteristics can thrive and develop.

8. Best practice around EAA

At this point in time we don't have any views in this area

Naomi Goldberg

Director of Strategy

METRO

September 30 2019

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SAFER STRONGER COMMUNITIES SELECT COMMITTEE			
Report Title	Food Poverty and Food Bank use in Lewisham		
Contributors	Director of Public Health		
Class	Part 1	Item 6	Date: 09.10.19

1. Purpose and summary of the report

- 1.1 This report provides data from the Trussell Trust relating to food bank users in Lewisham and some key reasons why food banks are accessed. A summary on the food banks in Lewisham, their location is also included. An overview of current work supporting tackling food insecurity is summarised, as well as the work opportunities to consider that will help to tackle the issue of food poverty locally.

2. Recommendations

- 2.1 It is recommended that the committee acknowledge the issue of food poverty in the borough and support the review of the food poverty action plans overseen by Lewisham's Food Partnership, as part of the Sustainable Food Cities approach to healthier and sustainable food.

3. Policy Context

- 3.1 More than 2.3million Londoners live below the poverty line and the number of people experiencing deeper poverty (household income is 50% or less of median income or below the Minimum Income Standard) has increased over the past 5 years.
- 3.2 In 2017, the Lewisham poverty commission was convened to understand and tackle the poverty found by residents and communities in Lewisham. The Commission agreed recommendations and actions for the Council and other local partners to alleviate poverty in Lewisham, mitigate against its negative effects and strengthen people's resilience. The Commission focused on four areas:
- supporting residents to access decent work;
 - tackling child poverty;
 - improving the local housing market; and
 - strengthening support within communities.
- 3.3 A briefing paper on food poverty (2014) attempted to describe the scale of food poverty in Lewisham with a picture emerging of tens of thousands of people having to compromise on food and a smaller but extensive proportion going hungry. The findings included estimated data showing that 19,000 parents in Lewisham skip meals so that their children can eat; and 6,000 children in Lewisham who sometimes or often go to bed hungry.

- 3.4 A small local study by Goldsmith's University of London '*Putting Food on the Table*' identified some reasons why local people were resorting to using Food Banks in Lewisham. Reasons highlighted were similar to the findings of other research and monitoring reports, such as those from the Trussell Trust e.g. inadequate income due to low wages, reducing welfare benefits, unemployment, temporary loss of income due to work gaps, cash flow problems (for low income self-employed people), or benefit sanctions.
- 3.5 The Mayor of London committed to measuring food security in London as part of London's Food Strategy. Food insecurity is defined as 'at times a person's food intake is reduced and their eating patterns are disrupted because of a lack of money and other resources for obtaining food'. Individuals and families that suffer from food insecurity can range from absolute poverty with no resources to working families struggling with low or unpredictable incomes.
- 3.6 Addressing food insecurity needs to consider both physical access to good food as well as affordability. London boroughs are measured on what they are doing to improve household food security in the annual Beyond the Food Bank: London Food Poverty Profile report. The report focuses on 10 areas that are within the influence and control of local councils, which they consider if acted on will improve health and reduce inequality across the capital. The policy areas included range from supporting breastfeeding, providing holiday food provision to promoting the London Living wage. Lewisham has consistently been in the top 5 boroughs in their actions to tackle food poverty.
- 3.7 Lewisham developed food poverty action plans as part of the Sustainable Food Cities award scheme. Sustainable Food Cities uses a joined up approach to transform local food culture and food system. [Six key areas](#) are addressed including tackling food poverty, diet-related ill health and access to affordable healthy food. In April 2019, Lewisham achieved the bronze award, and now aims to work towards the silver award.
- 3.8 As part of the Sustainable Food Cities award programme, there is a Food Poverty Sub Group which consists of stakeholders including The Trussell Trust, Lewisham Homes, FareShare, Public Health, Chartwells.
- 3.9 Lewisham's Corporate Strategy 2018-2022, sets out the borough's ambitions through seven corporate priorities, with several priorities relating to the issue of food poverty. The seven corporate priorities are:
- Open Lewisham - Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.
 - Tackling the housing crisis - Everyone has a decent home that is secure and affordable.
 - Giving children and young people the best start in life - Every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential.

- Building an inclusive local economy - Everyone can access high quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
- Delivering & defending: Health, Social Care and Support - Ensuring everyone receives the health, mental health, social care and support services they need.
- Making Lewisham greener - Everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.
- Building safer communities - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

4. Measuring Food Insecurity

4.1 The UK government currently does not measure household food insecurity/food poverty levels but in April 2020 a national index of food insecurity is to be incorporated into the annual Family Resources Survey run by the Department for Work and Pension (DWP), with the data available in March 2021.

4.2 The GLA Survey of Londoners (2018/19) based on responses from 6,601 participants has shown high levels of food insecurity amongst adults and children living in London.

4.3 Key findings from the survey:

- Adult food insecurity: Around one in five Londoners (21%) – have low or very low levels of food security.
- Low food security was highest in City & East (31%) followed by Lewisham and Greenwich (24 %) and lowest in the constituency areas of Merton & Wandsworth (12 %) and South West (13 %).
- Children's food insecurity: Around one in six (17%) parents in London have children living in low or very low food security. This equates to around 400,000 children.
- The majority of those experiencing low or very low food security are in work (60% working either full-time or part-time).
- Single parents (46%), Londoners in the lowest income quintile (44%), unemployed Londoners (40%), Black Londoners (39%) and disabled Londoners (34%) are most likely to experience low or very low food security.

- The poorest Londoners on the lowest incomes are also the most likely to have low food security. 62% of people with inadequate access to food owe money on a loan or credit agreement.
- Some groups of people are particularly vulnerable to not having money to buy enough food, which include single parents, unemployed people and disabled Londoners.
- Nearly half (45%) of Londoners living in low food security also reported to be socially isolated.

5. Food bank use in Lewisham

- 5.1 The primary source of data on food bank use in Lewisham is the Trussell Trust.
- 5.2 The Trussell Trust Food Bank Network has grown from 30 food banks operating in 2009, to over 420 in 2017, consisting of over 1350 distribution centres. The number of instances of people receiving emergency food parcels through the network has also grown from about 61,500 in 2010/11 to over 1.18 million in 2016/17 (The Trussell Trust 2017).
- 5.3 The Trussell Trust food bank network distributed 166,512 three-day emergency food supplies to Londoners in 2018/19, a 24% increase from 2017/18.
- 5.4 The Trussell Trust report a 20% increase in food bank use in Lewisham for the period of 2018- August 2019 compared with 2017/18.
- 5.5 Trends suggest that the number of people issued food parcels by the Trussell Trust in Lewisham is almost two and half times higher than in 2014.
- 5.6 Data shows that residents living in the Bellingham, Perry Vale, Forest Hill, Sydenham and Crofton Park wards were issued the most food aid parcels.
- 5.7 Beneficiaries that accessed food banks the most were aged between 25-64 years old. The age group of child beneficiaries accessing food banks the most was 5-11 years old. (This information was from aggregate data at South London level)
- 5.8 Single people, followed by single parents' and families were the highest users of food banks. (This information was from aggregate data at South London level).
- 5.9 In-depth research on food bank use amongst over-65s hasn't been done. Anecdotal explanations from the food bank network suggest some pensioners may have support networks from friends and family (e.g. carers) that delay or prevent the need to be referred to a food bank, pensioners may also feel more reluctant to go to a food bank than other age groups.
- 5.10 Nationally, there is little consensus as to why food bank usage has increased so rapidly. Changes to social security are one commonly cited explanation. Food bank

usage increased concurrently with many changes to welfare and reductions in local authority budgets, and there is concern, and increasingly, evidence that these are linked.

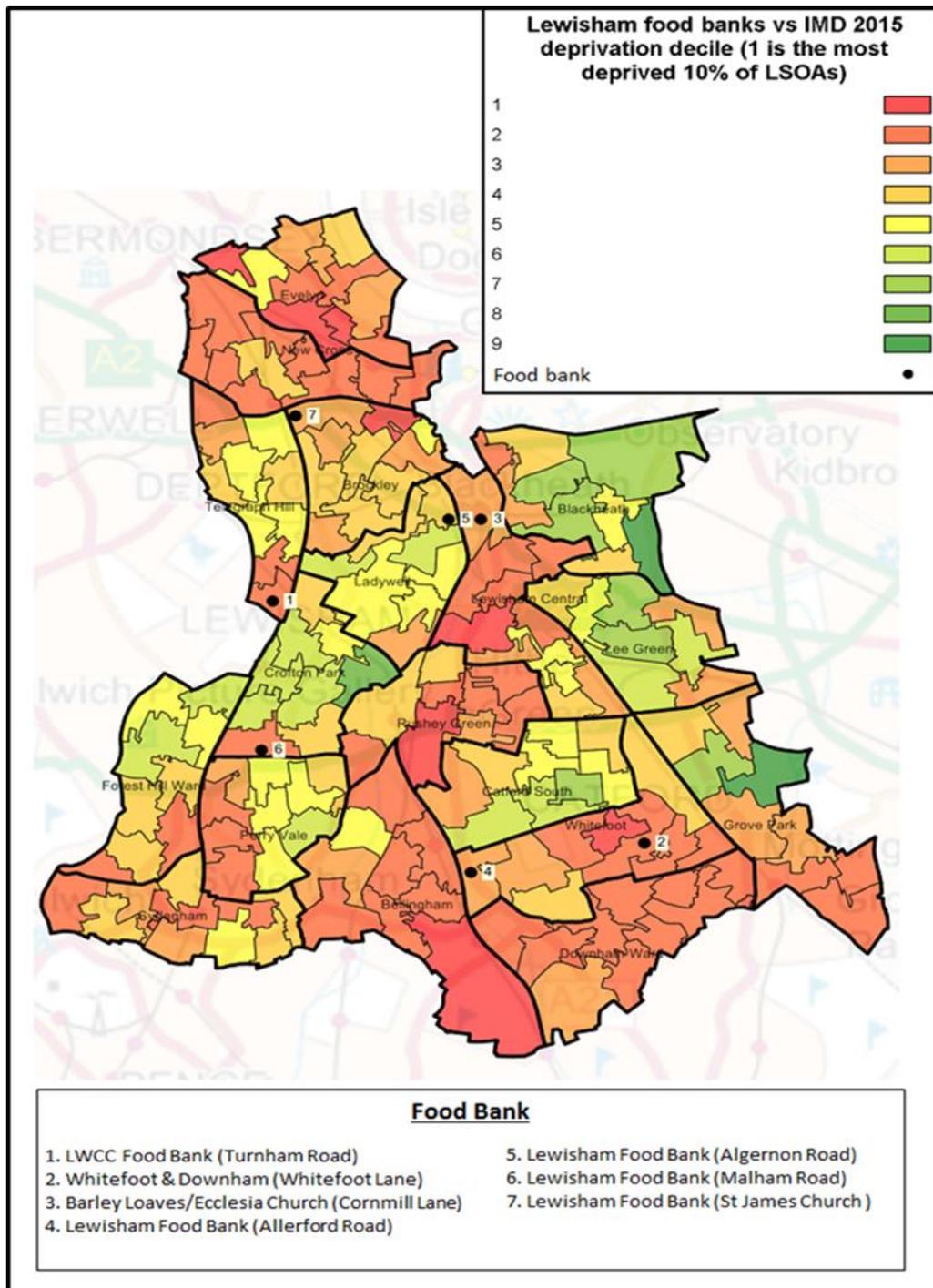
- 5.11 The crisis that triggers a food bank referral in Lewisham is recorded by Lewisham food bank. In 2018-19, low income, benefit delays and benefit changes were recorded as the top three reasons for referral to a food bank. These reflect the main reasons for referral reported by the national network.
- 5.12 The fast rise in demand for food aid, as reflected in routine data collected on food bank usage in the Trussell Trust Food bank Network, raises questions about how many people face insecure access to food and experience periods of going without food.

6. Food banks in Lewisham

- 6.1 The Trussell Trust issue food parcels to people who are referred by local professionals such as children's centres, housing associations, welfare agencies and community mental health teams who are best placed to assess need. Referred clients can bring the voucher to their nearest food bank centre where it can be exchanged for a parcel containing a minimum of three days 'nutritionally balanced food
- 6.2 The Trussell Trust operate four food banks in Lewisham:
 - 1. Hope Centre (Forest Hill)-Open Wednesdays 1000 – 1200 and Fridays 1200 - 1400
 - 2. St James Church (New Cross)-Open Mondays 1200 – 1400
 - 3. Lewisham Tabernacle (Lewisham)-Open Tuesdays 1200 - 1400 and Thursdays 1200 - 1400
 - 4. Elim Pentecostal Church (Catford)-Open Saturdays 1000-1200
- 6.3 The Esther Community Enterprise run three food banks in Lewisham.
 - 1. LWCC Food Bank (Telegraph Hill)-Open Wednesdays 1900–2030
 - 2. Whitefoot & Downham (Whitefoot)-Open Thursdays 1900–2030
 - 3. Barley Loaves / Ecclesia Church (Lewisham Central)- Open Tuesdays 1930–2030
- 6.4 Food banks in Lewisham work alongside other local agencies that can provide long term support to help address some of the issues behind the reasons for crisis situations that people may face. Agencies include: Citizens Advice, housing support officers, children's centres, health visitors, social services and other local charities.

6.5 The location of food banks in Lewisham suggest that they are located near areas with the highest deprivation levels. Refer to image 1 below.

Image 1:



7. School Holiday Meal Provision in Lewisham

7.1 More than a quarter of children under age 20 in Lewisham live in poverty (HMRC, 2014) and it is estimated that the number of income-deprived children in the borough

is over 17,000 (2015). A briefing paper on food poverty published in 2014 estimated that:

- 19,000 parents have skipped a meal so their children in Lewisham could eat.
- Between 5,000 and 6,000 children in Lewisham sometimes or often go to bed hungry due to a lack of food or have had to skip meals as there is not enough food to eat. Children eligible for free schools meals (FSM) are further disadvantaged during the holidays due to the additional financial pressure on families.

7.2 In Lewisham, there are currently 9369 children on record who are entitled to Free School Meals

7.3 Research has shown that children who do not access enrichment activities and nutritious food over the summer holidays return to school several weeks, if not months, intellectually behind their peers who have accessed good food and activities.

7.4 Members of the Lewisham Food partnership (Good Food Lewisham) worked together with no additional funding to deliver a holiday programme in 2018. Meals were delivered to 9 sites and over the course of the week approximately 500 young people were provided with a hot lunch.

7.5 This year, a holiday meals programme was delivered by Lewisham Council, Youth First and Chartwells, who are the current school catering contractor. Approximately 8,500 hot meals, 3,500 packed lunches and ingredients were supplied over the six week period. 1965 individuals accessed a meal through this programme. This programme was funded using performance penalty monies from the schools catering contract.

7.6 Approximately 50% of beneficiaries were from schools with very high (more than 50%) FSM eligibility.

8. Local Infrastructure and Support to Tackle Food Poverty

- **The People's Supermarket**

8.1 The People's Supermarket on the Evelyn Estate was formed in February 2019 following concerns related to food poverty on the estate. Residents were reporting to having to make a choice between feeding themselves and their family, heating their home, purchasing necessary items such as school uniforms and paying their rent.

8.2 The People's Supermarket offers an affordable way to ensure families are eating and eating healthily. It is something that residents want to be a member of as it also provides additional support and an opportunity to socialise with the community.

8.3 Food/stock at the People's Supermarket is provided by Fareshare on the day and on additional days where surplus stock is available. The opportunity to receive surplus

stock, in addition to the weekly shop, is put out to members through a WhatsApp group. This means most days members have access to food.

8.4 Members pay £3.50 a week and receive approximately £30 worth of food, they can also stock up on sanitary projects which are donated.

8.5 The store is run entirely by volunteers with admin support from Lewisham Homes. Members have shared information they may not feel comfortable disclosing to Lewisham Homes staff, these include safeguarding and welfare concerns (e.g. domestic violence, lack of cooking facilities). These concerns are picked up by Lewisham Homes and the members are supported.

8.6 The People's Supermarket allows members to socialise, making friends and improving community cohesion on the estate.

- **Fareshare London**

8.7 Fareshare redistributes surplus food from the food industry to charities which turn it into meals to support vulnerable people. It raises awareness with local organisations, corporations and businesses on the quantity of surplus food available, as well as encouraging them to become a member of Fareshare and to source /supplement their food supply from the surplus. Fareshare London based in Deptford supports 224 charities and community groups across the capital.

- **National Healthy Start Scheme**

8.8 Healthy Start is the UK wide food welfare scheme that provides food vouchers and free vitamins to young and low income pregnant women and families with children aged up to 4 years. The scheme offers eligible women and families' vouchers worth £3.10 a week (or £6.20 for a baby in the first year) to spend on:

- Cows' milk
- Plain fresh and frozen fruit and vegetables
- First stage infant formula.

8.9 In addition specific vitamin preparations for mums to be, new mums and children under 4 years old, are offered via the scheme. Lewisham Council's public health team jointly with the NHS Lewisham CCG commission the universal Lewisham Free Vitamin D Scheme. Therefore, making multivitamins available to all new mums and children under 4 years of age.

8.10 Since April 2019, all women booking their pregnancy at University Hospital Lewisham have been issued one bottle of multi-vitamins containing vitamin D. Women are advised to collect subsequent bottles of vitamins from a range of participating pharmacies.

8.11 The Healthy Start scheme has been reported by both healthcare professionals and families to play a vital role in ensuring access to nutritious food, improving diets, and lessening the strain on household budgets.

- 8.12 Lewisham Council's Public Health team promote the Healthy Start Scheme locally and provide training to Health Visitor, Midwifery and Children's Centre teams.
- 8.13 Public Health together with the markets team have started working on a pilot to recruit market fruit and vegetable stall holders to accept Healthy Start vouchers.
- 8.14 Nationally and London wide the take up rate for the Healthy Start Scheme is declining. Only 52% of those eligible are accessing the Healthy Start vouchers in Lewisham, therefore there is an opportunity to increase access to all eligible families.
- 8.15 The Draft London Food Strategy includes a commitment from the Mayor to increase the uptake of Healthy Start vouchers across London so that 80% of those eligible receive the vouchers (Mayor of London, 2018).
- 8.16 The draft strategy also reported that increasing uptake could boost London's healthy food economy by £2.5 million a year and improve the nutritional health of pregnant women and new families on low incomes.
- 8.17 Current estimates suggest that in Lewisham £312,000 of Healthy Start vouchers are unclaimed annually

- **UNICEF Baby Friendly Initiative – Lewisham**

- 8.18 Breastfeeding protects both the short-term and long-term health of both mother and baby, and is a more cost-effective way to feed a baby than buying infant formula. Breastfeeding helps alleviate many of the health inequalities seen within communities. The milk of a mother from a deprived background is just as good as the milk of a mother living in affluence.
- 8.19 Lewisham has the highest rate of exclusive breastfeeding at 6-8 weeks when compared with its statistical neighbours across London and England.
- 8.20 Lewisham has achieved the prestigious UNICEF Baby Friendly Initiative Stage 3 (full) accreditation for both community and maternity services
- 8.21 Many women who want to breastfeed do not get the support they need and the impact of this on poor households who struggle to afford costly formula milks is greater.

- **London Living Wage**

- 8.22 Lewisham is a living wage accredited borough and this provides opportunities to work with other employers and contractors to pay the living wage, thus increasing household income levels.

9. Opportunities to Tackle Food Poverty in Lewisham

9.1 The following are potential opportunities for further work to address food poverty in Lewisham:

- Work with the Lewisham Poverty Commission to plan and align actions
- Develop a system using validated questionnaires to identify and support those at risk
- Agree how the issue of food poverty will be measured, as there are no currently agreed measures in Lewisham
- Use the Beyond the Food Bank Survey to guide local actions and priorities
- Update the Lewisham's Food Poverty Action Plan
- Agree a structure to coordinate local initiatives addressing food poverty
- Provide dignified solutions that enable people to contribute towards their food costs
- Consider expanding models such as the People's Supermarket
- Continue raising awareness of the Healthy Start Scheme, Lewisham Free Vitamin D Scheme and the UNICEF Baby Friendly initiative
- Explore ways in which holiday meal provision can be funded across the borough
- Work on increasing the uptake of free school meals

9. Equalities Implications

9.1 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.

9.2 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.

9.3 The Council considers the role of the third sector as crucial in the delivery of these functions and the wider promotion of equality. As local, community led organisations members of the third sector are well placed to identify, and address, specific needs and the council considers this an important role for the sector.

10. Environmental Implications

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

11. Conclusion

There is some good work taking place across Lewisham to increase food security. In capturing this activity and increasing opportunities for networking and awareness raising, both in the

identification of those in need and, of the activities available, establishing an updated food poverty action plan and strategy is the next step in developing a strategic approach to addressing food poverty and ensuring fair, sustainable food provision in the borough.

If there are any queries on this report please contact Gwenda.Scott@Lewisham.gov.uk

12. References

Children's Future Food Inquiry

<https://foodfoundation.org.uk/wp-content/uploads/2019/04/Childrens-Future-Food-Inquiry-report.pdf>

Financial insecurity, food insecurity, and disability: The profile of people receiving emergency food assistance from The Trussell Trust Foodbank Network in Britain.

https://www.trusselltrust.org/wp-content/uploads/sites/2/2017/07/OU_Report_final_01_08_online2.pdf

Beyond the Food Bank: London Food Poverty Profile

<https://www.sustainweb.org/foodpoverty/profile/>

London Food Poverty

https://www.london.gov.uk/sites/default/files/final_london_food_strategy.pdf

London Poverty Profile 2017

<https://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/>

Sustainable Food Cities

<http://sustainablefoodcities.org/>

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Safer, Stronger Select Committee			
Report Title	Public health approach to violence reduction – update		
Key Decision	No		Item No. 7
Ward	All		
Contributors	Executive Director for Community Services. Director Public Protection and Safety		
Class		Date: October 19	

1. **Purpose of the Report**

- 1.1 This report provides an update on the boroughs Public Health approach to Violence reduction.

The Public Health Approach to Violence Reduction was agreed at Mayor and Cabinet earlier this year which sets out a number of key strands to be delivered building on the work that has been undertaken across the partnership in the Borough. A Violence Reduction Board has been established and has met on one occasion to date. Terms of reference and a work programme were discussed as well as details across the key strands of work:

2. **Recommendations:**

- It is requested to note the report

3. **Update on work to date :**

1- Community Dialogue

<u>Approach</u>	<u>Outcomes</u>	<u>Current update :</u>
<p>We recognise that tackling the issues around serious violence cannot be achieved through a single intervention or led by a single agency. We are committed to having a shared approach, involving local communities and public agencies across the borough in the solution. By building on the knowledge, expertise and assets within the community, we will be able to codesign and co-produce solutions together. Having greater citizen participation will embed a wide scale culture change, where the responsibility and motivation to tackle the issue is widely recognised and shared.</p> <p>Traditional community engagement techniques usually facilitate a question and answer, “you said, we did” approach. In Lewisham we want to begin ongoing conversations, where a wide range of perspectives are heard and people are encouraged to deliberate and find solutions. This will require many ongoing dialogues with a range of people and groups and should build upon existing structures, passionate community networks and groups already operating across Lewisham. The dialogue will inform the development of a Community Strategy that will outline a collective, borough-wide approach to tackling violence.</p>	<p>This activity supports improved trust, confidence-building and increased participation between public sector services and communities.</p> <p>Community Dialogues enable the collation of key information and feedback (including possible solutions) for further analysis; support increased understanding and partnership working to reduce violence across the borough.</p> <p>The Community Dialogue training will deliver 30 Community Champions who can continue to share the process across the borough, which enables communities to experience a sense of ownership in resolving their own issues.</p> <p>Community Champions can proactively contribute and meaningfully engage in work alongside Lewisham Council officers in the development of a 3/5/10 year Community-led, Violence Reduction Strategy.</p>	<p>MutualGain tendered for the work. They are a Limited Company with a Social Purpose: <i>aim is to empower organisations and communities to reconnect in the social space that lies between the state and the individual. Ultimately, we aim to promote greater participation and active citizenship within our democracy and increase social capital, for the mutual benefit of all.</i></p> <p>They have a team of experienced Senior Associates who come from a range of senior leadership roles within policing, health, local government and the third sector, as well as developing a growing pool of Junior Associates who help connect with young people across the UK</p> <p>There have now been 22 community facilitators trained in the appreciative inquiry model (wth 40 different individuals being involved in other ways) which will lead to a Lewisham conversation about violence reduction on the 26th Oct. Following this, each facilitator will conduct their own conversations with groups they are linked in with. All of the information and messages will be brought together to support a community strategy for this work.</p>

		A conversation was held with the young mayor's advisors and potential candidates for young mayor
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2 - Review of Services and Reflection on Learning from Early Help Review, YOS, VRT

<u>Approach</u>	<u>Outcomes</u>	<u>Current update :</u>
<p>Sharing and learning from reviews will enhance our collective understanding and response. As part of this review process there will be a focus on how can we put violence reduction at the heart of council decision making. Building on the work of 'Reimagining services for children and families' which took place across the borough in 2018, it is important to embed violence reduction into all areas of the Council's actions and that it is a shared priority across the organisation and its partners.</p> <p>There is a review of VAWG provision to understand how effectively the service is meeting the needs of victims. This includes engaging with service users and learning from other boroughs across London. There will be a review into Early Help services. Early Help services work with children, young people and families to provide support where needed. Given the large body of evidence over the link between childhood and complex trauma and violence, Early Help services are a vital part of any violence reduction approach.</p>	<p>Improved understanding of the recommendations and learning from all reviews will strengthen service and practice outcomes.</p> <p>Sharing good practice across all areas of work will support the implementation of a continuous improvement model in the borough.</p>	<p>This work will report in December 19</p>

Learning from scrutiny reviews including CAMHS, exclusions and stop and search will be considered in this work.		
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3- Homicide and Serious Violence Cases Review and Learning

<u>Approach</u>	<u>Outcomes</u>	<u>Current update :</u>
<p>An independent author will be appointed to review all Homicides and attempted homicides of Lewisham residents between January 1st 2018 – December 31st 2019. This does not include homicides of Lewisham residents that occurred outside of the borough unless of a Looked After Child (LAC), nor non-Lewisham residents if the homicide occurred in the borough.</p> <p>The cases will be split between children and adults, and analysis of all, including Domestic Homicide Reviews (DHR), Serious Case Reviews (SCR), Safeguarding Adults Reviews (SAR) and Child Death Overview Panel (CDOP) reviews will take place.</p> <p>An independent reviewer will draw on lessons learnt from existing statutory reviews where they exist or meet with agencies to review information and approaches and draw together learning for improving responses. Additionally, the review will not attribute blame and the reviewer will need to be wary of hindsight bias throughout.</p>	<p>This thematic review of cases supports whole, systemic, organisational change to:</p> <ul style="list-style-type: none"> • provide areas for partnership reflection on policies, processes and practice in regard to service delivery, • identify common themes and lessons learnt specific to Lewisham and all its partners, • share learning throughout the partnership 	<p>Terms of reference for this work has been agreed between the SLP, LSAB and LSCB. An independent author has been appointed and will begin in Oct 19. It is anticipated this work will take up to 6 months to complete</p>

4- A Strategic Needs Assessment and Performance Framework

<u>Approach</u>	<u>Outcomes</u>	<u>Current update</u>
<p>Creating a performance framework to assess the Council’s and partnerships work is vital in measuring the success of interventions. Embedding a process that evaluates the work in reducing violence will help assess what works and what doesn’t. It will include both quantitative and qualitative assessments. Annually the Partnership undertakes a Strategic Needs Assessment and this will be completed in April 19 and April 20. This builds on the work of the Safer Lewisham Partnership and provides wide scale focus and agreement to prioritise violence reduction. There will additionally be a JSNA (Joint Strategic Needs Assessment) undertaken in respect of violence the scope is being considered currently for agreement drawing together what we already know through detailed analysis and evidence based practice.</p>	<p>A detailed JSNA type assessment and critical analysis of its findings will support the improvement of health, mental health, wellbeing and access to services of Lewisham residents.</p> <p>Taking a Public Health Approach to reducing violence in all its forms in borough aligns with Lewisham’s aim to support safer, connected communities.</p>	<p>The March 2019 strategic needs assessment was completed and informed the 2019-2020 Safer Lewisham plan. Additional assessments and analysis has been undertaken across violence, county lines and VAWG. A scope for the JSNA type assessment has been completed and identification of who will undertake this work is currently in train.</p>

5- Evidence Working Group

<u>Approach</u>	<u>Outcomes</u>	<u>Current update</u>
<p>At the heart of any preventative approach to violence and crime must be detailed</p>	<p>Building upon the ‘What We Know’ data compendium, the working group will collate</p>	<p>This has met once and will be focusing on evidence in this area and receiving</p>

<p>understanding and interrogation of all local data. It is only with an understanding of what is happening in an area, will we be able to design effective interventions. Working to support evidence-based practice in the approach can help to show impact.</p>	<p>and review all relevant data (e.g. JSNA, deep dive assessments and other analysis) to support the implementation of practice</p> <p>The group will identify and review existing evidence (e.g. peer reviews, grey literature, public consultations, expert opinion) to strategically support the work of the Violence Reduction Board (VRB).</p> <p>The group will identify the scope and nature of additional analytical work required to support the aims of the VRB, provide continuous evaluation of Lewisham’s violence reduction strategy and enable appropriate step-down to consistent, service support in the community.</p>	<p>information from the Goldsmith uni and south bank uni.</p>
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6- Supporting Workforce Resilience and Creating Trauma-informed, Restorative-aware Organisations		
<u>Approach</u>	<u>Outcomes</u>	<u>Current update</u>
<p>Our most valuable resource are our staff. Creating an agreed philosophy, language and approach supported by workforce development is essential for this approach to be sustainable. Bringing about wide scale awareness of the significant impacts cumulative ACEs can have on children and families and generations to come will help to identify action early on, prevent ACEs through promoting early attachment, building reliance and community capacity, as</p>	<p>The on-going development of a knowledgeable, trauma-informed/restorative practice (TI/RP) workforce supports Lewisham’s ambition to deliver a sustainable approach to reducing violence.</p> <p>Collective TI/RP training across the partnership will support communities to gain an increased sense of resilience, empathy for self and others and a shift towards secure, organised attachments.</p>	<p>This work continues in the YOS and is being evaluated by Goldsmiths uni and south bank uni. The work is now uploaded to the National Violence commission repository of documents.</p> <p>The model being :</p> <p>1. Restorative approaches:</p> <p>Restorative approaches are about offering both those who have been harmed or have perpetrated harm a safe place to have their say around what has happened.</p>

<p>well as providing the right support to families. Developing a common framework of routine enquiry for ACEs across all services will improve information, advice, access and interventions.</p> <p>Developing the approach in areas such as:</p> <ul style="list-style-type: none"> - Schools - Community Champions - Community and voluntary sector - All statutory services of the SLP 	<p>Consistent use of the TI/RP approach and model by agencies will support an increased use of strengths-based language across the partnership, as well as working towards our aim to ‘dial down’ the prevalence of violence in Lewisham.</p>	<p>Implementation of restorative approaches will enable the workforce to stop problems and conflicts from escalating by repairing relationships and healing harm that has been caused through utilising positive and trauma-informed language.</p> <p>2. Working in trauma-informed ways:</p> <p>Working in trauma-informed ways will support in the understanding of how a young person’s behaviour can be a response to fear and childhood adversity. Workshops on understanding trauma will enable the workforce to best understand how to communicate and work productively with young people who have been affected by trauma.</p> <p>3. Unconscious bias:</p> <p>This will support individuals to recognise innate biases and recognise how they might be affecting how we communicate and make decisions. Recognising and challenging our unconscious biases is essential to tackle discrimination.</p>
		<p>The community champions workshops continue to be offered. This has been undertaken in Bellingham and in Deptford to date. Through Midi Music a @hard talk@ series was produced with 3 sessions discussing violence, mental health and wellbeing</p>
		<p>The immersive school safety model is now being tested in 5 schools across the borough.</p>

		Lewisham Councils Public Protection and Safety Team support schools and other institutions to develop contextual safeguarding approaches to make spaces as safe as possible for young people.
		A systems leadership seminar is taking place in November sharing the approach and how to develop this within services and organisations.

<u>7-Youth Advisory Panel</u>		
<u>Approach</u>	<u>Outcomes</u>	<u>Current update</u>
The voice of the child is important in understanding the issues from their perspectives and building on their experiences and insights in co designing solutions. Hearing life journeys and insights of those who have accessed services help to critically evaluate their effectiveness. Co-producing the solutions is an essential element of a sustained and long term approach. A selection of groups already operate in the borough where young people are helping to shape change – a representative group will come together to set the remit of this group.	<ul style="list-style-type: none"> • Partnership work with peer-led, Youth Champions will support our knowledge and evidence base regarding the resilience and ability to cope with adversity of Lewisham young people. • Improving our Youth-led service delivery offer supports a greater sense of fairness and equality. • A strong youth voice in our community engagement supports our ability to directly reach young people to reduced heightened fears, stress and anxiety regarding violence in the borough. 	This work is being led by 2 young adults (previous young mayor) developing their school alumni scheme. Through this scheme they are looking to attract young people and young adults who went to Lewisham schools in their youths to be part of the advisory board. They will link to existing young people forums and create a space for young people’s voices to shape our understanding and delivery.

Communications strategy		
Approach	Outcomes	Current update
To ensure the work is sufficiently discussed so people are aware of the issues/ how they can be involved / and what is happening	To increase awareness of the agenda To reduce fear To support individuals to be involved in the solutions To shift the dial of the normalisation of violence	Poster awareness raising about coming together to help stop violence
		Lewisham life articles quarterly
		The community conversation advertising and input onto the website
		Faith community conference

All other work for violence reduction (not exhaustive list)		
The whole systems approach includes all previous and current activity that impacts on this agenda		
The work individually and collectively impacts on violence reduction		
		Current update
1	Website set up – continually being updated : https://lewisham.gov.uk/inmyarea/publicsafety/our-public-health-approach-to-reducing-violence	
2	Universal school safety programme (USSP) continues to deliver safety and resilience workshops in all secondary schools year 7. Additional funding has been secured by Youth First who deliver this via the Young Londoners Fund (GLA)	
3	Safe havens – continued roll out and further developments around safe spaces for all across the borough. Early developments with churches and opening up spaces for children after school.	
4	Responsible retailers and test purchasing for knives this work continues with businesses across the borough – New Home Office funding was secured to undertake a wider programme of test purchasing too. Continued working relationships with the Lewisham businesses against crime.	
5	Children’s centre offer including 5 to thrive model continues – increased work through officers to develop a consistent approach.	
6	Street doctors workshops continue with groups such as the YOS/ Youth first etc	
7	Nonviolence resistance programme (NVRP) delivered to support models of conflict Resolution continues to be supported and delivered across the borough in Cahms/ children’s services and children’s centre. This work in a youth justice context contributed to by Lewisham YOS officers has been published in Non-Violent Resistance	

	A New Approach to Violent and Self-destructive Children - https://www.cambridge.org/core/books/nonviolent-resistance/FA573706168AA66C6E6E7295FE629F69
8	Family support work building on the functional family model in the YOS. Reset of Core asset contract and focus.
9	Targeted education in schools through police/ Violence reduction team and YOS – where cases identified for additional support
10	Teenage health and wellbeing service continues and is being reviewed
11	Youth led support in hospitals – this has been in place at Kings for many years developed by Lewisham and Southwark LA. Lewisham A and E will now also have this model from Jan 2020 which will focus on under 25s with serious violence (knife/ GBH etc) and self-harm. This is being funded by MOPAC.
12	Violence reduction team direct engagement with those involved in county lines / gangs / serious violence to support safety planning/ and exit
13	YOS – continues its model and work with those in the criminal justice system with increasing numbers being supported through out of court disposals. The outcomes continue to improve and the work is attracting significant attention from government in the UK and internationally.
14	Concern hub – this has been developed following the review of the Missing, Exploited and Trafficked processes previously in place. This considers cases of concern up to the age of 25 including CSE, CE, Missing, county lines , and violence . Working in a multi-agency way to reduce concern is the focus. This work is attracting regional interest.
15	Regional rescue and response – this programme is being led by Lewisham and Brent for London. The project works to rescue and support young people up to the age of 25 involved in county lines. The first annual strategic needs assessment was completed to give a London picture and individual borough picture.
16	Athena service continues to support the VAWG response. This has been recently reviewed and tendering for a new service is to begin shortly. There are a number of areas that have come from the review which need additional partnership focus and resourcing.
17	Prevent, protect, repair – children affected by domestic violence – new funding from the home office. This project will support/underpin VAWG work already taking place on Lewisham by offering further awareness raising in schools, a therapeutic programme for children of all ages, which also supports mothers, training staff and volunteers on the Community Groups Programme and extending this programme to 0-4 year olds, developing the Caring Dads programme and producing a short film which allows the audience to walk in the shoes of the victim.
18	Women’s Solace Aid, delivering a domestic abuse perpetrator programme across 3 boroughs to support a whole systems approach
19	Operation Persius – focused on addresses over a 2 month period to arrest those who are grooming and leading the lines for drug dealing.

4. Additional Questions from committee members

Who/what are the key enablers for change?

Our public health approach to reducing violence takes a 'whole systems' approach. Thereby recognises that reducing violence in our communities cannot be achieved through a single policy/intervention, but requires multiple agencies working together, with empowered communities, to achieve the change we need. Alongside the police, crime reduction, youth offending, early help, we also need to work closely with faith leaders, schools, the voluntary community sector and a network of community champions, who are embedded and hold credibility within their communities.

We believe one key enabler of change will be the adoption of a shared workforce philosophy and consistent messaging across the borough. This is; ACE-aware, trauma-informed and restorative practice. This is an approach that has been highly successful within Lewisham YOS. We are working to embed this consistently across the borough.

A coordinated approach, it feels piecemeal, are there plans to employ coordinator that has an overarching role in the delivery of this approach

There is currently no resources to do this. We have a number of officers who have allocated time to support this work.

What role does scrutiny play in the work

There is a violence reduction board, chaired by Cllr Reid that provides the overview and governance for the VR programme, and the chair of safer stronger and children's select committees are members. The VR Strategy is tabled into the forward business throughout the year. This will help to embed the message that VR work is included in general, corporate council business.

I would be interested in the life stories of those affected by violent crime: what, if any common themes emerge, how can we address emerging themes, who is best equipped to do this? E.g. family make up, first, second generation migrants, traumas, schooling, exclusions, access to leisure/fun, protected characteristics, including socio economic inequalities. Could we have a few case studies, to show how our interventions have affected/impacted on the families/individuals

There is a multitude of national and regional evidence linking key public health risk indicators with violence. For example, studies link experiences of 4 or more adverse childhood experiences with increased likelihood of being victims of violence, perpetrators of violence and involvement in the criminal justice system. A recent (July 2019) GLA report (attached) on serious youth violence found correlations with certain factors and increased likelihood of being victims of serious youth violence. These included;

- Children living in out-of-work benefit claimant households
- Multiple deprivation, including; income, employment, health and disability deprivations
- Emotional and mental health disorders in children

However, we have newly established a Violence Reduction evidence working group, led by the director of Public Health. This group will be essential to ensuring our work is informed by our local data and intelligence. The group will oversee the development of a Lewisham Joint Strategic Needs Assessment on

violence. The JSNA will enable us to design effective interventions and will ensure our approach is based on a strong local evidence base.

Our Community Conversation on violence is key to understanding the experiences of our communities, how they have been effected by violence and what change they want to see. The conversation is also about empowering the community to think how they can be part of the solutions themselves. We are taking a strengths based approach, and training community members to be able to facilitate those conversations themselves. This will result in Lewisham's first community-led strategy for violence reduction.

The annual Lewisham Schools Safety conference gave input and wider messages from our Lewisham young people..

Are all agencies, committed to this model and approach, if not, which ones are not and how can we get them on board?

I would say most agencies have the passion for reducing violence and are increasingly concerned about SYV in particular. I think the issue is more that they don't know at this stage what it means for them and the way that they work.

We do need to garner ownership, action and influence in order to ensure all services in borough are signed up to working towards the one common goal of making 'Lewisham a Trauma-Informed borough'. We have endorsement of this approach from the SLP– so how we now ensure messages are endorsed by services both internal and external to the council is the next step.

Shared-ownership and stakeholder engagement to embed the approach is essential for systems change.

Whilst schools, community leaders etc. have a role, how are we ensuring that these partners have the knowledge and skill to deliver on this approach?

Lewisham has been on a journey since 2017 about our model and approach.

The journey has included a range of engagements such as:

- Contextual Safeguarding assessment and conference – all partners
- YOS restructure to a 'Trauma-Informed' service
- SYV team restructured into a TI model delivery framework (inc. Concern Hub)
- Lewisham borough-wide disproportionality self-assessment – all partners
- Unconscious bias training programme –rolled out to all key stakeholders
- TI training programme delivered to Lewisham Police
- County lines round table event – all partners
- Restorative Justice projects undertaken with CSC
- 2-years into the journey, we now have successfully gaining endorsement of the approach with second phase of the work including:
 - Systems Leadership training in Trauma informed model – all key stakeholders invited
 - Work continuing around disproportionality and unconscious bias
 - Immersive Schools Model being piloted in a number of schools
 - Community conversations taking place; Community Champions being trained and Safe Hubs in action/development

All the work coincides to form part of a long-term plan and approach, as per the initial template set out in the VR Strategy, which includes plans for review and revision

We are looking to hold a multi-faith conference on reducing violence. The conference aims to bring leaders together to discuss how violence has affected their communities and what, as leaders, they can do to support violence reduction. This conference will be taking place in October/November.

We are rolling out the 'Community Champions' model across the borough. This is about supporting key leads within the communities who are passionate about supporting their local community to put an end to violence. We support them with an introduction to our workforce philosophy (ACE aware, trauma informed, unconscious bias and restorative) and offer a directory of local support organisations. We held a workshop for the Voluntary Community Sector in Bellingham in March and are supporting a leader in Deptford to hold a workshop series for her community in August.

In schools, we are piloting 'the immersive school safety' model. This is a contextual safeguarding approach which encourages schools to think about the interrelated places and relationships where young people can encounter harm (social media, local parks, the journey to schools etc.). By undertaking safety mapping and school assessments, the school are better equipped to identify the risks posed to their young people and improve the safety of their school and surrounding area by tailoring their interventions and policies.

Do the partners delivering the interventions meet to share what's working well?

Our violence reduction working groups are the 'do-ers' behind the work programme and we have ensured wide representation to reflect our whole-systems approach. They will be meeting quarterly.

We hold quarterly voluntary community sector networking events for groups who secured Young Londoners Funding to support young people affected by crime and violence. The network supports them to share ideas and information about their interventions.

Young people's panels etc. what do these look like, who would be delivering, are we ensuring that those voices that are seldom heard are a key part of the design and delivery. E.g. refugees and asylum seekers. Are those managing the panels equipped to ensure all voices are heard

We are looking to establish a young person's advisory panel to the violence reduction board. This is described above.

Key to this work is the development of parenting skills e.g. young parents, parents from migrant communities, low/poor socio economic background, parents with protected characteristics. Is this part of the prevention early intervention?

A lot of this comes under the early help approach in the borough as we currently have various parenting offers and programmes delivered through both the targeted and universal Early Help provision

There has been an Early Help review with findings/recommendations this should help shape this going forward.

What strategic support is available for families affected by violence?

The Lewisham Youth Family Therapeutic Hub offer (LYFT), available via the YOS has been created from a number of years of adopting the Functional Family Therapy model. This model could be used across the partnership, since the learning and development has already occurred here. There is the NVP programme which has been developed and training provided to a number of agencies who are now using this in their approaches.

Findings/recommendations from VAWG review are central to plans for future tender considerations and decision-making. There are a number of community based programmes which are available for Domestic Violence and families.

5. Financial Implications

Resources for this work is through the councils current funding within relevant divisions Additional funding has been allocated by MOPAC towards this work which has been agreed by the Safer Lewisham partnership aligning to the work to date

6. Legal Implications

The Council is under a number of statutory obligations to reduce crime and anti-social behaviour. The Crime and Disorder Act 1998 requires the Council to formulate and implement a strategy for the reduction of crime and disorder; the Anti-Social Behaviour 2003 requires the Council as a local housing authority to have policies and procedures for dealing with anti-social behaviour and the Race Relations (Amendment) Act 2000 places the Council under a duty to have, when carrying out its functions, due regard to the need to eliminate unlawful discrimination and promote good relations between persons of different racial groups.

The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.

Section 2 of the Local Government Act 2000 empowers the local authority to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of all or any persons within the local authority's area.

These statutory duties amongst others feed into the Council's Safer Lewisham Strategy.

7. Equalities Implications

Developing safe and secure communities is central to the work of the Council as a whole and in particular to the Community Services directorate. Reducing and preventing crime, reducing fear of crime and supporting vulnerable communities is critical to the well-being of all our citizens.

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.

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.

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 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/>

The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/The> European procurement regulations do not apply to these services, as they fall within Part B of the Services Regulations. An award notice was published in OJEU on the award of the original framework.

8. **Crime and Disorder Implications**

Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken

in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

9. **Environmental Implications**

Key decisions made which may have environmental implications. Environmental services are consulted about all agreed activity before proceeding.

For further information on this report please contact Geeta Subramaniam-Mooney Head of Public Protection and Safety, , Directorate for Community Services on 020 8 314 9569

Safer Stronger Communities Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	8
Class	Part 1 (open)	9 October 2019	

1. Purpose

- 1.1 To advise members of the committee’s work programme for the 2019/20 municipal year and to agree the agenda items for the next meeting.

2. Summary

- 2.1 The committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed a co-ordinated overview and scrutiny work programme.
- 2.3 The work programme can, however, be reviewed at each select committee meeting to take account of changing priorities.

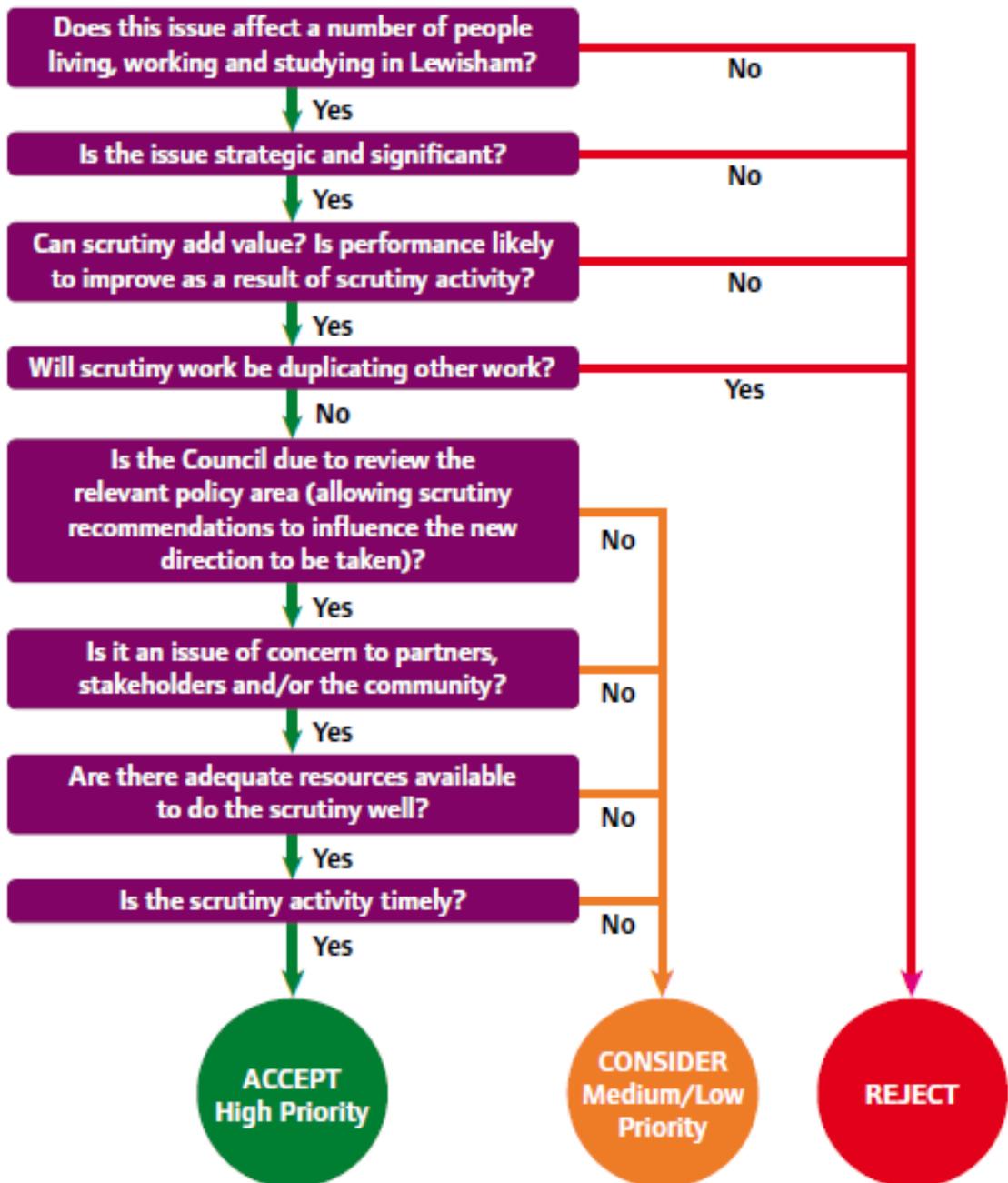
3. Recommendations

- 3.1 The Committee is asked to:
- consider the work programme attached at **Appendix B** – and discuss any issues arising from the programme
 - consider the items scheduled for the next meeting – and specify the information the committee requires to achieve its desired outcomes
 - review the forthcoming key decisions set out in **Appendix C** – and consider any items for further scrutiny

4. The work programme

- 4.1 The work programme for 2019/20 was agreed at the meeting on 30th April.
- 4.2 Members are asked to consider if any urgent issues have arisen that require scrutiny and if any items should be removed from the work programme.
- 4.3 Any additional items should be considered against the prioritisation process before being added to the work programme (see flow chart below).
- 4.4 The committee’s work programme needs to be achievable in terms of the meeting time available. If the committee agrees to add additional items, members will also need to consider which lower-priority items should be removed to create sufficient capacity.

Scrutiny work programme – prioritisation process



- 4.5 Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy.
- 4.6 The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.
- 4.7 The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:
1. ***Open Lewisham*** - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
 2. ***Tackling the housing crisis*** - Everyone has a decent home that is secure and affordable.
 3. ***Giving children and young people the best start in life*** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 4. ***Building an inclusive local economy*** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 5. ***Delivering and defending: health, social care and support*** - Ensuring everyone receives the health, mental health, social care and support services they need.
 6. ***Making Lewisham greener*** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 7. ***Building safer communities*** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

5 The next meeting

5.1 The following items are scheduled for the next meeting on 26th November 2019.

5.2 The committee is asked to specify the information and analysis it requires for each item, based on the outcomes it would like to achieve, so that officers are clear about what information they need to provide. The Committee is also asked to decide the priority rating for each item.

Agenda item	Review type	Relevant Corporate Priority	Priority
Equalities In-depth Review	In-depth Review	CP1	High
National Probation Service and Community Rehabilitation Company	Performance monitoring	CP7	High
Modern Day Slavery	Performance monitoring	CP1 and CP7	High
Refugee Resettlement Programme	Performance monitoring	CP1	Medium

6. Referrals

6.1 Below is a tracker of the referrals the committee has made in this municipal year:

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee
Select Committee Work Programme	30.04.19	Considered at Business Panel on 7.5.19	N/A	N/A
Budget Cuts	12.09.19	1. CYP -17.9.19 2. PAC – 24.9.19 3. MandC – 30.9.19	30.9.19 for Referral 3 Only.	16/1/20

7. Information items (optional depending on committee approach)

7.1 Some potential work programme items might be low priority and may only require a briefing report for information to be produced for members outside of a formal committee meeting.

7.2 Below is a tracker of the information items received by the committee:

Item	Date received
Public Health Approach to Violence Reduction	9.7.19

8. Financial Implications

There are no financial implications arising from this report.

9. 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.

10. Equalities Implications

10.1 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.

10.2 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.

10.3 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.

11. Date of next meeting

The date of the next meeting is Tuesday 26 November 2019.

Background Documents

Lewisham Council's Constitution
Centre for Public Scrutiny: the Good Scrutiny Guide

Safer Stronger Communities Select Committee 2019/20

Work Item	Type of review	Strategic Priority	Delivery deadline	30-Apr	22-May	16-Jul	12-Sep	09-Oct	26-Nov	16-Jan	04-Mar
Budget Cuts Proposals	Standard Item						Budget Cuts				
Election of Chair and Vice-Chair	Constitutional requirement										
Select Committee Work Programme 2018/19	Constitutional requirement	CP1,CP4 and CP7	Apr-19								
Safe Lewisham Plan	Performance monitoring	CP7	Apr-19								
Adult isolation & services for the elderly	Performance monitoring	CP5	May-19								
Invitation to Age UK, Positive Ageing Council and Cabinet member	Performance monitoring	CP5	May-19								
Update from Local Police and Fire Service	Standard Item	CP7	May-19								
Vision for the third sector: compact and transformation	Standard Item	CP1 and CP4	Jul-19								
Violence Against Women and Girls	pre-decision	CP7	Jul-19								
Prevent and Stop and Search response and update	in-depth review	CP7	Jul-19			response				6-month update	
Councils employment profile and staff survey results	performance monitoring/in-depth										
Equalities Indepth Review	in-depth review	CP1	Mar-20								
Lewisham Libraries- Future and Transformation inc annual report	Performance monitoring	CP1	Sep-19								
Public Health Approach to Violence Reduction	Performance monitoring	CP7	Oct-19								
Disability Provision in Lewisham	Performance monitoring	CP1	Oct-19								
Food Poverty	Performance monitoring	CP7	Oct-19								
National Probation Service and Community Rehabilitation Company	Performance monitoring	CP7	Jan-20								
Modern Day Slavery	Performance monitoring	CP1 + CP7	Jan-20								
Refugee Resettlement Programme	Performance monitoring	CP1	Jan-20								
Comprehensive Equalities Scheme	Pre-decision	CP1	Mar-20								
Local Assemblies Annual Review inc. NCIL	Performance monitoring	CP1	Mar-20								
YOS - monitoring progress against Action Plan	Performance monitoring	CP7	Mar-20								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe

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FORWARD PLAN OF KEY DECISIONS

Forward Plan October 2019 - January 2020

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 0208 3149327, 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
September 2019	Brexit Update	10/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan, Mayor		
August 2019	Future of Dek Hub workspace	10/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
August 2019	Financial Forecasts	10/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
April 2019	Future options for the Parks Service	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
August 2019	LIP annual spending submission for 2020/21	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		

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
August 2019	Permission to Extend Obesity Services Contract	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	Recommissioning Older Adults Day Services part 1 & part 2	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	LIP Annual Spending Submission 2020/21	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
September 2019	Surrey Canal Triangle Land Sale Agreement and CPO Indemnity Agreement	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
September 2019	Dry Recyclables Contract Award	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment 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 Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
August 2019	Request for Extension and Variation of Family Support Contract	15/10/19 Overview and Scrutiny Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
September 2019	Ladywell Playtower: progress update	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
August 2019	Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes	30/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
May 2019	Approval for Single Tender action for Counter Fraud Hub	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2019	Performance Monitoring	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia,		

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			Cabinet Member for Democracy, Refugees & Accountability		
August 2019	Cleaning Contract Extension	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2019	Security Contract Extension	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2019	Domiciliary Care Provision	30/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
August 2019	CCTV Monitoring Contract	30/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
May 2019	New Cross Area Framework + Station Opportunity Study Supplementary Planning Document	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		

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February 2019	Insurance Renewal	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2019	Surrey Canal Triangle Design Framework Draft Supplementary Planning Document	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
September 2019	Early Help Support Services - Review and Permission	30/10/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
September 2019	2020/21 Budget Cuts	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2019	Acquisition of land at Pool Court. parts 1 & 2	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
September 2019	Private Sector Housing Borough-wide Licensing	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

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			Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
September 2019	Contract Award Report for Extra Care Service at Conrad Court	30/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	Old Town Hall works - permission to tender	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
September 2019	Community Toilets Scheme Contract	30/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	Lewisham Gateway - Variations to the Development Agreement	30/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
June 2019	Disposal of former Wide Horizon Sites in Wales & Kent'	30/10/19 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and		

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			Mayor Damien Egan, Mayor		
September 2019	Instruments of Government	30/10/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
June 2019	Adopting a Residents Charter for Lewisham	20/11/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
April 2019	Contract Award Tier 2/3 Drug Services/Shared Care	20/11/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
September 2019	Retention of Right to Buy Receipts	20/11/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
September 2019	Adoption of Draft Conservation	20/11/19	Kevin Sheehan,		

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	Area Appraisal, Boundary Change and Article 4 Direction for Deptford High Street and St Paul's Conservation Areas	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
September 2019	School Meals Options	20/11/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
September 2019	Draft Housing Strategy 2020-25	20/11/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
September 2019	Polling District Review	27/11/19 Council	Kath Nicholson, Head of Law and Councillor Leo Gibbons		
September 2019	Dockless Bikes bye-law	27/11/19 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
September 2019	Constitutional Update	27/11/19	Kath Nicholson, Head of		

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		Council	Law and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
September 2019	Preferred Tender for Travel and Transport Programme	11/12/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
September 2019	Re-commissioning of Healthwatch & NHS Complaints Advocacy Services	11/12/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	11/12/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
September 2019	Schools Minor Works Programme 2020	11/12/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet		

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			Member for School Performance and Children's Services		
September 2019	Precision Manufactured Housing (PMH) Procurement	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
September 2019	Mayow Road Supported Living Service Parts 1 & 2	15/01/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
September 2019	Budget 2020-21	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2019	Budget Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2019	Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and		

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			Councillor Paul Bell, Cabinet Member for Housing		
September 2019	Budget 2020-21	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2019	Lewisham Climate Emergency Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
September 2019	Adoption of the Catford Regeneration Masterplan Framework	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		

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