

Appendix A - Lewisham Poverty Commission Recommendations and Officer Responses

	Recommendation	Action
	Supporting residents to access well-paid, secure jobs inside and outside of Lewisham	
1	<p><i>The Council and its public sector partners, as the borough's main employers and biggest spenders in terms of procurement, should cooperate closely to support local economic growth.</i></p> <p><i>This group of anchor institutions should work to establish a 'Lewisham Deal' which outlines joint commitments to improve opportunities for residents and support inclusive local economic growth. The Lewisham Deal could include:</i></p> <p><i>A coordinated approach to apprenticeships to promote opportunities for residents, including maximising the local spend of the apprenticeship levy for upskilling and in-work progression, building on the strength of the Council's existing apprenticeship programme.</i></p> <p><i>A shared commitment to London Living Wage accreditation and promotion, flexible working and opportunities for job progression for employees.</i></p> <p><i>A shared commitment to support good mental health in work by committing to the 'Time to Change' Employer Pledge,⁴⁵ by developing an action plan that normalises conversations about mental health in the workplace and ensures that employees who are facing these problems feel supported.</i></p> <p><i>A shared commitment to generating social value through procurement, for example by negotiating for the provision of apprenticeships and job opportunities for local residents.</i></p>	<p>Since last year Lewisham has been participating in the LGA's Leading Places programme that supports councils, universities and other local institutions to work together in meeting the key challenges facing their local residents and businesses.</p> <p>Lewisham is part of Phase 2 which emphasises institutional capacity as a driver of local inclusive growth. Lewisham Council and Goldsmiths, University of London, are working in partnership with Phoenix Community Housing, Lewisham Homes, Lewisham and Greenwich NHS Trust and Lewisham Southwark College.</p> <p>This partnership seeks to get the anchor organisations in the borough to agree the 'Lewisham Deal' and deliver the commitments and outcomes recommended by the Commission.</p> <p>A steering groups of lead officers and a senior leadership group, including the Mayor, Council chief executive, Warden of Goldsmiths, and leadings officers from other partners met to endorse the way forward/</p> <p>Lewisham is on target to formally agree a Lewisham Deal containing a by March 2018</p>

	<p><i>A commitment to investigate whether the organisation's procurement processes could create opportunities for local, often smaller, businesses to provide goods and services, to enable more money to stay in the borough.</i></p> <p><i>A shared strategic approach to the skills and local economic development agenda, including training, employment opportunities and business engagement. This could enable the skills shortages in the NHS and wider public sector to be met through higher level apprenticeships, pre-employment support, training while in employment and routes through to Further Education (FE) and Higher Education (HE).</i></p> <p><i>A coordinated approach to encourage staff to contribute to local communities by linking staff and service users with local volunteering opportunities.</i></p> <p><i>A joint commitment to supporting the community and voluntary sector by building on existing work by Goldsmiths, Voluntary Action Lewisham and the Lewisham Local Collaboration.</i></p> <p><i>A commitment to engage with local schools and FE colleges to raise aspirations of their students and provide information and advice about apprenticeships and further/higher education or work experience opportunities.</i></p>	
2	<p><i>The Council should work with Lambeth, Southwark and Jobcentre Plus to build on the success of its joint Pathways to Employment programme to develop a pilot that supports career progression for residents who are in work, but in poverty.</i></p>	<p>Lambeth, Lewisham and Southwark are working with St Giles Trust's Routeways Project (which they secured external funding for). This in-work pilot began in January 2018 and will support 350 residents across all three boroughs with personalised support, skills training and career advice. It hopes to support residents into better work (secure contracts, LLW), increase skills levels and help with wider barriers to progression such as debt, housing and benefits. The boroughs are</p>

		<p>supporting the project to ensure that opportunities for working with local businesses and joining up with other services is maximised. As well as that it builds on the learning the boroughs have gained from delivering Pathways to Employment.</p>
3	<p><i>The Council's adult education service should work with partners, including housing providers, to support those furthest away from the job market to develop soft skills by providing access to pre-employment training.</i></p>	<p>Adult Learning Lewisham has an ongoing partnership with JCP for learners who are receiving benefits and who are often furthest away from the job market. This has been very successful in gaining essential ICT skills which are key to helping to secure employment.</p> <p>They are also delivering a new partnership with SLAM NHS Trust, based in Grove Park (in an area of high need) to help residents managing mental ill health to develop skills and access the job market.</p> <p>A new leaflet has been created outlining the four types of offer available from ALL for people who are unemployed/furthest away from the labour market.</p> <p>ALL has also established a new partnership with LBL Housing team, as part of the Homelessness Trailblazer programme.</p>
4	<p><i>The Council and its partners should continue to prioritise the improvement of Lewisham's secondary schools to offer young people the best start in life, building on the work of the Lewisham Education Commission.</i></p>	<p>Improvement is needed in secondary school results to ensure that Lewisham's young people have the skills and qualifications to take advantages of new opportunities in the London economy. This improvement is needed at GCSE and A level. The Lewisham Education Commission was established to set a clear direction and consensus for tackling this challenge, leading to the establishment of Lewisham Secondary Challenge and the development of a school-led improvement partnership, Lewisham Learning, to keep all schools in the Lewisham family. Our future strategy for partnership working will address the challenge of how the local authority, schools, colleges, universities and businesses can work together to improve the whole education system in Lewisham.</p>

5	<p><i>The Council and its partners should explore ways to raise aspirations and provide good quality careers advice in schools by linking industry, public sector institutions, professional trade bodies and HE and FE providers with local schools. The Council and partners should start a pilot where their staff, via their staff volunteering programmes, are encouraged to volunteer in support schools and FE colleges with careers advice and mentoring programmes. This can be expanded to include people working elsewhere in Lewisham and London.</i></p>	<p>Lewisham has a strong and effective Education Business Partnership which works with a range of employers, businesses and schools to provide young people with a rewarding and realistic introduction to the world of work.</p> <p>Officers are exploring ways in which the council's own workforce can further support these initiatives given our limited resources, as well as supporting London-wide programmes such as London Ambitions.</p>
6	<p><i>The Council's Pension Investment Committee should use its influence as an investor of roughly £1bn to open discussions about pay, working conditions and job opportunities for London residents with the businesses it invests in across London.</i></p>	<p>The Council's Pensions Investment Committee (PIC) is charged to invest the pension funds for the benefit of its members, not the Council.</p> <p>The nature of investing over £1.3bn is that the fund has a global reach and is invested at a mandate level, rather than in individual companies based on specific local or employment practices.</p> <p>Nonetheless, PIC recognise the research which shows good governance, including good employment practices, is a driver of good performance.</p> <p>Therefore, PIC pay particular attention to Environment, Social and Governance (ESG) considerations and use their influence by challenging fund managers to explain how their actions support good ESG practices (this ESG focus includes good employment practices).</p> <p>Furthermore, the Council is a member of the Pensions and Savings Lifetime Association and the Local Authority Pension Fund Forum. The latter is focused on local authority pension funds and shareholder engagement, in particular advising on ESG matters and voting – see http://www.lapfforum.org/</p>
7	<p><i>The Council should use its procurement processes to ensure that all components of the Social Value Act (2012) are geared</i></p>	<p>Social value is a core part of all procurement in the Council. The Council has produced a Best Practice Social Review Report that makes further recommendations to improve the application, monitoring</p>

	<p><i>towards the needs of the most deprived members of the borough.</i></p>	<p>and promotion of Social Value to leverage local good employment and apprenticeships. Through the Leading Places programme and the proposed Lewisham Deal, local institutions will aim to leverage their collective procurement power to maximise opportunities for employment and apprenticeships. The Council is also looking to include Social Value in all contracts over £50,000.</p>
8	<p><i>The Council should include statements on the social value offer in the reports it uses in the Council's formal decision-making processes including for its Mayor and Cabinet meetings, for decisions to go to tender or to award a contract.</i></p>	<p>The Economy and Partnerships Team are working closely with procurement officers to ensure that social value statements are included in all relevant decision-making processes, including Mayor and Cabinet reports.</p>
9	<p><i>The Council should encourage business growth in the borough, particularly in growth sectors of the London economy. This should build on the success of the existing Council created Dek co-working business spaces and investigate the potential to introduce a local currency – the Lewisham Pound – to support local businesses.</i></p>	<p>The Enterprise Hub (Dek) opened in August 2016. The 4th floor of the Old Town Hall is fully occupied with creative businesses, whilst the 5th floor is building up with entrepreneurs looking for flexible work space. The Dek office space in Place/Ladywell is fully let.</p> <p>There are regular business workshops being run for Dek members and other Lewisham businesses on how to gain the skills necessary to grow and expand their business, as well as bespoke support via 1:1 mentoring and growth advisers.</p> <p>We currently have 78 existing businesses going through our ERDF-funded Dek Business Growth programme; with a target of 311 by March 2020.</p> <p>The Council is bidding for inward investment funding and providing guidance to developers through their master planning exercise to expand the network of Enterprise Hubs and affordable commercial spaces in key Town Centres.</p> <p>Officers intend to undertake a scoping exercise regarding the feasibility and possible impact of a complementary currency for Lewisham.</p>

10	<p><i>The Council should continue to champion the Living Wage in Lewisham. It should continue to provide an incentive in the form of a business rates discount to employers that become accredited London Living Wage employers.</i></p>	<p>Lewisham became one of the first local authorities in the UK to earn living wage employer accreditation in March 2012. We continue to encourage other Lewisham-based employers to become London Living Wage employers by offering one-off discounts to businesses of up to £5,000 on their business rates, if they become accredited London Living Wage employers.</p>
11	<p><i>Regeneration should deliver not just the homes that Lewisham needs, but high quality jobs too. New residential developments should look to provide space for businesses, particularly new and small businesses, so employment in the borough can be stimulated.</i></p>	<p>The Council actively promote the delivery of business space in new developments, including affordable workspace to help grow the local economy. This includes securing a level of fit out above shell and core to help ensure that units are not left vacant along with marketing strategies.</p>
12	<p><i>The Council should work with Central London Forward and other London partners to ensure that the devolved Central London Works Programme offers the support local people need to overcome barriers to employment and access high quality jobs. Where possible, the Central London Works Programme should link to existing infrastructure, communities and local partner organisations, building on the success of the Pathways to Employment programme.</i></p>	<p>Lambeth, Lewisham and Southwark Councils through the Better Placed partnership have worked closely with Central London Forward to develop the Work and Health Programme, which went live on the 1st March 2018. Learning from the three boroughs' Pathways to Employment programme has shaped the design of the Work and Health Programme. The boroughs regularly share learning with agencies and partners to shape the sector.</p>
13	<p><i>Transport for London should extend the Bakerloo line from Elephant and Castle beyond Lewisham to Hayes as a minimum but also to Bromley Town Centre to improve access to job opportunities across London for residents living in the areas of concentrated deprivation in the south of the borough.</i></p>	<p>The London Borough of Lewisham is extremely supportive of the proposal to extend the Bakerloo Line to Hayes. Together with our Transport Consultant, Parsons Brinckerhoff, the Council has undertaken a detailed piece of work to consider the benefits and opportunities presented by such a major investment in transport infrastructure, including opportunities for regeneration, housing and place-making. This response will be supported by a full technical report which will be submitted to Transport for London.</p>
14	<p><i>The Council should lobby central government to ensure that London boroughs can use unspent apprenticeship levy to</i></p>	<p>The Council continues to lobby for this important intervention through political and officer networks.</p>

	<i>invest in business support and the wider skills development of their residents alongside their employees.</i>	
15	<i>Central government should pause the roll out of Universal Credit and review its design and implementation, particularly the 6-week wait for an initial payment which is causing many recipients to fall into debt. The Council should also lobby central government for an end to the welfare freeze which are impacting on those who are out of work and those who are in work on low incomes, pushing both further into poverty, and for a reversal of the cuts to Universal Credit.</i>	Despite lobbying the Government is proceeding with a full staged national rollout with Lewisham going to full service in July 2018.
	Tackling child poverty by supporting parents into decent work	
16	<i>The Council should set an example by improving its offer of flexible working opportunities. The Council should become an accredited Timewise employer and work with the Timewise foundation to develop an improvement plan that ensures it offers good quality flexible working opportunities to its employees. The Council should encourage its partners to do the same.</i>	Through its Smarter Working programme the Council is already beginning to expand and improve the range of flexible working opportunities that it offers to staff. Officers are considering what further steps can be made in this area.
17	<i>The Council should work with its public sector partners to promote flexible working across the borough to support parental and lone-parent employment, including by engaging with local businesses.</i>	The Lewisham Deal and Leading Places programme seeks to build a coalition of support for inclusive growth across the borough's major employers, and the Council will promote flexible working through this partnership.
18	<i>The Council should work with employment and skills partners to support lone parents to develop skills the skills that will enable them to take jobs that offer flexible working opportunities.</i>	Lewisham's range of employment and skills interventions continually aim to support vulnerable residents including lone parents.

19	<p><i>The Council's adult education service and the local FE college should work together to help parents with childcaring responsibilities to access opportunities that allow them to upskill and support their career progression. This could be done by creating flexible and/or family friendly learning opportunities that lead from the Adult Learning Lewisham through to more formal learning in a college setting.</i></p>	<p>Adult Learning Lewisham has mapped family learning provision by identifying the location of partners across the borough to ensure need is being met in areas of high priority.</p> <p>They continue to work with and develop their Family Learning provision to promote the soft skills needed to progress to mainstream learning such as ESOL provision for learners with very low levels of language acquisition. Family learning is also increasingly being offered at their centres which helps in providing seamless progression opportunities (and breaking down barriers in accessing learning opportunities).</p> <p>ALL have started initial discussions with LSCollege regarding a strategic partnership – but this is currently on hold, due to changes in the senior management at the college.</p>
20	<p><i>The Council's Family Information Service (FIS) directory should be improved so that it provides easy-to-use to contain up-to-date information on childcare provision in the borough. The directory should include information on the provision of childcare, including out-of-hours provision, holiday provision, schools' breakfast clubs and after-school clubs. It should include information on eligibility criteria for that care, including advice on childcare entitlements, eligibility criteria for financial support for childcare and information on which providers accept childcare vouchers. The FIS should allow parents to enter their postcode, select the type of providers they are interested in and the geographical area they would like to search, and then be provided with a list of available care providers. The Council should make sure the FIS keeps up-to-date records of extended schools services in the borough.</i></p>	<p>The FIS directory is currently being refreshed. The childcare element is already up to date and more easily accessible, allowing parents to search for childcare. The rest of the directory is in the process of being updated, with a new landing page and better links to information for parents, carers and young people on services and activities.</p>
21	<p><i>The Council should launch a targeted information campaign to promote the 30 hours entitlement to child care being introduced in September 2017 to maximise take-up, as well as provide information on the existing entitlement for some 2</i></p>	<p>The Early Years Quality and Sufficiency team has been working closely with providers to promote take up of the extended offer. Lewisham currently has one of the highest uptakes in London of the 30 hours extended offer, and will continue to work with providers and</p>

	<p><i>year olds. The Council should work with its Councillors and partners such as Children's Centres, private providers, schools, Jobcentre Plus and GP surgeries to get the message out to parents, including those who do not have access to the internet, and those with literacy issues. Information about childcare should be routinely offered to parents who access other council services such as the housing options centre or employment support services.</i></p>	<p>other services to promote entitlement.</p>
22	<p><i>The Council, children centres, schools, private, voluntary and independent nurseries but also organisations such as food banks should work with Advice Lewisham, the network of the main free advice providers in Lewisham, so parents are helped to access free, expert advice about benefits and their entitlements.</i></p>	<p>The Council and its partners have well-developed relationships with advice providers, harnessed through the Strong Communities Partnership Board. As the Board continues to review their contribution to the Poverty Commission's recommendations continuing to promote these relationships will be a focus.</p>
23	<p><i>The Council should work with Children's Centres, providers and parent groups to explore ways to encourage parents and extended family to participate in the provision of childcare, including by exploring options for co-operative childcare clubs, community-led and community-owned nurseries. Parents, extended family and other members of the community participating in these forms of co-produced child care can then also be supported into related careers.</i></p>	<p>The Council will continue to work with providers and parent groups to explore the feasibility and options on co-produced childcare through existing networks and developing a parent champion programme.</p>
24	<p><i>School buildings should be used for the provision of breakfast and after-schools clubs, either by schools providing these services directly or by schools making their buildings available for childcare provision by other providers. Parents should be encouraged to participate in the breakfast and after-schools clubs at their children's schools, which could be run as social enterprises.</i></p>	<p>Council officers will work with schools to identify ways in which they are already working to alleviate poverty through the provision of, for example, before and after school clubs and school holiday provision, in order to spread good practice throughout the local school family.</p>

25	<i>The Council and the Early Years Partnership Board should work closely with private, voluntary and independent nurseries, schools and childminders to increase out-of-hours provision of childcare, including encouraging flexible childminders that can provide care at short notice.</i>	The Council constantly works with providers to ensure sufficient high quality childcare across the borough and this includes exploring the increased use of flexible childminders. This will have an increased focus within the Early Years strategy.
	Improving the local housing market	
26	<i>The Council should build as much social housing as possible, and continue to press national government to lift restrictions on local authorities' abilities to use their capital funding, to allow local authorities to retain Right to Buy receipts in order to invest in new social housing, and to lift the borrowing cap on the Housing Revenue Account.</i>	Lewisham Council alongside London Councils and the Local Government Association lobby central government continuously on this matter. Sir Steve Bullock the Mayor of Lewisham is lead spokesperson for London Councils on housing issues and is a strong voice in the sector pressing central government on relaxing capital funding rules and the reasons why local authorities should keep all RTB receipts. Officers also engage proactively through, for example, the London Councils Housing Directors network and through ongoing liaison with the GLA. The council will continue to robustly lobby on this in the future.
27	<i>The Council should prioritise the building of units with more secure tenancies at rents that are affordable in relation to people's wages as opposed to units at market rent.</i>	<p>The HRA borrowing cap is effectively a barrier to local authorities returning to large-scale Council house building. In addition to the need for large scale affordable housing at social rents, there are also housing needs further up the income spectrum, amongst residents earning median incomes who cannot afford to buy and so are subject to an unregulated and often insecure private rented sector.</p> <p>Lewisham council has lobbied hard for the London Living Rent, an affordable rent level aimed at middle-income earners, which now forms part of the London Plan. Lewisham Council has also formed an investment partnership to build and own high quality private rented accommodation where tenants benefit from hugely improved terms including the promise of ten year residencies through five-year renewable tenancies. Within this project, and potential future projects, 35% of homes are for a form of affordable private rent, aimed specifically at people who do not qualify for social housing but also</p>

		cannot afford to buy. For these homes, rents are set in line with local median incomes and not the market rent according to the “Living Rent” approach.
28	<i>The Council should also continue to negotiate to increase the numbers of social and affordable housing units and other benefits from developers.</i>	<p>The Council enters all negotiations with potential development partners on the basis of current affordable housing policy of 50% affordable housing in new developments. Within this we seek to maximise the number of affordable units on every site.</p> <p>Recent examples of progress in this regard include the recent development at Tidemill in partnership with Peabody, where 74% affordable housing has been secured.</p>
29	<p><i>The Council’s land should be used more ambitiously to build mixed developments at greater density and scale, recognising that most often more market-rate properties need to be developed to deliver affordable units. Joint ventures, land-sharing arrangements, community land trusts, partnerships with housing associations and new forms of ownership should all be explored.</i></p> <p><i>Exploring the broad range of options above will best enable the council to balance the needs of those that require new housing, particularly those on the Council’s housing waiting list, with the needs of current residents. Plans should be developed in consultation with local communities.</i></p>	<p>The Council is pioneering a range of innovative new models and approaches to maximising the delivery of new affordable homes. These include:</p> <ul style="list-style-type: none"> • A joint venture partnership through which the Council invests its land into an ethical commercial landlord and secures a commercial return as well as radically improving the offer to private tenants, including the 35% of renters who will be lower-income residents paying the London Living Rent. • Partnerships with two community land trusts – Lewisham is the only local authority in the UK working with two different CLTs – to enable the development of nearly 50 affordable homes. These projects are at Church Grove in partnership with RUSS delivering 33 affordable homes ranging from social rent to shared ownership, and at Brasted Close with the London CLT delivering 11 low-cost homes for sale where prices are based on local incomes. Both schemes are being delivered on public land on which the Council chose to make the land available to support this type of development, rather than pursue a more commercial approach. • The Council is working in close partnership with housing associations – with Peabody at Heathside & Lethbridge and at

		<p>the Deptford “Southern Sites” projects, and with L&Q on the Excalibur estate - to deliver more than 2,000 new homes of which more than 50% will be affordable.</p> <ul style="list-style-type: none"> • The Council continues to enable and support a range of other approaches, some of which are at earlier stages of development. In the first round of GLA Innovation Funding one in every six projects offered funding to develop their ideas were in Lewisham, supported by the Council. Over the coming period some of these projects will develop to the point at which they can be delivered, and so there will be further updates in this regard in the future. <p>For all of the projects listed above, residents and community groups are heavily involved in shaping, and in some cases delivering, projects to meet local housing need. At Besson Street for instance the development is being brought forward in close partnership with the New Cross Gate Trust and will deliver a new GP surgery for the local community. Our CLT schemes are driven by the residents themselves and where we have pursued estate regeneration our work has been shaped by residents steering groups that were established right at the outset.</p>
30	<p><i>The Council should promote new types of housing, especially step-down units for older residents to ensure people that want to move to smaller properties are able to.</i></p>	<p>Over the past three years, three new purpose-built older people’s housing schemes have been commissioned to enable downsizing and for our older residents to retain their independence at home. Of these, two have completed – these are the Conrad Court development in Evelyn delivered by Notting Hill and the Hazelhurst Court development in Bellingham delivered by Phoenix.</p> <p>In the coming three years two more schemes will be delivered. These are the Campshill Road development in Lewisham Central being built by One Housing but designed and sponsored by the Council, and a new development at the Bampton Estate in Perry Vale that was approved by the Council in February.</p> <p>These four developments will provide more than 200 new high-quality, purpose built new homes to enable older residents to downsize and</p>

		<p>“free up” larger family accommodation for families in housing need.</p> <p>In addition, the council currently runs eight schemes to encourage tenants to downsize, mutually exchange within borough or to move other places in the country. The schemes have some crossover audience but there are some aimed directly at targeted audiences such as over 55s. The various schemes offer a wide range of housing choices from smaller sized units to bungalows, coastal homes and sheltered accommodation. Additionally the authority is a participant in the London Mayor’s cross London moves scheme.</p>
31	<p><i>A social lettings agency should be operating in the borough that works with mainstream landlords to offer more secure tenancies at the lower end of the market. This agency can provide a convenient way for tenants to provide feedback about the quality of rental properties in the borough. The Council could look to expand the work of its existing lettings agency or encourage an existing social or ethical lettings agency to operate in the borough.</i></p>	<p>The Council has run a social lettings agency since 2015. The Private Sector Housing Agency acts as the central point for the procurement of both temporary and more settled accommodation from the private rented sector to meet the accommodation needs of customers referred from a range of services across the Council (Housing Options, No Recourse to Public Funds; Children services, Adult Social Care). The Agency works with the more vulnerable customers who struggle with access to the private rented sector due to issues around affordability, lack of references and no credit checks.</p> <p>Lewisham Council will continue to explore the opportunity to extend our role in relation to a social lettings agency.</p>
32	<p><i>The Council should demand that lettings agents operating in the borough provide tenants with an information pack at the start of tenancies about their rights as tenants and how tenants can access Council services to help enforce those rights.</i></p>	<p>The Council is committed to educating both landlords and tenants about their rights and responsibilities. We are currently assessing a rating scheme for estate agents, as implemented by the London Borough of Newham. This scheme gives letting agents a “star” rating on the basis of numbers of prosecutions or CPNs recorded against an agent, whether they charge fees to tenants and whether they are a member of a professional association.</p>
33	<p><i>A local tenants’ union should be established in the borough to offer advice services, help tenants enforce their rights and organise campaigns. Lewisham Citizens, Goldsmiths’</i></p>	<p>The Council continues to examine how best to engage and support residents within the private rented sector. As part of this engagement the establishment of a tenants union, and how it would be organised and run, is under review and more information will be available in that</p>

	<i>students union and existing tenant and residents associations could be asked to develop the union.</i>	regard in the near future.
34	<i>The Council should consider investing in the enforcement of quality standards in the PRS to create wider changes to the behaviour of bad landlords as they perceive the risk of enforcement against them to increase. Newly introduced powers that allow local authorities to use civil penalties against landlords in breach of certain conditions could be used to fund this increased service.</i>	Three specialist officers have been appointed to investigate and prepare prosecutions against criminal landlords. As part of this approach, dedicated email and phone contact points have been set up for the "Rogue Landlords Report Line", enabling tenants to reach the team directly, and for action to be taken quickly.
35	<i>The Council should look into expanding the current landlord licensing scheme, and make the case to government for this.</i>	The Council initiated an additional licensing programme in February 2017, targeting houses in multiple occupation above commercial units. Legislation limits the size of permitted licensing schemes, but cases can be made to government for exemptions. Officers are currently assessing how to make such a case, as well as maximising the impact and reach of the current programme.
36	<i>The Council should work to identify those at risk of homelessness at an early stage by greater use of local data and using lessons from behavioural economics to engage with residents to prevent homelessness.</i>	Lewisham won funding of nearly £1m from the MHCLG to be part of the national Trailblazer Programme to achieve precisely this objective. Our project will devise and test interventions that can be made sooner with residents, so as to prevent homelessness sooner rather than deal with its effects later. In order to allow this to happen we will use multiple data sets to identify households at risk of homelessness and the services they are engaging with before the point of crisis, and offer support to increase their resilience to homelessness. This ambitious work is in its early stages and will be developed over the coming two years.
37	<i>The Council should create a single point of contact for private landlords to discuss the implications of universal credit and to help safeguard tenants during their transition to universal</i>	The Council recognises the need to protect tenants and landlord interests throughout the migration to Universal Credit. Much work has already been scheduled in conjunction with the DWP including budgetary and digital support for all those migrating to UC and access to a universal credit portal to enable officers to review and update on

	<i>credit, and proactively reach out to landlords via letting agents operating in the borough.</i>	<p>the progress of claims.</p> <p>The Council intends to hold a Universal Credit summit in summer to bring together Council teams, third sector, landlords and residents to consider its implications and how we can respond collectively.</p>
38	<i>The Council should extend its programme of developing units such as PLACE/Ladywell and acquiring properties to increase the quality of temporary accommodation it offers.</i>	<p>PLACE/Ladywell provided 24 units of high-quality temporary accommodation for homeless families in Lewisham, which has meant that they have a safe, secure and affordable home while they wait to be permanently housed. The development was built using innovative precision manufactured technology, and was built quicker, more efficiently and for 2/3s the cost of traditional construction. Importantly this means that the Council's Capital Investment in the building will be repaid within 10 years.</p> <p>The success of PLACE/Ladywell has meant that the Council is looking to deliver more high-quality temporary accommodation using the next iteration of the same precision manufacturing technology on other sites in Lewisham. In 2017 the GLA provided in-principle agreement for £13m of grant funding to support the delivery of a further 140 homes using the same approach as PLACE. In January 2018 Mayor & Cabinet approved plans to build 33 new homes at Edward Street in Deptford, and now all four of the sites in the programme either have planning consent or will achieve that in the coming quarter.</p> <p>Further updates will be provided as these four developments come forward.</p>
39	<i>National government should lift the cap on Local Housing Allowance rates which is driving up homelessness and instead tie it to median market rents.</i>	Recommendation for national government
40	<i>The Council should also join calls for a pause to the rollout of Universal Credit, pending a review of the system. It should call for an end to the 6-week wait for an initial payment is pushing people into rent arrears.</i>	See recommendation 16

41	<i>Government should consider introducing an insurance product for tenants to replace deposits. This insurance product would cover legitimate costs for the landlord up to a maximum amount in a similar way to how deposits are currently used. This would replace the need for tenants to pay expensive deposits at the start of tenancies.</i>	Recommendation for national government
42	<i>The Council should lobby for the Mayor of London and local authorities to have greater powers over regulation of the private rented sector. This could include powers to review developers' viability assessments; to implement rent controls; to mandate quality standards in the PRS; to make it more difficult for people to be evicted from private rental properties; and to monitor and prevent discrimination in the PRS.</i>	Recommendation for national government
Strengthening support within communities		
43	<i>Lewisham Local should consider developing an anti-poverty fund to fill the current gap in micro-grants to support local community activity. This could be funded by using relevant financial contributions from planning obligations.</i>	Research has started into developing a fund that would encourage local businesses, employers and individuals to give. This would be used to address local needs and good causes and potentially build an endowment fund to help future financial giving in Lewisham.
44	<i>Local Assemblies should be encouraged to function as spaces in which the community sector can develop partnerships, share learning and share information on local activities.</i>	The Local Assemblies team works with coordinating groups and local partners to ensure that assemblies address key local issues and will emphasise this point in planning their agendas for the coming year.
45	<i>A 'vulnerability audit' should be conducted by the Community Connections Service, 60 that identifies where there are 'invisible needs' and where resilience is lowest across the</i>	Community Connections combines community development work with face to face community facilitation for vulnerable adults in the community. Community Facilitators gain insight into the challenges experienced by the most vulnerable in our community, and identify areas of need and hidden need in the community.

	<p><i>borough to ensure services can become more targeted towards the borough's most deprived residents.</i></p>	<p>Community Facilitators receive referrals from a range of sources, including health and social care, self-referral and the voluntary sector. They have therefore been able to identify those who are not 'known to service' which is important in their ability to identify needs which are not immediately visible.</p> <p>Community Facilitators also work closely with health and social care identifying areas where professionals identify challenges and unmet needs in the community, particularly affecting the most vulnerable adults.</p> <p>They have four Community Development Workers working according to the four neighbourhoods in Lewisham. The Community Development Workers work closely with Community Facilitators, Health and Social Partners and a range of community and voluntary sector groups to identify need, develop and build capacity of small groups and projects and build an audit of the gaps in the borough.</p> <p>Community Connections produces a gaps analysis based on the information gained from each of these sources highlighting the 'invisible needs' for the vulnerable in Lewisham. This is used as a working document for ongoing work within the community to build resilience and tackle these identified gaps.</p>
46	<p><i>Lewisham Council should work with Lewisham Clinical Commissioning Group (CCG), Lewisham GPs and the borough's third sector to enable GPs to take up Social Prescribing across the borough.</i></p>	<p>SAIL (Safe and Independent Living) Connections is working with the CCG and LBL to develop a social prescribing strategy for the borough.</p>
47	<p><i>Lewisham Council should build on its work with Go On Lewisham 61 to support the most deprived parts of the community gain basic digital skills by supporting and prioritising community activity which helps develop people's digital skills, with due consideration of where these services are located.</i></p>	<p>Advice Lewisham works with Go On and a range of volunteers to assist residents to develop their digital skills and become more self-sufficient in engaging with a range of agencies.</p> <p>Community Connections also works with Go On to develop activities to improve the digital skills of older residents.</p>

48	<p><i>The activities by the borough's community sector should be actively promoted to residents and amongst community organisations by:</i></p> <p><i>Developing a consolidated and live register of community activity</i></p> <p><i>Promoting Voluntary Action Lewisham (VAL) contact information in Lewisham Life</i></p> <p><i>Promoting local community activity more in the local press</i></p>	<p>Community Connections has developed SAIL Connections – a holistic referral service which includes referral mechanism for Advice Lewisham, and thereby access to home visiting advice workers. The project aims to bridge the gap between older people and the range of advice and support services available to them, improving accessibility and supporting older people to identify the correct service for them.</p>
49 50	<p><i>The Council should improve and promote its employee volunteering policy to encourage council staff to volunteer in the borough's most deprived communities by working with Voluntary Action Lewisham and using the evidence from the 'vulnerability audit' described above. The newly launched employee volunteering policy could then be used as an exemplar for Lewisham Local partners to promote to businesses inside and outside the borough, and encourage best practice.</i></p> <p><i>Lewisham Local, working with employers inside and outside the borough, should work towards supporting people who are not ready for work into volunteering opportunities which allow them to develop transferable skills and provide training on how to communicate or translate this in practice.</i></p>	<p>Lewisham Local have instigated the following activities in relation to volunteering:</p> <ul style="list-style-type: none"> ● Young People's Volunteering – ran several pilot initiatives with Young Mayor's, Youth First, a secondary school to get young people volunteering ● Student Volunteering – Helped initiate Student Volunteering Week – now in its second year ● Employee Volunteering – Recently started developing a new Lewisham offer to connect local businesses and employers with local community organisations. Conversations begun with LBL and Lewisham Homes. Over 10 community opportunities and in conversations with 15+ local businesses/employers ● Over 200 relationships with businesses/employers ● Through initiatives, giving/networking events ● Using connections to talk to businesses/employers about new opportunities to connect with the community ● Communication – Started a 'Good News' blog capturing stories of local businesses giving to hopefully inspire others <p>Voluntary Action Lewisham will be working with a range of voluntary organisations, including Lewisham Local. At the Stronger Communities Partnership Board meeting it was agreed that they would pull together the key volunteering organisations in the borough with a view to developing a volunteering strategy which will be discussed at</p>

		<p>the June meeting of the Stronger Communities Partnership Board. They have listed the following activities that they are currently undertaking:</p> <ul style="list-style-type: none"> ● Employee volunteering – Looking at connecting employees with areas of most need: skilled volunteering – trustees, HR, website development, fundraising. Already working with L&Q, conversations with Council and Lewisham Homes. Main role is to ensure groups have clear role descriptions are well set up to host volunteers ● GoodGym – connecting them up to organisations that need practical work done (3 so far including us!) ● Promoting opportunities – Volunteer marketplace event – Jan. 35 orgs and 100 members of public came along. Will be repeating similar events in different parts of the borough and planning smaller events in evenings to attract different volunteers (next one in April/May at a pub on Lewisham High Street). ● Starting drop-ins in March at Forest Hill JCP, South Lewisham Group Practice, Green Man <p>Additional work that they will be doing with volunteers includes supported volunteering, ie working with Turning Point to look at volunteering opportunities that some of their service users who have been to prison can engage with.</p>
51	<p><i>The Council should work with VAL and Lewisham CCG to support the borough’s voluntary and community sector to access contract opportunities by organising ‘meet the commissioner days’ and committing to early notification when contracts go to tender.</i></p>	<p>VAL has begun conversations with the CCG to look at their priorities and how they can contribute.</p> <p>Community Connections has introduced a team of Community Development Workers working to build a stronger sector and to support the growth of small voluntary sector organisations and community groups, as well as building networks and partnerships. Collaboration and partnership work within the sector are a key way in which sustainability and resilience of services can be established. In addition to facilitating the 4 Neighbourhood Community Development Partnerships the team also supports 9 other community networks:</p> <p>Older Peoples Arts Network</p>

		<p>Caribbean Social Forum Friendships Network ESOL Providers Forum Dementia Action Alliance Lewisham LGBT Forum Community Spaces network Lewisham mental health connections Downham Nutrition Partnership</p>
52	<p><i>The Council should use its procurement processes to ensure that all components of the Social Value Act (2010), including community engagement, are geared towards the needs of the most deprived members of the borough. This could be achieved by:</i></p> <ul style="list-style-type: none"> • <i>Ensuring that all procurement processes are brought to the attention of the Social Value Officer in time to develop relationships with providers</i> • <i>Including statements on the social value offer of all new contracts and all decisions to go to tender in the reports used in the Council's formal decision-making processes including for its Mayor and Cabinet meetings.</i> • <i>Making community consultation and service user engagement a key component of social value</i> 	<p>Covered under recommendations 8 & 9</p>
53	<p><i>Lewisham Council should continue to support the local voluntary and community sector to use their assets (such as community buildings) more efficiently and wherever possible, co-locate.</i></p>	<p>Officers continue to do this important work. A key recent example is VAL moving to the Mulberry Centre in New Cross in order to establish the site as a community hub.</p>
54	<p><i>The Council should work to ensure that there is a good provision of community resources in new residential</i></p>	<p>The Council actively promote the delivery of community space in new developments.</p>

	<i>developments by supporting developers to work with local community organisations.</i>	
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