

Safer Stronger Communities Select Committee Agenda

Wednesday, 12 July 2017

7.00 pm,

Committee Room 1

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood - (Tel: 020 8314 9446)

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, 12 July 2017.

Barry Quirk, Chief Executive
Tuesday, 4 July 2017

Councillor Pauline Morrison (Chair)	
Councillor James-J Walsh (Vice-Chair)	
Councillor Brenda Dacres	
Councillor Colin Elliott	
Councillor Sue Hordijkenko	
Councillor Joyce Jacca	
Councillor Jim Mallory	
Councillor David Michael	
Councillor Pat Raven	
Councillor Paul Upex	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Monday, 26 June 2017 at 7.00 pm

PRESENT: Councillors Pauline Morrison (Chair), James-J Walsh (Vice-Chair), Brenda Dacres, Colin Elliott, Sue Hordijkeno, Jim Mallory, David Michael, Pat Raven and Paul Upex

APOLOGIES: Councillor Joyce Jacca

ALSO PRESENT: Councillor Janet Daby (Cabinet Member Community Safety), Keith Cohen (Lewisham YOS and South London Consortium Strategic Manager), Gary Connors (Crime Reduction Service Manager), Andrew Jacobs (Organisational Learning and Talent Manager), Barrie Neal (Head of Corporate Policy and Governance), Geeta Subramaniam-Mooney (Head of Crime Reduction and Supporting People) and Katie Wood (Scrutiny Manager)

1. Minutes of the meeting held on 26 April 2017

That the minutes of the meeting held on 26 April be agreed as an accurate record of proceedings.

2. Declarations of interest

Councillor Colin Elliott declared a personal interest in item 4 as he was the Council representative on Lewisham Disability Commission.

Councillor Jim Mallory declared a personal interest in item 5 as he was Chair of the Governing Board of Abbey Manor College.

Councillor David Michael declared a personal interest in items 5 and 6 as he was on the Lewisham Safer Neighbourhood Board.

3. Response to Referrals from this Committee

There were no responses to referrals considered at this committee.

4. Implementation of Employee Survey Action Plan

4.1 Andrew Jacobs, Organisational Learning and Talent Manager, presented the report to the committee. In the discussion that followed, the following key points were noted:

- A question was raised on the experience of employees with a disability. What was being done to support this group as the original findings had shown lower levels of satisfaction amongst this group of employees? The committee heard that a lead officer had been appointed to support the

staff forum. Work was being done to support employees with disabilities and to obtain missing data to help get a more accurate staff profile.

- More information on the outcomes of targets that have been achieved would be useful to the Committee. The survey was now two years old and some targets may be less relevant now than at the time of the survey.
- Improvements to the IT system were having a positive effect on ways of working across the Council.
- Feedback from “lunch and learn” sessions had been positive. Over 60 employees had attended over the week. Further work would be undertaken with Heads of Service to help identify topics for future sessions.

4.2 **RESOLVED:**

That the report be noted.

5. **Youth Offending Service - Inspection Action Plan**

5.1 Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting People and Keith Cohen, Lewisham YOS Manager presented the report to the Committee. During their presentation and following questions from members of the Committee, the following key points were highlighted:

- A summary of YOS statistics was tabled to members of the Committee, a copy of which will be included in the agenda documentation.
- Data in the tabled item was not fully verified and should be therefore treated as such when considering the information.
- The YOS was focusing on a trauma-informed model when supporting people in the youth justice system.
- It was important for all officers and practitioners involved to understand the potential effects of trauma on a young person’s brain and to be trained in working with young people through this approach.
- Three key performance indicators were: number of young people offending for the first time; number of young offenders who further offend; and number of episodes of young people sent to custody.
- There had been improvements in all three areas with the number of young people offending being reduced in Lewisham by 26% from 172 in 2015 to 128 in 2016. This was a much greater reduction than in London and Nationally but it was important to note that the numbers in Lewisham were higher originally.
- The inspectorate had wanted risk management practices to be reviewed, for example, around speech and language support and youth employment. This was now taking place and the Joint Strategic Needs Assessment (JSNA) for Lewisham had recently been updated.
- Over 100 staff had been trained in the trauma-informed approach and understanding the effects of complex trauma and how to support young people and develop trusted relationships. This included staff from Youth First and XLP. Staff were also trained and supported in dealing with vicarious trauma and how to seek help and support themselves. There had been very positive feedback from staff on this.

- Good partnership working with the Community Rehabilitation Company and the National Probation Service etc was very important, particularly in relation to understanding and monitoring young people in the youth justice system once they became adults.
- Resources for the best possible trauma-informed approach would always be challenging. Working with partners and ensuring a similar approach would be key to its success.
- It would be helpful to have breakdowns for the different costs of different types of remand options.
- Concerns were raised regarding the high proportion of young people of mixed heritage in the cohort of reoffenders. The Youth Offending Service was investing in a disproportionality tool kit. A copy of Baroness Young's Review into improving outcomes for Black and/or Asian Men in the Criminal Justice System and the Interim Findings of David Lammy's review would be circulated to the Committee.
- Members of the Committee felt it would be useful for councillors to understand more about disproportionality across different sectors and requested that the Chair contact the Chair of Overview and Scrutiny to discuss this further.

5.2 **RESOLVED:**

That the report be noted.

6. **Draft Violence Against Women and Girls Strategy**

- 6.1 Geeta Subramaniam-Mooney, Head of Crime Reduction and Gary Connors, Crime Reduction Service Manager presented the strategy to the Committee, during their presentation, the following key points were raised:
- There has been an increase in sexual violence across London and Lewisham had seen a 20% increase since 2014.
 - The London Mayor's Office had introduced a new "Child House Model" and was pioneering 2 centres in London based on this multi-agency approach to working and supporting child victims of sexual violence or abuse.
 - The Vice-Chair assumed the Chair of the Committee between 7.55pm and 8pm when the Chair briefly left the room.
 - Evidence from Rochdale had shown that historically there had been situations where victims had been labelled and blamed. A lot of work had been done to ensure victims were supported and not labelled.
 - Gender based violence could affect men and boys and it was important for any victims to be supported and have confidence in the system.
- 6.2 In the discussion that followed, the following key points were raised:
- The Lewisham Residents' Survey had reflected the online challenges faced by under 25s. Concerns were raised on the use of social media sites such as Omegle where members of the Committee had heard of young people being put at risk and encouraged to participate in sexualised behaviour by older users. More could be added to the strategy to emphasise the online risk to young people. Work had been

undertaken through the Universal Schools Programme around educating young people and parents on online dangers.

- Parent skills were being developed and the service had a Home Educators Team to work with young people being home schooled.
- Indicators of those most at risk from violence had been produced by the World Health Organisation (WHO) and included having a family income of less than £10,000. Lewisham was in the highest quartile for risk in 7 out of the 8 indicators. The WHO model would be circulated to the Committee.
- The Mayor of London had recently introduced dedicated Police Officers to each Primary and Secondary School in London. The increase in sexual violence in London was predominantly amongst adults and young adults and not in the younger age groups. Statistics around this would be provided to the Committee.
- There had been no convictions in the UK for Female Genital Mutilation (FGM).
- 1 in 38 women in Lewisham will experience a form of sexual violence. A deep analysis into the data was being undertaken to look at profiles and could be shared with the Committee. The data would also be fed into the VAWG strategy.

6.3 **RESOLVED:**

That the report be noted.

7. **Demographic Change - Draft Report**

7.1 Katie Wood, Scrutiny Manager presented the report to the Committee and requested that members consider what recommendations they wished to make as a result of the review. In the discussion that followed, the following key points were raised:

- The Chair's introduction could include reference to the particular challenges faced by some residents as a result of the welfare reforms and assessment methods such as the capability to work assessment.
- It was important to keep demographic change under review as it was dynamic and effected all aspects of service delivery.
- Lewisham would have a new Mayor next year. It would be useful to look at the strategic vision for the borough put forward by the new Mayor.

7.2 **RESOLVED:**

That the following recommendations be included as part of the report on demographic change.

- 1) That given the high cost of living in London and the comparatively low levels of income after housing costs; London-weighting should better reflect the additional costs faced by employees.
- 2) That the National minimum wage for under 25s was a particular concern in London given the changes to housing benefit. It was also important to

ensure the London Living Wage remained at an adequate level going forward.

- 3) That given the uncertainty around the Britain leaving the EU – more work should be done to ensure that the Council understands the policy and service delivery implications as the situation evolves.
- 4) That long and short term demographic trends, birth rates and migration be monitored closely to ensure that the Council is accurately predicting the need for school places and adapting and investing efficiently to meet future need.
- 5) That the Council work to enter into joint housing ventures with the private rental sector to create better opportunities for residents, as a potential method of reducing fees to residents, and as a potential income stream for the Council.
- 6) That the Council ensures it makes the best possible use of metrics and analytics in informing policy development, budget allocations and decisions on service delivery. Senior officers and politicians should have a solid understanding of the current demographics and future predictions and projections such as 5, 10 and 15 year projections when making their decisions. Resources should be in place to ensure the Council has the capacity to provide this information.

8. Provision for the LGBT Community In Lewisham - Scoping Paper

8.1 Katie Wood, Scrutiny Manager, introduced the scoping paper to the Committee. In the discussion that followed, the following key points were raised:

- It was important that the transgender community were considered as part of the review.
- Any work with local faith groups should be very carefully coordinated to ensure there was a relevance and that liaison was carried out in the appropriate way and through the appropriate channels.
- The scope could be expanded to include other partners such as the NHS and the Metropolitan Police.
- Youth First and other independent youth groups could be invited to give evidence.
- Consideration of whether the LGBT community had been disproportionately affected by budget reductions could be relevant.
- Consideration of the Joint Strategic Needs Assessment (JSNA) was important as part of the evidence the Committee should receive. It was important that this included relevant and comprehensive data on the LGBT community.
- Concerns were raised that if the scope was expanded too much it would be too wide for a review of this length.
- The Council as an employer was an important aspect as there was the potential for changing behaviour as a result of finding of the review if they indicated that this was necessary.
- The misuse of drugs and alcohol amongst the LGBT community was raised as an important issue to be considered.
- A representative from the trade union could be amongst the potential witnesses for the review.

- Reports presented to the Healthier Communities Select Committee on HIV services and Public Health Commissioning would be shared with the Committee.

8.2 **RESOLVED:**

That the scope for the review be agreed.

9. Select Committee work programme

9.1 Katie Wood, Scrutiny Manager, presented the work programme to the Committee. During the discussion that followed, the following key point was raised:

- For the Library and Information Service Report due at the next Committee on 12 July, it would be useful to include statistics on e-books and audiobooks in the borrowing statistics information.

9.2 **RESOLVED:**

That the report be noted.

10. Items to be referred to Mayor and Cabinet

There were no referrals to Mayor and Cabinet.

The meeting ended at 8.55 pm

Chair:

Date:

Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	12 July 2017

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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Agenda Item 3

Safer Stronger Communities Select Committee		
Report Title	Response to the recommendations of the Safer Stronger Communities Select Committee report on Capacity in the Voluntary Sector	
Key Decision	No	Item No 3
Ward	All	
Contributors	Executive Director for Resources (Head of Business & Committee)	
Class	Part 1	Date: 12 July 2017

1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following discussions held on the Council's Main Grants Programme at its meeting in January 2017.

2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on January 17 2017.

3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of Capacity in the Voluntary Sector.

4. Background

- 4.1 The Mayor considered the attached report entitled 'Response to the recommendations of the Safer Stronger Communities Select Committee report on Capacity in the Voluntary Sector' at the Mayor & Cabinet meeting held on June 21 2017.

5. Mayoral Response

- 5.1 The Mayor received an officer report and a presentation from the Cabinet Member for the Third Sector, Councillor Joan Millbank.
- 5.2 The Mayor resolved that the attached response be submitted to the Select Committee.

BACKGROUND PAPERS

Mayor & Cabinet minutes June 21 2017

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

MAYOR AND CABINET		
Report Title	Response to the recommendations of the Safer Stronger Communities Select Committee report on Capacity in the Voluntary Sector	
Key Decision	No	Item No.
Ward	All	
Contributors	Executive Director for Community Services	
Class	Part 1	Date: 21 June 2017

1. Purpose

- 1.1 This report sets out the response to the comments and views arising from the Safer Stronger Communities Select Committee discussions held on the Council's Main Grants Programme at its

2. Recommendations

It is recommended that the Mayor:

- 2.1 Approves the responses from the Executive Director for Community Services to the recommendations from the Safer Stronger Communities Select Committee.
- 2.2 Agrees that this report should be forwarded to the Safer Stronger Communities Select Committee.

3. Background

- 3.1 At their meeting of 14 April 2016, the Safer Stronger Communities Select Committee, resolved to carry out a review into developing the capacity of the community and voluntary sector.
- 3.2 At its meeting on 15 September 2016, the Committee agreed the scoping paper for a short review of the support offered for organisations in the community and voluntary sector. The scoping paper set out the background and key lines of enquiry for the review. The key areas proposed to be considered were:
- To establish:
- The Council's principle means for providing support to the sector
 - The budget available to carry out this work
 - The process for assessing the support needs of community and voluntary sector organisations
- To consider:
- What forms of support should be a priority for the sector?
 - What form should support arrangements for the community and voluntary sector take?
- 3.3 The timeline for the review was as follows:

19 October 2016 – To agree the scope of the review.

19 October 2016 - Evidence-taking session to cover the analysis of the Council's role in and budget for supporting the voluntary sector and to consider evidence from voluntary organisations.

28 November 2016 – Draft Report to Committee coinciding with the report on the main grants programme for 2017/18

January 2017 – final report released

4. Response to the recommendations in the report

4.1 The Committee's report made 10 recommendations which are set out below along with officers response: resolved to advise Mayor and Cabinet of the following:

4.2 Recommendation 1

4.2.1 That the Council continues to work with voluntary organisations in Lewisham to help them adapt to changes in funding and reductions in grants from the Council. Support should be timely and tailored to the needs of organisations.

4.3 Response

4.3.1 Each Main Grant funded organisation has been allocated a lead officer from within the Culture and Community Development team who is responsible for both monitoring performance and providing ongoing support. This includes attending at least one trustee meeting and one in depth discussion with representatives of the organisation per year providing the means for officers to gain a detailed knowledge of the needs of the organisation. There are also themed leads within the team e.g. the arts, sport, information and advice who will have wider strategic knowledge across a number of organisations and will also undertake horizon scanning in order to keep up to date with issues and opportunities. A variety of types of support are offered, including 1:1 advice, information on resources that become available such as funding or training and opportunities to network with other organisations to facilitate greater partnership. We also now monitor the number of funding bids made by each organisation as part of our formal processes.

Voluntary Action Lewisham is also funded to provide support to the borough's voluntary sector. Following the review of services being provided by organisations receiving Main Grant funding as part of the budget cuts in 2016, officers have been working with VAL to redesign and modernise these services to make them more responsive to current needs. The organisation is currently going through a restructuring process to implement these changes.

4.4 Recommendation 2

4.4.1 When the Council reviews the grant-making process, the Council should ensure it considers assessments of skills and opportunities available in an area and not just look at need. This could be considered as an assets model rather than a uniquely deficits model.

4.5 Response

4.5.1 Assessments of skills and opportunities is very much a part of the current grant making process and the assessment of individual applications. The Main Grants Guidance document puts forward a number of key principles that highlight this approach including:

- A recognition of the importance of maintaining an independent sector that can act as a critical friend to challenge public sector policy and delivery.
- A recognition of the key role that the sector plays in building civic participation, providing a voice for seldom heard residents and providing community intelligence.
- A recognition of the great diversity of the sector and the need to engage with small and emerging groups as well as large established organisations.
- A recognition of the sector's potential to take risks and innovate which does not sit easily within commissioning frameworks.
- A recognition that third sector organisations have been key delivery partners within Lewisham, including for a wide range of targeted short term initiatives. Grant aid provides a level of security for organisations ensuring that there is a strong sector able to address local need, attract additional resources and be ready to work in partnership with us.
- A recognition of the sector's ability to utilise resources that are not available to the statutory sector through external funding and volunteers. Every £1 of grant aid invested yields approximately £4 from other sources

The Guidance document goes on to state:

- In establishing the priority themes for the grants programme we have considered the contribution the third sector can make to meeting the priority.
- In assessing applications to the grants programme we will be looking at an organisation's readiness to work with us as active partners and what they can bring to such a partnership

4.6 Recommendation 3

- 4.6.1 LB Lewisham's commissioning models should reflect "The Social Value Act (2013)". Real consideration should be given to the benefits to the community of tenders by local voluntary and SME organisations during the valuation process as a means of countering contract-based culture.

4.7 Response

- 4.7.1 Officers welcome the proposal to consider the benefits of of tenders by local voluntary and SME organisations and will work with the Corporate Procurement Board to explore opportunities in this area. Voluntary Action Lewisham will also be encouraged to identify and help address the capacity building needs of the sector in order to ensure that organisations have the necessary skills to participate in this kind of activity.

4.8 Recommendation 4

- 4.8.1 The Council should consider the possibility of supporting the development of a "brokerage" system between voluntary sector organisations and employers to support increased numbers of and more effective volunteering opportunities.

4.9 Response

- 4.9.1 Over the past year the Council has worked closely with voluntary and community sector to establish Lewisham Local to explore new approaches to volunteering. This initiative has begun to establish bespoke giving opportunities and advertise these to local businesses, groups and individuals. Giving opportunities have attracted some staff volunteering and business donations of items. A notable example was a local HR consultancy volunteering two consultants' time for a morning to work on CV skills and employment support at a local job club. Lewisham Local is continuing to operate in this area in order to broker links between the borough's largest employers and volunteering opportunities with organisations.

4.10 Recommendation 5

4.10.1 That the potential for setting up a liaison support network specifically for Chief Executives in the Community and Voluntary Sector in Lewisham be investigated.

4.11 Response

4.11.1 A support network for Chief Executives is likely to be welcomed by the local voluntary and community sector and yield benefits such as opportunities for skill and resource sharing. The proposal will be taken forward by VAL as part of its redesign of services.

4.12 Recommendation 6

4.12.1 That the Council understands the importance of volunteering and the need for organisations to get support to develop their networks. Larger charities have access to substantial sets of data which enables them to target activities to local demographics. The Council should investigate the possibility of facilitating intelligence and data support to smaller organisations in the sector, for example through purchasing data systems such as MOSAIC and sharing data. In its consideration the Council should consider cost and maintaining and upholding the highest standards of data protection.

4.13 Response

4.13.1 Ad hoc support is provided on request to organisations around access to data, where resources allow. Data gathered by the Policy, Service Design and Analysis team has also been made available on a wider level in the past. However the value of providing this support in a more systematic way is noted and will be explored with Council colleagues and Voluntary Action Lewisham.

4.14 Recommendation 7

4.14.1 The Committee welcomes the involvement of civic society and empowering people to be involved in their communities. The advocacy role voluntary groups deliver was welcomed but work carried out to meet social need was vital.

4.15 Response

4.15.1 The response of the Committee in welcoming the involvement of civic society and empowering people to be involved in their communities is noted and will be used to inform future recommendations around these issues.

4.16 Recommendation 8

4.16.1 The Main Grants Programme should be sustained including providing the opportunity to fund core costs in some circumstances. The value of funding core costs should be recognised both when the Council funds organisations and when it is bidding for external funding itself.

4.17 Response

4.17.1 The support of the committee for provision of core funding in some circumstances is noted and will inform recommendations made to Mayor and Cabinet as part of the proposals for the next round of Main Grants due to begin in April 2019.

4.18 Recommendation 9

4.18.1 The role of local assemblies should include community development and capacity building.

4.19 Response

4.19.1 Local assemblies are encouraged to take on a community development and capacity building function and there are many examples of where this has successfully been achieved. The success of this work is often dependant on the availability and willingness of local voluntary and community sector organisations to work alongside the assembly which has limited capacity. It is also important to note that priorities for individual assemblies are set locally. Sharing the learning around these issues through networking events has been important and officers will ensure that these events continue to take place.

4.20 Recommendation 10

4.20.1 Following the review, there was a concern to ensure infrastructure support organisations provide a greater voice for the voluntary sector.

4.21 Response

4.21.1 The concern of the committee is noted and officers will ensure that this is fed into the development of the new offer being developed as part of the redesign process that VAL is currently going through.

5. Financial Implications

5.1 Any financial implications in respect of the above will be part of the existing budget resourcing.

6. Legal Implications

6.1 There are no specific legal implications associated with this report.

7. Crime and Disorder Implications

7.1 There are no crime and disorder implications associated with this report.

8. Equalities Implications

8.1 There are no adverse equalities implications associated with this report.

9. Environmental Implications

9.1 There are no environmental implications associated with this report.

Background papers

Safer Stronger Communities Select Committee' Report into Capacity in the Voluntary Sector
[Insert link](#)

Report of comments of the Safer Stronger Communities Select Committee on the Main Grants Programme 2017-19

<http://councilmeetings.lewisham.gov.uk/documents/s46647/03MandCResponseMainGrantsProgrammeSSCSC281116.pdf>

Report to the Mayor and Cabinet Committee on the approach to Main Grants Programme savings

<http://councilmeetings.lewisham.gov.uk/documents/s44598/Main%20Grants%20Programme%202017-18.pdf>

For further information on this report please contact James Lee, Head of Cultural and Community Development on 020 8314 9569.

Safer Stronger Communities Select Committee		
Report Title	Response to the Comments of the Safer Stronger Communities Select Committee on the report entitled: National Probation Service and Community Rehabilitation Company Update	
Key Decision	No	Item No 3
Ward	All	
Contributors	Executive Director for Resources (Head of Business & Committee)	
Class	Part 1	Date: 12 July 2017

1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following discussions held on the officer report entitled National Probation Service (NPS) and Community Rehabilitation Company (CRC) update in March 2017.

2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on 8 March 2017.

3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of the performance of the National Probation Service and the Community Rehabilitation Company and concern at the results of their recent HMIP inspection.

4. Background

- 4.1 The Mayor considered the attached report entitled 'Comments of the Housing Select Committee on New Homes, Better Places phase two' referred by Select Committee at the Mayor & Cabinet meeting held on June 21 2017.

5. Mayoral Response

- 5.1 The Mayor received an officer report and a presentation from the Cabinet Member for Community Safety, Councillor Janet Daby.
- 5.2 The Mayor resolved that the attached response be submitted to the Select Committee.

BACKGROUND PAPERS

Mayor & Cabinet minutes June 21 2017

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

MAYOR AND CABINET			
Report Title	Response to the Comments of the Safer Stronger Communities Select Committee on the performance of the National Probation Service and the Community Rehabilitation Company and concerned at the results of their recent HMIP inspection		
Key Decision	No	Item No.	
Ward	All		
Contributors	Head Of Crime Reduction and Supporting People		
Class	Part 1	Date: 21 June 2017	

1. Purpose

- 1.1 This report sets out the response to the views and comments arising from the Safer Stronger Communities Select Committee, about discussions held on the officer report entitled National Probation Service (NPS) and Community Rehabilitation Company (CRC) update in March 2017.

2. Recommendations

It is recommended that the Mayor:

- 2.1 Approve the response from the Executive Director for Community Services to the comments from the Safer Stronger Select Committee.
- 2.2 Agree that this report should be forwarded to the Safer Stronger Select Committee.

3. Background

- 3.1 The Safer Stronger Select Committee last received a report from the National Probation Service and the CRC at its meeting on 14 May 2015. At that time they were less than a year on from the Transforming Rehabilitation (TR) Programme and were still going through a period of stabilisation following the change where Probation services were split. Until June 2014 Probation services in London were delivered by the London Probation Trust. Following TR, the service was divided, with the management of low and medium risk offenders being delivered by a Community Rehabilitation Company and the remaining work being undertaken by the National Probation Service.
- 3.2 The purpose of the report provided at the Safer Stronger Select Committee in March 2017 was to give a general update on the service regionally and locally, with a specific focus on the findings from the HMIP inspection that was undertaken in September 2016.

4. Referral

- 4.1 Safer Stronger Select Committee received a report on 8 March 2017 which updated them in relation to the NPS and CRC.

4.2 At their meeting on 8 March 2017, the Select Committee made a referral to the Mayor and Cabinet. This was considered by Mayor and Cabinet at their meeting on 22 March 2017. The Committee resolved to advise Mayor and Cabinet of the following:

4.2.1 That the Committee were very concerned about the performance of the National Probation Service and the Community Rehabilitation Company and concerned at the results of their recent HMIP inspection.

4.4 Response

4.4.1 Over two weeks in September 2016, HMIP conducted a Quality and Impact inspection, looking at work undertaken by the NPS and CRC in the London boroughs of Barnet, Brent & Enfield; Camden & Islington; and Haringey, Redbridge & Waltham Forest.

4.4.2 Both London CRC and the NPS were inspected on their effectiveness against three criteria:

- Protecting the public
- Reducing reoffending
- Abiding by the sentence

4.4.3 The quality of practice undertaken was inspected in a sample of 21 cases, nine months after commencement or release. The main focus of the inspection was the quality of work with individuals who have offended, but with a particular emphasis on the impact that this work has had on individuals. The Final Report has now been published:

<https://www.justiceinspectrates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2016/12/North-of-London-QI-Report.pdf>

5. Findings

5.1 **Protecting the public**

5.1.2 CRC effectiveness

- Overall, performance was poor. The proportion of work carried out to a sufficient standard did not meet our expectations and was low when compared to our findings to date in other parts of the country.
- Assessment, planning and interventions were not carried out well enough. Significant information was not always recognised as such and there was a lack of awareness of domestic abuse and child safeguarding issues.
- Individual caseloads varied significantly. Some were, in our view, unreasonable and unmanageable. Low levels of contact with service users, coupled with inadequate systems to monitor the frequency of contact inevitably and materially affected the quality of work to protect the public.
- The inexperience of some staff coupled with a lack of management support made this problem more acute in some cases. Senior management appreciation of these difficulties, and plans to resolve them were either absent altogether or else inadequate in our view.

5.1.3 NPS effectiveness

- NPS performance was mixed.
- Overall, most public protection work was carried out sufficiently well but the quality of assessment, planning and interventions was mixed.

- Attention needed to be focused more sharply on public protection and in particular on the formal review of cases, and recognising and responding to significant changes in individuals' circumstances.

5.1.4 The CRC and NPS working together

- There were some obvious tensions between the CRC and the NPS. The quality of case allocation forms and risk assessments prepared at court by the NPS was acknowledged to be variable at best and poor at times. Failure by the NPS to provide detailed information caused difficulties for responsible officers in both organisations but particularly in the CRC. The NPS was working hard to improve this but felt that expectations of what could be achieved within the court timescales were unrealistic.
- Risk escalation was another area of work that had required ongoing management attention to make sure that relevant cases were escalated and accepted. Efforts were being made to resolve this issue by close liaison between the two organisations.

5.2 **Reducing reoffending**

5.2.1 CRC effectiveness

- Overall, performance was poor. The proportion of work carried out to a sufficient standard was low. There was an alarming lack of contact in too many cases: assessments had not been carried out, planning had not taken place and little work to reduce reoffending had been delivered.
- Most service users had not received a service that met their needs or was likely to help them to stop reoffending.

5.2.2 NPS effectiveness

- Performance in the NPS was mixed. The majority of offending behaviour work was done to an acceptable standard but a noticeable proportion was not.
- Not all pre-sentence reports were of good enough quality and a small number did not include relevant safeguarding information, leaving sentencers ill-informed. Sentence planning and reviewing progress also needed to improve. The delivery of work to reduce reoffending was not always focused on the relevant factors.

5.2.3 The CRC and NPS working together

- The NPS found obtaining information from the CRC about their service users in court difficult because of a mismatch between the two organisations' operating models.
- The NPS grouped cases by geographical location, whereas the CRC allocated work according to the category of service user (older male, young adult male etc.), making it difficult for the NPS to identify the relevant CRC office for supervision.
- The delay in implementing the London CRC 'rate card' had caused difficulties for the NPS in obtaining some services.

5.3 **Abiding by the sentence**

5.3.1 CRC effectiveness

- Overall, performance was poor. Fewer than half of the service users in our inspection sample had complied with their sentence.
- Delivery of the legal requirements of the court orders and licences, procedures relating to non-compliance and the number of appointments offered were all unsatisfactory.

5.3.2 NPS effectiveness

- NPS performance was generally good, with work to encourage engagement and to enforce non-compliance carried out well. Individual diversity was largely taken into account and most service users were meaningfully involved in planning.

5.3.3 The CRC and NPS working together

- Working relationships were strained. So for example, CRC breach action requires the preparation of information by the CRC for presentation by the NPS, and there were tensions when NPS enforcement officers considered the information provided inadequate, or CRC staff considered a rejection pedantic, unhelpful or unnecessary.
- The organisations were working together to try and resolve issues.

5.4 **Recommendations**

5.4.1 The Community Rehabilitation Company and National Probation Service should:

1. Produce easily accessible information to enable all staff to make swift contact with relevant colleagues in each organization.
2. Require all staff to work together to solve individual problems and focus on the desired outcome.

5.4.2 The Community Rehabilitation Company should:

3. Make sure that all functional departments prioritise the operational delivery to Service users.
4. Obtain and regularly scrutinise relevant management information to support effective operational delivery.
5. Make every effort to reduce caseloads to manageable levels, setting clear priorities for casework activities.
6. Manage the impact of sickness absence effectively.
7. Provide all staff with supervision and support in accordance with experience and workload.
8. Procure sufficient resource within the supply chain to deliver consistent services to all service users.
9. Provide the rate card to the NPS without further delay.

5.4.3 The National Probation Service should:

10. Make sure that all work is sufficiently focused on public protection
11. Improve the quality of information at allocation from the NPS court staff to the CRC.

6. **Actions to date**

6.1 The NPS London and CRC have put a number of measures in place to improve practice. These measures include the delivery of quality assurance and improvement initiatives through the divisional business plan. The objectives of the business plan translate into action plans overseen by various sub groups accountable to the Senior Leadership Team.

6.2 The CRC have changed their original model of cohort working and recognised that this was not going to deliver the kind of service that was required to improve services. They have also re engaged with stakeholders and key partners recognising that this aspect had been lost in the changes but was a critical aspect of partnership working.

6.3 For Lewisham, there is a critical role for the Community Safety Partnership and all statutory partners to support and provide critical challenge to both the CRC and NPS in improving services. This will be done through regular reporting to the Safer Lewisham Partnership and ongoing working with the Link senior officers in both the CRC and NPS. It is recognised that this is not a satisfactory position, and a focus on improvement is in place whilst recognising the challenging resource landscape within which all Criminal Justice agencies are operating in.

7. Financial Implications

7.1 There are no direct financial implications for the Council, however improvement actions required may have financial implications for the CRC and NPS.

8. Legal Implications

8.1 There are no specific legal implications arising from this response, save for noting that the Council's Constitution provides that the Executive may respond to reports and recommendations by the Overview and Scrutiny Committee.

9. Crime and Disorder Implications

9.1 There are no implications of specific reference to the referrals made.

10. Equalities Implications

10.1 One of the Partnership's key outcomes is to ensure equity in representation and that equality and diversity issues are followed in the work of the partnership.

11. Environmental Implications

11.1 There are no implications noted.

Background papers

Referral to Mayor and Cabinet – 22/03/17

HMIP inspection report

<https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2016/12/North-of-London-QI-Report.pdf>

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting People on 020 8314 9569.

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Safer Stronger Communities Select Committee		
Report Title	Response to the referral of the Safer Stronger Communities Select Committee on the Local Assemblies Review	
Key Decision	No	Item No 3
Ward	All	
Contributors	Executive Director for Resources (Head of Business & Committee)	
Class	Part 1	Date: 12 July 2017

1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following discussions held on the officer report Local Assemblies Review at its meeting on 8 March 2017.

2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on 8 March 2017.

3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of a Local Assemblies Review.

4. Background

- 4.1 The Mayor considered the attached report entitled 'Response to the referral of the Safer Stronger Communities Select Committee regarding the Local Assembly Programme' at the Mayor & Cabinet meeting held on June 21 2017.

5. Mayoral Response

- 5.1 The Mayor received an officer report and a presentation from the Cabinet Member for the Third Sector, Councillor Joan Millbank.
- 5.2 The Mayor resolved that the attached response be submitted to the Select Committee.

BACKGROUND PAPERS

Mayor & Cabinet minutes June 21 2017

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

MAYOR AND CABINET		
Report Title	Response to the referral of the Safer Stronger Communities Select Committee regarding the Local Assembly Programme	
Key Decision	No	Item No.
Ward	All	
Contributors	Executive Director for Community Services	
Class	Part 1	Date: 21 June 2017

1. Purpose

- 1.1 This report sets out the response to the comments and views arising from the Safer Stronger Communities Select Committee discussions held on the officer report entitled Local Assemblies Review at its meeting on 8 March 2017.

2. Recommendations

It is recommended that the Mayor:

- 2.1 Approves the responses from the Executive Director for Community Services to the referral from the Safer Stronger Communities Select Committee.
- 2.2 Agrees that this report should be forwarded to the Safer Stronger Communities Select Committee.

3. Background

- 3.1 At their meeting of 8 March 2017 the Safer Stronger Communities Select Committee received an officer report entitled Local Assemblies Review.
- 3.2 The report provided the Safer Stronger Communities Select Committee with information on the performance and achievements of the Local Assemblies programme during the 2015/16 and 2016/17 financial years. It also identified areas for the potential future development of the Assemblies programme.
- 3.3 Following the consideration of the report the Committee resolved to request to Mayor and Cabinet that the following views of the Safer Stronger Community Select Committee be noted: The Committee stressed the importance of local assemblies for the local community and welcomed the Mayor's previous response of protecting funding. The Committee urged the Mayor and Cabinet to maintain the commitment and funding for Local Assemblies in future years.

4. Response to the referral

- 4.1 Officers are grateful for the support of the Committee for the work undertaken to deliver the Assembly Programme across the borough. The programme is a partnership between the local elected members, the officers and the local community who all play their part in the success of the Assemblies.

4.2 Officers recognise that Local Assembly funds play an important role in local community engagement and in stimulating the development of local initiatives. The continuation of funding for Local Assemblies will be a factor in future budget setting considerations.

5. Financial Implications

5.1 There are no specific legal implications associated with this report.

6. Legal Implications

6.1 There are no specific legal implications associated with this report.

7. Crime and Disorder Implications

7.1 There are no crime and disorder implications associated with this report.

8. Equalities Implications

8.1 There are no adverse equalities implications associated with this report.

9. Environmental Implications

9.1 There are no environmental implications associated with this report.

Background papers

Local Assemblies Review paper presented to Safer, Stronger Communities Select Committee on 8 March 2017

<http://councilmeetings.lewisham.gov.uk/documents/s48212/07LocalAssembliesReviewSafer080317.pdf>

For further information on this report please contact James Lee, Head of Culture and Community Development on 020 8314 6548.

SAFER STRONGER COMMUNITIES SELECT COMMITTEE		
Title	Lewisham Poverty Commission Update	
Key Decision	No	Item No. 4
Ward	all	
Contributors	Executive Director for Resources and Regeneration	
Class	Part 1	Date: 12 July 2017

1. Purpose

- 1.1 The Council's Safer Stronger Communities Select Committee conducted a review into poverty in borough, as some areas in Lewisham are among the most deprived in the country according to the 2015 Index of Multiple Deprivation¹. One of the things noted by the Safer Stronger Communities Select Committee was that poverty is a complex problem and there are difficulties in identifying the right course of action to take to tackle this problem effectively. In addition, policies that aim to tackle poverty or alleviate its outcomes need to reach the right people to be effective. Safer Stronger felt that poverty should receive greater focus in the Council.
- 1.1 As a result of the review into poverty, Mayor and Cabinet agreed at their 7 September meeting to appoint the Cabinet Member of Policy and Performance as the lead cabinet member responsible for overseeing the Council's actions to tackle poverty. Mayor and Cabinet also agreed that a Lewisham Poverty 'Taskforce' be convened to develop a comprehensive Poverty Strategy.
- 1.2 The Lewisham Poverty Commission was formed in February and has held two meetings so far. This report provide the Committee with an update on the Commission's work, as requested at its 27 November meeting.

2 Recommendations

- 2.1 The Committee is asked to:
 - Note the content of the report
 - Note the invitation to members of the Committee to attend the Lewisham Poverty Summit on Wed 12 July

3 Policy context

- 3.1 Lewisham's Sustainable Communities Strategy (2008-2020) sets out a vision of a resilient, healthy and prosperous borough. The Strategy informs the direction of Council policy and it guides the process of decision making. One of the governing principles of the Strategy is the ambition to 'reduce inequality and narrow the gap in outcomes for citizens'. It is recognised in the Strategy that '...deprivation and poverty

¹ The English Index of Deprivation 2015 published by the Office of National Statistics, which combine information from a range of official administrative sources and census data in to develop a coordinated picture of deprivation across the whole country.

can limit people's prospects (and) some of our communities are more likely to experience their effects than others'.

3.2 In addition, the Council has a number of corporate priorities, two of which are particularly relevant to the commission's work: 1) Community leadership and 5) Strengthening the local economy.

3.3 The Commission's aim is to provide recommendations to the Council that aim to alleviate poverty, mitigate against its negative effects and strengthen people's resilience. The Commission will therefore contribute to the aims of Lewisham's Sustainable Communities Strategy and to two of the Council's corporate priorities as outlined above.

4 Lewisham Poverty Commission

4.1 *The Commission*

The Commission will build on the work done by the Safer Stronger Communities Select Committee with its review into poverty. The commission has been set up to combine expertise about poverty with expertise about the local area. Its members are:

- Councillor Joe Dromey (Chair), Cabinet Member for Policy and Performance
- Alice Woudhuysen, Child Poverty Action Group
- Bharat Mehta, Trust for London
- Bill Davies, Head of Policy, Central London Forward
- Claire Mansfield, New Local Government Network
- Debbie Weekes-Bernard, Joseph Rowntree Foundation
- Gloria Wyse, Lewisham Citizens
- Dr Simon Griffiths, Senior Lecturer in Politics, Goldsmiths
- Councillor Brenda Dacres, Lewisham Council
- Councillor Colin Elliot, Lewisham Council
- Councillor James J-Walsh, Lewisham Council
- Councillor Joan Millbank, Cabinet Member for Third Sector and Community
- Councillor Joyce Jacca, Lewisham Council

4.2 *Scope of the Commission's work*

The commission has been set up to draft recommendations that aim to alleviate poverty, mitigate against its negative effects and strengthen people's resilience. At its first meeting, the Commission discussed the need to be targeted in its approach to the issue, as poverty is such a broad concept. The Commission was also aware of the limited time available to them. As a result, the Commission agreed to focus on policy areas and recommendations that could have a genuine impact for people living in poverty in Lewisham. The Commission wants to end up making recommendations that are ambitious, yet achievable. However, it also recognised that some of the policies with the most impact are decided on a national or regional level. The Commission may therefore also make recommendations for changes the Council can lobby other organisations for.

5. The Commission's areas of focus

5.1 *Employment, skills and anchor institutions*

The main route out of poverty is getting people in jobs, and particularly into well-paid, secure jobs. Employment and skills are therefore an area of focus for the Commission.

Lewisham residents have access to one of the biggest labour markets in the world and the borough is a significant exporter of labour, with a large majority of residents (60%) travelling out of the borough for work.

However, not all of our residents are well-equipped to navigate the London labour market and some struggle to find decent work. London's 'hourglass economy' continues to hollow out, with an increasing concentration of jobs both at the very high end of the skills spectrum (Level 4 and above) and at the extreme lower end (low-skilled jobs requiring no qualifications). In Lewisham, 17.7% of working age residents have no qualifications and a substantial proportion (34.4%) have qualifications at Levels 1, 2 or 3.² The growth areas of the labour market are not at these intermediate levels and the challenge for the borough is how to equip its residents with the necessary skills to access secure employment.

The majority of residents that do work in the borough, are employed by one of its public sector organisations. Lewisham's public sector institutions make significant contributions to the local economy through the money they spend procuring goods and services, the number of local people they employ and their ownership of public assets. The Council's partners are therefore key to have an impact on the local economy.

There are a number of things the Council and its partners are already doing in this, for example the Council's support for the London Living Wage as well as some of our partners and also the Council's joint work with Lambeth and Southwark on employment support. The Lewisham Poverty Commission is looking at how this work can be improved upon.

5.2 *Housing*

The cost of housing has a significant impact on the percentage of people living in relative poverty in London³. Although house prices in the borough are currently lower than the London average, the median house price is still 14 times greater than the median income in the borough and rents are rising fast. Affordability is an issue across all types of tenure. The provision of genuinely affordable housing is therefore important in alleviating poverty, and so is a well-functioning housing market across all tenures. The Commission has therefore decided to look at housing as its second area of focus.

The Commission has noted that it was unrealistic to expect the Council alone to build enough houses to solve the crisis in availability and prices of housing. There is also the realisation that many people that struggle with housing costs live in the private rented sector. The Commission is therefore looking at ways to have an impact on the private rental market.

5.3 *Child poverty, child care costs and lone parent unemployment*

Lewisham is among the 20 local authorities with the highest levels of child poverty in the UK. Children in lone parent households are more likely to grow up in poverty⁴. Lewisham also has high numbers of lone parent households: according to the 2011 Census, 11% of households in the borough are lone parent households, compared to an average of 8.5% in inner London. The overwhelming majority (91.5%) of lone parent households in Lewisham are headed by women.

² For details of what different qualification levels mean, see <https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels>.

³ Trust for London London's Poverty Profile 2015: <http://tinyurl.com/jkoqn2h>

⁴ <http://www.jrf.org.uk/data/child-poverty-rate-family-type-and-parent-work-status>

The Commission is looking at ways to improve the affordability but also accessibility of child care. For many parents, the hours of care available can be difficult to combine with work. The Commission is therefore also looking at ways to encourage opportunities for flexible working.

6 Engagement with residents, partners and stakeholders

6.1 The Commission is keenly aware of how important it is to include the Council's partners but particularly our residents in their work.

The voices and experiences of those who are or were experiencing poverty are particularly important to the Commission. They realise that people themselves will (often) know best what would help them, but engaging people can be challenging. The approach taken is to allow people to comment and feed and to listen to them. These interactions can inadvertently make people feel patronised, so the approach is to be mindful of this and try to avoid it.

The commission is also aware that the Council can't tackle poverty alone, particularly given the cuts in funding the Council has experienced in recent years, so it wants to engage with partner organisations. The Commission wants to look at how the Council can work closely with partners and communities in new and innovative ways, so feels it is important to engage with partners and stakeholders.

All Lewisham Councillors have also been informed about the project and approached to provide comments. The Commission realises that local Councillors have a wealth of knowledge about their local area and their residents, so are seen as important partners.

Part of the work of the Commission is therefore to engage with our residents, and with the Council's partners and wider stakeholders. There are a number of activities that have happened or are happening to allow people to feed into the Commission's work.

6.2 *Lived experience paper*

The Commission also considered a paper on the experience of life in Lewisham for people on low incomes (see attached). This paper provided some qualitative material to complement the quantitative, policy-focused picture in the other background papers. The material was gathered from conversations and informal interviews with Lewisham residents, who were approached via a number of voluntary and community organisations in the borough.

Much of the material was gathered from people who are 'getting by', rather than those destitute or in crisis, and the paper shows some of what enables residents to 'stand on their own two feet', to borrow one resident's words. Conversations with residents highlighted the precariousness of life for many in the borough (the fact that everyone is 'only a pay check away from poverty', as one put it), the importance of access to advice and support networks, and the value of a sense of place and community. In their discussion of the paper, Commissioners noted the high levels of physical and mental health problems in Lewisham and the associated barriers to employment and social participation. However, they also recognised the importance of building on residents' existing skills, interests and desire to contribute to their communities.

6.3 *Website and online call for evidence*

The poverty commission webpage is www.lewisham.gov.uk/povertycommission. It contains information about the Commission's work including papers for its meetings as well as a call for evidence. The page also contains a short survey where people as well as organisations can submit their views, experiences and suggestions for change.

The webpage also allows one to send an email if they'd rather not fill in the survey. The questions asked in the survey are:

- What makes it difficult to make ends meet in Lewisham?
- What can you and your community do to help make it easier to get by?
- What can the Council and its partners do to help?
- Is there anything else you would like the Commission to know about?

The webpage and survey will be promoted via the Council's social media accounts and included in the Lewisham Life email. The Lewisham Life email currently reaches 35,000 residents and businesses.

6.4 *Local Assemblies*

All Councillors have been invited to add an item on the Lewisham Poverty Commission to the agenda for their assemblies in this period. These sessions will allow the assemblies to discuss the work of the Commission and poverty in the borough more widely. A toolkit for the session has been developed and sent round to Councillors.

At the time of writing, Crofton Park and Grove Park assembly meetings have conducted these discussions. A further 4 assemblies have been confirmed, but had not taken place yet at the time of writing. Some more are likely to follow.

6.5 *Visits*

Following the visits to drop-in centres for the lived experience paper, visits have also been arranged for Commissioners. The organisations visited have been our housing options centre, the provider of employment support for the Pathways to Employment programme and one is being organised for a Children's Centre.

Members of the Commission have also attend a session of the Young Advisors to hear about their experiences and thoughts. This has led to a thought provoking discussion of the benefits and disadvantages of both apprenticeships and university degrees, amongst other comments.

6.6 *London Boroughs*

A letter has been sent to all London Boroughs as a "Call for Solutions". All boroughs were told about the poverty commission's work and its areas of focus. All boroughs were asked if they could share examples of innovative solutions they have implemented in each of the areas of focus of the Commission, as well as any other examples of good work to combat poverty or its effects. Those Councils that had previously or were in the course of organising their own Commissions on fairness, equality or poverty were also specifically asked about their experiences and any lessons they had learnt. The responses were incorporated in some of the papers presented to the Commission at their last meeting.

6.7 *The Lewisham Poverty Summit*

The Lewisham Poverty Summit is taking place on Wednesday 12th July. The Summit will be an opportunity to discuss the Commission's work with the Council's partners and stakeholders. A wide range of partners from the public, voluntary and community sector have been invited to attend.

All Councillors have been invited to the Lewisham Poverty Summit. All Members of this

Committee are warmly invited to attend, and discuss the work of the Commission in more depth, speak to Commissioners directly and provide feedback on the Commission's emerging ideas.

5 Financial implications

There are no financial implications following this report.

The Lewisham Poverty Commission is focused on improving and coordinating existing work by the Council and its partners as opposed to recommendations that would require additional financial resources.

6 Legal implications

There are no legal implications following this report.

7 Equalities implications

There are no equalities implications following this report.

Background documents and originator

For further information, please contact Simone van Elk, 080 831 46441

Committee	Safer Stronger Communities Select Committee		
Report Title	The Lewisham Library and Information Service Annual Report 2016 – 2017		
Date	12 July 2017	Item	5

1. Introduction

- 1.1. Since 2010, libraries have been on a substantial transformation journey. In 2016-2017, the Service has been through the more profound change process in its history, which produced a leaner and responsive organisation – one that can proactively respond to the challenges ahead.

2. Purpose

- 2.1. This report offers an update on the changes implemented by the Service and its performance, with particular regard to the provision of library services in community venues.
- 2.2. The analysis of performance is based on measures recorded between April 2016 and March 2017, and on the CIPFA Actuals for 2015-2016.

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. Shaping the Future, the Council's Sustainable Community Strategy includes the following priority outcomes which relate to the work of the Library and Information Service and reflect the Council's aspirations for the service:
- Ambitious and Achieving – where people are inspired and supported to fulfil their potential.
 - Empowered and Responsible – where people can be actively involved in their local area and contribute to supportive communities.
 - Healthy, Active and Enjoyable – where people can actively participate in maintaining and improving their health and wellbeing.
 - Dynamic and Prosperous – where people are part of vibrant localities and town centres, well connected to London and beyond.
- 4.2. The Library and Information Service also contributes to the following Council Priorities:
- Community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community.
 - Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
 - Active, healthy citizens – leisure, sporting, learning and creative activities for everyone.

4.3. 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



5. Background

5.1. 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.

5.2. 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 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



Lewisham in figures (Estimates 2016-2017)

- Population 297,325
- 3 Hub libraries + Catford
- 9 Community Libraries
- over 2 million visits
- 577k issues
- 30,000ca residents borrowed a book
- 65k residents (22.2%) used library services
- Books gifted to 100% of under 5s
- Cost of the service per resident £15.20 /year

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 contract.

6. The Lewisham Approach

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

6.2. 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.

Community libraries

Blackheath Village
Crofton Park
Forest Hill
Grove Park
Manor House
New Cross
Pepys
Sydenham
Torridon Road

Hub libraries

Catford – self-service
Deptford Lounge
Downham
Lewisham

6.3. 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 on offer to all citizens without a requirement for affiliation, ownership, and/or payment.

6.4. 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 building and keeping

them open to the community. Crucially, the community library model has also meant that the Council can still provide Council library services from the building, even after it has 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 (i.e. volunteers). The community library provision is the responsibility of the Library and Information Service as any other outreach programme it delivers. However, the Service benefits from the commitment of the anchor / host 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 funding agreements with the council, committed to supporting the provision of library services in their buildings at no cost to the council.

7. The reorganisation and the extension of the Community Library service

7.1. In the last 12 months, the Service implemented the mandate that Mayor & Cabinet sanctioned on 9 December 2015. That is:

7.1.1. “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.

7.1.2. 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.

7.1.3. The integration of the library provision into the repurposed ground floor space within the Catford complex (Laurence House).

7.1.4. The review of front line staff to include new functions through the re-training and enhancement of front line roles”.

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

In an era in which more and more services move to the ‘cloud’, 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'.

7.3. 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. Please refer to Appendix 3 for details of the work of individual Community Libraries, new and established.

7.4. Catford Library – Ground Floor of Laurence House

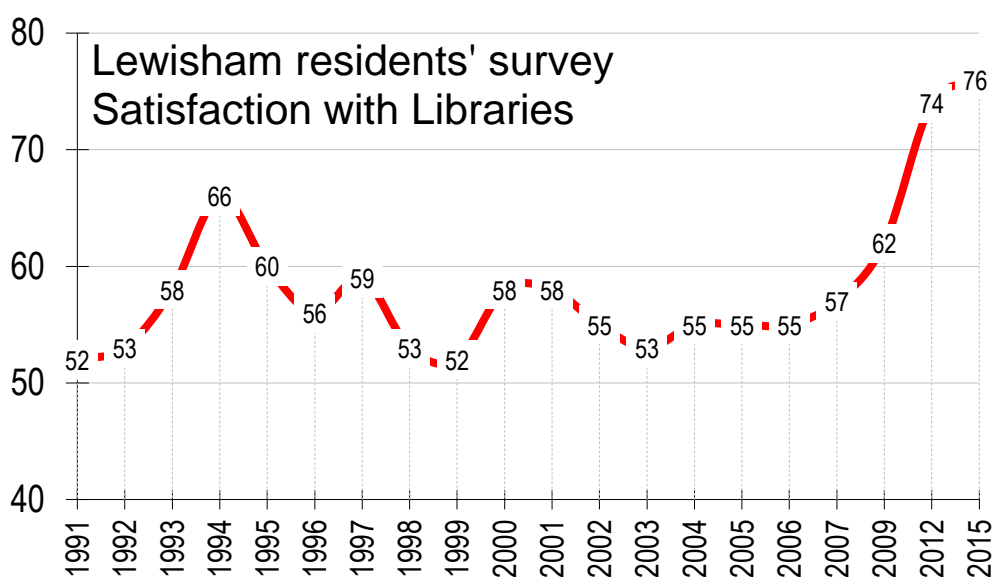
Work at the new entrance to the Laurence House building is due to start in the summer and should bring a new, open-plan, welcoming, and integrated environment across the whole ground floor. This offers the opportunity to redesign/modernise the service provision in the library space.

7.5. Full reorganisation

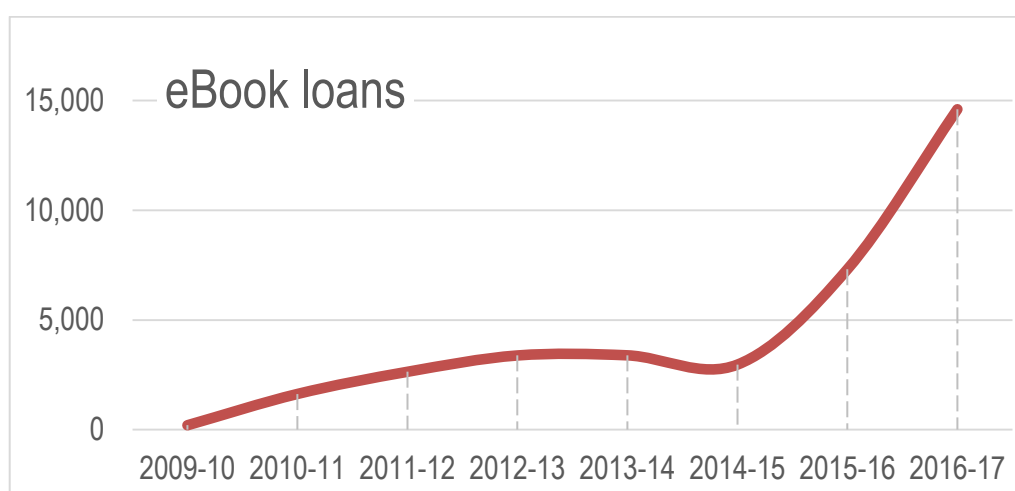
The Service implemented the most profound reorganisation in its history, with a full review of every position, which resulted in a flatter structure and better recognition for the new front line roles.

8. Performance

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

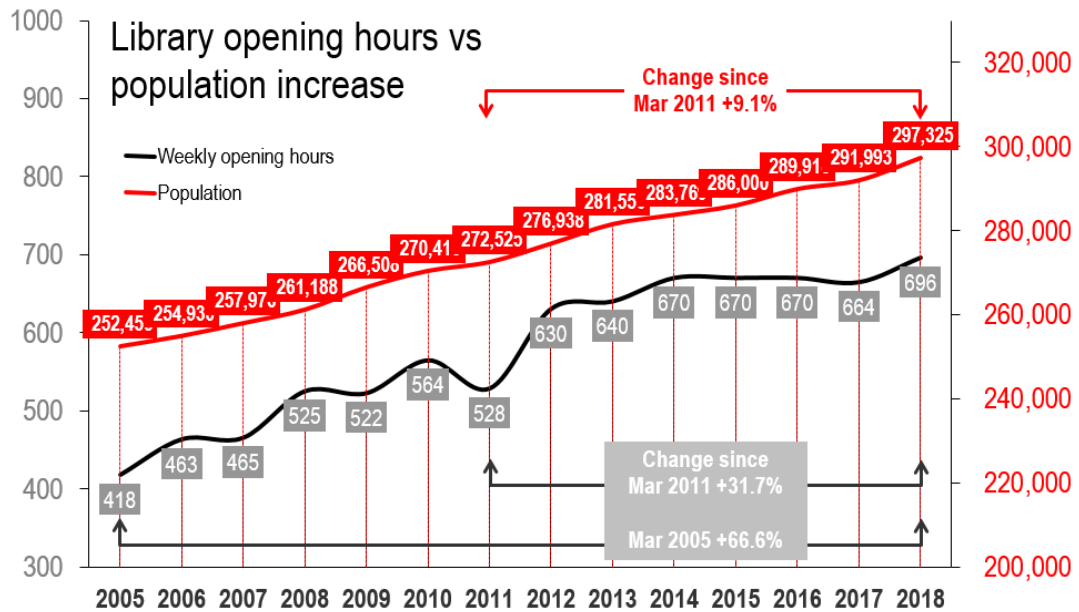


- 8.2. In the last 12 months, opening hours increased again from 664 to 696 h/w. This represents a 31.7% increase since 2011 and a 66.6% increase since 2005.
- 8.3. In spite of the repercussions of the change process – including strikes, library closures and re-openings (at Forest Hill and Torridon), and interim reductions in opening hours (at Manor House) – the Service attracted more visitors than the year before, reaching the highest number of visitors in its history at 2,118,205.
- 8.4. Although the issuing of books declined (from 655,126 to 576,754), this reflects firstly a national trend and secondly the reduced motivation of a workforce that was understandingly concerned during the transformation process.



- 8.5. While working at its physical collections in the Hub and Community libraries, the Service is developing its online offer – which is showing to be an area of growth. In the last 12 months, the issues of eBooks doubled from 7,306 to 14,609. Online resources have been promoted, through taster sessions, social media and staff promotion to users, and show a 50.8% increase in online sessions in 2016-17 over the previous year, and a 23.9% increase in searches of the online information library.
 The Lewisham eLibrary (www.lewisham.overdrive.com) has also been promoted and developed over the year with the stock growing to over 6,000 titles and the number of users increasing by over 50%.
 The Service recently opened a Kids & Teens (e)room, with over 1,000 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 developed between Lewisham and OverDrive – the eBook providers (<http://lewisham.overdrive.com/library/youth>).

	2015-2016	2016-2017	Change
PressDisplay (eNewspapers)	3,523	3,794	8%
Zinio (eMagazines)	6,875	14,210	107%



8.6. Library users are attracted to our buildings because of our IT. Our Wi-Fi usage increased by 11.7% to 19,015 sessions last year, which we estimate it is equivalent to over 104 hours of Wi-Fi usage per day. At the same time, though, a problem with the delayed rollout of the new IT system resulted in reduced usage of our wired PCs and iMacs (-11.1% and -6.4% respectively). However, the PCs and iMac are due to be replaced in 2017 – 2018.

In spite of this, a problem remains with the Wi-Fi infrastructure. The libraries' Wi-Fi is not recognised as a "council" service, so, while new Wi-Fi has been rolled out to other council buildings including Adult Learning Lewisham, Civic Suite, Laurence House, and more, the libraries are excluded. This seems at odds with the new faster cable infrastructure that has been installed at the Hub Libraries. So, while the wired, new computers will soon be available in the hub libraries, the Wi-Fi – the area of unquestionable growth for the Service and the council – is set to fall to an unacceptable level.

8.7. Every year, the Chartered Institute of Public Finance and Accounting compares library services to similar authorities. Lewisham is compared to Barking & Dagenham, Brent, Croydon, Ealing, Enfield, Greenwich, Hackney, Haringey, Hounslow, Islington, Lambeth, Newham, Southwark, Tower Hamlets, and Waltham Forest. In their 2015 – 2016 report, CIPFA say that Lewisham "has the 8th largest" population in the group and the third highest number of active borrowers. Before the latest reductions in costs, CIPFA noted that in relation to its Revenue Expenditure Lewisham "comes out as being at the middle of the comparison, which suggests that its costs are similar to the group as a whole". In 2015 – 2016, before the latest cost reductions, Lewisham's Expenditure (per 1,000 population = £17,138) was lower than the comparators (£17,534). The projections for 2016 – 2017 will take this to £15,202, meaning that the monthly cost of the Service for each Lewisham resident is about the same as a cup of coffee (ca. £1.27).

8.8. For fuller highlights of the programme delivered through council-run and community libraries, please refer to Appendices 2 and 3 respectively.

9. 2017 – 2018

9.1. eLibrary

The Service is increasingly embracing online service provision and will work to equip staff with the skills necessary to promote residents' free access to online collections, including over 4,000 daily newspapers, 600 magazines, and an ever growing collection of eBooks and eAudio.

9.2. Collections and issues

A review of the collections of books and other items (in all the libraries including the community libraries) has started, which will inform the acquisition of better stock and the maintenance of the existing collections. It is expected that this work will result in a reversal of the trend related to the issue of books.

9.3. Hubs and Catford

The Hub Libraries will increase their activity as go-to venues for digital-by-default service.

Work at the Catford ground floor starts in stages during the summer of 2017.

This will result in a redesigned library space and better self-service operations.

9.4. Community libraries

The Community Engagement Team and Outreach Officers are increasingly interacting with partner organisations – particularly the newest partners V22 and Corbett –, with whom the community library service is delivered.

Work will be carried out to consolidate training and improve the quality of the collections.

It should be noted that, the Service expects New Cross Learning to increase their opening hours, thanks to a successful funding bid.

9.5. Technology IT

All the libraries PCs and iMacs are due to be replaced, which will help residents access online services.

Self-service terminals will be reconfigured with new, improved software and electronic payment introduced across the service – including the community libraries.

9.6. Staff training and support

A staff training programme is being developed following the reorganisation of the Service, which will include – among other topics – eLibrary technology, customer service, and child protection.

9.7. Externally funded projects

The Service has been awarded grants from the Arts Council England and the GLA to promote ground-breaking projects in the borough.

Mi WiFi pilot

The GLA have awarded the Service £50,000 to test the concept of enabling Lewisham residents to borrow internet enabled tablet computers from the library and be trained in using them. Sitting side by side with the Go On Lewisham project, it is hoped that Mi WiFi will reduce social isolation, increase awareness and confidence in using technologies, and provide older and vulnerable residents with free access to technologies they would not otherwise have.

What's the Story?

Everyone Innovation Fund

The Arts Council have awarded Lewisham Library and Information Service £60,000 for an innovative Summer School project. Librarians and journalism educators from Goldsmiths will collaborate to devise and deliver a journalism course. Libraries, Goldsmiths, Young Mayor's office and Local Assemblies will engage Lewisham young people to help them source, critically interpret and remix news stories, using mobile devices and editing equipment, and creating a lasting web resource that tells the stories of their communities.

10. Legal implications

- 10.1. While there are no legal implications to this update, it should be noted that the Lewisham approach has had no impact in relation to TUPE or PLR legislation. The reorganisation of staff was based on a service-wide de-layering approach. Public Lending Right provisions continue to apply to the stock owned by the Council, whether this is placed in the hub libraries or in the community libraries.

11. Financial implications

- 11.1. 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.
- 11.2. The table below presents a summary of the Library and Information Service actual expenditure for the years 2014 – 2017 and budget for the current financial year. These figures do not reflect the "non-controllable" costs, which relate to internal recharges.

	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ANNUAL BUDGET
Expenditure				
Employee Costs Sub-total	£ 3,200,000	£ 2,936,471	£ 2,595,987	£ 2,392,480
Premises Sub-total	£ 71,083	£ 126,518	£ 91,490	£ 73,100
Transport Sub-total	£ 17,211	£ 16,437	£ 15,271	£ 17,100
Other Expenditure Sub-total	£ 533,518	£ 537,798	£ 502,485	£ 447,400
Third Party Payments Sub-total	£ -	£ 43,420	£ 33,196	£ 41,350
TOTAL CONTROLLABLE EXPENDITURE	£ 3,821,812	£ 3,660,644	£ 3,238,428	£ 2,971,430
Income				
TOTAL CONTROLLABLE INCOME	-£ 172,711	-£ 198,534	-£ 167,354	-£ 158,300
NET EXPENDITURE	£ 3,649,100	£ 3,462,110	£ 3,071,074	£ 2,813,130

12. Equalities implications

- 12.1. There are no direct equalities implications arising from this report.

13. Crime and disorder implications

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

14. Environmental implications

14.1. There are no environmental implications in this report.

15. Conclusion

15.1. This report updates the Select Committee on the performance of the Library and Information Service and the provision of community library services in particular.

For further information please contact
Liz Dart, Head of Communities and Culture on 020 8314 8637.

Monthly Issues 2015 - 2016

Table I-12

Hub Libraries	April	May	June	July	August	September	October	November	December	January	February	March	Total
Deptford	8,370	8,705	8,258	9,443	8,603	8,058	8,649	7,409	6,317	7,746	7,598	7,228	96,384
Downham	5,581	5,659	5,219	6,907	6,939	5,707	5,625	5,230	4,321	5,530	5,546	5,603	67,868
Lewisham	13,985	14,672	13,038	16,034	15,406	13,361	14,271	12,777	12,214	12,908	13,477	13,044	165,187
Catford (DOW domain)	5,391	2,152	4,664	7,402	6,550	6,240	6,040	5,619	5,016	5,813	5,539	5,575	66,000
Subtotal	33,327	31,187	31,178	39,786	37,499	33,367	34,584	31,035	27,868	31,998	32,161	31,449	395,438
Community Libraries													
Crofton Park	1,901	2,079	1,979	2,466	2,352	2,261	1,965	1,808	1,166	1,258	1,430	816	21,480
Forest Hill	7,840	7,566	7,263	9,359	7,860	9,033	7,374	7,372	5,877	7,343	6,980	6,428	90,296
New Cross	945	714	496	762	756	778	647	1,020	382	777	724	911	8,913
Pepys	75	23	41	44	53	12	22	22	22	44	15	27	400
Subtotal	10,761	10,382	9,778	12,632	11,021	12,085	10,008	10,223	7,447	9,422	9,150	8,182	121,089
Grove Park	389	335	284	402	369	305	367	319	183	296	195	355	3,800
Torridon Road	2,836	3,268	3,272	4,377	3,746	3,631	3,398	2,811	2,477	3,150	2,934	2,880	38,781
Subtotal	3,225	3,604	3,556	4,780	4,115	3,937	3,765	3,130	2,660	3,446	3,129	3,235	42,582
Blackheath Village	1,303	1,488	1,288	1,570	1,375	1,651	1,598	1,350	1,124	1,275	1,278	1,326	16,626
Manor House	5,506	5,465	5,488	7,191	6,636	6,099	5,674	4,474	4,207	5,300	4,991	5,014	66,044
Sydenham	1,041	965	976	1,380	1,373	1,412	1,257	1,118	753	967	1,208	1,057	13,509
Subtotal	7,851	7,918	7,752	10,141	9,384	9,163	8,529	6,942	6,084	7,543	7,476	7,396	96,180
Other issues													
Subtotal	5,043	4,719	4,668	4,822	5,087	5,304	5,137	4,865	5,051	4,745	4,935	5,790	60,166
Subtotal Hub Libraries	33,327	31,187	31,178	39,786	37,499	33,367	34,584	31,035	27,868	31,998	32,161	31,449	395,438
Subtotal Community Libraries	21,837	21,903	21,087	27,553	24,520	25,184	22,302	20,295	16,192	20,410	19,755	18,813	259,851
Subtotal Other issues	5,043	4,719	4,668	4,822	5,087	5,304	5,137	4,865	5,051	4,745	4,935	5,790	60,166
TOTAL ISSUES	60,207	57,809	56,933	72,160	67,106	63,855	62,023	56,195	49,110	57,153	56,851	56,052	715,455

Monthly Issues 2016 - 2017

Table I-13

Hub Libraries	April	May	June	July	August	September	October	November	December	January	February	March	Total
Deptford	7,425	6,599	6,164	6,824	7,472	7,005	7,184	6,494	4,990	6,110	5,624	6,849	78,740
	-11.3%	-24.2%	-25.4%	-27.7%	-13.2%	-13.1%	-16.9%	-12.3%	-21.0%	-21.1%	-26.0%	-5.2%	-18.3%
Downham	6,174	5,092	5,207	6,347	6,777	5,033	5,381	4,799	4,118	4,747	5,204	5,303	64,184
	10.6%	-10.0%	-0.2%	-8.1%	-2.3%	-11.8%	-4.3%	-8.2%	-4.7%	-14.2%	-6.2%	-5.3%	-5.4%
Lewisham	13,940	12,360	12,123	13,297	14,426	12,052	12,943	11,880	10,572	12,525	11,623	12,116	149,856
	-0.3%	-15.8%	-7.0%	-17.1%	-6.4%	-9.8%	-9.3%	-7.0%	-13.4%	-3.0%	-13.8%	-7.1%	-9.3%
Catford (DOW domain)	5,976	5,434	5,482	6,132	7,269	5,538	5,045	3,922	3,410	3,767	3,538	3,640	59,154
	10.9%	152.6%	17.6%	-17.2%	11.0%	-11.2%	-16.5%	-30.2%	-32.0%	-35.2%	-36.1%	-34.7%	-10.4%
Subtotal	33,515	29,486	28,976	32,599	35,943	29,628	30,555	27,096	23,090	27,149	25,989	27,908	351,934
	0.6%	-5.5%	-7.1%	-18.1%	-4.1%	-11.2%	-11.7%	-12.7%	-17.1%	-15.2%	-19.2%	-11.3%	-11.0%
Community Libraries													
Crofton Park	967	1,727	1,683	2,109	2,236	2,232	2,263	1,954	1,340	1,648	1,473	1,461	21,093
	-49.1%	-16.9%	-15.0%	-14.5%	-4.9%	-1.3%	15.2%	8.0%	14.9%	31.0%	3.0%	79.0%	-1.8%
Forest Hill	6,552	6,488	5,699	7,486	8,802	7,149	4,775	5,634	4,361	5,233	4,779	5,438	72,395
	-16.4%	-14.3%	-21.5%	-20.0%	12.0%	-20.9%	-35.2%	-23.6%	-25.8%	-28.7%	-31.5%	-15.4%	-19.8%
New Cross	969	696	666	543	700	806	680	875	309	472	375	667	7,759
	2.5%	-2.4%	34.3%	-28.8%	-7.4%	3.5%	5.0%	-14.2%	-19.2%	-39.3%	-48.2%	-26.8%	-13.0%
Pepys	14	2	16	22	44	28	25	13	4	7	5	20	200
	-81.3%	-91.3%	-61.0%	-50.0%	-17.0%	133.3%	13.6%	-40.9%	-81.8%	-84.1%	-66.7%	-25.9%	-50.0%
Subtotal	8,502	8,913	8,064	10,159	11,783	10,215	7,743	8,476	6,013	7,360	6,632	7,585	101,447
	-21.0%	-14.1%	-17.5%	-19.6%	6.9%	-15.5%	-22.6%	-17.1%	-19.3%	-21.9%	-27.5%	-7.3%	-16.2%
Grove Park	461	327	305	350	381	348	327	331	242	311	313	323	4,020
	18.5%	-2.4%	7.2%	-13.0%	3.2%	14.1%	-10.9%	3.8%	31.8%	5.2%	60.8%	-9.1%	5.8%
Torridon Road	3,300	2,806	2,876	3,346	3,765	2,980	1,850	1,965	1,616	2,131	2,159	2,293	31,087
	16.4%	-14.1%	-12.1%	-23.6%	0.5%	-17.9%	-45.6%	-30.1%	-34.7%	-32.3%	-26.4%	-20.4%	-19.8%
Subtotal	3,762	3,133	3,181	3,696	4,146	3,328	2,177	2,295	1,858	2,443	2,472	2,616	35,107
	16.6%	-42.7%	-42.0%	-48.6%	-37.5%	-45.4%	-61.6%	-48.7%	-55.8%	-53.9%	-50.5%	-47.8%	-46.8%
Blackheath Village	1,148	990	1,239	1,372	1,384	1,084	1,295	1,362	1,061	1,196	1,082	1,342	14,555
	-11.9%	-33.4%	-3.8%	-12.6%	0.6%	-34.3%	-19.0%	0.9%	-5.6%	-6.2%	-15.3%	1.2%	-12.5%
Manor House	5,446	4,593	4,787	5,391	6,368	5,101	4,017	2,015	1,912	1,922	1,745	2,073	45,371
	-1.1%	-15.9%	-12.8%	-25.0%	-4.0%	-16.4%	-29.2%	-55.0%	-54.6%	-63.7%	-65.0%	-58.7%	-31.3%
Sydenham	1,128	694	1,174	1,245	1,437	1,092	1,000	1,153	784	1,278	1,152	1,433	13,570
	8.3%	-28.1%	20.3%	-9.8%	4.6%	-22.7%	-20.5%	3.1%	4.1%	32.2%	-4.6%	35.6%	0.5%
Subtotal	7,723	6,278	7,200	8,009	9,188	7,278	6,311	4,530	3,757	4,396	3,979	4,848	73,496
	-1.6%	-20.7%	-7.1%	-21.0%	-2.1%	-20.6%	-26.0%	-34.7%	-38.3%	-41.7%	-46.8%	-34.5%	-23.6%
Other issues (this includes telephone and online renewals, eBook issues, and issues from our reserve stack in the Libraries Resources Centre)													
Subtotal	4,748	5,278	4,996	4,971	5,292	5,501	5,508	5,206	5,181	5,552	4,839	5,608	62,680
	-5.8%	11.8%	7.0%	3.1%	4.0%	3.7%	7.2%	7.0%	2.6%	17.0%	-1.9%	-3.1%	4.2%
Subtotal Hub Libraries	33,515	29,486	28,976	32,599	35,943	29,628	30,555	27,096	23,090	27,149	25,989	27,908	351,934
Subtotal Community Libraries	19,986	18,324	18,445	21,864	25,117	20,821	16,231	15,302	11,628	14,199	13,084	15,049	210,049
Subtotal Other issues	4,748	5,278	4,996	4,971	5,292	5,501	5,508	5,206	5,181	5,552	4,839	5,608	62,680
TOTAL ISSUES	58,250	53,088	52,417	59,434	66,352	55,950	52,293	47,603	39,898	46,900	43,912	48,565	624,663
	-3.3%	-8.2%	-7.9%	-17.6%	-1.1%	-12.4%	-15.7%	-15.3%	-18.8%	-17.9%	-22.8%	-13.4%	-12.7%

Monthly Visits 2015/2016

Table V-12

Hub Libraries	April	May	June	July	August	September	October	November	December	January	February	March	Total
Deptford	31,039	35,654	34,749	37,290	32,271	36,621	38,804	35,352	26,926	32,803	36,833	33,375	411,717
Downham	29,568	31,937	31,781	33,364	29,374	30,607	31,408	28,805	22,662	28,099	30,513	31,497	359,615
Lewisham	26,998	29,346	27,489	29,123	28,494	28,677	30,094	28,153	24,311	27,281	34,504	28,586	343,056
Catford (DOW domain)	17,178	4,083	15,606	18,166	15,593	17,341	17,604	16,401	13,222	15,505	16,897	16,687	184,283
Subtotal	104,783	101,020	109,625	117,943	105,732	113,246	117,910	108,711	87,121	103,688	118,747	110,145	1,298,671
Community Libraries													
Crofton Park	9,796	10,815	11,660	11,088	8,777	12,426	11,462	12,328	11,087	6,149	5,199	3,548	114,335
Forest Hill	11,270	14,147	12,069	12,227	11,291	11,665	12,286	12,277	9,095	11,520	13,331	11,158	142,336
New Cross	5,917	5,709	5,871	5,046	5,280	5,444	6,632	5,335	3,208	4,995	5,188	5,784	64,409
Pepys	A people's counter is due to be installed at Pepys in 2017 - 2018												0
Subtotal	26,983	30,671	29,600	28,361	25,348	29,535	30,380	29,940	23,390	22,664	23,718	20,490	321,080
Grove Park	3,335	3,514	3,974	4,453	3,166	3,778	4,147	3,746	2,554	2,879	2,486	3,491	41,523
Torridon Road	3,980	4,565	4,316	4,817	4,608	5,056	5,085	4,636	3,569	4,386	4,663	4,236	53,917
Subtotal	7,315	8,079	8,290	9,270	7,774	8,834	9,232	8,382	6,123	7,265	7,149	7,727	95,440
Blackheath Village	8,129	7,545	9,515	9,484	7,270	8,948	10,475	11,402	7,900	9,835	8,354	8,282	107,139
Manor House	15,900	16,259	15,816	16,323	14,240	17,651	17,926	14,304	12,896	16,014	17,229	15,038	189,596
Sydenham	4,623	4,256	5,219	5,584	7,067	4,557	5,418	5,674	7,850	7,104	4,467	4,549	66,368
Subtotal	28,652	28,060	30,550	31,391	28,577	31,156	33,819	31,380	28,646	32,953	30,050	27,869	363,103
Subtotal Hub Libraries	104,783	101,020	109,625	117,943	105,732	113,246	117,910	108,711	87,121	103,688	118,747	110,145	1,298,671
Subtotal Community Libraries	62,950	66,810	68,440	69,022	61,699	69,525	73,431	69,702	58,159	62,882	60,917	56,086	779,623
TOTAL VISITS	167,733	167,830	178,065	186,965	167,431	182,771	191,341	178,413	145,280	166,570	179,664	166,231	2,078,294

Monthly Visits 2016/2017

Table V-13

Hub Libraries	April	May	June	July	August	September	October	November	December	January	February	March	Total
Deptford	35,924	33,863	39,423	33,148	34,607	33,164	32,282	34,047	27,280	37,395	33,042	36,243	410,418
	15.7%	-5.0%	13.5%	-11.1%	7.2%	-9.4%	-16.8%	-3.7%	1.3%	14.0%	-10.3%	8.6%	-0.3%
Downham	34,527	33,575	33,938	33,011	33,997	33,433	36,525	36,194	31,857	32,636	31,262	34,953	405,908
	16.8%	5.1%	6.8%	-1.1%	15.7%	9.2%	16.3%	25.7%	40.6%	16.1%	2.5%	11.0%	12.9%
Lewisham	29,685	26,996	27,435	26,755	28,139	26,054	28,613	31,011	25,078	30,175	28,987	30,810	339,738
	10.0%	-8.0%	-0.2%	-8.1%	-1.2%	-9.1%	-4.9%	10.2%	3.2%	10.6%	-16.0%	7.8%	-1.0%
Catford (DOW domain)	16,377	15,504	16,735	13,274	16,745	16,183	16,820	14,713	10,555	13,728	13,254	15,074	178,962
	-4.7%	279.7%	7.2%	-26.9%	7.4%	-6.7%	-4.5%	-10.3%	-20.2%	-11.5%	-21.6%	-9.7%	-2.9%
Subtotal	116,513	109,938	117,531	106,188	113,488	108,834	114,240	115,965	94,770	113,934	106,545	117,080	1,335,026
	11.2%	8.8%	7.2%	-10.0%	7.3%	-3.9%	-3.1%	6.7%	8.8%	9.9%	-10.3%	6.3%	2.8%
Community Libraries													
Crofton Park	5,161	8,213	8,448	6,025	7,285	10,013	10,534	10,745	8,712	7,043	7,172	7,300	96,651
	-47.3%	-24.1%	-27.5%	-45.7%	-17.0%	-19.4%	-8.1%	-12.8%	-21.4%	14.5%	37.9%	105.7%	-15.5%
Forest Hill	12,248	11,008	10,030	11,474	12,331	12,652	3,524	11,767	10,710	11,715	11,294	13,046	131,799
	8.7%	-22.2%	-16.9%	-6.2%	9.2%	8.5%	-71.3%	-4.2%	17.8%	1.7%	-15.3%	16.9%	-7.4%
New Cross	6,025	5,317	5,966	5,166	5,080	5,373	4,626	6,217	3,309	4,175	4,945	5,498	61,697
	1.8%	-6.9%	1.6%	2.4%	-3.8%	-1.3%	-30.2%	16.5%	3.1%	-16.4%	-4.7%	-4.9%	-4.2%
Pepys	A people's counter is due to be installed at Pepys in 2017 - 2018												0
Subtotal	23,434	24,538	24,444	22,665	24,696	28,038	18,684	28,729	22,731	22,933	23,411	25,844	290,147
	-13.2%	-20.0%	-17.4%	-20.1%	-2.6%	-5.1%	-38.5%	-4.0%	-2.8%	1.2%	-1.3%	26.1%	-9.6%
Grove Park	2,982	3,456	3,494	3,710	3,366	3,064	3,831	3,966	3,120	3,402	3,761	3,633	41,785
	-10.6%	-1.7%	-12.1%	-16.7%	6.3%	-18.9%	-7.6%	5.9%	22.2%	18.2%	51.3%	4.1%	0.6%
Torridon Road	4,435	4,314	4,259	4,216	4,555	4,306	2,618	4,640	3,692	5,971	6,029	5,946	54,981
	11.4%	-5.5%	-1.3%	-12.5%	-1.2%	-14.8%	-48.5%	0.1%	3.4%	36.1%	29.3%	40.4%	2.0%
Subtotal	7,417	7,770	7,753	7,926	7,921	7,370	6,449	8,606	6,812	9,373	9,790	9,579	96,766
	1.4%	-3.8%	-6.5%	-14.5%	1.9%	-16.6%	-30.1%	2.7%	11.3%	29.0%	36.9%	24.0%	1.4%
Blackheath Village	9,185	8,558	9,230	7,566	7,690	11,626	16,975	19,472	15,825	16,366	15,711	16,342	154,546
	13.0%	13.4%	-3.0%	-20.2%	5.8%	29.9%	62.1%	70.8%	100.3%	66.4%	88.1%	97.3%	44.2%
Manor House	17,270	16,894	18,325	18,032	19,486	19,326	14,079	12,113	11,498	12,828	12,983	13,301	186,135
	8.6%	3.9%	15.9%	10.5%	36.8%	9.5%	-21.5%	-15.3%	-10.8%	-19.9%	-24.6%	-11.6%	-1.8%
Sydenham	4,673	3,305	5,068	5,339	5,367	4,663	5,282	4,145	3,726	4,128	5,170	4,719	55,585
	1.1%	-22.3%	-2.9%	-4.4%	-24.1%	2.3%	-2.5%	-26.9%	-52.5%	-41.9%	15.7%	3.7%	-16.2%
Subtotal	31,128	28,757	32,623	30,937	32,543	35,615	36,336	35,730	31,049	33,322	33,864	34,362	396,266
	8.6%	2.5%	6.8%	-1.4%	13.9%	14.3%	7.4%	13.9%	8.4%	1.1%	12.7%	23.3%	9.1%
Subtotal Hub Libraries	116,513	109,938	117,531	106,188	113,488	108,834	114,240	115,965	94,770	113,934	106,545	117,080	1,335,026
Subtotal Community Libraries	61,979	61,065	64,820	61,528	65,160	71,023	61,469	73,065	60,592	65,628	67,065	69,785	783,179
TOTAL VISITS	178,492	171,003	182,351	167,716	178,648	179,857	175,709	189,030	155,362	179,562	173,610	186,865	2,118,205
	6.4%	1.9%	2.4%	-10.3%	6.7%	-1.6%	-8.2%	6.0%	6.9%	7.8%	-3.4%	12.4%	1.9%

Appendix 2

Library and Information Service Highlights 2016 – 2017

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**.

The Summer Reading Challenge theme for 2016 was The Big Friendly Read, to celebrate 100 years since Roald Dahl's birth. Library staff visited schools during the summer term to promote the scheme and events and activities were held across the borough over the summer to encourage children to read. The SRC was also supported through the eLibrary with a collection of Roald Dahl titles. Overall some 2,906 children joined the scheme with over 90% completing and receiving their certificate at an autumn school assembly.

1.2. **London Cityread**

For the sixth year running, Lewisham has been a part of Cityread London. The campaign that aims to bring all of London together to read a book set in our City, focussed this year on an Elizabethan political thriller and murder mystery, "Prophecy" by S. J. Parris. The themes of Elizabethan London, magic, politics and murder mystery gave us plenty to work with and we put on a month of local festivities to support the London-wide programme.

Our month began with a centrally funded event: Established historical fiction author, Imogen Robertson, came to Deptford Lounge and ran a historical fiction writer's workshop for members of the public, most of them already regular members of the Multicultural Writer's Group there. It was a great opener to a month that also included:

- reading aloud from Elizabethan texts at Lewisham,
- a local history walk "Walk Like an Elizabethan" lead by library staff discovering the history of the Thames around Pepys,
- "Pen and Ink" a chance to try out calligraphy using a dip-pen and inks at Sydenham Community Library.

The Cityread book was supported by a whole collection of fiction and non-fiction on display in every library. The Local History and Archives service supported this with a series of daily tweets with local Elizabethan reference, and blog posts with authentic Tudor recipes and information on how to research your Tudor ancestors.

Prophecy was made available in our eLibrary for unlimited download throughout the month, so that a virtual reading group could be created.

1.3. **LGBT History Month**

Libraries and the Lewisham LGBT Staff Forum once again co-ordinated LGBT History Month in February. Events included a hilarious evening with comedian and writer VG Lee at Lewisham Library, which was attended by 20 people; 15 young people discussed gender, sexuality and trans issues in a session as part of the Reading Well Reading Hack project using Shelf Help collections to explore themes and New Cross Learning hosted an evening with poetry and prose from authors from LGBT publisher Paradise Press.

The month was also used as an ideal opportunity to renew and promote LGBT collections in all branches and also online collections of books and magazines. Branches with facilities also incorporated LGBT films into their weekly showings.

It has also just been confirmed that the award winning LGBT literary salon Polari will be coming to Lewisham Library in the Autumn as part of the Polari Literary Festival. There will be a creative writing workshop in the afternoon with one attendee chosen to perform at the evening event alongside critically acclaimed authors Stella Duffy, Pat Cash, Paula Varjack, VG Lee and Paul Burston.

1.4. **Black History Month**

Sandra Agard hosted a special multicultural writers group and local author Stevenson Mukoro spoke about his latest novel at Lewisham Library.

A “Black History Month recommends ...” selection was highlighted on our eLibrary, there were displays in all libraries to promote the month and local craft, writing and reading events were held for all ages. This was supported by film screenings at several libraries throughout the month.

2. **Purpose 2: Digital literacy**

2.1. **Access to Research**

Lewisham Libraries offer a range of high quality research level databases. Access to Research gives free, walk-in access to a wide range of academic articles and research in public libraries across the UK. The John Johnson Collection of Printed Ephemera collection provides access to thousands of items and offers insights into the changing nature of everyday life in Britain from the 17-19th Century. The Historical newspaper collections Times Digital Archive 1785 to 2007, Illustrated London News Historical Archive 1842 to 2003 and 19th Century British Library Newspapers support historical research for students, local historians and the curious.

The databases Oxford Dictionaries, Oxford Dictionary of National Biography, Oxford English Dictionary, Oxford Music Online and Oxford Reference Online jointly offer access to millions of quality, unbiased entries for free. Along with Britannica and Credo Reference these offer quality homework help resources for students to use in the library or at home.

To support independent researchers we offer spaces in which they can work close to where they live. The spaces are well lit and without pressure to purchase expensive, unhealthy beverages and food. They can also charge their devices free of charge.

2.2. **Lewisham GoON**

Lewisham Library has worked with Lewisham Go ON to host **Digital Zone (Go ON)** events at the library. Members of the public are invited to come and find out how to get online, and can bring their laptop, smartphone or tablet to get tips on how to use it. This includes how to register with Learn My Way and how to access and download our eBooks, newspapers and magazines.

2.3. **Learn My Way**

Learn my Way is a self-learning package from Good Things Foundation for digital beginners which helps people develop their digital skills through courses such as “Evaluate which websites to trust”, “How to use a keyboard” and a “How to use a touchscreen”. Once people have registered they can learn at their own speed. Lewisham Library alone has had 201 registrations in the last year.

3. Purpose 3: Health and wellbeing

3.1. Health and wellbeing

Lewisham Libraries have facilitated and supported a number of health initiatives for residents of all ages including children.

These have included sessions by MEND, (Mind Exercise, Nutrition, Do it) for families with over-weight or obese children. Stress, anxiety and mindfulness sessions are offered by SLAM, there are volunteer training sessions to get the young and disabled back to work, a hearing aid clinic, stop smoking advice, yoga classes and HIV testing. Lively Minds, the Reminiscence group and the Over 50s club all offer activities and support to older residents. A Health Visitor baby clinic is held at Torridon Road.

The Library Service also has a number of staff who have become Dementia Friends and have supported Dementia Awareness Week.

3.2. Reading Well – Books on Prescription and the Reading Hack

Lewisham were the first library service in the UK to pilot a new kind of reading group for 13-18 year olds, the “Reading Well Reading Hack”.

The Reading Well Reading Hack was a coming-together of two projects run by The Reading Agency: Reading Well / Shelf Help and Reading Hack. "Shelf Help" is a collection of books aimed to support young people, gathered together by The Reading Agency with advice from young people, health professionals and library staff. The collection is in all of our libraries. Reading Hack is a reading group for young people, encouraging them to direct their own reading and respond creatively to it so that other young people are attracted to books and reading, too.

Lewisham’s Reading Well, Reading Hack ran for seven weeks at Somerville Youth Club, New Cross and explored stress, bullying, sexuality and love through reading and sharing books on the “Shelf Help” booklist. In total we worked with 20 young people and centre managers reported changes to their behaviour self-awareness and self-control / positive self-expression in the centre as a direct result.

3.3. Home Library Service

The HLS provides a valuable service for individuals who live in their own homes, often on their own and also for residents in nursing, residential and sheltered housing. For those in non-residential care, the HLS team are likely to be the main point of contact. They provide information and refer customers to a range of services including other Council departments such as Adult Social Care. The HLS team provide impartial, friendly advice and often listen to customers’ concerns and fears.

Feedback provided to the team include:

I really value the home library service books, The Russian Memoir. I am so grateful for the hours of real pleasure. Excitedly starting Edith Cavell.

Always a pleasure every month to have my books delivered by a helpful and happy person.

I cannot thank you enough for the wonderful service you provided (to my mother).

Above all, being flexible to individual customer requirements and providing a personalised service is greatly appreciated by customers and their families. Customers know who will deliver the service, the day, date and approximate time of delivery and value this reliability.

4. Purpose 4: Economic growth

4.1. Supporting new businesses and start ups

We work closely with local organisations and groups providing them with free and low cost spaces to meet or promote their services. Our hub libraries and our community partners make a range of rooms and resources available for short and long term hire across the borough.

4.2. Supporting job seekers and career development

Learn My Way is supported in our libraries to help people develop their digital skills. This provides a basic introduction to the digital world and includes CV and job search elements. Lewisham Libraries also work with Lewisham GoON to enable people to join the digital world and support them to develop practical skills for life and work.

4.3. Incubating creative industries

Deptford Lounge hosts the LEAN Breakfast Club where freelancers working in the arts are invited to network over a croissant and a cup of coffee. We work closely with local groups and individuals providing them with free and low cost spaces to meet, work or promote their services. All libraries offer free wi-fi.

4.4. Apprenticeship Programme

Lewisham Library Service currently employ several staff who have come through the Apprenticeship Programme, in 2014 our member of staff Ramel Foster now employed as a library assistant was highly praised by the Apprentice of the Year Award. Libraries are involved in the 2017 Apprenticeship scheme and look to recruit 2 apprentices this year.

5. Purpose 5: Culture and creativity

5.1. TAA exhibitions, Talk About...Art

(TAA) is a not-for-profit organisation whose aim is to promote greater access to and engagement with the visual arts for children and teenagers in areas where exposure to the visual arts may be restricted or discouraged. This year TAA has worked with Tidemill Academy to put on an exhibition at Deptford Lounge on art as jewellery connecting cultures. This exhibition ran from 27 April-20 May 2017 and involved free jewellery making workshops for local schools, along with 'Show and Sell' Saturdays where the Jeweller in Residence spoke about jewellery design and members of the public had the chance to make their own pieces of wire work jewellery.

5.2. The Lewisham People's Patchwork

The patchwork is a community art and oral history project that poses the question: "If you had one patch to tell a story, what story would you tell?" It is just coming to the end of a year-long tour of Lewisham's libraries and selected community venues that contributed to its creation.

The project was part of the celebrations of 30 years of People's Day. During the year that led up to People's Day 2014, the Library Service asked people to contribute 'their' patch and collected over 120 patches from groups connected with the Borough and individuals, aged 18 months to 92 years. Sessions were held to enable people to create their patch. The community then came together to sew them together, making a quilt that measures just under 2 metres wide x 3 metres high. As the patches flooded in, so did the stories that go alongside them – everything from how Lewisham market has changed over the years to reminiscences about World War 2 to stories of near-death experiences and the kindness of strangers and hospital staff. Some common themes emerged such as an appreciation for Lewisham's green spaces, an

appreciation of diversity, a celebration of kindness and community spirit – and the willingness to fight for social good such as the NHS.

The People's Patchwork also contains other elements: the Patchwork of Sound, a soundscape created by local artist Jay Harris from sounds recorded across Lewisham interspersed with interviews from patch-makers and an augmented reality element linking patches with pictures from the Archives, created by Amplified Robot.

5.3. **Lewisham Heritage team**

For the last year the HLF funded Lewisham @ 50 Exhibition has been touring the libraries and received positive reviews. Supporting education materials were sent out to schools and the final project report was submitted to Heritage Lottery Fund Work has begun on the approaching 40th anniversary of the Battle of Lewisham. The Heritage team is working with Goldsmiths College to erect a plaque commemorating the battle at the College, and the Local History and Archives Centre has received a timely deposit of material including photographs and ephemera relating to the event. The Local Studies Librarian is organising a commemorative exhibition incorporating some of these items in time for August.

LHAC provided research, materials and promotion for April's Cityread events, including a walking tour of Elizabethan Deptford, and is providing materials for this year's 'Heroes'-themed People's Day on 8 July. For this we have created an interactive map of the council's Maroon plaques via Historypin, helping people to find the borough's plaques so that they can take and submit a 'selfie' for the People's Day competition.

5.4. **Hothouse @ Deptford Lounge**

The Hothouse project ran at Deptford Lounge for a year and a half and came to a close on 28 February 2017. Hothouse was a partnership between local artists, residents and staff from libraries, the Albany, and Deptford Lounge. It offered an amazing range of cultural activities, including live music, theatre workshops, and guided tours of Deptford's future, film nights, story-telling, Tai-Chi sessions, festive futuristic cabaret and sci-fi craft workshops.

December saw Deptford's own Winter Spectacular, a day of free festive fun for the whole family with Wonderland themed craft stalls, workshops, storytelling, holiday film screenings and more.

Smash Fest (13-17 February) brought volcanoes to the Lounge which attracted families of all ages to participate in arts and crafts, storytelling, a Volcano Supermarket Sweep game and a selection of films.

Hothouse closed in February with a celebratory closing party which included performances by local artists including 'Writer in Deptford' Bernadette Russell. The Federation of Refugees from Vietnam in Lewisham (FORVIL) ran a pop-up café and there was the annual Book Swap Day, themed - The Cat in the Hat.

The Lounge also hosts the Multicultural Writers' Group - an informal space for those interested in writing to meet, discuss and develop their work, with shared constructive feedback. The group meets once.

6. **Purpose 6: Communities**

6.1. **Community library model**

October 2017 saw the extension of the community library model with the addition of 3 new libraries. Lewisham now has a total of 9 community libraries. The latest additions are The Archibald Corbett Library, Forest Hill and Manor House Libraries.

It has been an exciting time for libraries, working with the new partners who are already enhancing the library offer with their range of additional activities, e.g. yoga and a coding club for young adults at the Archibald Corbett Library and origami and Go-On IT support sessions at Forest Hill.

6.2. **LGBT community**

Libraries and the Lewisham LGBT Staff Forum co-ordinated this year's LGBT History Month, involving people across the community and delivering a wide range of events. It started with a launch event at the Broadway Theatre featuring speeches from Phyll Opoku-Gyimah, founder of UK Black Pride, transgender human rights campaigner Natacha Kennedy, Lewisham LGBT Met Police representative Susan Hailes and Mayor Steve Bullock. Around 60 people attended and feedback was very positive.

7. **Purpose 7: Information and Learning**

7.1. **First World War commemoration**

Over the past twelve months the council and Lewisham Libraries have supported and participated in a number of events commemorating the First World War centenary.

On 30 September 'The Battle of the Somme' film was screened with a live orchestra at the Broadway Theatre. This was well received by the audience of approximately 270. Talks were provided by IWM Senior Curator Dr Toby Haggith, composer Laura Rossi and Sir Steve Bullock, and the end was marked by a minute silence lead by the Deputy Lieutenant.

In February planning began for the unveiling of a new commemorative stone to Brigadier Clifford Coffin VC, to be placed by the VC Memorial and First World War Memorial. It is due to be unveiled at 11am on Monday 31 July, and the Borough Archivist has been tracing living relatives to invite to the event.

More recently one of our volunteers completed an extensive and well-received Wiki entitled 'Conscientious Objection in Lewisham 1916-1919' which should prove useful to both academics and the public. Staff continue to add information to the other WW1 Wikis and to support users in their WW1 local and family history research during this period of increased interest.

7.2. **Heritage Team placements**

This year Lewisham Local History and Archives Centre has continued to provide valuable work placements and volunteering opportunities to students and the public. Thanks to their help, not only have we acquired the new 'Conscientious Objection in Lewisham 1916-1919' Wiki, but also a display on the Deptford Fund, and an increasing number of our photographs have now been indexed, digitised and made available to the public through the Borough Photos website. On 3 June LHAC attended the Volunteer Fair at Lewisham Shopping Centre to increase awareness of these opportunities.

7.3. **The work experience programme**

Each year Lewisham Libraries take part in the Council wide work experience scheme. Pupils aged 14-16 have worked in the 7 libraries for up to 2 weeks. In the last year we have welcomed 11 students throughout the service who have worked alongside library staff and assisted with a range of activities including rhyme time sessions, craft for children, IT support and helping customers to make the best use of the library. Libraries have hosted a number of school children from Forest Hill, Addey and

Stanhope and Deptford Green schools for Work Experience, and will also be hosting more children from Prendergast, City of London Academy and Bonus Pastor Catholic College. This is a valuable role for libraries in preparing young people for their future world of work.

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Appendix 3

Community Libraries Highlights 2016 – 2017

Three new Community Libraries (The Archibald Corbett Community Library, Forest Hill Library and Manor House Library) have come into being since October 2016. They join the existing six Community Libraries (Grove Park, Sydenham, Crofton Park, Pepys, New Cross and Blackheath Village), which continue to provide a wide range of services and enhance the lives of people living, working and studying nearby.

*I was like that person in the advert on TV, you know the old frail person looking out at the world through the curtains. Lonely, you know?
I noticed even my skin was turning grey. Really.
Then I started coming here and it's different – it's a light place, do you know what I mean?
And I started to come to the knitting (club) and I teamed up with Ann here. It's just a place to meet people, to start to socialise again.
What would I be doing if I didn't come here? Probably just sitting on my own at home, not seeing anyone. I don't want a lot of people coming to my house and I like my own company. But I can come here to be with people – I look at myself as I was two years ago and I can't recognise that person.*

Community Library User

Blackheath Community Library (hosted by Age Exchange)

The past 6 months have seen several changes to our library. One of our key supervisors who acted as coordinator left; this resulted in some challenges which have been well managed with the appointment of two additional supervisors. We have six new volunteers to date, although Saturdays are still problematic to staff. Our Tuesday 'library lates' trial was a disappointment with a very low take-up – so we decided to reduce the opening hours on Tuesday.

"I love being a volunteer at the Blackheath Community Library. Volunteering with my children has resulted in the creation of new friendships within the village. There is a strong sense of community and it's great bumping in to people who now know me from the library."

Nicole, Library Supervisor

"We are so thankful for this little gem of a library – the volunteers are always helpful and friendly."

Lisa, Mum to Toby

Library users include a high number of mothers and children. Our rhyme time sessions and French Club for under-fives are both very popular, although we are now looking to recruit a new volunteer to facilitate rhyme time. We are also trying to encourage older readers and we hope that the activities run and supported by Age Exchange – which include creative writing classes and a reading group- will help build this.

Volunteers are pleased with the higher level of input from Lewisham i.e. having a link librarian on site has been very reassuring, in terms of assistance with refreshing stock, day

to day administration etc. The change-over to SPARK is progressing steadily: supervisors are managing the training and are providing additional support where needed.

Computers provided by Age Exchange have recently been upgraded as we consistently endeavour to provide a high level of service to visitors, members and users.

In the year running from April 2016 to April this year, Blackheath had an average of 23 volunteers per month.

Nearly all of the three hour slots on the rota are covered by two volunteers, so over the course of the 48 hours that the library is open, this equates to almost one hundred hours of volunteer time given every week.

Blackheath Village Community Library is very much part of Age Exchange, so many library volunteers are also involved in running the Time-Out Award winning (2016) café upstairs, or answering general enquiries about Age Exchange on the main desk.

Age Exchange was shortlisted for the Guardian Charity of the Year Award 2016 and has a very active online presence, tweeting as @Age_Exchange. The Friends of Age Exchange, many of whom volunteer in the library, tweet as @FriendsofAE. Age Exchange is on Facebook at @ageexchange and posts regularly.



Two library volunteers, involved since the library was established in 2011, also organise a monthly book sale to help towards the cost of overheads. The sale attracts collectors and local people alike and raises on average about £500 per month. Last month (May 2017) it hit the £600 mark.

Forest Hill Library (hosted by V22)

Forest Hill Library has had a very interesting and fruitful six months; the transition from staff operated to volunteer run library was always going to be a challenge, but with support from the Library Service and a wonderful group of local volunteers we have been able to extend opening times and keep to our schedule without a single unexpected closed day. We have seen a number of people use volunteering at the library as a springboard to gaining employment, we've enjoyed the youthful enthusiasm of Duke of Edinburgh volunteers and we have been able to keep virtually all of the previous groups and sessions going to cater for the whole community from babies to those in their nineties. We have recently added Digital Inclusion sessions to our timetable and have plans for a writers group; born from the workshops we have held with our writer in residence as part of the City of Stories program.

Many users have benefited from the installation of new computers and a faster fibre broadband line. Class visits are now on the rise as we widen engagement with local schools

and bring philosophy lessons into the children’s library with the aid of The Philosophy Foundation, our Anchor Tenant in the redeveloped offices upstairs in the library building.

We have lots of plans for the summer, with a programme of workshops and special interest groups benefitting from use of the community space at neighbouring Louise House, which we are lucky to be able to use for some of our current groups.

Even before the library came into being as a Community Library, Forest Hill (@librarySE23) had established a vibrant, engaging social media voice. Their Twitter account now has 715 followers and well over 400 likes.



I started volunteering because I love reading and books. I'd spent a lot of my time in libraries, browsing or reading and my experiences were always fantastic. I wanted to ensure that other people have as great an experience as I had. I love being in charge of Library Operations as I get to meet the professional library staff from Lewisham and build great relationships with them, I can organise events and make important changes to benefit the users of the library. Plus I know that all the time I put in will be worth it, even after an exhausting day.

Community Library Volunteer

Manor House Library (hosted by V22)

The initial few weeks since reopening Manor House have proved very encouraging, with fantastic support from the local community.

We have quickly been able to re-establish a library that is open seven days a week, and have begun the process of training an eager batch of volunteers with the aid of some of Lewisham's finest library staff. We have no less than three book groups based at Manor House, plus two very busy rhyme-time sessions for younger members in the Children's library.

With some diverse user groups populating the rooms with classes



ranging from yoga and Pilates to knitting and mental health awareness, we are able to cast a wide net and appeal to many corners of the community. While it is obviously very early days, the signs are encouraging as people begin to flood back into the library.

Like their sister library in Forest Hill, Manor House have a friendly, vibrant online presence. Since launching on Twitter in January 2017 as @MHLibraryLee, they have established a following of 366.

Eco Communities hosted libraries (Crofton Park, Grove Park, Pepys and Sydenham)

The libraries continue to be at the centre of community life, providing activities and services for people of all ages and needs – as well as supplying people with books to inform and fire the imagination.

Crofton Park

In Crofton Park:

- Under 5's group continues to run on Thursdays during term time.
- Baby Bounce continues to run on Fridays during term time.
- Every third Saturday each month we have a Cantonese sing-a-long - all are welcome as this is done in English & Cantonese
- The Library was involved with Croftmas at the end of November and Croffest@Brockleymax on 3rd June 2017. Both are in place to raise the profile of all businesses along the strip of shops where the library is.
- On first Saturday each month we have a children's reading by Cat (with or without assistance). The first of these events took place on 3rd June.
- Christmas tree sales for three weeks in December.
- Computer/laptop sales during the period mentioned.
- ESOL teaching, Digital Inclusion training, Homework Club (recently started) and pre-natal NCT classes taking place most weeks, particularly during term time.
- Book Club in discussion with one of the volunteers. Will possibly start at the end of the summer

One of our customers, who visits once a week, is involved with a 'community' library in the Cambridge area. She regularly asks what types of things we do for different aspects of running the library, e.g. raising funds, support from her local council, etc.

Regular customers come in to support different parts of the library, for example, café, book shop, computer use, lending library. As our two support members from the Library Service settle in I am creating a positive, constructive working relationship with them.

In the year running from April 2016 to April this year, Crofton Park had an average of 23.5 volunteers per month.

Grove Park

Grove Park Library continues to be a welcoming space at the heart of its local community. Links are good between the Library and partners like The RingWay Centre and Community Connections.

The regular groups at Grove Park Community Library are popular and well attended:

Group	Audience	Regularity	Average attendees
Knitting group	Adults	Weekly	8 – predominantly seniors
Sit Down Exercise	Senior citizens, people recovering from illness and injury	Weekly	8
Art and Craft Group	Adults	Weekly	5 – again predominantly seniors
121 IT sessions	Adults	By appointment, weekly sessions	5 sessions per week

Grove Park also have a “resident” digital champion who is over 60. Staff and volunteers help about 7 seniors with Freedom passes or Blue Badges every month as well as welcoming children from Marvels Lane School who come in every week.

In 2016, library staff and volunteers helped combat isolation for older people by running a Scrabble club, Summer trip to Whitstable and a Christmas lunch.

Pepys

Pepys Community Library provides a service for the community, run by volunteers and hosted by Eco Communities. The library provides access to a wide range of books including fiction, health information, biography, coding, picture books, arts and science. It also gives local people access to a study space, free PC access and free WiFi access. There is a newly installed fair trade café in 2014 within Pepys Community Library and the team there have run two local history events this year.

Pepys Community Library’s activities include:

- Exercise every two weeks where 12 seniors attend, improving wellbeing and balance in older people in the community.
- Creative arts and crafts every two weeks with 15 seniors members attending.
- Staff helping 5 seniors with Freedom Passes and Blue Badges every month.

Eco Communities plan to work with other local partners to expand the opening hours in September. The collaboration of local activists and residents also hope to start more arts and crafts sessions in the library. They hope to set up a history gallery in the building.

Sydenham

Some of the recent activities at Sydenham have included: Art and craft groups for adults and children, private tutoring in Maths and English, a knitting group, a group for Seniors regularly attended by the Safer Neighbourhoods team and involving chair-based

I find it satisfying to know that we provide a welcoming and effective service that people really need. We are a first port of call for people who need assistance with a wide range of needs.

It is fun and interesting to work with such a variety of people, to know that we can make a small difference to people’s lives and also introduce them to the joy of reading.

Community Library Volunteer

exercise. There is also a weekly bridge club. Sydenham has a thriving and very active creative writing / book making group for primary-school aged children.

Sydenham has regular visits by local schools, St Philip Neri use the library every few weeks with their Year 3 and Year 4 classes and have recently completed a rain forest collage for the library wall.

Adamsrill also visit every few weeks on a Thursday, bringing their Reception and Year 1 & 2 classes into the space. There are also regular visits from Angel Faces – preschool, who bring 10 children and 5 adults to enjoy what the library has to offer.



Figure 1
Library users get to grips with tablet technology as part of the GLA funded “My WiFi” project, Sydenham Community Library

The regular groups at Sydenham Community Library are popular and well attended:

Group	Audience	Regularity	Average attendees
Craft Group	Adults	Weekly (Thursdays)	1 tutor and 8-10 adults
Song & Rhyme	Babies and toddlers	Weekly (Thursdays)	1 Coordinator; 16 - 17 babies and toddlers; 12 14 adults (parents etc.)
Exercise Group	Adults	Weekly (Tuesdays)	1 tutor, 9 - 12 adult participants
Children’s Book Club (creative writing group)	Primary school aged children	Weekly (Tuesdays)	9 children over 6 and 5 children under 6
Reading Group	Adults	Monthly (first Tuesday)	1 coordinator and 6 - 8 adults
IT Lessons	Adults	Twice weekly (Tuesdays and Thursdays)	2 tutors and 7 adult learners
Bridge Club	Adults	Twice weekly (Mondays and Wednesdays)	24 - 28 each session
Children’s Craft and Arts Group	Children	Monthly (Saturday)	1 tutor, 1 assistant and 15 children
Hearing Aid sessions from Lewisham Hospital	All ages	Monthly (Monday)	Drop-in session, approx. 5 people per session

Sydenham have plans to re-launch their weekly Coding Club on Saturday mornings and the library manager, Christine, is being trained to run sessions for seniors to help them use tablet technology. This is part of the “My WiFi” GLA funded project.

The Archibald Corbett Community Library, Torridon Road

The Archibald Corbett Society and the Corbett Residents Association joined forces to create the Archibald Corbett Community Library, Arts and Heritage Centre as a charity and took over the management of Torridon Road Library building on the 24 October 2016 and the adjacent Children's Centre on 1 April 2017.

The building and existing library service have been developed into a community hub trading as the Corbett Community Centre to become the focus for residents of all ages, including those with learning/physical disabilities, to meet and take part in activities and events which is drawing the community together and creating greater cohesion within the ward.

'Congratulations to those involved. The library is greatly improved since you took over. It is a credit to the area. Well done!'

'The ACCL is tremendous! Thank you putting in all the time and effort to keep it going. I'd be lost without somewhere to sit and think for an hour.'

'We love singing with Jo and Olivia. We come to Story Time then Bounce and Rhyme, both amazing activities. Thank you.'

Comments from users of the Archibald Corbett Community Library

The project is completely volunteer led, delivering over twenty activities per week for parents and children aged 0 to 5, primary school aged children, secondary school children, young people, families and for older people, as well as delivering a library service and arts and heritage events and activities.

A digital learning zone has been established recently where volunteers help residents to fill in local and central

government forms, such as blue badge renewals, on-line to compensate for the Council withdrawing its telephone advice service and the closure of the Catford Citizens Advice Bureau due to it being moved to Lewisham.

There is now a pressing need to develop a confidential IT area away from the main open space of the Library to allow for private one to one consultations to take place as some residents are seeking welfare, debt, housing and benefits advice as well as filling forms in online.

On the whole communication with the Library support team has been good in liaising on promotions and events and the development of new stock and Downham Library has been very supportive and helpful as our link Library.

After spending a few years out of work, caring for a parent, I needed something to boost my confidence and prepare me for working again – so I signed up to volunteer when the library reopened.

At first I was very nervous and overwhelmed, being in a big team, but it wasn't long before we were working together on big projects and achieving more than we expected!

Everything from promoting our events, reorganising the stock, troubleshooting computer problems or doing admin has taught me a lot about my own abilities.

Being in such a nurturing atmosphere and being a bigger part of the community has really helped my anxiety.

I've gained an incredible amount of confidence – not just in my professional skills but in my social life too.

Peter, Julia and the ACCLAHC leaders have such a positive and caring attitude and I have massively benefitted from being part of their team – I've even started applying for jobs again!

Volunteer at the Corbett Library

New Cross Community Library Service (hosted by New Cross Learning – NXL)

The ACCL have hosted immersive yoga sessions, a roaringly popular Harry Potter night with over 200 people attending and the headline event for this year's Spine Festival – a family arts festival held in 13 London Boroughs.

The event was a piece of theatre by Half Moon Theatre called "Big Wow, Small Wonder" and was performed to a very appreciative Year 3 class from Sandhurst Juniors. They also hosted Ian Simons of Other World Arts, who lead a workshop around identity during the half term preceding the Festival. The workshop attracted well over 35 children and their families.

The Library is a registered "Dementia Friendly" space so all staff have been given training in assisting people living with Dementia and there are plans in place for some specific activity with Dementia sufferers and their families.

The library has visits from nine classes from Torridon Road Junior School every three weeks, as well as a weekly visit from a class of children experiencing ADHD.

Over the course of a month, the ACCL has around 50 individuals volunteering in the library, including some young people completing work experience or Duke of Edinburgh Awards. In total in May 2017, 778 volunteer hours were given.

New Cross Learning is now officially open six days a week thanks to funding from the Big Lottery Fund, which has enabled the New Cross Gate Trust to offer employability workshops in the library space on a Monday and a Friday. This four-year grant also helps sustain NXL longer-term as it continues to deliver services to the wider community.

Another new partnership is with the Credit Union, who are now in the library every Tuesday and Wednesday, with plans to make NXL their full-time home following their departure from the Albany. If and when the local Post Office closes, NXL are working with the Credit Union to make an ATM available as well.

As part of their involvement in the Summer Reading Challenge (SRC), NXL have secured £1K funding from the New Cross Gate Trust and a further £1,200 from the Telegraph Hill Pantomime. This funding will enable them to provide two coach trips (each with a capacity of 144 people) to the seaside. These trips will be open to families living in the New Cross area and which include children who are taking part in the SRC.

Ongoing refurbishment of the building continues at pace, with new shutters fitted very recently and disabled friendly doors for the main entrance and public toilet being installed shortly. NXL have also purchased two additional PCs with desks that are suitable for wheelchair users.

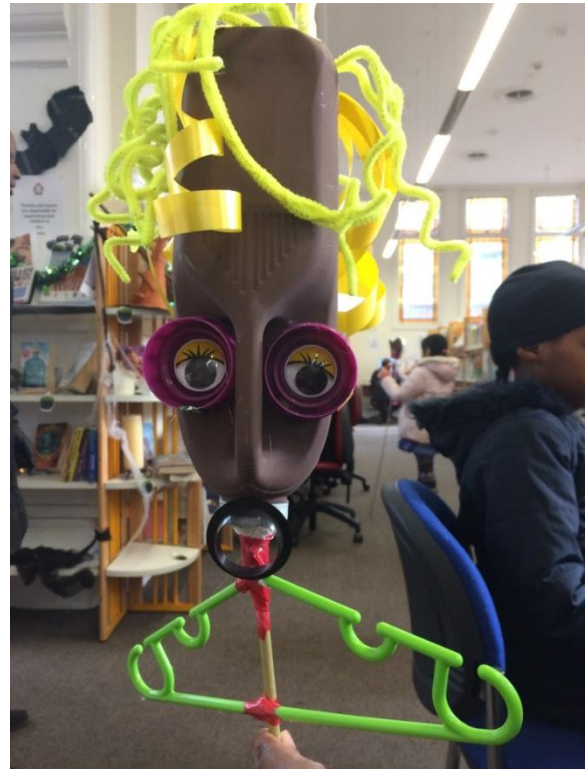


Figure 2
Artwork made in a workshop about identity lead by Other World Arts as part of the 2017 Spine Festival, ACCL

Alongside their regular weekly round of film showings, baby bounce and groups like the knitting club, the library also hosts a drop-in for people claiming universal credits every Wednesday and regularly hosts City professionals (including lawyers, accountants and programmers) as part of the Benefactor scheme. Benefactor sees companies giving their employees volunteering opportunities to benefit the community. In New Cross Learning they have helped members of the public with job applications, benefits application forms, covering letters, CVs and tax returns. They have also helped with the administration of NXL. The scheme seems to be rewarding on both sides, with many of the professionals coming in to volunteer independently, particularly if they happen to live nearby.

John Hegley, the renowned poet, recently starred in a fundraiser at the library (and joined!) and on 21st June a London bishop will be paying a visit.



Figure 3
"We Are Deptford" tea party, with storyteller Bernadette Russell, New Cross Learning

In the year running from April 2016 to April this year, New Cross had an average of 608 volunteer hours per month.

Their regular groups continue to attract a good audiences ranging from 7 to over 140!

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Safer Stronger Communities Select Committee			
Report Title	Main Grants Programme 2017-18 update		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director for Community Services		
Class	Part 1	Date:	12 July 2017

1. Purpose

- 1.1 The purpose of this report is provide an update on the Main Grants programme in relation to the current activity, the delivery of the agreed £1,000,000 budget saving and progress with a number of on-going workstreams.

2. Recommendations

- 2.1 Safer Stronger Communities Select Committee is recommended to:

note and comment on the Main Grants programme delivery in 2017/18, notably the various reviews underway.

3. Policy Context

- 3.1 Lewisham’s Sustainable Community Strategy 2008-2020, ‘Shaping our Future’, sets out the borough’s ambitions to encourage development, enable citizens to live healthy lives and to empower Lewisham’s communities to prosper. It has six strategic priorities, including a commitment to creating a borough that is “Empowered and Responsible: where people are actively involved in their local area and contribute to supportive communities”.
- 3.2 The empowered and responsible strand of the strategy highlights the importance of the community and voluntary sector in all areas of public life. It recognises that the sector plays a significant part in Lewisham’s ongoing success.
- 3.3 This is reflected in Lewisham’s corporate priorities: “Community leadership and empowerment: developing opportunities for the active participation and engagement of people in the life of the community”.
- 3.4 Lewisham has a strong history of working with the voluntary and community sector and empowering residents and communities. Lewisham is fortunate to have a strong and thriving sector which ranges from very small organisations with no paid staff through to local branches of national charities. The sector includes charities, not for profit companies limited by guarantee, faith organisations, civic amenity societies as well as social enterprises. There are estimated to be around 800 community and voluntary sector organisations in the borough.

- 3.5 What all these organisations have in common is their ability to bring significant additional value to the work that they do through voluntary support and raising funds from sources not available to other sectors such as charitable trusts. In addition they often provide services that the Council cannot easily provide; create links between communities and people; and give people a voice.
- 3.6 As well as being directly involved in delivering services to citizens in the borough, third sector organisations also provide the essential infrastructure to allow the sector as a whole to develop and support individual citizens to be able to play an active role within their local communities.
- 3.7 Lewisham was the first London Borough to develop a compact with the third sector in 2001. The compact seeks to support a positive relationship between the sector and key statutory partners. It includes expectations around the management of grant aid as well as broader partnership working principles. The compact was further developed in 2010 with the addition of guidelines for commissioning with the third sector in recognition of the important contribution that the third sector should play in identifying needs as well as potentially delivering service solutions.
- 3.8 Although the third sector's role within the commissioning of local public services continues to grow the council recognises that there continues to be a need for grant aid investment for the following reasons:
- a recognition of the importance of maintaining an independent sector that can act as a critical friend to challenge public sector policy and delivery.
 - a recognition of the key role that the sector plays in building civic participation, providing a voice for seldom heard residents and providing community intelligence.
 - a recognition of the great diversity of the sector and the need to engage with small and emerging groups as well as large established organisations.
 - a recognition of the sector's potential to take risks and innovate which does not always sit easily within commissioning frameworks.
 - a recognition that third sector organisations have been key delivery partners for a wide range of targeted short term initiatives. Grant aid provides a level of security for organisations ensuring that there is a strong sector ready to work in partnership with us.

4. Main Grants background

- 4.1 The current main grants programme was agreed by Mayor and Cabinet Contracts on 13 May 2015. Funding was provided over four themes:
- strong and cohesive communities
 - communities that care
 - access to advice services
 - widening access to arts and sports
- 4.2 In addition to the themes outlined above there is a commitment to fund:
- Organisations that are committed to working with each other and us to ensure the best possible outcomes for Lewisham's residents with our shared resources.
 - Active partners who are as passionate about Lewisham as we are and have the drive and capacity to make a difference to people's lives.

- Organisations that understand the level and profile of local need and have the ability to transform the way they work to meet that need.
- Organisations with a track record of adding value to council funding through attracting resources both financial and volunteer time.
- Organisations that share values with the council as well as commitment to the London Living Wage, equalities and environmental sustainability.

4.3 Mayor and Cabinet (Contracts) agreed funding to 60 organisations on 17 February 2016. Funding was awarded for 2 years and 9 months, from July 2015 to March 2018.

5. Savings requirement and implementation

5.1 Due to the overall financial position of the Council, Mayor and Cabinet agreed to reduce funding to the grants programme by £1m from 1 April 2017. This equated to around 25% of the overall main grants budget.

5.2 In July 2016 the Mayor and Cabinet (Contracts) agreed that a full re-letting of the current programme was not appropriate and that officers should seek to realise the saving from the existing funding allocations through the following activity in order of precedence:

1. Remove funding from under-performing groups/those performing least well
2. Negotiate reductions and seek alternative funding streams
3. Work with groups to consider mergers or asset sharing
4. Pro-rata reductions across all groups

5.3 In recognition of the fact that groups with funding agreements for three years faced reductions during that period it was agreed that the revised settlement would be extended for a further year through to 31 March 2019.

5.4 Formal meetings were held with all funded groups to formulate potential savings options. A recommendation report for each group set out performance and a proposed level of funding.

5.5 The vast majority of funded groups were meeting their agreed outputs and outcomes well with some groups significantly overachieving against targets. Some groups had strong mitigating factors which were taken into account. For all of these groups a pro-rata cut of 15.3% was recommended. However there were a small number of groups whose underperformance was not considered to be sufficiently mitigated and officers recommended a full or partial (greater than 15.3%) defunding. These were Grove Park Community Group, Irie!, Volunteer Centre Lewisham, Mencap, Lee Green Lives, Saxon Crown, and Eco Communities.

5.6 Funding to the London Amateur Boxing Alliance (ABA) was removed due the organisation having broken away from the recognised National Governing Body for boxing. £15,000 was ring fenced for boxing in 2017/18, and on 19 April 2017 Mayor & Cabinet (Contracts) agreed that this funding go to London Sport, working with London Boxing.

5.7 In undertaking extensive analysis of performance two specific pieces of work were agreed as follows:

- a review of grants awarded to organisations that provide similar activities around youth theatre and performing arts, including Lewisham Youth Theatre, Trinity Laban and Greenwich and Lewisham Young Person's Theatre (see section 10 for progress against this review)
 - a root and branch review of the grant making process to inform the process for any future allocation rounds.
- 5.8 Officers secured £250,000 from the Better Care Fund (BCF) to support the work of the Community Connections Consortium for the remainder of the programme. This funding means that the Main Grant to Community Connections was reduced to £86,000 while protecting the overall investment at the current level of £336,000 per annum.
- 5.9 There was also a reduction of £31,086 in the level of contribution to the London Borough Grants Scheme from 2017.
- 5.10 Discussions took place around a new infrastructure offer to the voluntary and community sector in the borough. These were in part due to the recommended defunding of the Volunteer Centre Lewisham but also in response to a wider set of circumstances including the removal of infrastructure funding through the London Councils grants programme, the production of 'The Way Ahead' report by London Funders and the investigation into the needs of the sector by Lewisham's Safer, Stronger Communities Select Committee. £210,000 was ringfenced for the development of the new offer (representing a 25% reduction on the current funding to VAL and VCL). Detail on progress on this can be found in section 9 below.
- 5.11 A full list of agreed allocations for 2017/18 and 2018/19 can be found at appendix 1.

6. Rent Grants

- 6.1 During 2015 the Council developed and consulted on a voluntary sector accommodation plan which was agreed by Mayor and Cabinet in July 2015 and November 2015. Part of this plan was to regularise the support offered to voluntary organisations in council owned buildings, and to ensure a transparent and fair approach across the board.
- 6.2 Historically the council has provided rent grants to some organisations to cover the cost of rent charged by the council. The rent grants are not linked to specific outcomes. Four organisations who previously received rent grants are as follows:
- Ackroyd Community Association
 - Lewisham Young Women's Resource Centre (LYWRC)
 - The Midi Music Company
 - Downham Community Association (Wesley Halls)
- 6.3 It was proposed, and agreed by Mayor and Cabinet (Contracts) on 7 December 2016, that since this work is coming to a conclusion, that rent grants cease from 1 April 2017 in order to regularise the support given to organisations in council buildings.
- 6.4 As Ackroyd, Midi Music and Wesley Halls are designated as core or specialist provision within the plan their tenancies changed to peppercorn from 1 April 2017. LYWRP are now fully liable for their rent from 1 April 2017. As such, the council no longer issues any rent grants.

7. 2017/18 delivery

- 7.1 Between January and March 2017 officers negotiated and agreed revised outcomes and outputs for every funded organisation, taking into account their funding allocation. In many cases organisations were able to protect front line delivery and / or reduce services by less than the proportion of their funding cut. In addition officers took the opportunity to strengthen outcomes and outputs for some organisations where previously they had been ambiguous or weak.
- 7.2 One full quarter of 2017/18 delivery has been completed (April – June 2017) and officers will be closely monitoring performance on return of quarterly reports by the end of July.
- 7.3 All funded organisations are required to complete an annual monitoring exercise through Rocket Science which is a self-analysis of themes such as finance, governance, leadership etc. This is due by end of July 2017.

8. Advice review

- 8.1 Main Grants provision for advice organisations represents a significant proportion of the total Main Grants budget, with over 30% of the budget being dedicated to supporting seven advice organisations and the coordinating group being Advice Lewisham. The level of grants reflects the challenge which the organisations face in responding to residents' demand for welfare benefits and other advice.
- 8.2 The organisations funded under Main Grants represent a range of general advice organisations as well as specialist organisations addressing disability, immigration issues and residents requiring language support. They are:
- 170 Community Project
 - Age UK
 - Citizens' Advice Lewisham (CAB) including Advice Lewisham, which coordinates the advice service across the borough
 - Evelyn 190 Centre
 - Lewisham Disability Coalition
 - Lewisham Multi-Lingual Advice Service
 - Lewisham Refugee and Migrant Network
- 8.3 Following the review of Main Grants in 2015, a review of the way that grant funded advice services operate within the borough was launched. The focus of the review was on ensuring that residents throughout the borough with defined needs are able to access appropriate advice provision regardless of their place of residence or prior knowledge of existing services. After extensive discussion with existing advice services, the review led to recommendations for a number of changes in the way in which the service operates. This included:
- better coordination of all providers' activities
 - improving access to services by residents
 - ensuring that there is a collaborative, coordinated, efficient and effective service delivered to Lewisham residents
 - providing a seamless journey for clients accessing services
 - providing an effective phone advice, triage and appointment booking service

- ensuring residents are able to access services through a channel that is most appropriate and convenient for them – this may be face to face, via e-mail, self-help guides, telephone advice or other appropriate methods
- supporting the management of demand for advice through the borough
- ensuring that the needs of the most vulnerable clients are recognised and met by advice provision
- ensuring that the model is based on evidence of need and available resources

8.4 A project board to implement these changes was convened. It consists of Lewisham officers and representative advice service providers. A timescale for implementation was agreed, with the key dates being the launch of a common telephone service based at the Leemore Centre from February 2017. The service is managed by Citizens Advice Lewisham with other agencies providing staff to respond to callers on a rota basis. It is anticipated that a significant number of callers to the Advice Line will have their issues resolved by the end of their telephone call. However, if they present a complex case, a face to face appointment is booked for them with an appropriately skilled advice agency within the network. February also saw the launch of an advice hub at the Leemore Centre, managed by Citizens Advice Lewisham.

8.5 The outputs for the new service include targets for the number of enquiries dealt with, the number of appointments organised, the speed with which calls are answered and service user satisfaction rates. In future, the number of residents accessing the service through the website, as well as the number of enquiries responded to by e-mails, will form additional service measures.

8.6 The effectiveness of the Advice Line continues to be reviewed by the advice project board and by council officers. Initial feedback from the first five months of operation suggests that users of the service welcome the increased speed that their enquiries are dealt with. In many cases, this is achieved directly on the telephone rather than waiting several weeks for an appointment.

9. New infrastructure offer

9.1 Officers have worked closely with the trustees of Voluntary Action Lewisham to develop a new infrastructure support offer that can respond to the current and emerging needs of the Lewisham's voluntary sector. This new service was launched on 5 July 2017 with a vision to "Support a thriving civil society in Lewisham that achieves improved outcomes for everyone".

9.2 A new structure has been designed to achieve this vision through nine key work streams which describe how the organisation will work and which have been brought together under three statements of intent as follows:

1. Be the catalyst for positive change for Lewisham's people and communities
 - involve – getting communities involved in co-producing an understanding of need and what must happen to make Lewisham better, stronger and more sustainable
 - introduce – understanding and connecting people, groups and formal organisations – bringing people together to achieve change
 - initiate – identifying needs and encouraging others to act – sparking collaborations and starting discussions to get solutions
2. Enable civil society in Lewisham to realise its ambitions
 - incubate – providing seedbed space (physical and intellectual) for emerging groups to tackle new and changing needs;

- inspire – showcasing excellence, developing new ideas, sharing learning from within and outside Lewisham
 - invest – equipping civil society with the skills, knowledge and resources to make a difference
3. Equip civil society with the insight and ideas to achieve impact
- inform – sharing data on needs and policy developments with Lewisham groups, and out to local decision makers and the London Hub
 - influence – championing the role of the sector, the needs and strengths of local communities, and helping strategic people make better decisions
 - innovate – be a centre of excellence for civil society support, piloting new ways of working to achieve positive change

9.3 Officers will continue to work closely with the organisation and will monitor against the following agreed full year targets:

- 1,200 people signposted to volunteering
- 1,000 people using new website and digital tools
- 300 organisations connected to support
- 100 organisations provided with tailored support
- 50 community consultations/events engaged with
- 50 people with supported needs enabled to volunteer
- 24 specialist workshops reaching 200 people
- 20 people recruited and trained to represent the sector
- 16 forums and networks facilitated
- 12 in-depth policy briefings produced
- 5 snapshot surveys to capture data and intelligence
- 4 new private sector organisations engaged with the sector

10. Youth theatre and performing arts review

10.1 As part of the process that led to the decision to reduce Main Grant funding in 2017/18, an extensive review of the outcomes and outputs for all organisations was undertaken. This specifically highlighted the need for greater consistency in the way that monitoring information is provided by youth arts organisations and potential inequity in levels of funding between organisations providing similar services.

10.2 A review of these services has been initiated with a focus on gaining greater clarity on the:

- Nature of services provided
- Number of service beneficiaries
- Role of core funding
- Way that Main Grant funding is used to bring in other resources

10.3 The timetable for the review is as follows:

April – May 2017

Information to be gathered from organisations included in the review. Organisations to assist in giving information to Council officers. Organisations to assist in allowing access to systems to evidence information collected.

July 2017

Findings of the review to be collated and initial recommendations to be agreed

August – September 2017

Recommendations to be shared with organisations included in the review. Feedback period, including meetings and conversations between officers and organisations.

October 2017

Review and recommendation report to be taken to Mayor and Cabinet (Contracts).

11. Neighbourhood Community Development Partnerships (NCDPs)

- 11.1 It is important that the Main Grants programme does not operate in isolation and the activity is complementary to a range of other activity designed to increase the wellbeing of Lewisham residents. One of these initiatives is the transformation of Community Based Care (CBC) which is a critical part of Lewisham's overall vision to achieve a sustainable health and care system: one which better supports people to maintain and improve their physical and mental wellbeing, live independently and access high quality care when needed.
- 11.2 Community based care is the advice, support and care which is provided outside a traditional hospital setting. In Lewisham this includes services provided by GPs, social workers, pharmacists, other NHS and local authority services, as well as that provided by the voluntary and community sector and those provided by private organisations such as care homes.
- 11.3 In Lewisham, health and care partners plan to transform the way in which community based care is delivered so that people can access proactive and co-ordinated advice, support and care which is:
- Accessible to all – so that adults have improved access to local health and care services through for example neighbourhood care hubs, and so that children have increased access to community health services and early intervention support through for example children's centres and health visiting. And for everyone to have clear access to enhanced and urgent care when needed.
 - Proactive and Preventative – so that people can easily find the information and advice, and local activities and opportunities, they need to improve their health and wellbeing and manage their own health and care more effectively. And for them to be part of resilient communities, working with and alongside voluntary and community organisations.
 - Coordinated – so that people receive personalised care and support, closer to home, which integrates physical and mental health and care services, to help them to live independently for as long as possible.
- 11.4 To date a number of steps have been taken to improve the delivery and integration of existing community based services, raising quality and improving effectiveness through multidisciplinary working across services by establishing integrated teams (such as the Neighbourhood Community Teams and the Enablement Teams) and improving connections between services and within communities through neighbourhood care networks.

- 11.5 A key element of this work is to look at how statutory health and care partners can work even more closely together in the delivery of CBC and achieve the transformation required.
- 11.6 However, all health and social care partners recognise that they cannot deliver the positive outcomes they seek in isolation. It is one of the roles of the Main Grant funded organisations to effectively promote health and wellbeing across the borough and reduce the need for formal health and social care provision. This activity has been supported by the activity of Community Connections (Main grant funded) for several years and alongside this LB Lewisham has developed a Community Development Charter (available on request). The Charter outlines a partnership approach to community development and builds on current neighbourhood and borough-wide assets and networks.
- 11.7 As part of the process to re-let the Main Grants programme these approaches have been brought together under a Community Development steering group which oversees the work of NCDPs which have been created by Community Connections as the main delivery vehicle for community development across the borough. NCDPs will bring together all the relevant partners in each Neighbourhood to identify resources within communities to maximise their potential while also highlighting gaps in service provision and working with local voluntary sector to develop services to meet these needs.
- 11.8 The development of NCDPs will build on existing assets and will take different forms in each of the areas based on the history and infrastructure of the local area e.g. North Lewisham Health Improvement Partnership, Well Bellingham Programme. It will be a key task of the partnerships to identify gaps in specific areas and put forward solutions to meet local needs.
- 11.9 These partnerships will deliver benefits to local communities over and above those directly related to health and social care as they will provide vehicles for local people and organisations to take control of their areas and circumstances.
- 11.10 The NCDPs will develop a formalised partnership between community development workers, organisations and other key stakeholders across Lewisham at a localised (neighbourhood) level in order to facilitate a joined up approach toward the development of community resources.
- 11.11 A meeting schedule across the year will be agreed at each partnership and these meetings will:
- Inform neighbourhood development plans (compiled by Community Connections Community Development Workers) to promote health and wellbeing and to reduce social isolation
 - Provide an opportunity for shared learning and networking
 - Promote the voice of the community and community organisations within the integration of Lewisham's health and social care
 - Provide measurable outcomes from NCDPs to the Lewisham Community Development Steering Group using: meeting schedule; partnership participation; and neighbourhood level health and wellbeing gaps, priorities and resources.
 - Provide a platform for public health fund allocation through a participating budgeting model - £25,000 per annum will be available to each NCDP
- 11.12 The key personnel in delivering the NCDPs will be:

- Community Connections Community Development Worker – each neighbourhood partnership also has a designated Community Connections Development worker
- Lead Ward Assembly Officer – for each neighbourhood the ward assemblies will be represented by a lead ward assembly officer (this does not preclude other officers attending as relevant)
- Neighbourhood Development Workers – in each neighbourhood partnership there will be at least one neighbourhood development worker (there are 6 projects across the borough)

11.13 Overall the development of the NCDPs is progressing well with each having met once but they remain in their infancy. The borough-wide Community Development Steering Group will take active oversight of these partnerships and provide regular updates to the Stronger Communities Partnership Board and the Safer Stronger Communities Select Committee as required.

12. Conclusion

12.1 The Main Grants programme continues to deliver considerable outputs and outcomes across a huge range of activity despite a reduction in funding of around 25% in April 2017.

12.2 A funding reduction of this magnitude has caused significant upheaval in the sector but, in general, it was approached in an extremely professional and collegiate manner with council officers and VCS organisations working closely together to mitigate the impact of the reductions on service users.

12.3 The council and the sector continue to work together in partnership across a number of sub-sector reviews as set out in this paper as well as day to day monitoring and service improvement activity. This work will continue for the life of the programme and seek to inform the approach to any future funding rounds.

Appendices

Appendix 1 – Funding Allocations

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Appendix 1 - Main Grant Allocations

Organisation Name	2016-17 funding	Initial Recommended award (2017-18 and 2018 - 19 unless stated)	Revised Recommended award (2017-18 and 2018 - 19 unless stated)	Actual Percentage cut
170 Community Project	£130,666.67	£111,158	£110,727	15.3%
999 Club	£10,000.00	£8,507	£8,474	15.3%
Ackroyd Community Association	£49,000.00	£41,684	£41,523	15.3%
Advice Lewisham bid - Lewisham CAB	£52,200.00	£44,407	£44,234	15.3%
Age Exchange	£32,500.00	£27,648	£27,541	15.3%
Age UK Lewisham & Southwark (Advice)	£96,000.00	£81,667	£81,350	15.3%
Ageing Well in Lewisham	£30,253.33	£25,737	£25,637	15.3%
Albany	£315,424.00	£268,331	£267,290	15.3%
Bellingham Community Project Ltd	£31,900.00	£27,137	£27,032	15.3%
Bromley & Lewisham Mind	£34,905.33	£29,694	£29,579	15.3%
Contact a Family	£71,520.00	£60,842	£60,606	15.3%
Corbett Estate Neighbourhood Forum	£24,000.00	£20,417	£20,338	15.3%
Deptford Mission – Disabled People’s Contact	£7,250.67	£6,168	£6,144	15.3%
Deptford Reach	£20,000.00	£17,014	£16,948	15.3%
Deptford X	£10,000.00	£8,507	£8,474	15.3%
Eco Communities	£40,000.00	£34,028	£33,896	15.3%
Entelechy Arts	£40,000.00	£34,028	£33,896	15.3%
Evelyn 190 Centre	£206,666.67	£175,811	£175,129	15.3%
Goldsmiths Community Association	£24,000.00	£20,417	£20,338	15.3%
Greenwich & Lewisham Young People’s Theatre	£80,870.67	£68,797	£68,530	15.3%
Grove Centre, The	£19,500.00	£16,589	£16,524	15.3%
Heart n Soul	£69,001.33	£58,699	£58,472	15.3%
IRIE! (WATAS)	£24,905.33	£21,187	£21,105	15.3%
Lewisham Citizens Advice Bureau	£500,927.00	£426,139	£424,486	15.3%
Lewisham Community Transport Scheme	£48,000.00	£40,834	£40,675	15.3%
Lewisham Disability Coalition	£103,333.33	£87,906	£87,565	15.3%
Lewisham Education Arts Network	£38,000.00	£32,327	£32,201	15.3%
Lewisham Elders Resource Centre (Seniors)	£45,632.00	£38,819	£38,669	15.3%
Lewisham Multilingual Advice Service	£41,000.00	£34,879	£34,743	15.3%
Lewisham Pensioners Forum	£40,000.00	£34,028	£33,896	15.3%
Lewisham Refugee and Migrant Network	£87,920.00	£74,794	£74,503	15.3%
Lewisham Speaking Up	£86,666.67	£73,727	£73,441	15.3%
Lewisham Youth Theatre	£43,142.67	£36,701	£36,559	15.3%
London FA on behalf of Lewisham Football Network	£25,000.00	£21,268	£21,185	15.3%
London Thunder - Lewisham	£25,000.00	£21,268	£21,185	15.3%
METRO (The Metro Centre Ltd)	£33,333.33	£28,357	£28,247	15.3%
Midi Music Company, The	£52,032.00	£44,264	£44,092	15.3%
Montage Theatre Arts	£10,000.00	£8,507	£8,474	15.3%
Noah's Ark Children's Venture	£42,666.67	£36,297	£36,156	15.3%
Parent Support Group (PSG)	£5,040.00	£4,288	£4,271	15.3%
Rushey Green Time Bank	£90,000.00	£76,563	£76,266	15.3%
Second Wave Centre for Youth Arts	£53,124.00	£45,193	£45,017	15.3%
Somerville Youth & Play Provision (neighbourhood)	£24,000.00	£20,417	£20,338	15.3%
South East London Tennis (Tennis Lewisham)	£29,666.67	£25,237	£25,140	15.3%
Stephen Lawrence Charitable Trust	£40,814.67	£34,721	£34,586	15.3%
Sydenham Arts Ltd	£10,000.00	£8,507	£8,474	15.3%
Sydenham Garden	£39,116.00	£33,276	£33,147	15.3%
Teatro Vivo	£34,666.67	£29,491	£29,377	15.3%
Trinity Laban Conservatoire of Music and Dance	£90,666.67	£77,130	£76,831	15.3%
Voluntary Service Association (Access Lewisham)	£98,200.00	£83,539	£83,215	15.3%
Voluntary Services Lewisham	£92,352.00	£78,564	£78,259	15.3%
Wheels for Wellbeing	£34,133.33	£29,037	£28,925	15.3%
Community Connections Consortium (Age UK)	£336,000.00	£86,000	£86,000	74.4%
Lee Green Lives	£24,000.00	£15,600	£15,600	35.0%
Lewisham Mencap	£40,000.00	£20,000	£30,000	50.0%

Voluntary Action Lewisham	£185,621.33	£210,000	£210,000	25.0%
Volunteer Centre Lewisham	£93,333.33			
Saxon Crown Swimming Club	£13,333.33	£6,667	£6,667	50.0%
Somerville Youth & Play Provision (continuation)	£95,740.00	£71,805	£71,805	25.0%
Greenwich Carers Centre	£46,666.67	£0	£0	100.0%
Grove Park Community Group	£24,000.00	£0	£0	100.0%
IRIE! (Neighbourhood)	£24,000.00	£0	£0	100.0%
London Amateur Boxing Association	£20,000.00	£0	£0	100.0%
Boxing Allocation		£15,000	£15,000	
London Councils Contribution		-£31,927	-£31,086	
TOTAL	£4,187,692.34	£3,187,692	£3,187,693	

Committee	Safer Stronger Communities Select Committee	Item No	7
Title	A Briefing on the 2016/17 Employment Profile		
Wards			
Contributors	Andrew Jacobs, Organisational Learning and Talent Manager		
Class		Date	12 th July 2017

1 Summary and Purpose

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

2 Recommendation

To note the report.

3 Background

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

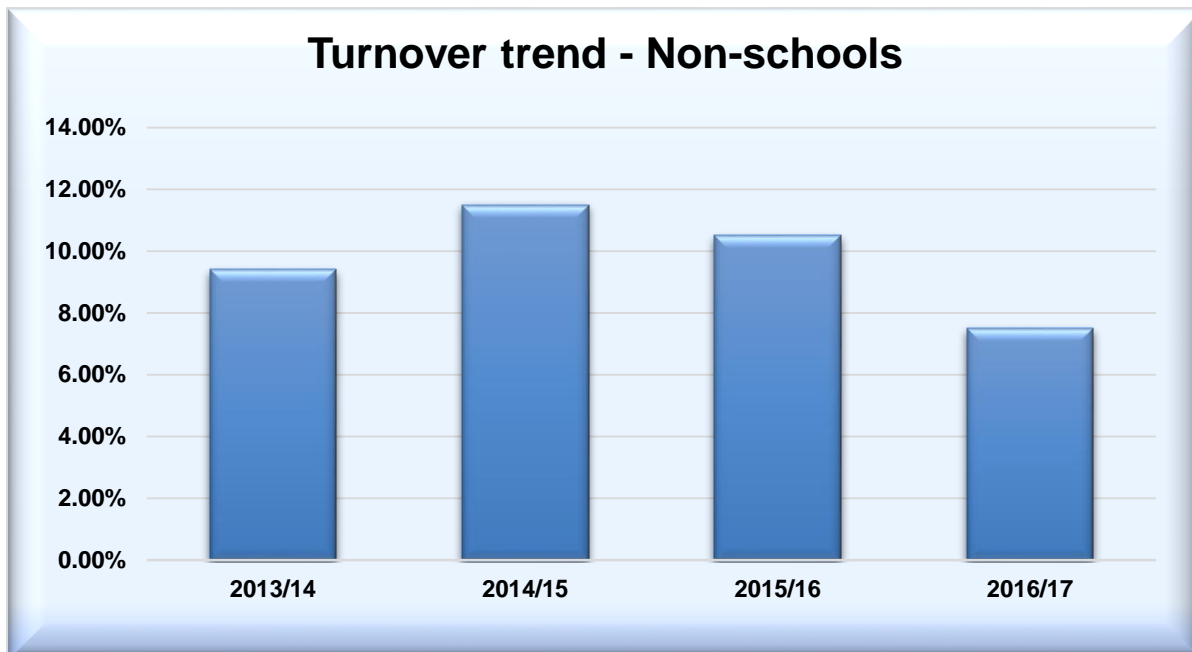
4 Employment Profile 2016/17 – Headline Figures and Trends

4.1 The Council employed 2209 non-schools employees as at 31 March 2017; 4807 schools employees, 101 (excluding schools) casuals/claims employees and 660 agency based workers.

4.2 In 2016/17 the number of non-schools employees reduced from 2300 at the beginning of the year, to 2209 by the year's end, a net reduction of 91 employees which is 4% of the workforce.

Total No of employees at April 2016	2300
No. of employees leaving on redundancy terms	- 75
Voluntary Severance	0
Voluntary /Other leavers	- 262
Less (Total Leavers 16/17)	1963
Add New Starters 16/17	246
Total No of employees at March 2017	2209

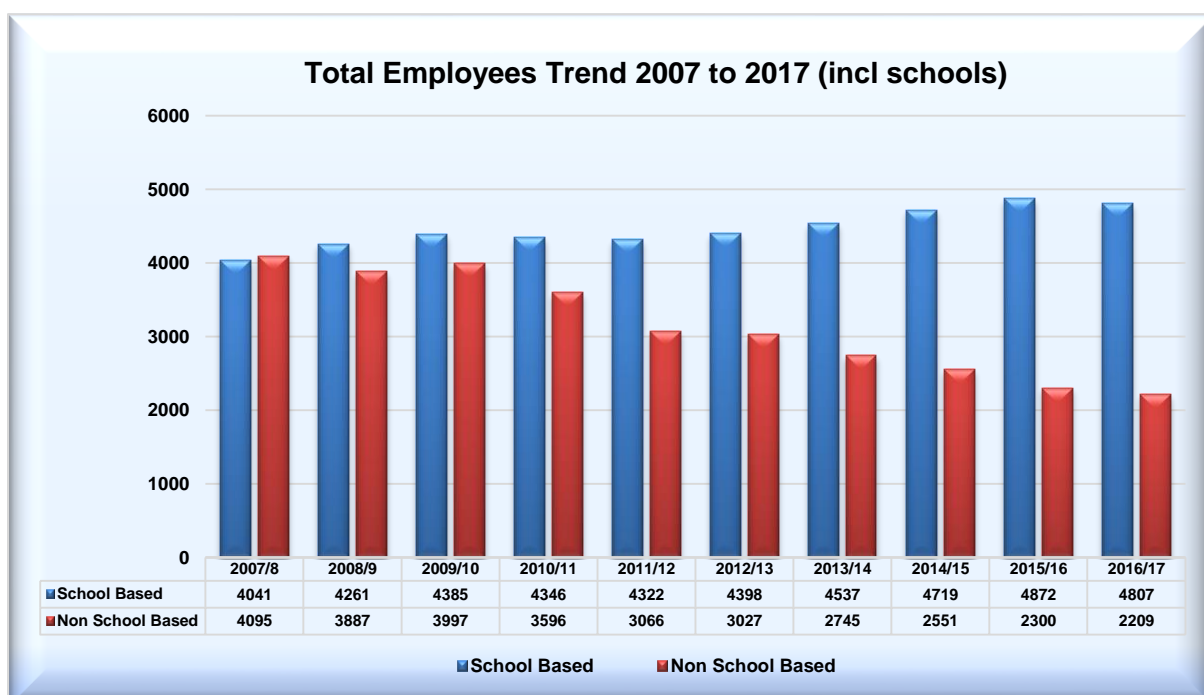
4.3 Turnover in 2016/17 was 7.5%, which is 3% points less than the previous year; the trend is outlined in the following table:



Analysis of the 169 voluntary leavers, identifies that turnover is highest (13%) amongst those with less than 5 years' service and age band turnover is highest amongst those aged 21-25. Analysis needs to be undertaken to identify the trends and reasons this may occur.

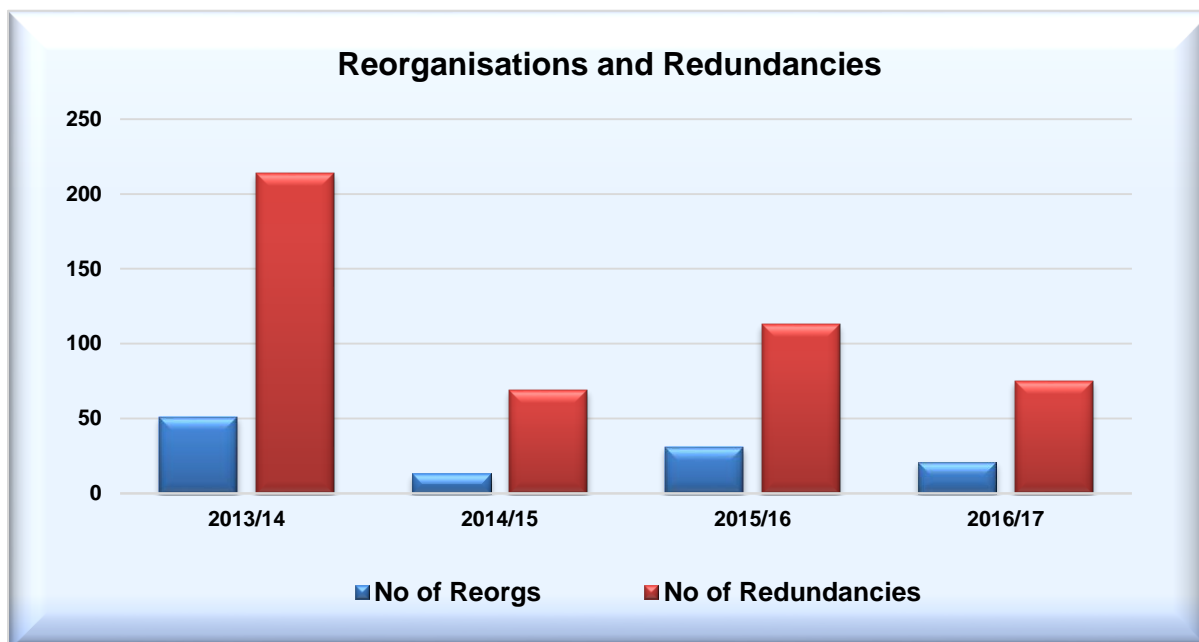
4.4 Agency employee numbers fluctuate throughout the year but the total number of agency personnel employed as at March 2017 was 660 (559 FTE) compared to 736 in March 2016 and 630 in March 2015. The average number of agency employees has decreased due to permanent recruitment being undertaken.

4.5 School based employees continue to increase in number while Council based employee numbers are reducing. Outlined below is a trend of the total number of employees between 2007 to 2016/17 (these figures include schools)



5 Organisational Change

5.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 21 reorganisations in the last financial year which resulted in 75 employees being made redundant. The table below outlines the numbers of reorganisations and employees made redundant over the last 4 years.



5.2 The table below shows a breakdown by Directorate of the numbers of employees made redundant in 2016/17 resulting from 21 reorganisations.

Directorate	Total Redundancies	Total number of Reorganisations/redundancies
Community Services Directorate	51	2
Customer Services Directorate	2	11
Children & Young People Directorate	19	5
Resources & Regeneration Directorate	3	3
Total	75	21

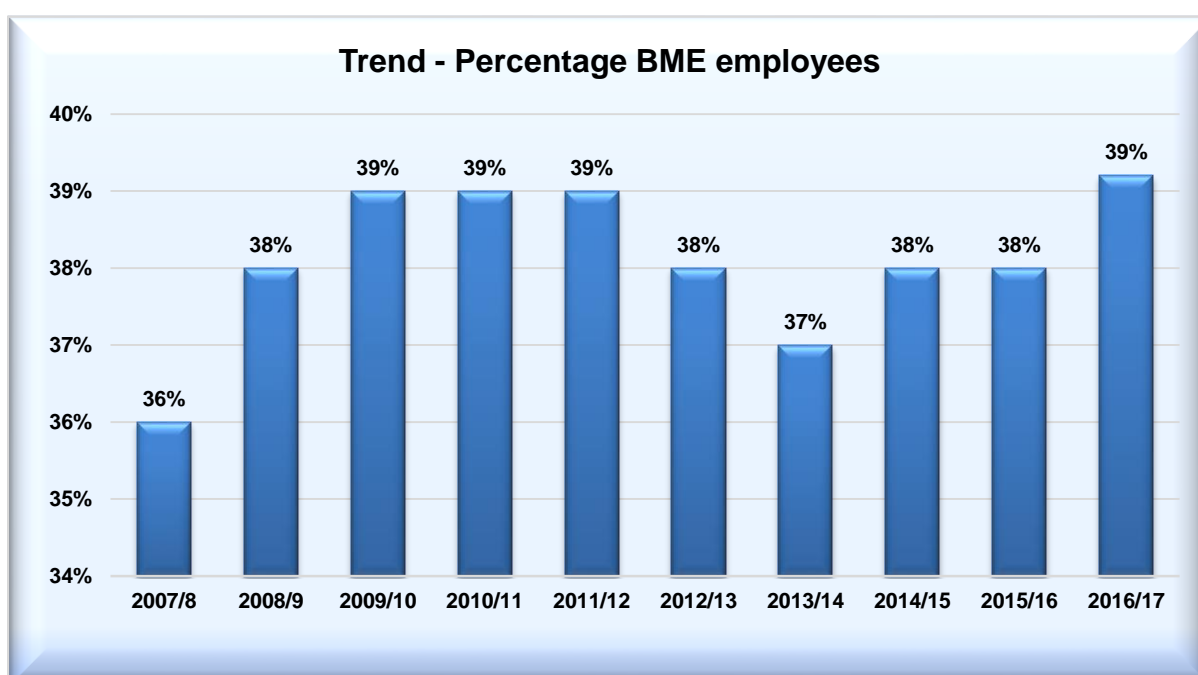
5.3 The table below provides a breakdown of employees made redundant by gender and shows that 72% were women which is broadly representative of the total number of female employees (61%).

Breakdown of Redundancies by Gender		
Gender	Total Redundancies	% Total Employees Redundant
Male	21	28%
Female	54	72%
Total	75	100%

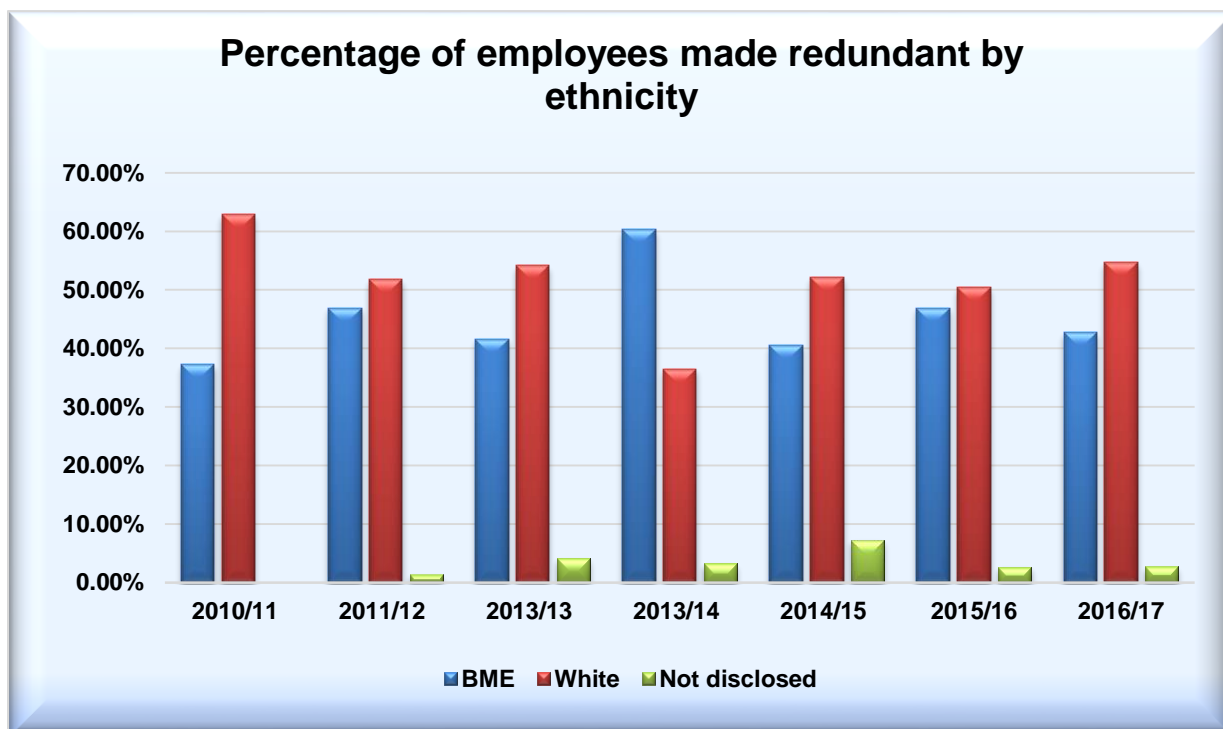
5.4 The table below provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME employees employed in the Council which is 39%. The Council continues to monitor the impact of reorganisations on BME employees and will take appropriate action should this pattern continue.

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Employees Redundant
BME	32	43%
White	41	55%
Not disclosed	2	2%
Total	75	100%

Below is a chart outlining 10 year trend of BME employees in the Council:



5.5 The next table provides a breakdown of the number of leavers over the last 5 years by ethnicity. The disproportionate impact on BME leavers in 2011/12 was due to the closure of the Domiciliary Care Service and the reorganisation of the Early Intervention Service. In 2013/14 the impact of the closure of the Early Years and Youth Service significantly affected who accounted for a total of 60% of the total leavers in that financial year. In 2014/15 the impact of the restructure in Service Point in Customer Services also significantly affected female BME employees. The percentage of BME employees made redundant in 2016/17 is representative of the percentage of BME employees in the council.



5.6 The table below provides a breakdown of leavers by age band and shows that there were significantly more leavers in the age ranges '45-54' and '55+' which given the numbers of Council employees in these age bands, is not unexpected.

Breakdown of Redundancies by Age		
Age	Total Redundancies	% of Total employees redundant
16-20	0	0
21-24	0	0
25-34	8	11%
35-44	10	13%
45-54	22	29%
55+	35	47%
Total	75	100%

6 Representation

6.1 The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. 39.2% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees. Of the 7.4% of employees (164 employees) promoted during 2016/17, 3.1% of the BME workforce were promoted.

6.2 Although the percentage of senior BME employees (those in grades SMG1 – SMG3) is below the Council's target at 14% - this percentage is broadly similar to previous year.

6.3 The BME workforce as at 2016/17 makes up 39.2% of all employees, a slight increase of 1% from the previous year. The percentage of the workforce classing their ethnicity as “unknown” is 5% although employees are asked to update their protected characteristics periodically. This is an improvement on last year.

6.4 The majority (60.5%) of the Council’s employees are women who are well represented at all grades including senior levels, with women making up 57% of the top 5% earners. This is higher than last year’s figure of 51% and compares to the median figure of 52% for all London Boroughs. ¹

6.5 Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The goal of the legislation requiring the report is to eliminate the gender pay gap from its current level of 18.1% nationally. The table below outlines the Council’s gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -6.94% (mean) and -11.06% (median).

Gender Pay Gap		
	Mean Salary	Median Salary
Male	£32,452.38	£29,612.96
Female	£34,873.40	£33,294.00
Pay Gap	-6.94%	-11.06%

Full Time		
	Average Hourly rate	Average Hourly rate
Male	£17.78	£15.96
Female	£19.82	£19.03

Part Time		
	Average Hourly rate	Average Hourly rate
Male	£21.17	£18.24
Female	£20.24	£20.03

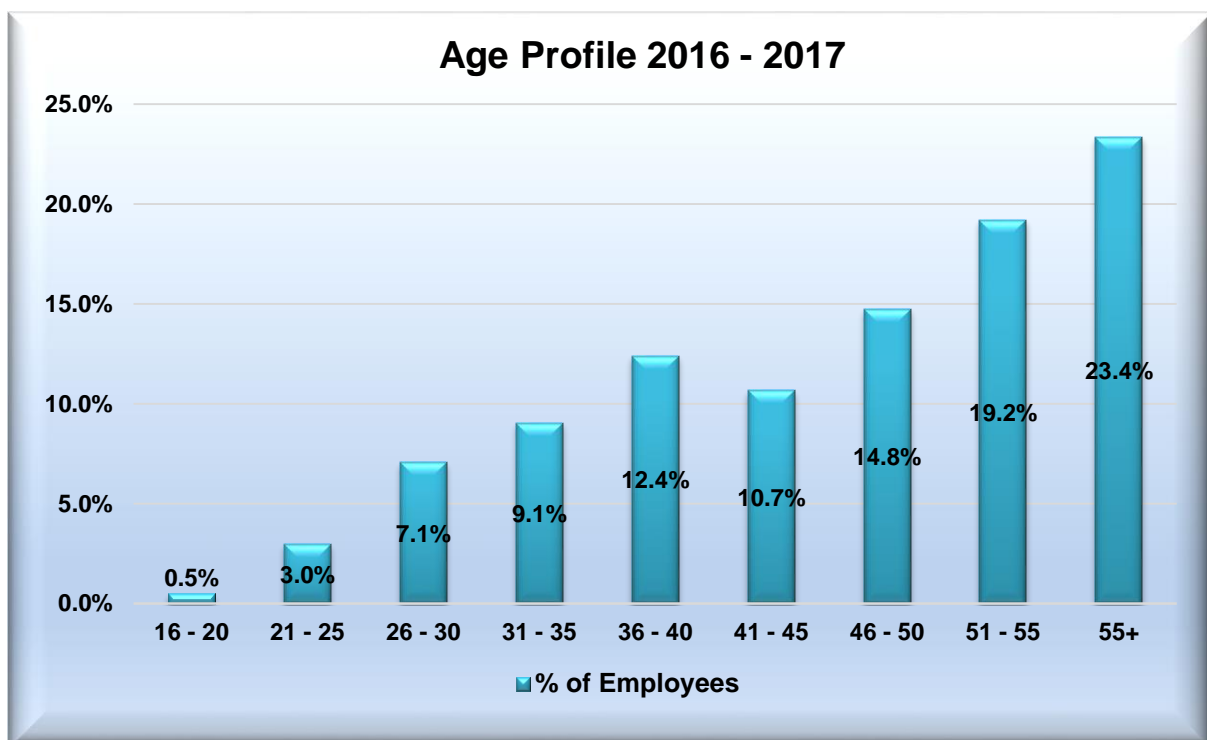
The table below details the proportion of men & women in each quartile of the pay structure to show the spread of male and female employees across the organisation.

Quartile			
	Upper Salary	No. of Men	No. of Women
1st Quartile	£25,875	344	227
2nd Quartile	£32,478	175	363
3rd Quartile	£38,532	152	413
4th Quartile	£142,536	202	333

¹ Human Capita Matrix survey 2015/16

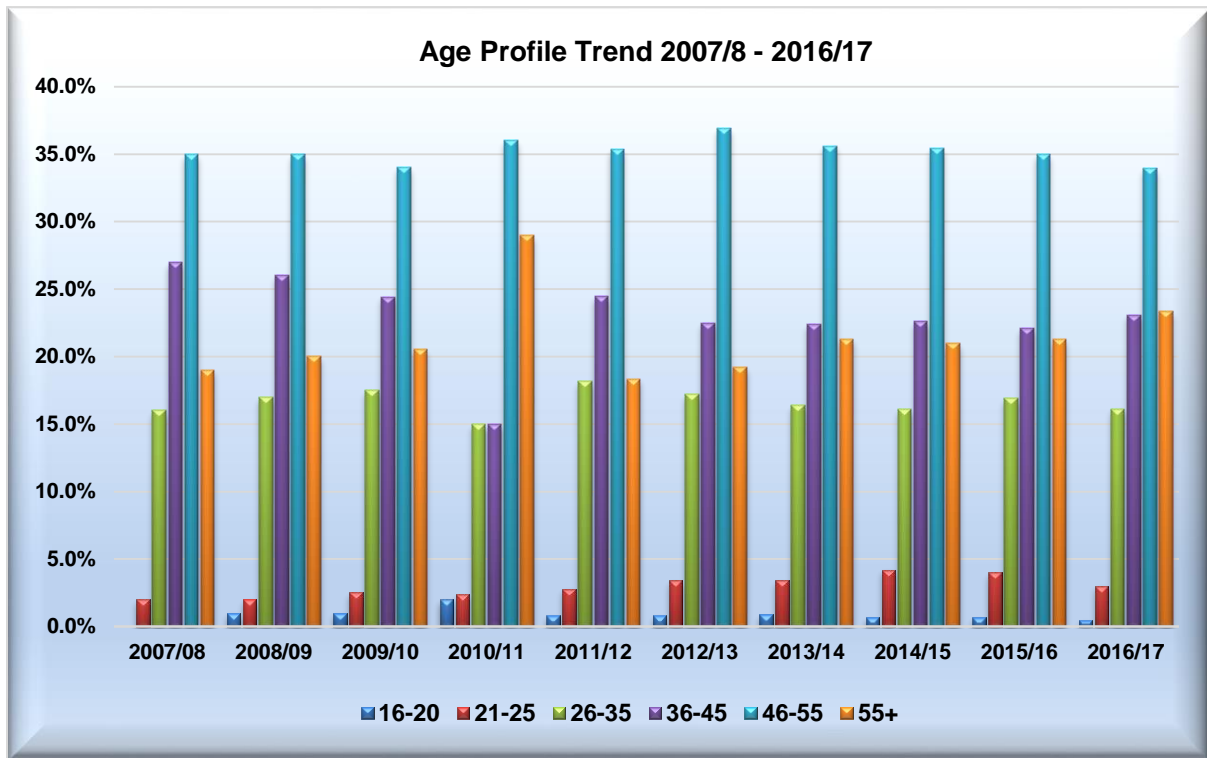
Gross – based on end of year payroll figures for 2016/17	
Total Pay Bill for all Lewisham employees	£205,255,583
Pay Bill for non-Schools employees	£72,216,046

6.6 68% of employees are aged over 40, with the percentage of the workforce aged under 25 decreasing to 3.5% during 2016/17 compared to 4.7% in 2015/16. The median figure for employees aged under 25 across London Boroughs is 3.0%². The Council continues to attract young people via schemes such as the Apprenticeship Programme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships, such as “Step up to Social Work”. This will help the Council to maintain a talent pipeline including for ‘hard to fill’ roles.

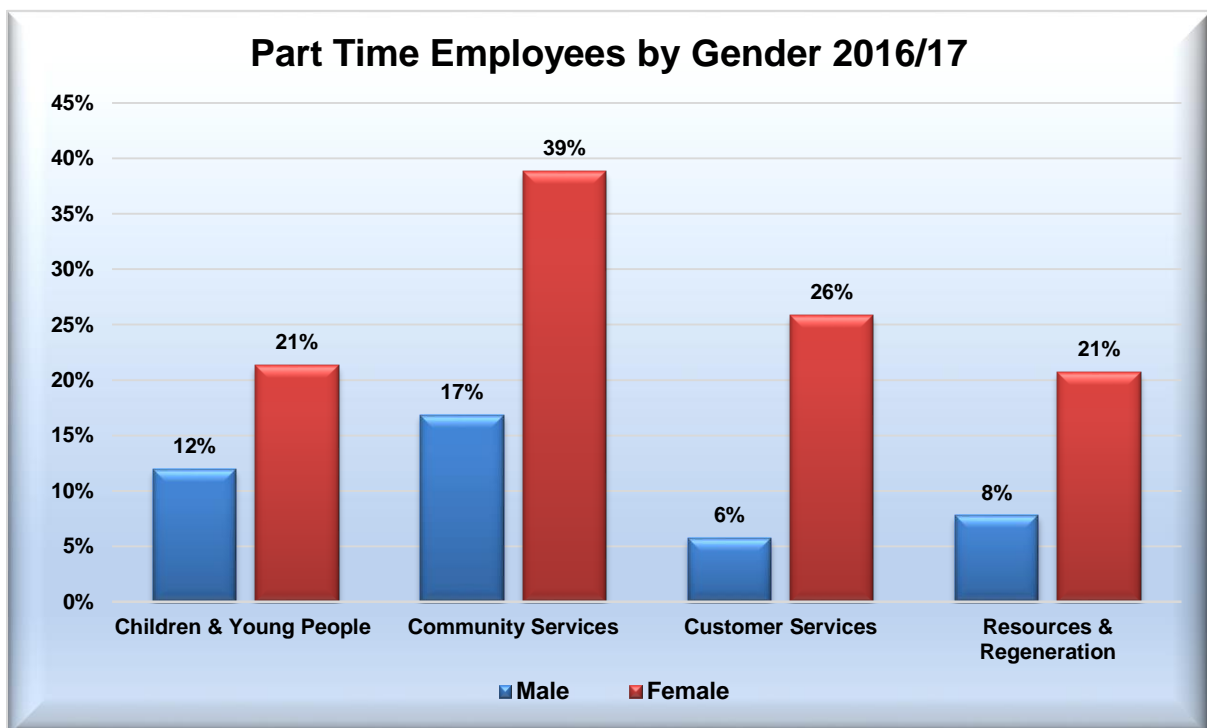


6.7 Over a 10 year period, the age band ‘46-55’ has the highest number of employees (34%) in the council followed by ‘36-45’ (23%) and ‘55+’ (23%); there has been a slight decrease in the number of employees in age band 36-45; and an increase in the number of employees in age band 55+ although there is a slight decrease of 2% when compared to last year - this can be explained by the numbers of employees in this age group who remain working for the Council for a number of years. The age bands in 2016/17 are broadly similar when compared to the 2015/16 financial year except 21-25 which has a decrease from 4% in 2015/16 to 3% in 2016/17. This means over two thirds of all employees – 68% - are aged over 40.

² Human Capita Matrix 2015/16



6.8 The Council continues to encourage the take up of flexible working. Part time employees represent 21% of the Council’s workforce, a decrease of 2% from last year. Of the female workforce, 28% are part time compared to 30% last year. In addition there are significant numbers of employees undertaking other flexible working options such as term time only patterns and flexi time. The chart below demonstrates the percentage of part time workers of all employees in each Gender.



6.9 The Council monitors the workforce by all “protected characteristics”, employees are encouraged to record their protected characteristics each time they go into the HR System. Completion of this information is discretionary by employees and individuals have the option to record “prefer not to say”. This information is collected at application stage and through periodic reviews.

Marital Status: 68% of employees responded to this question. Of those who responded, 26% declared they were married or in a civil partnership

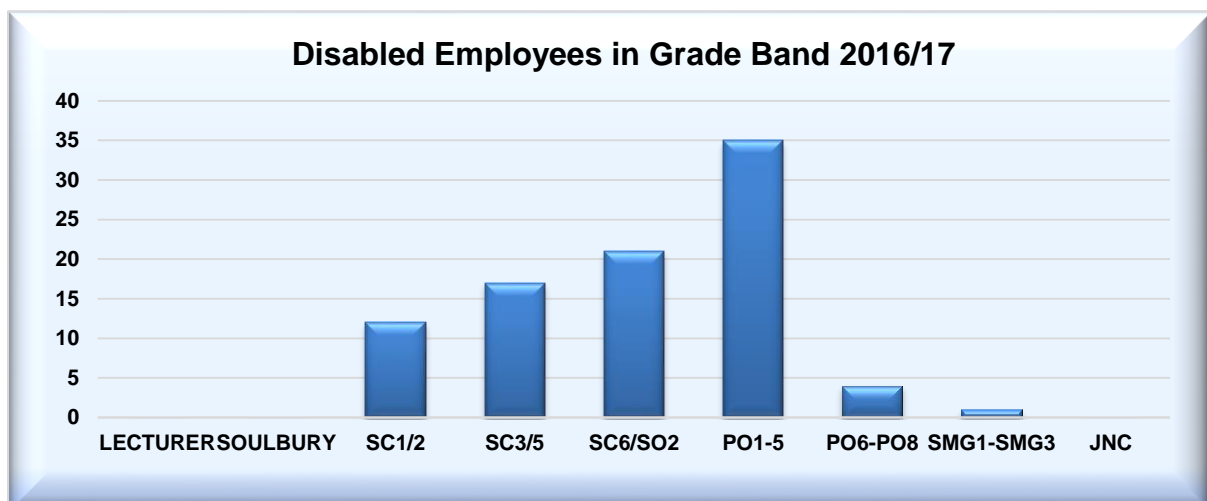
Sexual Orientation: 55% of Council employees responded to this question, an increase of 10% on the response level last year. Of those who responded 1.7% identified as Gay/Lesbian/Bisexual/Transgender.

Religion/Belief: 56% of employees responded to this question, an increase of 15% on the response level last year. Of these responses, 29% identified as being Christian.

Pregnancy and Maternity: 42 employees (3.1% of the female workforce) took maternity leave, 14 employees took paternity leave.

6.10 The Council continues to work with the Trade Unions and employee fora including the Black and Multicultural Forum, the Disabled Employees Forum, the LGBT Forum, the Apprenticeship Forum and the Young Employees Network. These employee forums provide a route through which our employees can meet with like-minded colleagues and help to inform the development of policies in a way that promotes access, choice and fairness. HR are currently working with disabled employees to help develop appropriate and relevant training materials for managers.

6.11 The chart below demonstrates percentages of disabled employees within each of the grade bands. A total of 4.1% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.4 percentage points since 2015/16. This compares to an average across all London Councils of 4.5%³



³ Human Capital Matrix 2015/16

7 Agency Workers

7.1 Agency worker numbers fluctuate throughout the year but the total number of agency workers engaged as at March 2017 was 660 (559 FTE) compared to 736 reported in March 2016 and 630 in March 2015.

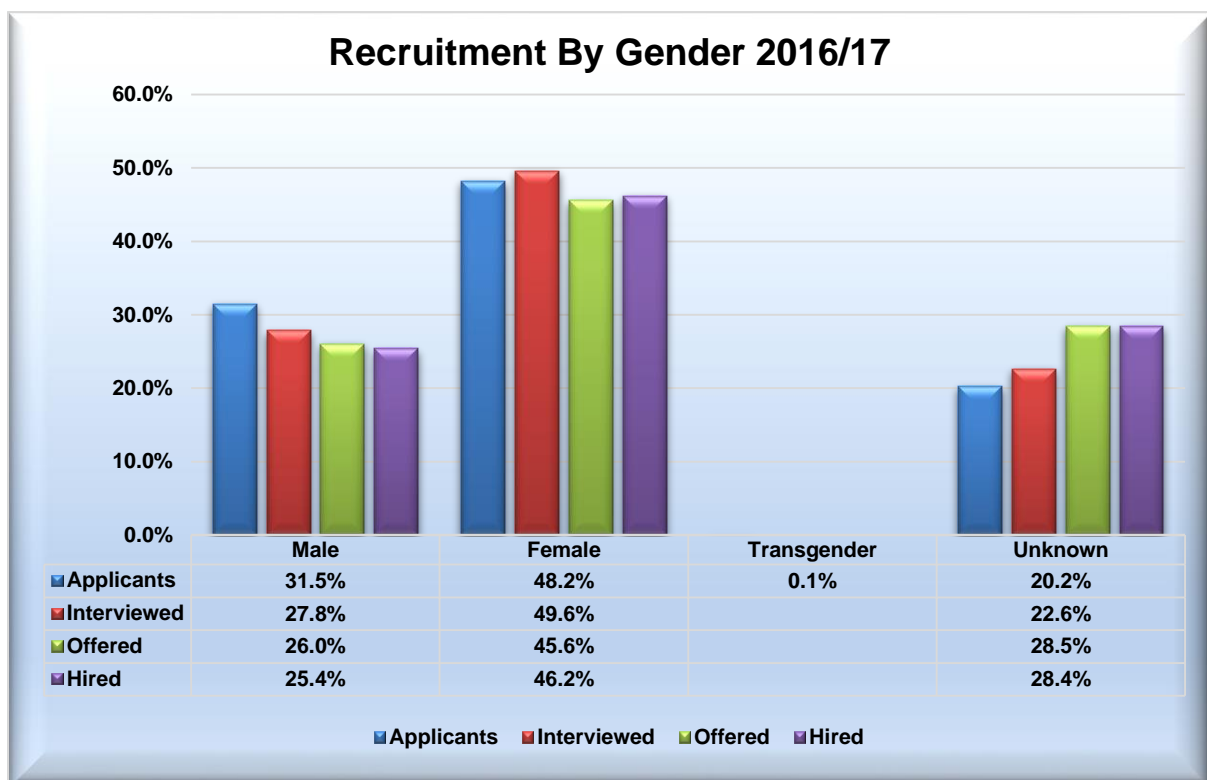
7.2 Agency workers are used for a variety of reasons, but the main reasons for agency usage over the last year has been for flexible resourcing.

7.3 53% of agency workers had a tenure of more than a year in 2016/17 which is 20% higher than the previous year.

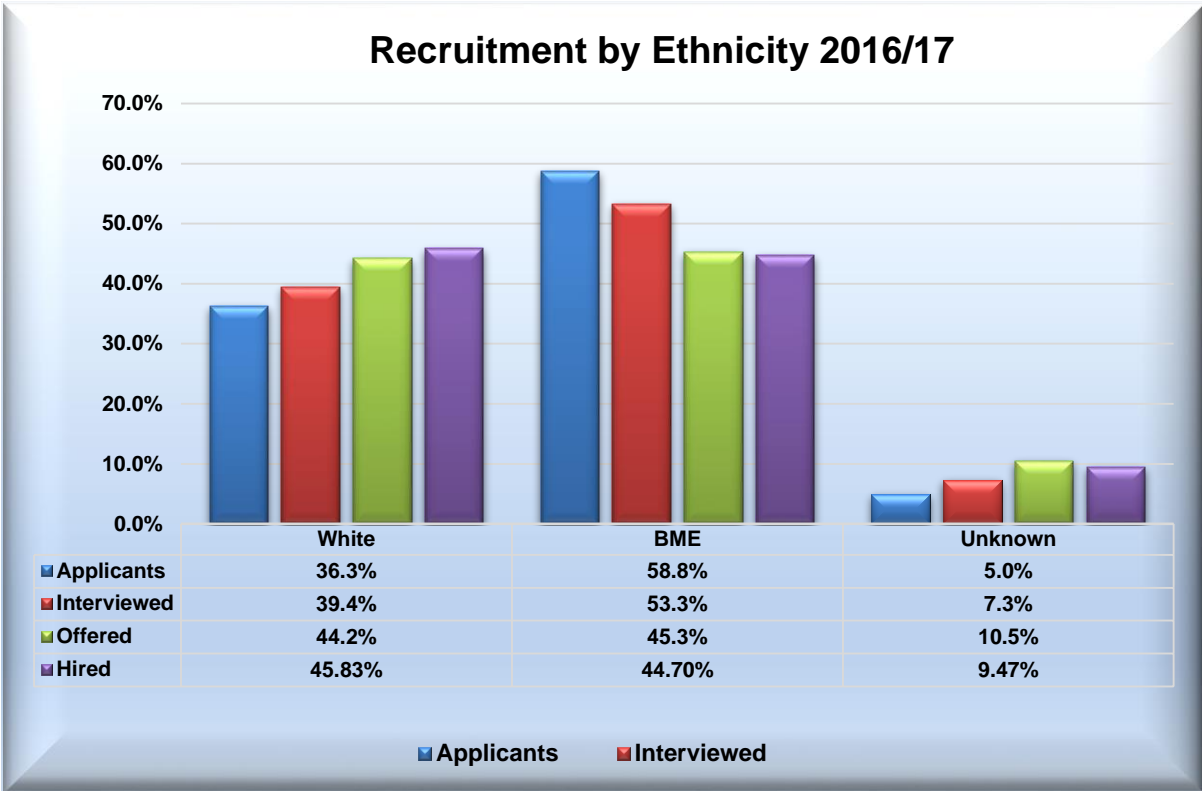
8 Recruitment

8.1 The Council recruited to 284 jobs during 2016/17. The total number of applications made was 4112 and the total number of people appointed to these jobs was 264.

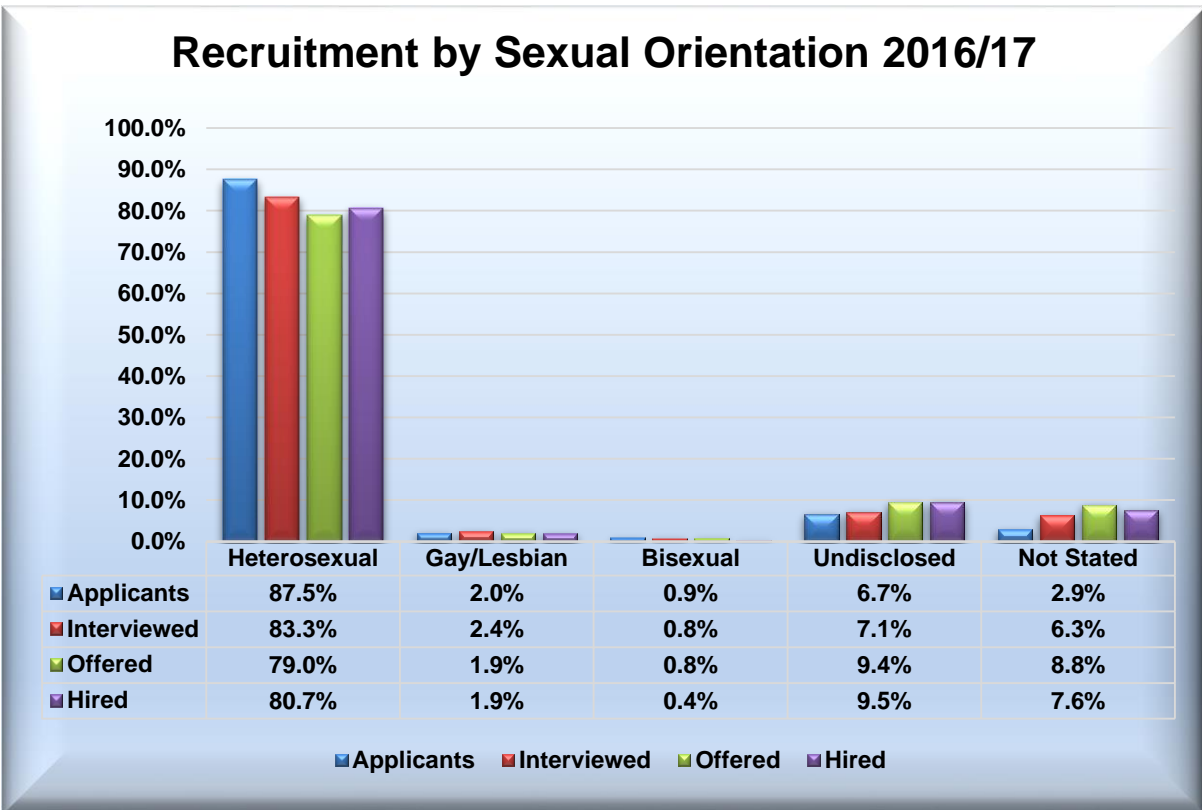
8.2 48% of applications made to the Council during 2016/17 were from female applicants which is 10% fewer than during 2015/16. Of the total appointments made during 2016/17, female appointees account for 63% of all appointments made, a consistent figure with last year.



8.3 During 2016/17, 59% of applications were made by applicants who identify as BME, which compares to 52% during 2015/16. During 2016/17 BME candidates represent 45% of the total appointments made.



8.4 3% of all job applications made during 2016/17 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is higher than last year's figure of 2%; 2.3% of total appointments made during 2016/17 were candidates who identify as LGBT, which is consistent with last year's figure.

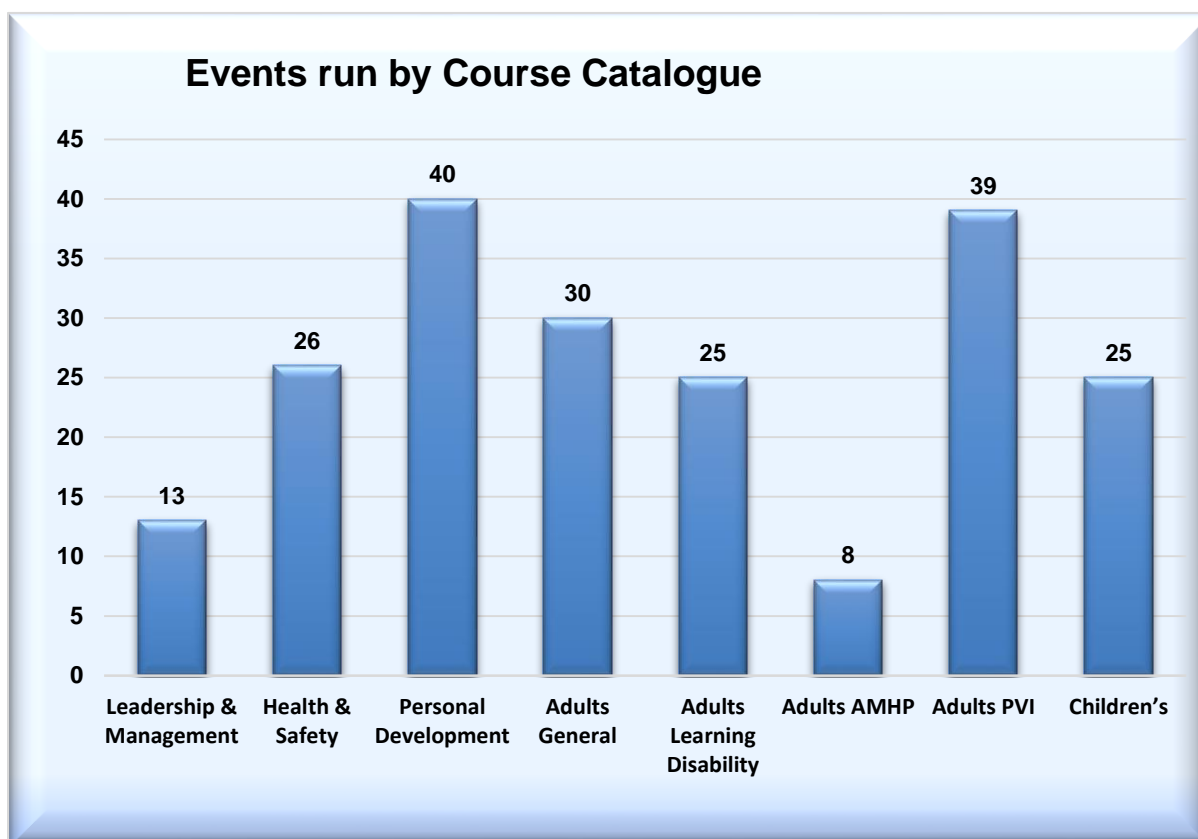


9. Learning and Development

9.1 In April 2015 the Council went into partnership with Reed Learning for delivery of face to face learning. During the period of April 2016 – March 2017, a total of 206 courses were successfully delivered via the Reed Learning Partnership. In addition a total of 65 external events were also part of the learning and development training programmes.

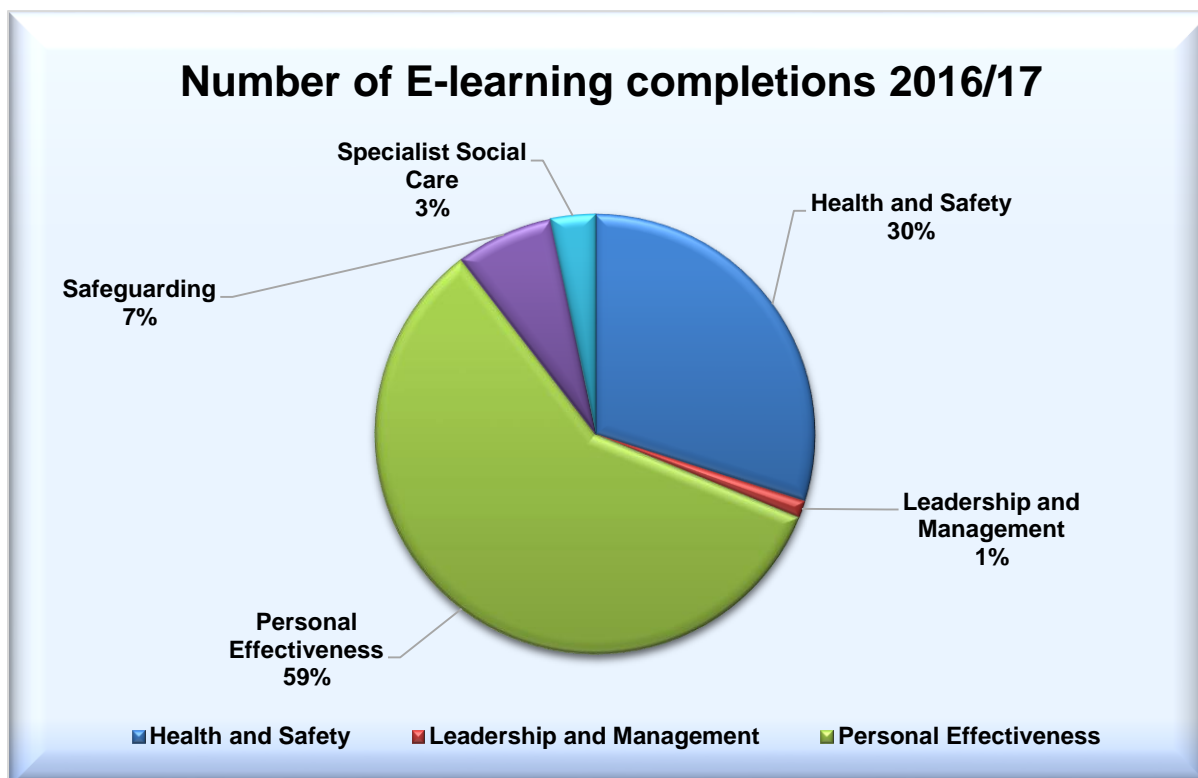
9.2 Of the Learning Partnership (LP) courses and external events that were run, 107 courses had an attendance of over 70%. A total of 3127 both internal and Private, Voluntary and Independent (PVI) delegates booked to attend both LP courses and external events and a total of 1291 delegates attended, resulting in a 42% attendance for the training year. Of the 1291 delegates that attended courses, 713 were internal council employees and 578 were from PVI organisations.

9.3 Of attendees, Community Services directorate had the highest attendance with 212 attendees followed by Customer Services with 130. CYP and Resources and Regeneration had 83 and 46 respectively. A total of 135 Children and Adults social care delegates attended the external events arranged by the L&D team.



9.4 Of the learning programmes described above, Adult courses were the most delivered with a total of 102 events.

9.5 Of the E-learning programmes listed below by course types, 154 employees completed 38 courses relating to the subject areas below. Personal Effectiveness courses were the most completed



10 Leavers

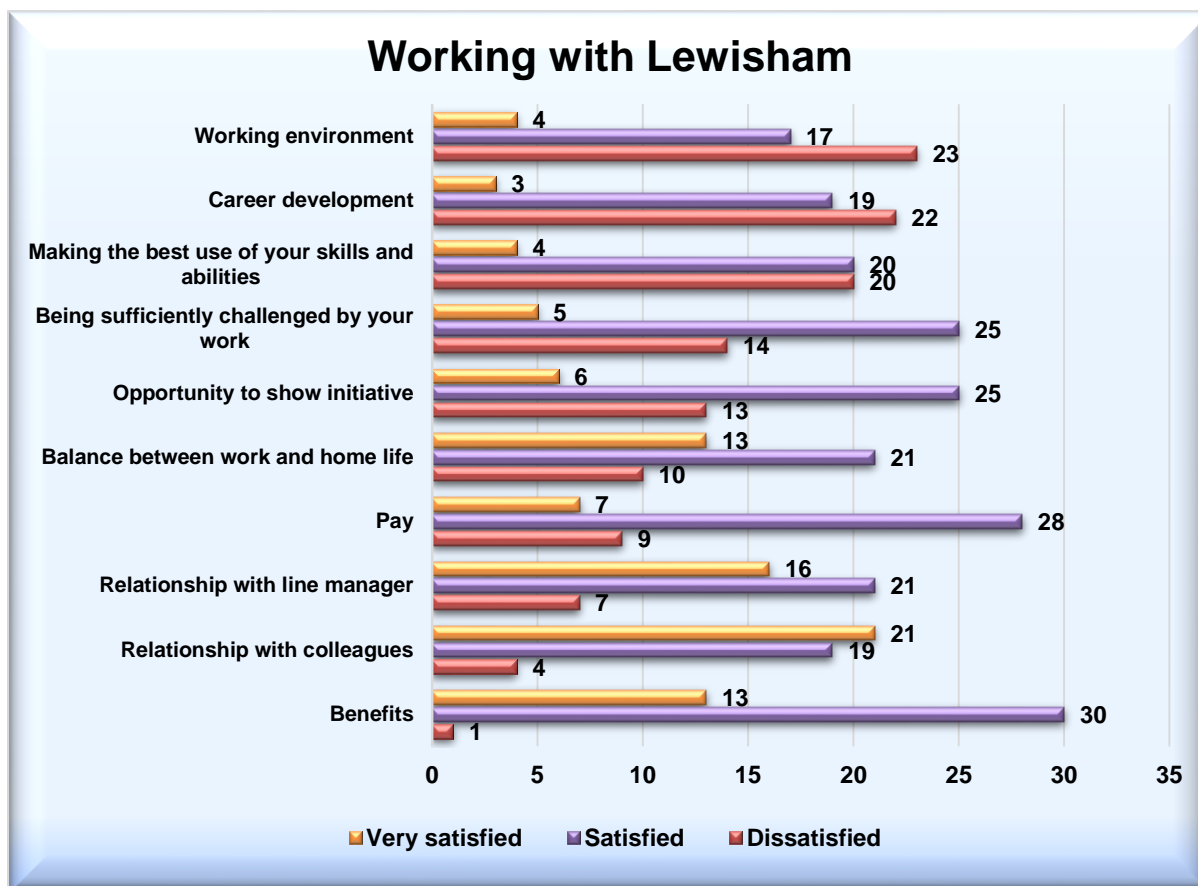
10.1 During 2016/17, 337 employees left Lewisham Council's employment of which:

- 75 left for reasons of redundancy
- 262 voluntary leavers/others left the Council

10.2 Of all 337 leavers 169 were voluntary, representing a 7.5% turnover, which is less than 10.5% turnover figure in 2015/16, but continues to be higher than the average trend for the previous years. The remainder of other leavers were through retirement, death, dismissal, end of contracts, etc. Further analysis of the increase in turnover is being undertaken

10.3 44 people completed an exit questionnaire during 2016/17 (8 more than employees who responded in 2015/16).

10.4 The chart below provides an outline of what leavers felt about working for Lewisham. They were asked to indicate to what extent they were either "satisfied" or "dissatisfied" with different aspects of working for Lewisham. 98% of respondents were satisfied/very satisfied with the benefits that Lewisham offers to employees and 79% of respondents were satisfied/very satisfied with their pay; 91% of respondents were satisfied / very satisfied with their relationship with colleagues; and 48% of respondents were satisfied/very satisfied with the working environment; 50% of respondents were dissatisfied with career development opportunities. The main reason employees gave for leaving was 'career development' and the main destination of leavers was "other local authority".



10.5 The employees who left the council as a result of budget savings continue to be offered outplacement support which includes:

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

11 Promotions

11.1 Promotion is defined as those employees who have had their post re-graded or achieved promotion through appointment to a more senior position and it also includes employees appointed to higher grades as a result of restructures.

11.2 The percentage of promoted employees during 2016/17 is 7.4%. A trend of promotions since 2013/14 can be seen below.



12 Jobs and the local government market

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

12.2 The National Graduate Development Programme offers one of two placement to a trainee with a local connection. Interviews took place on 19th June 2017 for the next intake of National Management Trainees, and the Council continues to aim to offer this training to local candidates.

12.3 In December 2014, recommendations from a review of the Work and Skills Strategy agreed that the Apprenticeship programme should be extended to cover residents aged from 16 to 64 years to better reflect the needs of residents. During the financial year 2016/17, 33 apprentices were recruited to the programme, of which 8 were appointments to council apprenticeship posts, and 25 were with partnership organisations. Outcomes for Apprentices since the launch of the scheme in 2009 and 31 March 2017, identified that 77% of apprentices have progressed onto employment, or further training.

12.4 The Government announced in the autumn 2015 budget statement that it was committed to creating three million new apprenticeships in this Parliament from 2015-2020, with two primary measures to achieve this ambition.⁴ The two measures are the Apprenticeship Levy which is a charge of 0.5% of an organisation's pay bill (for those organisations whose pay bill is more than 3 million pounds) to create a fund to be used for training. The other measure is that public sector organisations have a target of 2.3% of their workforce being apprentices. The Council is developing a strategy to make sure the most effective use of the Levy is achieved, including new roles and development of its existing employees.

12.5 The Council continues to run other service specific trainee schemes including Legal who take on 3 trainees on a 2 year training programme; Finance who take on 2 CIPFA trainees on a 4 year trainee programme and the Council also participates in the "Step up to Social Work" training programme, now in its 5th Cohort. All 4 students in the 4th cohort were appointed to permanent roles during 2016/17.

13 Social Workers

13.1 In line with other London Boroughs, the Council faces challenges in being able to recruit and retain more experienced social workers. However, in an effort to address this issue, the Council has been successful in being able to attract Newly Qualified Social Workers (NQSW), particularly since the creation of the South East London Teaching Partnership in September 2015. Working with Goldsmiths University, the Royal Borough of Greenwich and the London Borough of Southwark, the partnership has created a centre of excellence where social work practitioners and academics can share their experiences and openly debate best practice. This partnership, in conjunction with the excellent training offer, has led to the Council being able to attract NQSW's via this avenue, and also via the 'Step up to Social Work' programme, a fast track programme for graduates interested in becoming Social Workers. The Council has progressed over 80 NQSW's through the Assisted Year in Employment (ASYE) since 2013. Of these 80, 64 remain with the Council.

13.2 Pay and benefits continue to be monitored to make sure Lewisham is consistent with other London Boroughs and work is also being undertaken to improve both the corporate and Social Care recruitment offer. Agency workers who previously supplied their services via their own limited company have also been encouraged to take on permanent roles as a result of the tax changes brought about by the introduction of IR35⁵

13.3 Initiated by Chief Executives in London; 32 London Borough Heads of HR, together with Directors of Children's Social Care, signed a Memorandum of Co-operation in April 2015 to seek to address the migration to agencies by establishing a joint response to containing agency pay rates. This joint approach provides some control over escalating agency pay rates and the Council will continue to monitor this by benchmarking with data collated by London Councils.

⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf

⁵ <https://www.gov.uk/guidance/ir35-find-out-if-it-applies>

13.4 An annual analysis report of recruitment and retention activity is undertaken each year which helps inform any specific areas or issues that need to be monitored or addressed.

13.5 There are a range of very positive reasons why social workers would want to work for Lewisham, including:

- Supportive management/supervision
- Small teams
- Low/managed caseloads
- Excellent post qualifying/CPD opportunities including Twilight workshops on latest research based practice as part of Education Partnership with Goldsmiths
- Innovative approaches such as Theraplay, ADAM, Secure Base
- Excellent ASYE programme
- Career pathway
- Administrative support
- Childcare vouchers

13.6 A range of options and strategies are kept under review and the Children Social Care Service has embarked on a Workforce Development plan which includes:

- Promoting the curriculum through Teaching Consultants and providing positive student placements to encourage Goldsmith's students to apply for NQSW roles in Lewisham
- Guaranteeing Step Up Students a prioritised interview at the end of their placement
- Marketing the benefits of working for Lewisham to existing agency workers to encourage them to apply for permanent posts.
- Review of induction materials and creation of on-line induction processes and documents
- Establishing a CSC internal communications group to work with HR to develop L&D communication plan

Appendix 1



EMPLOYMENT PROFILE 2016-2017

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If you have any queries on the content or any suggestions please email
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Total Employees By Directorate 2016/17

The Council's total workforce includes **7016** people as at 31/03/2017.

The tables below breaks this down and makes comparisons with the previous financial year.

Total Employees Headcount By Directorate 2016/17					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	644	27	15	165	851
Customer Services Directorate	824	4	5	286	1119
Children & Young People Directorate	367	16	27	122	532
Resources & Regeneration Directorate	374	6	1	87	468
Excluding Schools	2209	53	48	660	2970
Schools	4807			*	4807
Total Including Schools :	7016	53	48	660	7777

Total Employees Headcount By Directorate 2015/16					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	694	30	30	159	913
Customer Services Directorate	843	1	4	326	1174
Children & Young People Directorate	411	43	36	109	599
Resources & Regeneration Directorate	352	6	0	86	444
Excluding Schools	2300	80	70	680	3130
Schools	4872			*	4872
Total Including Schools :	7172	80	70	680	8002

The agency headcount and FTE listed only include agency staff who are employed via the Council's agency managed service (reed). Lewisham Council does not record FTE for Casuals and Claims based employees as they do not have regular hours.

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

Total Employees FTE By Directorate 2016/17			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	518	115	633
Customer Services Directorate	788	258	1046
Children & Young People Directorate	338	106	444
Resources & Regeneration Directorate	345	80	425
Total Excluding Schools	1990	559	2549
Schools	3801		
Total Including Schools :	5791		

Total Employees FTE By Directorate 2015/16			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	538	117	655
Customer Services Directorate	807	273	1080
Children & Young People Directorate	365	86	451
Resources & Regeneration Directorate	328	70	398
Total Excluding Schools	2038	546	2584
Schools	3856		
Total Including Schools :	5894		

Total No of employees at April 2016	2300
No. of employees leaving on redundancy terms	-75
Voluntary Severance	0
Voluntary /Other leavers	-262
Less Total Leavers 16/17	1963
Add New Starters 16/17	246
Total No of employees at March 2017	2209

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

PAY FOR NON-SCHOOLS EMPLOYEES 2016/17

Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -6.94% (mean) and -11.06% (median).

Gender Pay Gap		
	Mean Salary	Median Salary
Male	£32,452.38	£29,612.96
Female	£34,873.40	£33,294.00
Pay Gap	-6.94%	-11.06%

Full Time		
	Average Hourly rate	Average Hourly rate
Male	£17.78	£15.96
Female	£19.82	£19.03

Part Time		
	Average Hourly rate	Average Hourly rate
Male	£21.17	£18.24
Female	£20.24	£20.03

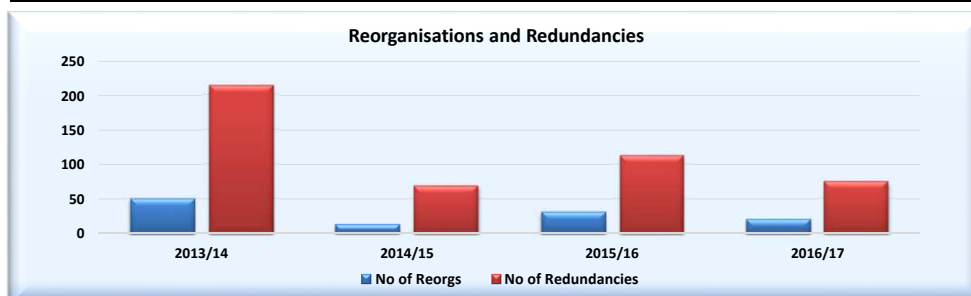
Quartile			
	Salary	No. of Men	No. of Women
1st Quartile	£25,875	344	227
2nd Quartile	£32,478	175	363
3rd Quartile	£38,532	152	413
4th Quartile	£142,536	202	333

The average salary for a non-Schools employee is £33,916.

Gross – based on end of year payroll figures for 2016/17	
Total Payroll Bill for all Lewisham employed staff	£205,255,583
Lewisham Council Payroll for non- Schools	£72,216,046

Reorganisations 2016/17

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 21 reorganisations in the last financial year which resulted in 75 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 4 years



In 2016/17 the largest proportion of redundancies occurred in the Community Services Directorate where a total of 51 staff were displaced.

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 21 reorganisations during 2016/17.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/r edundancies
Community Services Directorate	51	68.00%	2
Customer Services Directorate	2	2.67%	11
Children & Young People Directorate	19	25.33%	5
Resources & Regeneration Directorate	3	4.00%	3
Total	75	100.00%	21

Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	21	28.00%
Female	54	72.00%
Total	75	100.00%

The percentage of women made redundant in 2016/17 is relatively proportionate to the work force profile and gives no cause for concern.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	6	8.00%
No	68	90.67%
Not Declared	1	1.33%
Total	75	100.00%

The table below shows that there was a higher percentage of redundancies in the age band '45 - 54' and '55+' which is not unexpected given the numbers of employees in these age bands.

Breakdown of Redundancies by Age

Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	0	0.00%
25-34	8	10.67%
35-44	10	13.33%
45-54	22	29.33%
55+	35	46.67%
Total	75	100.00%

Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	32	42.67%
White	41	54.67%
Not disclosed	2	2.67%
Total	75	100.00%

The table above provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 39.2%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

Reorganisations 2016/17 (continued)

Breakdown of Redundancies by Ethnicity and Gender

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	8	25.0%	24	75.0%
White	13	31.7%	28	68.3%
Not disclosed	0	0.0%	2	100.0%
Total	21	38.1%	54	62.0%

The table above gives further breakdown of redundancies by both gender and ethnicity which shows all employees made redundant. The percentages above generally reflect the ethnicity and gender percentages of the workforce

Breakdown of Redundancies by Grade

Grade	Total Redundancies	%of Total staff redundant
SC1-2	24	32.0%
SC3-5	12	16.0%
SC6-SO2	18	24.0%
PO1-PO5	17	22.7%
PO6-PO8	1	1.3%
SMG1-SMG3	3	4.0%
Soulbury	0	0.0%
Total	75	100.0%

Breakdown of Redundancies by Grade and Gender

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	5	20.8%	19	79.2%
SC3-5	5	41.7%	7	58.3%
SC6-SO2	4	22.2%	14	77.8%
PO1-PO5	5	29.4%	12	70.6%
PO6-PO8	1	100.0%	0	0.0%
SMG1-SMG3	1	33.3%	2	66.7%
Soulbury	0	0.0%	0	0.0%
Total	21	28.0%	54	72.0%

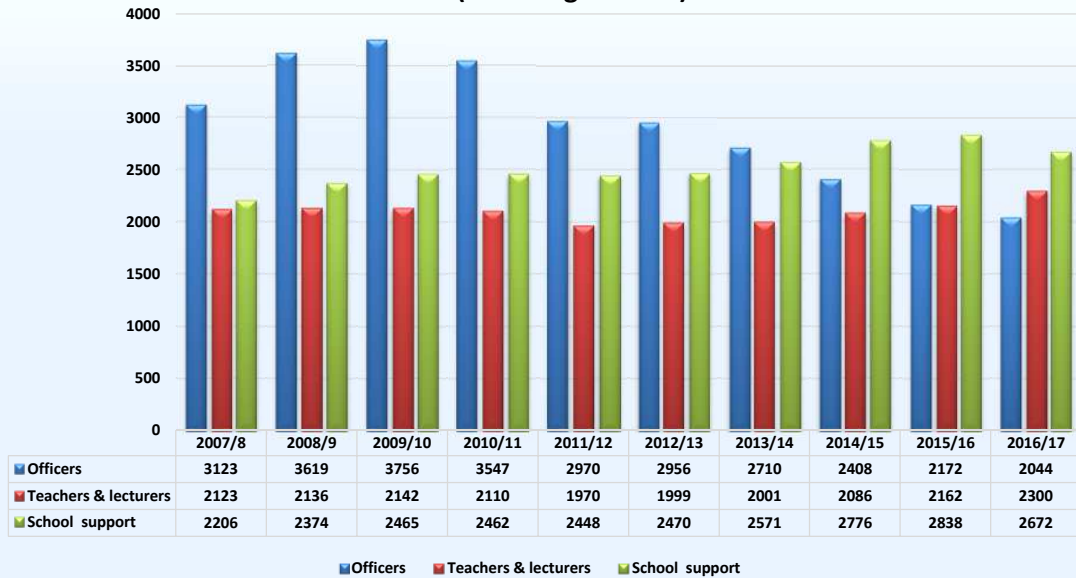
Breakdown by Grade and Ethnicity

Grade	BME	% of staff made redundant	White	% of staff made redundant	Not disclosed	% of staff made redundant
SC1 - 2	16	21.3%	8	10.7%	0	0.0%
SC3 - 5	3	4.0%	8	10.7%	1	1.3%
SC6 - SO2	9	12.0%	8	10.7%	1	1.3%
PO1 - PO5	4	5.3%	13	17.3%	0	0.0%
PO6 - PO8	0	0.0%	1	1.3%	0	0.0%
SMG1 - SMG3	0	0.0%	3	4.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%	0	0.0%
Total	32	42.7%	41	54.7%	2	2.7%

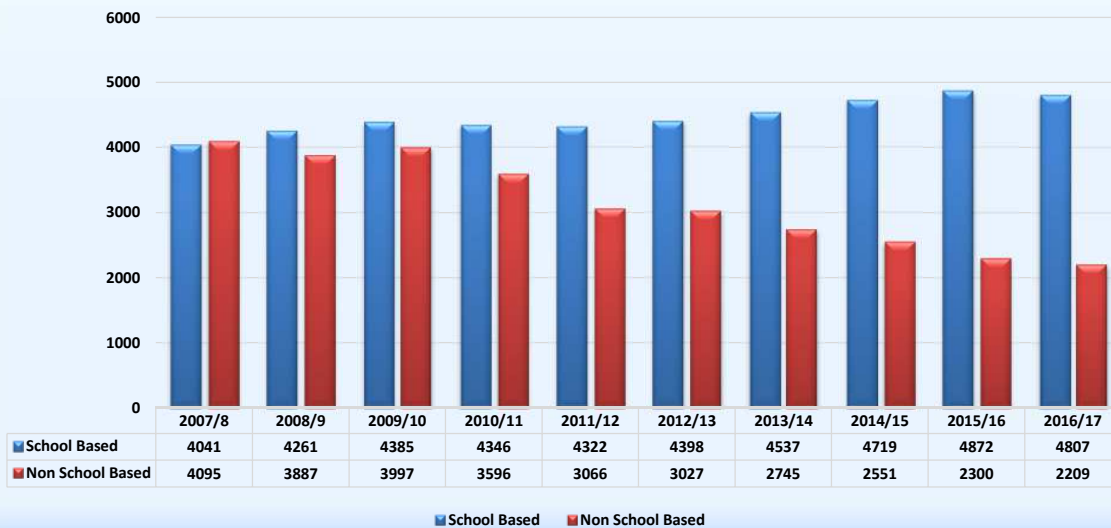
TOTAL EMPLOYEES BY OCCUPATIONAL GROUP
(including Schools)

The trend chart below demonstrates that since 2009/10 the number of officer staff has decreased, the number of teachers has remained broadly similar and the number of school support staff has increased except 2016/17 where there has been a decrease from previous year. The Council has not had "manual" or "craft" employees since 2008/09.

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2007 - 2017
(including Schools)



Total Employees Trend 2007 to 2017 (incl schools)

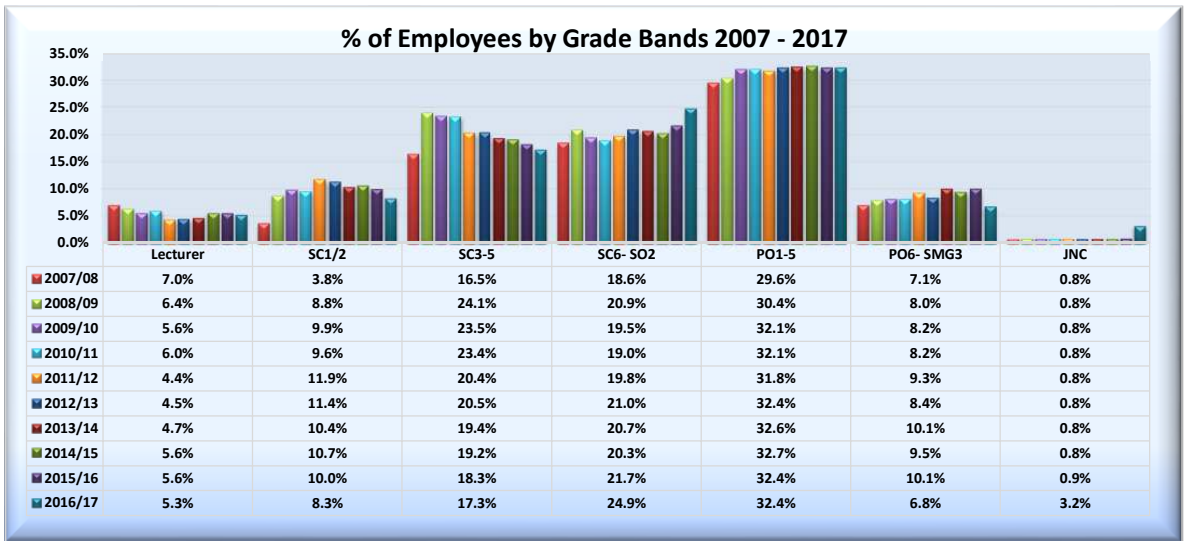


The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2007. The trend outlines that non-schools employees have dropped significantly whereas schools employees have increased.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2016/17

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	19	3	13	72	186	47	11	4	367
Community Services	104	0	4	109	135	232	38	17	5	644
Customer Services	0	0	147	217	274	144	22	15	5	824
Resources & Regeneration	0	0	29	43	69	154	44	28	7	374
16/17 Total	116	19	183	382	550	716	151	71	21	2209
15/16 Total	128	22	231	421	499	745	155	78	21	2300

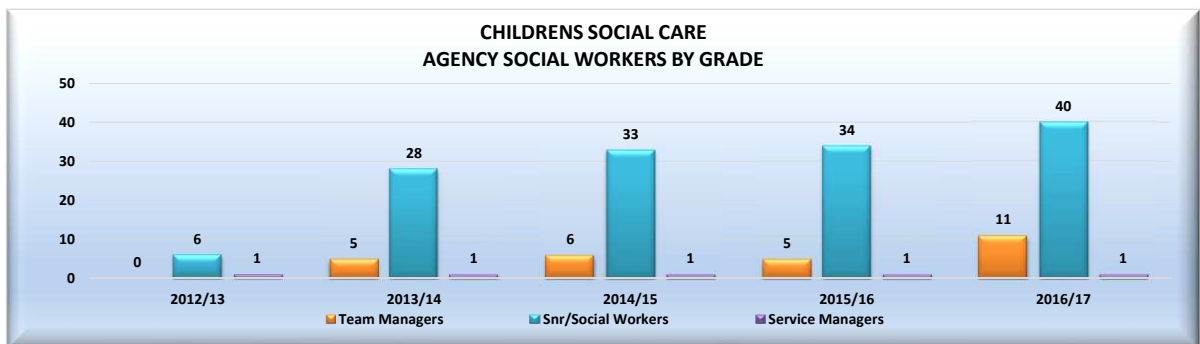
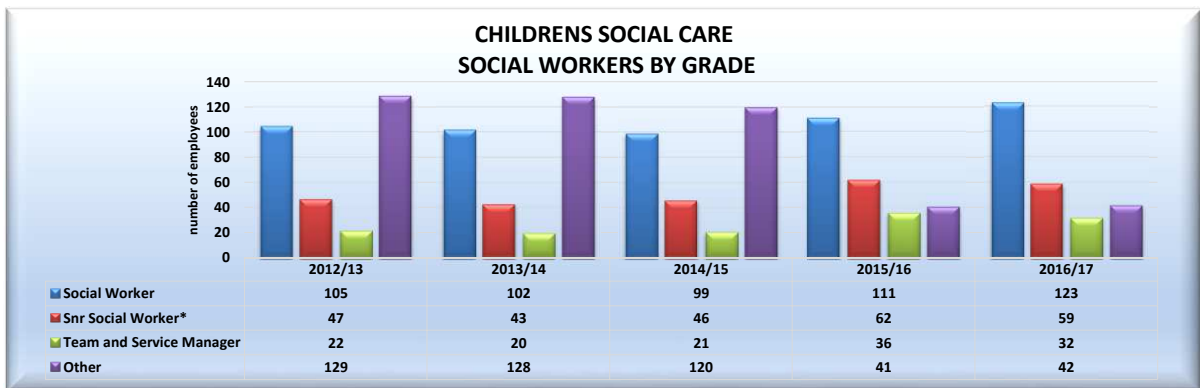
BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	3.3%	5.2%	0.8%	3.5%	19.6%	50.7%	12.8%	3.0%	1.1%	100%
Community Services	16.1%	0.0%	0.6%	16.9%	21.0%	36.0%	5.9%	2.6%	0.8%	100%
Customer Services	0.0%	0.0%	17.8%	26.3%	33.3%	17.5%	2.7%	1.8%	0.6%	100%
Resources & Regeneration	0.0%	0.0%	7.8%	11.5%	18.4%	41.2%	11.8%	7.5%	1.9%	100%
16/17 Total	5.3%	0.9%	8.3%	17.3%	24.9%	32.4%	6.8%	3.2%	1.0%	100%
15/16 Total	5.6%	1.0%	10.0%	18.3%	21.7%	32.4%	6.7%	3.4%	0.9%	100%



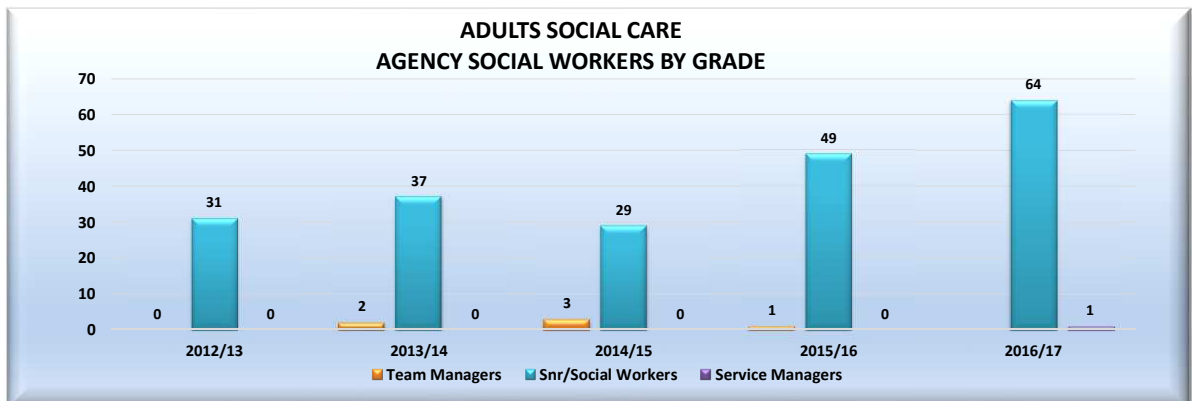
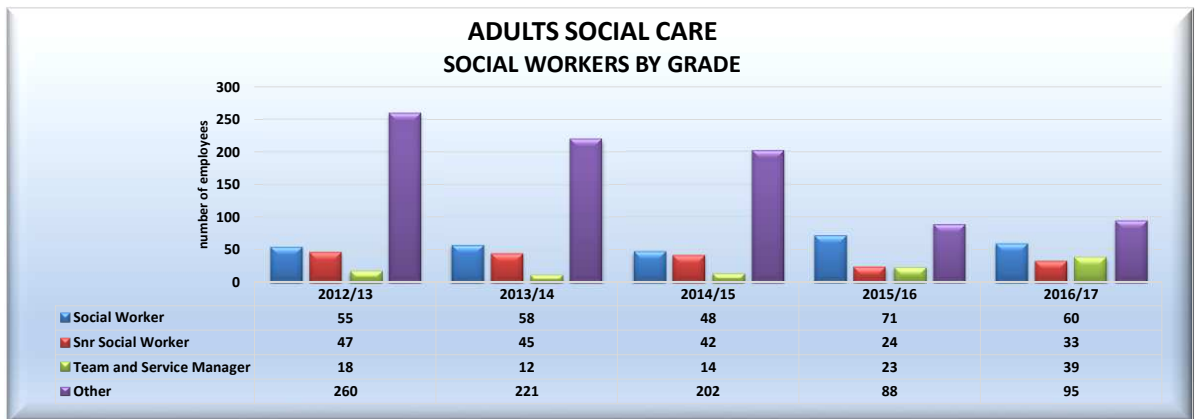
Grades	Employees 16/17	Employees 15/16
Lecturers	116	128
Soulbury	19	22
SC1A	0	11
SC1B	15	1
SC1C	0	11
SC2	168	208
SC3	103	85
SC4	117	111
SC5	162	225
SC6	185	163
SO1	252	270
SO2	113	67
PO1	84	139
PO2	305	209
PO3	128	168
PO4	127	174
PO5	72	54
PO6	68	62
PO7	55	47
PO8	28	46
SMG1	20	24
SMG2	23	22
SMG3	28	32
DIR1	4	4
DIR2	2	2
DIR3	15	15
Total	2209	2300

Over the past 10 years, the numbers of staff in grade band Sc1/2 has increased from 4% in 2006/7 to 10% in 2015/15, partly due to the success of the Apprenticeship Scheme. Percentages of staff in other grade bands have increased slightly year on year which could be explained by employees being promoted.

Numbers of Permanent and Agency Social Workers 2016/17



* includes IRO, Advanced Practitioner, Child Protection Co-ordinator and other senior qualified social work roles previously included in the "other" grade. The "other" grade now includes just non-social work qualified staff



TOTAL AMOUNT SPENT BY THE COUNCIL ON AGENCY SOCIAL WORKERS

We do not use agencies to recruit permanent Social Work staff, However for agency staff we have a managed service contract with Reed Talent Solutions. They supply agency workers via a network of 3rd party suppliers. For a list of these providers contact Reed Talent Solutions.

2016 - 2017

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Children Social Worker	£246,597	£231,686	£329,890	£279,232	£278,602	£291,763
Adult Social Worker	£212,801	£228,371	£260,688	£222,120	£225,070	£250,083
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Children Social Worker	£284,833	£268,054	£457,333	£308,694	£406,810	£527,576
Adult Social Worker	£218,022	£208,290	£266,138	£212,814	£253,582	£327,120

2015 - 2016

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15
Children Social Worker	£182,576	£238,026	£307,287	£263,594	£250,718	£321,127
Adult Social Worker	£289,641	£323,277	£422,888	£334,608	£344,996	£409,406
	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Children Social Worker	£182,576	£238,026	£307,287	£263,594	£250,718	£321,127
Adult Social Worker	£357,454	£363,477	£462,985	£359,985	£342,525	£420,015

2014 - 2015

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Children Social Worker	£107,724	£112,404	£136,096	£112,333	£136,603	£172,031
Adult Social Worker	£113,560	£118,787	£155,319	£116,622	£115,066	£149,202
	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Children Social Worker	£149,982	£132,007	£149,091	£100,533	£115,386	£144,024
Adult Social Worker	£155,319	£124,173	£136,737	£94,523	£107,594	£142,464

2013 - 2014

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13
Children Social Worker	£20,911	£34,472	£46,192	£40,305	£40,812	£58,380
Adult Social Worker	£88,190	£90,922	£107,309	£84,500	£86,709	£100,531
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Children Social Worker	£59,449	£78,436	£127,473	£77,333	£114,142	£139,605
Adult Social Worker	£80,526	£89,374	£115,443	£93,484	£107,243	£146,629

2012 - 2013

	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Children Social Worker	£9,344	£12,493	£20,196	£19,716	£26,511	£35,331
Adult Social Worker	£100,282	£105,168	£134,946	£112,802	£107,203	£122,800
	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Children Social Worker	£31,636	£28,153	£28,997	£14,079	£19,925	£26,862
Adult Social Worker	£94,915	£94,393	£102,003	£62,920	£74,210	£109,433

Agency Spend - Trend over last 5 years



Pay rates Adults Social Care as at 31.3.2017				
Adults Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Workers	NQSW	34	£33,627	
Social Worker	SW	36 to 38	£35,070 to £36,912	
Senior Social Worker	SSW	40 to 42	£38,919 to £40,785	
Operations Manager	PO6	47 to 49	£45,438 to £47,292	
Lead Operations Manager	PO8	53 to 55	£51,069 to £53,088	

Pay rates Childrens Social Care as at 31.3.2017				
Childrens Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Workers	NQSW	34	£33,627	
Social Worker	SW	36 to 38	£35,070 to £36,912	£500 pa parking
Senior Social Worker	SSW	40 to 42	£38,919 to £40,785	
Independent Reviewing Officer	IRO	46 to 47	£44,496 to £45,438	
Advanced Practitioner	AP	46 to 47	£44,496 to £45,438	
Team Manager	TM	53 to 55	£51,069 to £53,088	

Social Work Services and Teams

Children & Young People, Children's Social Care, Laurence House , Catford SE6 4RU - services outlined below
Director of Children's Social Care
Family Social Work Service
Looked After Children, Leaving Care & Adoption
Business Strategy, Fostering, Placement & Procurement
Referral & Assessment
Early Intervention
Quality Assurance

Joint Health and Social Care Prevention, Laurence House, Catford, SE6 4RU - services outlined below
Safeguarding Board (includes Head of Assessment and Care Management Enablement)
Integrated Neighbourhoods
Quality & Safeguarding
IMCA and DOLS
Adults with Learning Disabilities
Mental Health Lewisham - Slam

[Structure charts can be found here.](#)

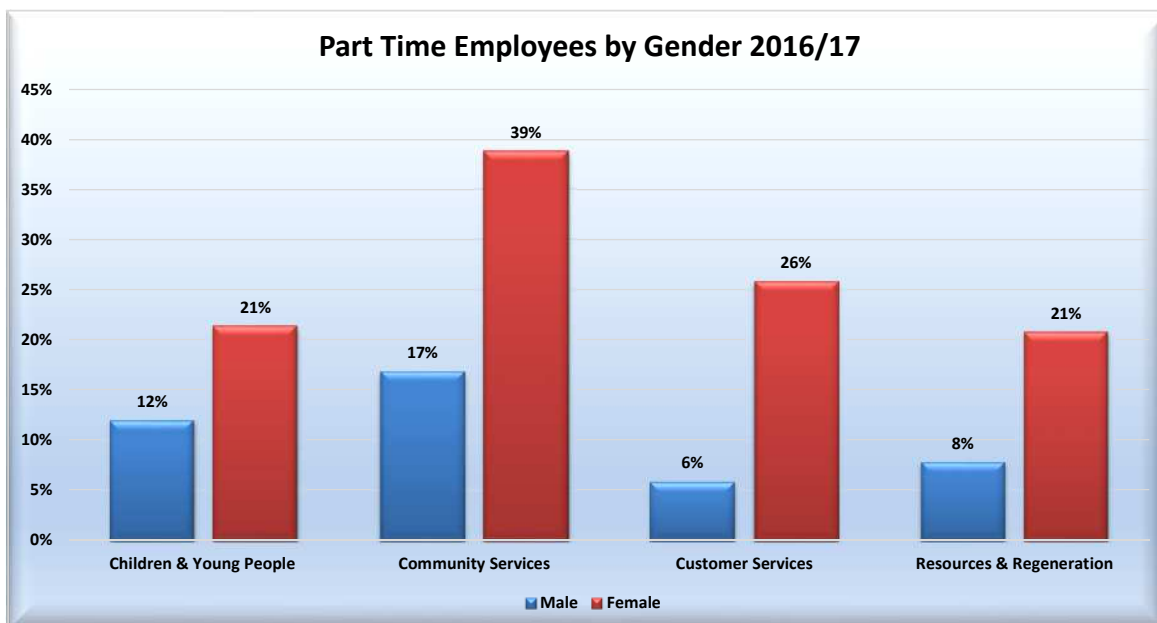
PART-TIME EMPLOYEES 2016/17

The Council continues to encourage the take up of flexible working. Part time staff represent 21% of the Council's workforce, 2% decrease from last year. Of the female workforce, 28% are part time, compared to 30% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

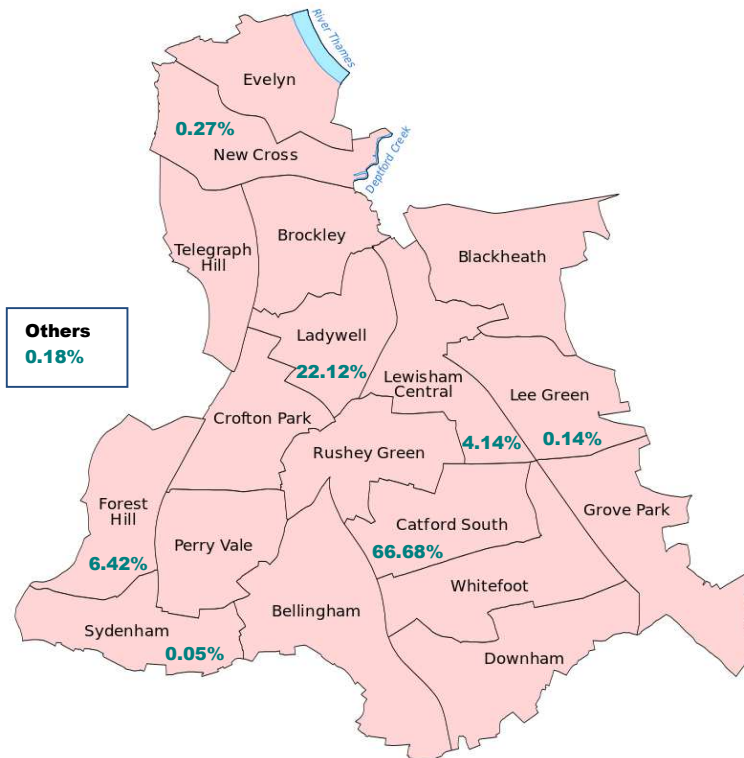
Part - Time Employees		Total Employees	
457	20.69%	2209	100%

Gender	Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	%
Female	64	21%	174	39%	92	26%	48	21%	378	28.29%
Male	8	12%	33	17%	27	6%	11	8%	79	9.05%
All	72	18%	207	32%	119	15%	59	16%	457	20.69%

The table above and the chart below outline the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 21% are part time employees.

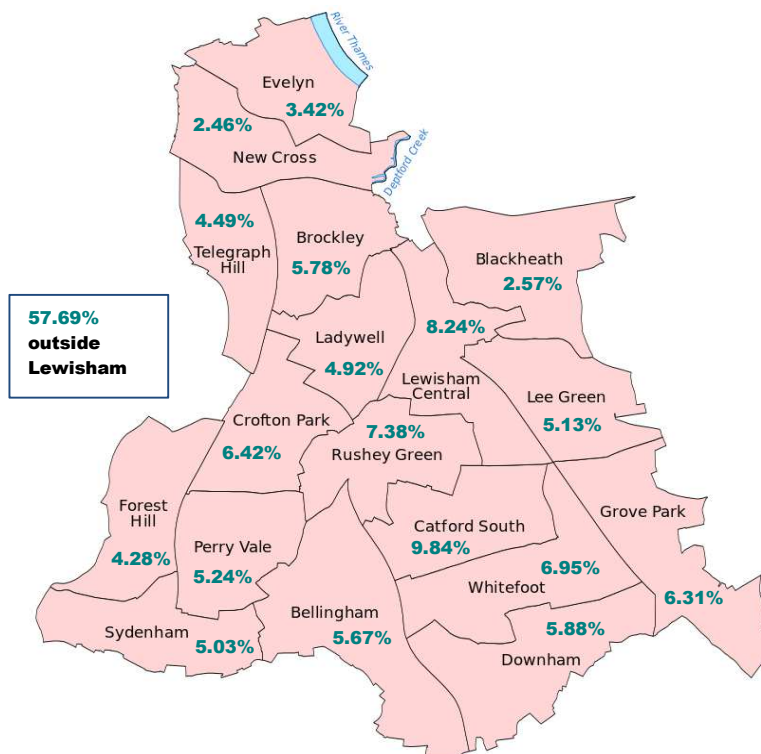


Employee's work locations within the Borough 2016/17



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

Employees who live within the Borough 2016/17



42% of the staff live within the Borough which is 10% lower than last year's figure. The Catford / Rushey Green / Lewisham complex continues to be the main area for staff locations. 58% of staff live outside the London Borough of Lewisham.

Representation 2016/17

The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. 39.2% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees. Of the 7.4% of employees (164 employees) promoted during 2016/17, 3.1% of BME staff were promoted. Lewisham Council's BME workforce of 39.2% can be compared to London Council's median figure of 41% (*source London Councils Human Capita Matrix 2015/16*). Although the number of senior BME staff is below target at 19% - this percentage is broadly similar to previous years and continues to remain a priority within recruitment and management development activities.

The majority (60.5%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 57% of the top 5% earners, which is higher than last year's figure of 51% and compares to the median figure of 52% for all London Boroughs.

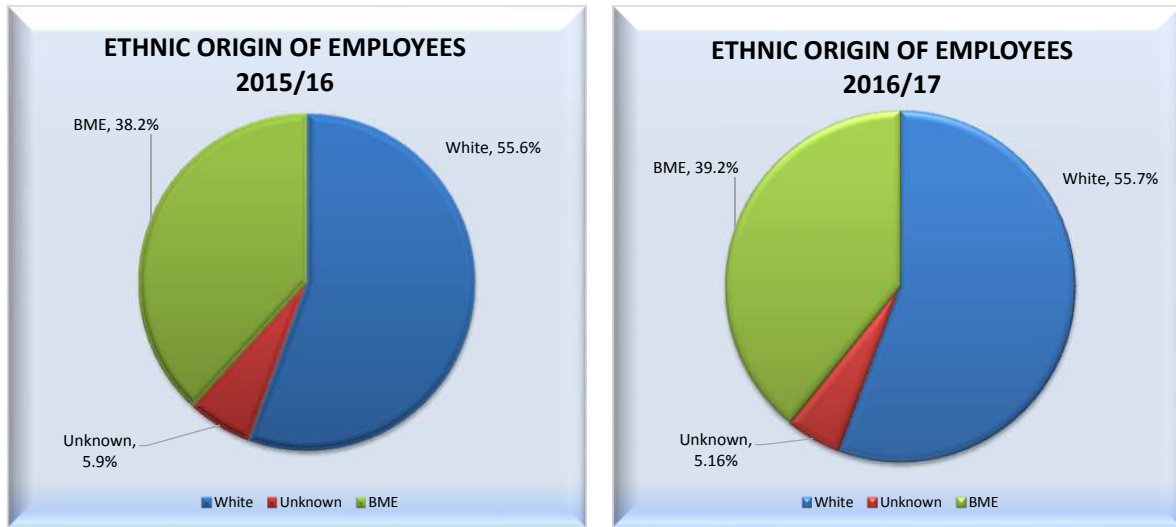
(source London Councils Human Capita Matrix 2015/16)

68.1% of employees are aged over 40, with the percentage of the workforce aged under 25 decreasing to 3.5% during 2016/17 compared to 4.7% in 2015/16. The median figure for employees aged under 25 across London Boroughs is 3.0%. (*source London Councils Human Capita Matrix 2015/16*)

A total of 4.1% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.4 percentage points since 2015/16. This compares to an average across all London Councils of 4.5% (*source London Councils Human Capita Matrix 2015/16*)

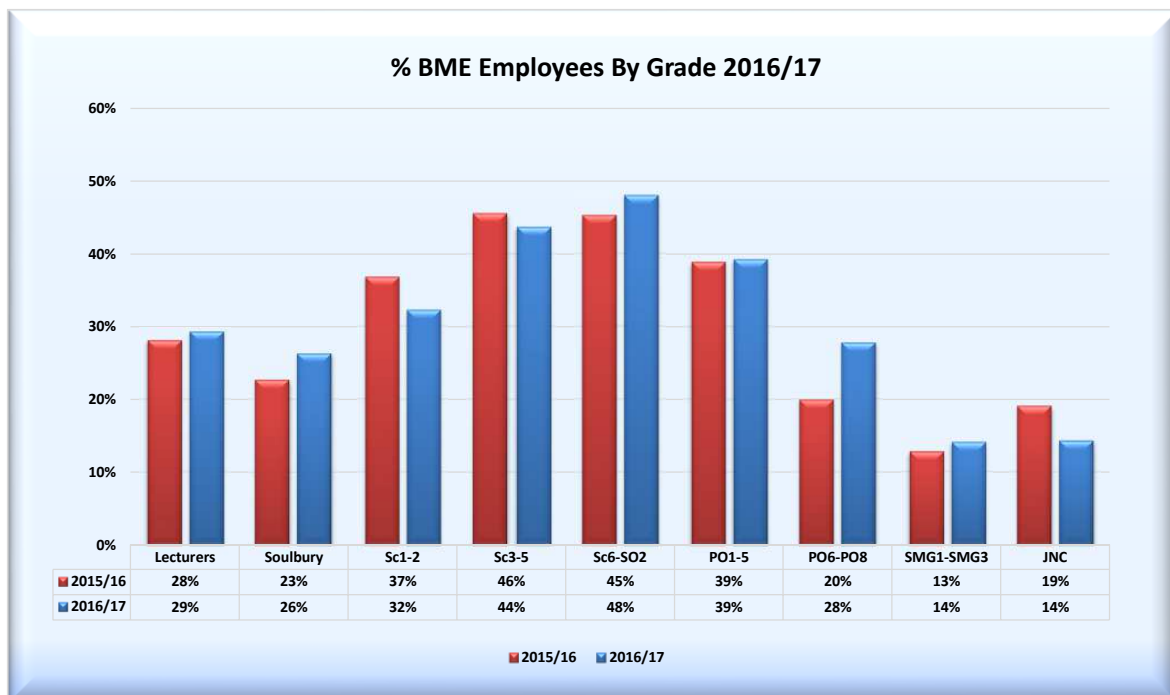
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. Female employees are paid more than male employees at Lewisham Council and the percentage pay gap difference of minus 7.18% by mean and minus 15.43% by the median salary. By comparison, in the UK women receive 20% less than men, on average. (*source <http://www.bbc.co.uk/news/business-35553573>*)

ETHNIC ORIGIN OF EMPLOYEES 2016/17



There has been a slight increase of 1% in the BME workforce compared to last year.

Grade	Lecturer	Soulbury	SC1 - 2	SC3 - 5	SC6 - SO2	PO1 - 5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 16/17	34	5	59	167	264	281	42	10	3	865
Headcount 15/16	36	5	85	192	226	290	31	10	4	879



The percentage of BME staff in the grade band PO6 - PO8 has increased by 8 percentage points from 20% in 2015/16 to 28% in 2016/17. BME employees make up 38.2% of all employees in addition, 6.2% of employees have not declared their ethnic origin.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2016/17

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	1	0.2%	2	0.2%	0	0.0%	0	0.0%	3	0.1%
Asian Bangladeshi	1	0.2%	1	0.1%	6	1.6%	0	0.0%	8	0.4%
Asian Chinese	3	0.5%	2	0.2%	0	0.0%	3	0.8%	8	0.4%
Asian Indian	11	1.7%	15	1.8%	4	1.1%	9	2.4%	39	1.8%
Asian Other	8	1.2%	4	0.5%	4	1.1%	5	1.3%	21	1.0%
Asian Pakistani	1	0.2%	0	0.0%	0	0.0%	3	0.8%	4	0.2%
Black African	60	9.3%	56	6.8%	35	9.5%	38	10.2%	189	8.6%
Black Caribbean	112	17.4%	173	21.0%	81	22.1%	50	13.4%	416	18.8%
Black Other	20	3.1%	25	3.0%	13	3.5%	2	0.5%	60	2.7%
Mixed Other	8	1.2%	6	0.7%	4	1.1%	5	1.3%	23	1.0%
Mixed White and Asian	4	0.6%	5	0.6%	4	1.1%	2	0.5%	15	0.7%
Mixed White and Black African	1	0.2%	3	0.4%	5	1.4%	0	0.0%	9	0.4%
Mixed White and Black Caribbean	16	2.5%	15	1.8%	5	1.4%	9	2.4%	45	2.0%
Other Ethnic group	11	1.7%	7	0.8%	3	0.8%		0.0%	21	1.0%
Prefer not to say	10	1.6%	28	3.4%	8	2.2%	3	0.8%	49	2.2%
UnKnown	36	5.6%	15	1.8%	12	3.3%	6	1.6%	69	3.1%
White British/Eng/Welsh/Scot/NIrish	299	46.4%	403	48.9%	152	41.4%	212	56.7%	1066	48.3%
White Irish	7	1.1%	15	1.8%	10	2.7%	7	1.9%	39	1.8%
White Other	34	5.3%	47	5.7%	21	5.7%	20	5.3%	122	5.5%
White Turkish / Turkish Cypriot	1	0.2%	2	0.2%	0	0.0%	0	0.0%	3	0.1%
Total all employees	644	100.0%	824	100.0%	367	100.0%	374	100.0%	2209	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	258	40.06%	315	38.23%	165	44.96%	127	33.96%	865	39.16%

WOMEN EMPLOYEES 2016/17

Women	Men	Total employees
1336	873	2209
60.5%	39.5%	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	300	81.7%	448	69.6%	356	43.2%	232	62.0%	1336	60.5%
Men	67	18.3%	196	30.4%	468	56.8%	142	38.0%	873	39.5%
Total	367	100.0%	644	100.0%	824	100.0%	374	100.0%	2209	100.0%

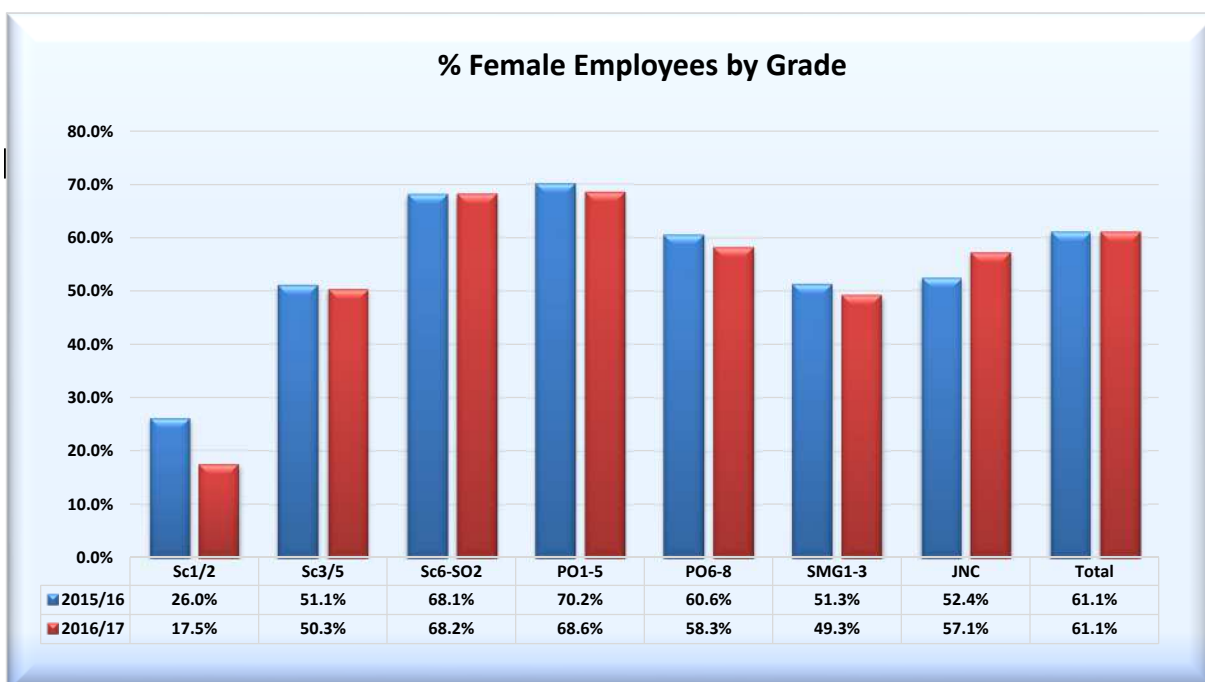
BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
94	81.0%	17	89.5%	32	17.5%	192	50.3%	375	68.2%	491	68.6%
PO6-8		SMG1-3		JNC		Total					
88	58.3%	35	49.3%	12	57.1%	1336	60.5%				

BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
466	61.6%	232	54.8%	434	64.8%	204	56.8%	1336	60.5%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
6	54.5%	30	45.5%	91	58.3%	112	56.0%	181	66.1%	150	63.6%
46 - 50		51 - 55		55 +		Total					
196	60.1%	258	60.8%	312	60.5%	1336	60.5%				

BY ETHNICITY						
BME	Unknown		White		Total	
567	65.5%	62	54.4%	707	57.5%	1336
60.5%						

Disabled
52
57.8%



The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of senior grades (top 5% of earners) which is very similar to 52% in 2015/16.

DISABLED EMPLOYEES 2016/17

Yes		No		Unknown	
90	4.1%	1303	59.0%	816	36.9%

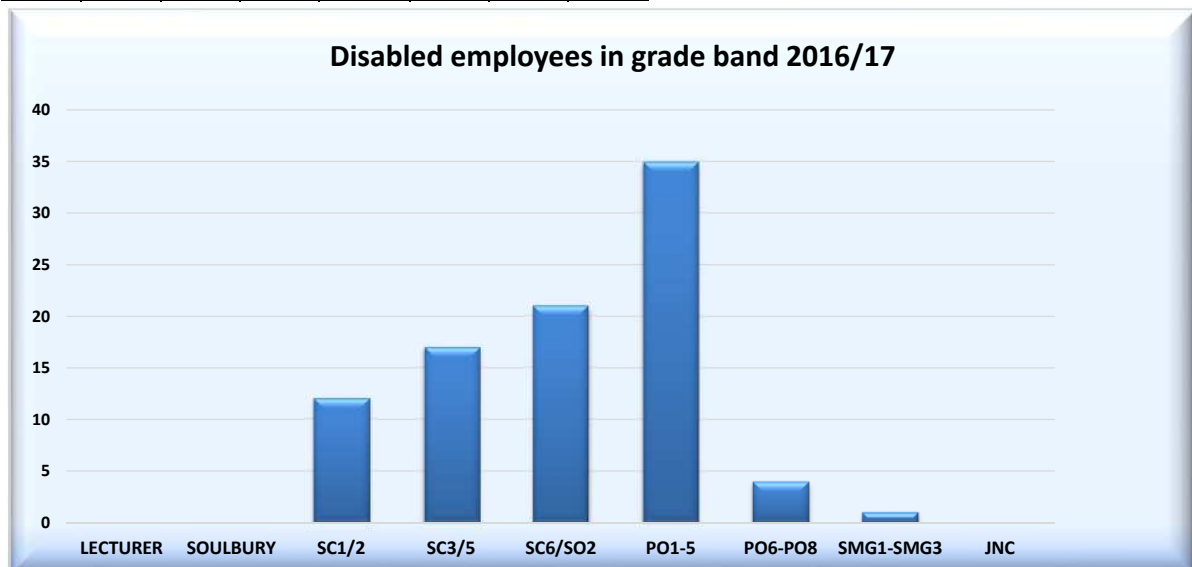
DIRECTORATE									
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total					
16	4.4%	28	4.3%	27	3.3%	19	5.1%	90	4.1%

BY GRADE											
Lecturer		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
0	0.0%	0	0.0%	12	6.6%	17	4.5%	21	3.8%	35	4.9%
PO6-8		SMG1-3		JNC		Total					
4	2.6%	1	1.4%	0	0.0%	90	4.1%				

BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
29	3.8%	11	2.6%	29	4.3%	21	5.8%	90	4.1%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 25		36 - 40		41 - 45	
0	0.0%	2	3.0%	6	3.8%	2	1.0%	6	2.2%	7	3.0%
46 - 50		51 - 55		55 +		Total					
17	5.2%	19	4.5%	31	6.0%	90	4.1%				

BY ETHNICITY							
BME	Unknown	White	Total				
32	3.7%	6	5.3%	52	4.2%	90	4.1%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 3.7% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.2 percentage points from 2014/15. This compares to an average across all London Councils of 4.5% (source London Councils Human Capital Matrix 2015), and 14.4% of the local community (source 2011 Census ONS).

Protected Characteristics 2016/17

Religion			
Any other	0.77%	Muslim	1.27%
Buddhist	0.27%	None	17.96%
Christian (all denominations)	29.41%	Prefer not to say	5.29%
Hindu	0.32%	Sikh	0.23%
Jewish	0.09%	Unknown	44.39%
Total all employees			100.00%

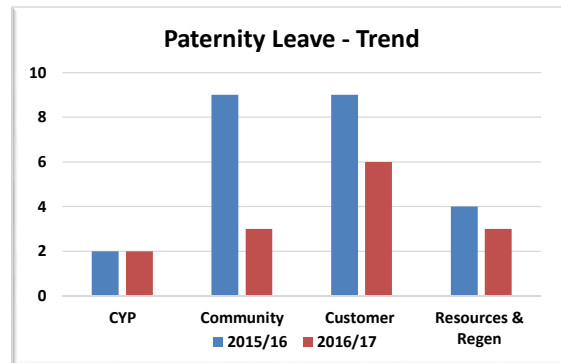
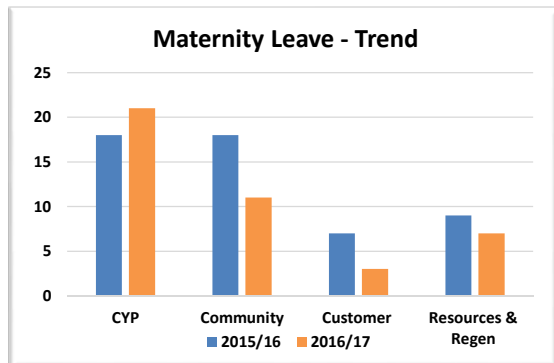
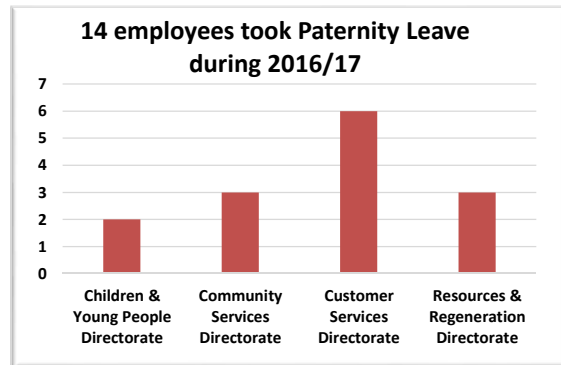
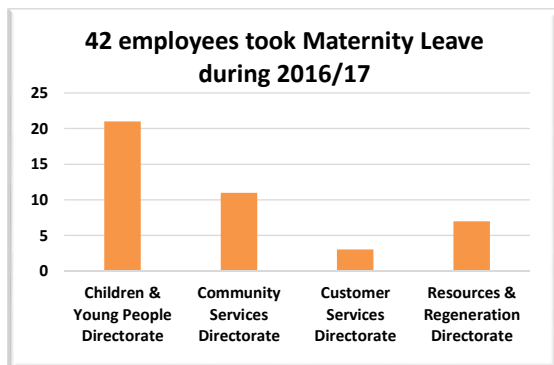
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.23%
Gay/lesbian	1.58%
Other	0.14%
Prefer not to say	4.62%
Straight/Heterosexual	48.46%
Unknown	44.98%
Total all employees	100.00%

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

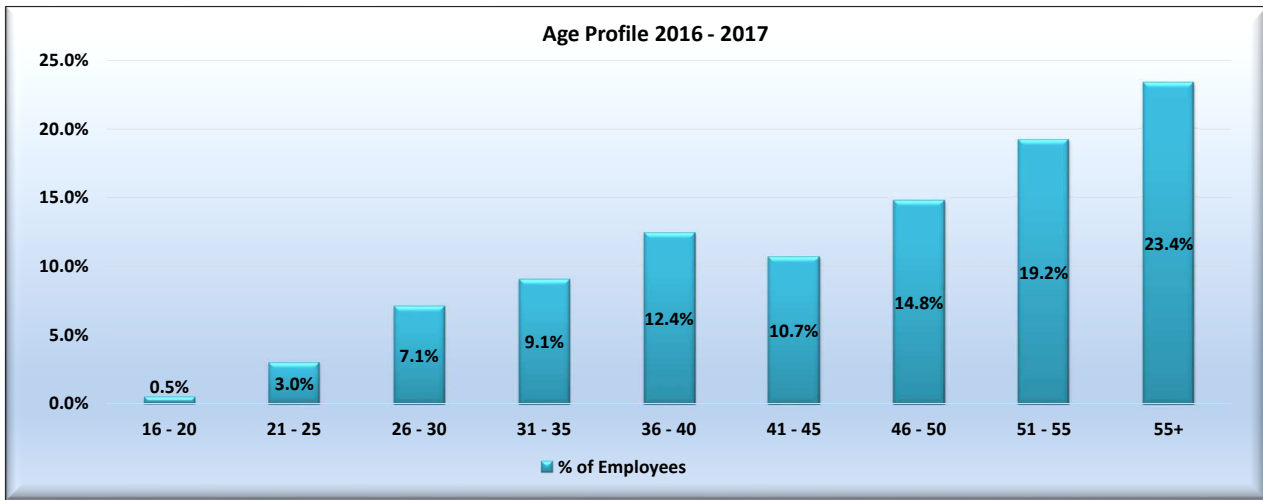
Marital Status	
Married/Civil Partner	26.26%
Not married/Not Civil Partner	15.78%
Prefer not to say	26.30%
Unknown	31.66%
Total all employees	100.00%

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



AGE PROFILE 2016 - 2017
BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	3	0.8%	6	1.6%	47	12.8%	45	12.3%	62	16.9%	43	11.7%	48	13.1%	63	17.2%	50	13.6%	367	16.6%
Community Services Directorate	1	0.2%	13	2.0%	33	5.1%	54	8.4%	73	11.3%	81	12.6%	95	14.8%	123	19.1%	171	26.6%	644	29.2%
Customer Service Directorate	3	0.4%	23	2.8%	46	5.6%	69	8.4%	97	11.8%	84	10.2%	119	14.4%	170	20.6%	213	25.8%	824	37.3%
Resources & Regeneration Directorate	4	1.1%	24	6.4%	30	8.0%	32	8.6%	42	11.2%	28	7.5%	64	17.1%	68	18.2%	82	21.9%	374	16.9%
Total	11	0.5%	66	3.0%	156	7.1%	200	9.1%	274	12.4%	236	10.7%	326	14.8%	424	19.2%	516	23.4%	2209	100%



The age profile of the Council is outlined above, demonstrating that 68% of employees are over 40. The average age of the workforce in Lewisham is 46, this is due to the fact that historically, people entered local government to build a career and tend to have remained working for the Council. 42% of employees live in the Borough; this together with good transport links, coupled with the attractive terms and conditions of employment; can explain why staff in the older age bands tend to stay with the Council. The percentage of the workforce aged under 25 is 3.5% which has decreased from 4.7% in 2015/16. The Council continues to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships. There are programmes in place to address hard to fill roles, the Council is also seeking to fill entry level posts with Apprentices as our HR Business partners are actively encouraging services who have not yet taken up Apprenticeship opportunities to do so.

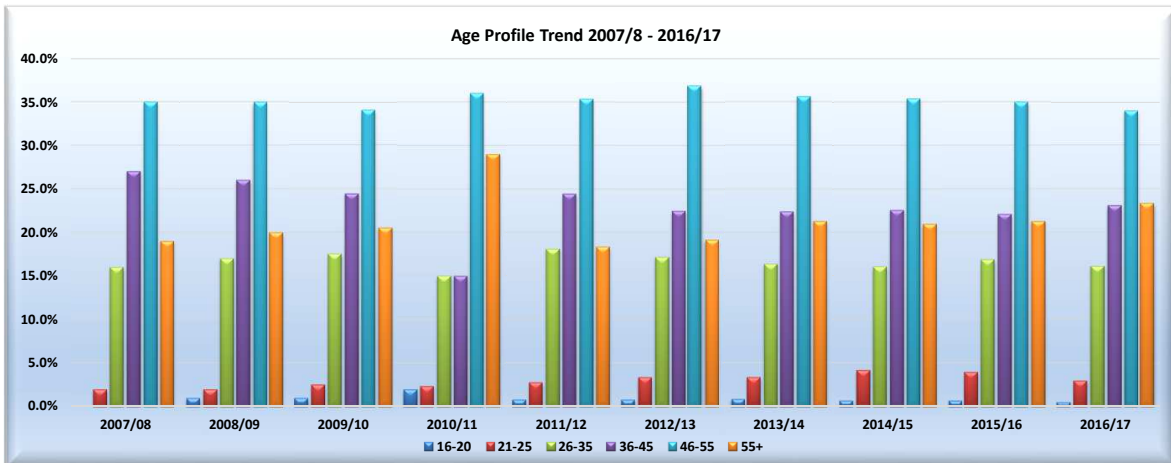
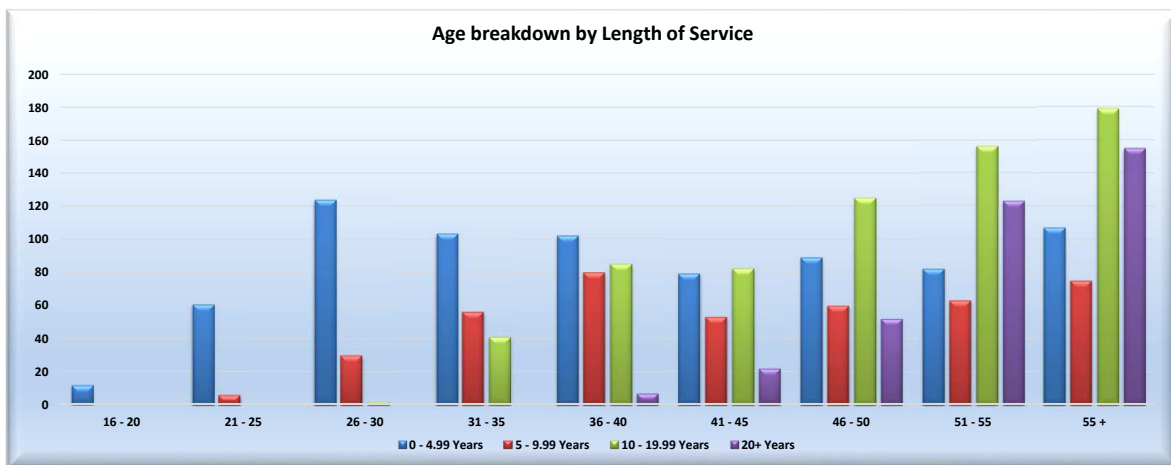
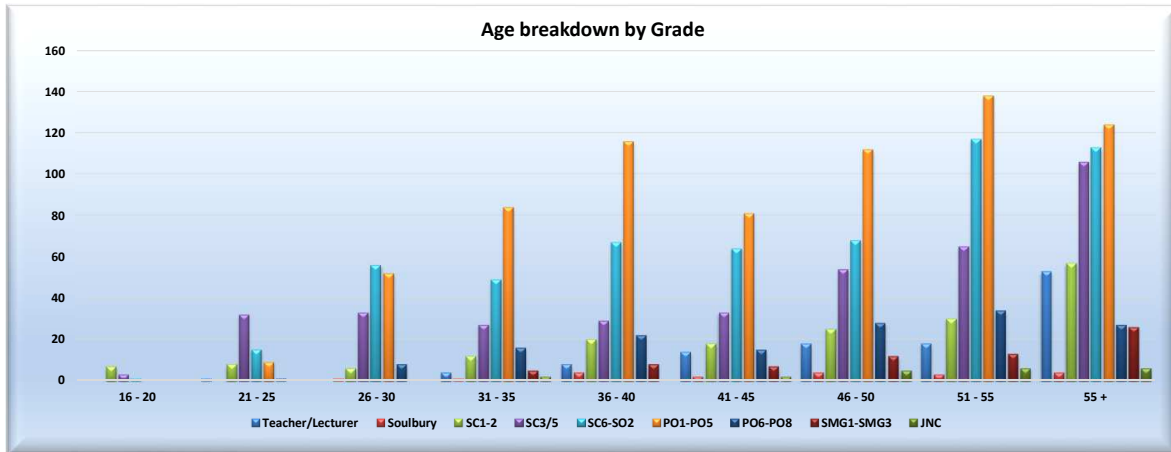
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	9	1.0%	29	3.4%	65	7.5%	88	10.2%	109	12.6%	106	12.3%	132	15.3%	178	20.6%	149	17.2%	865	39.2%
Unknown	1	0.9%	7	6.1%	7	6.1%	7	6.1%	16	14.0%	16	14.0%	20	17.5%	16	14.0%	24	21.1%	114	5.2%
White	1	0.1%	30	2.4%	84	6.8%	105	8.5%	149	12.1%	114	9.3%	174	14.1%	230	18.7%	343	27.9%	1230	55.7%
Total	11	0.5%	66	3.0%	156	7.1%	200	9.1%	274	12.4%	236	10.7%	326	14.8%	424	19.2%	516	23.4%	2209	100%

By Disability

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	0	0.0%	2	2.2%	6	6.7%	2	2.2%	6	6.7%	7	7.8%	17	18.9%	19	21.1%	31	34.4%	90	100%

AGE PROFILE 2016 - 2017



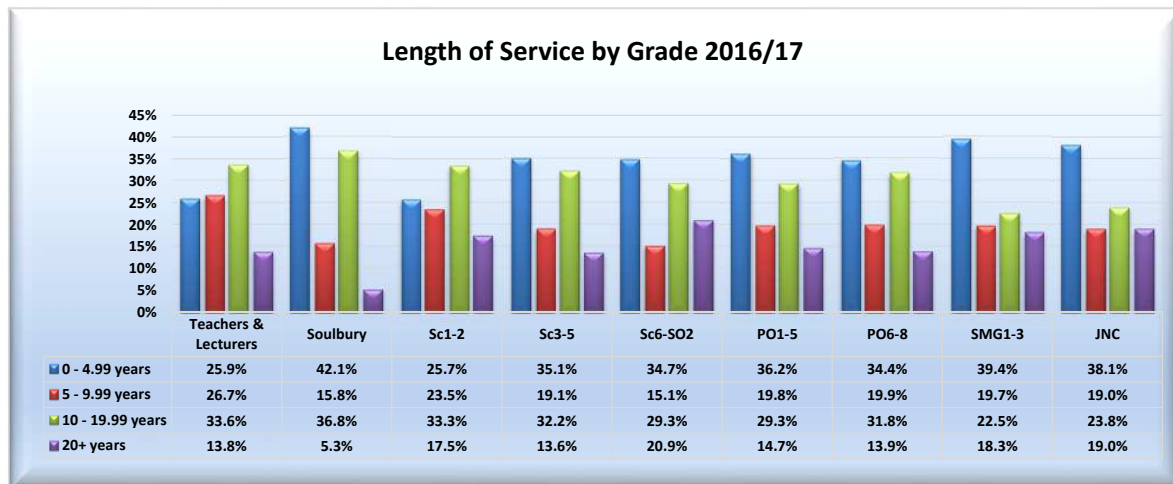
Over the past 10 years the number of staff in age bands '16-20', '21-24', '25-34', '45-54' have remained broadly similar. The age group 55+ has increased by 8 percentage points over the last 10 years which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. The decrease in age band 55+ during 2011/12 can be explained by the large number of redundancies during that year. All age bands in 2016/17 are broadly similar when compared to the 2015/16 financial year, except 21-25 which has a decrease from 4.0% in 2015/16 to 3.0% in 2016/17

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2016/17

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	177	48.2%	77	21.0%	90	24.5%	23	6.3%	367	16.6%
Community Services	233	36.2%	136	21.1%	207	32.1%	68	10.6%	644	29.2%
Customer Service	204	24.8%	149	18.1%	274	33.3%	197	23.9%	824	37.3%
Resources & Regeneration	143	38.2%	61	16.3%	99	26.5%	71	19.0%	374	16.9%
Total	757	34.3%	423	19.1%	670	30.3%	359	16.3%	2209	100.0%

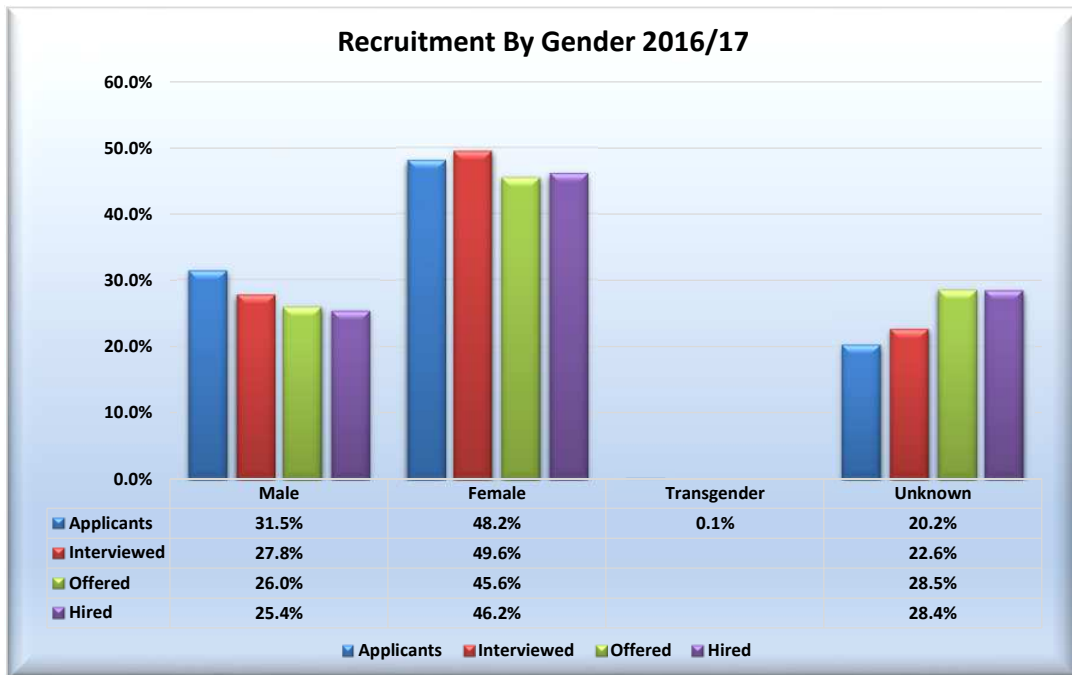
CYP Directorate have the highest proportion of employees with less than 5 years service. This can be explained by increased numbers of Newly Qualified Social Workers joining the Directorate. By comparison, CYP percentage of employees with over 10 years service (30.8%) is lower than the other Directorates. This could be explained by the nature of social work which has a high level of "burn out" causing social workers to leave after just a few years in post. The Council has implemented a transformation programme to address this issue.

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	30	25.9%	31	26.7%	39	33.6%	16	13.8%	116	5.3%
Soulbury	8	42.1%	3	15.8%	7	36.8%	1	5.3%	19	0.9%
Sc1 - 2	47	25.7%	43	23.5%	61	33.3%	32	17.5%	183	8.3%
Sc3 - 5	134	35.1%	73	19.1%	123	32.2%	52	13.6%	382	17.3%
Sc6 - SO2	191	34.7%	83	15.1%	161	29.3%	115	20.9%	550	24.9%
PO1 - 5	259	36.2%	142	19.8%	210	29.3%	105	14.7%	716	32.4%
PO6 - 8	52	34.4%	30	19.9%	48	31.8%	21	13.9%	151	6.8%
SMG1 - 3	28	39.4%	14	19.7%	16	22.5%	13	18.3%	71	3.2%
JNC	8	38.1%	4	19.0%	5	23.8%	4	19.0%	21	1.0%
Total	757	34.3%	423	19.1%	670	30.3%	359	16.3%	2209	100.0%



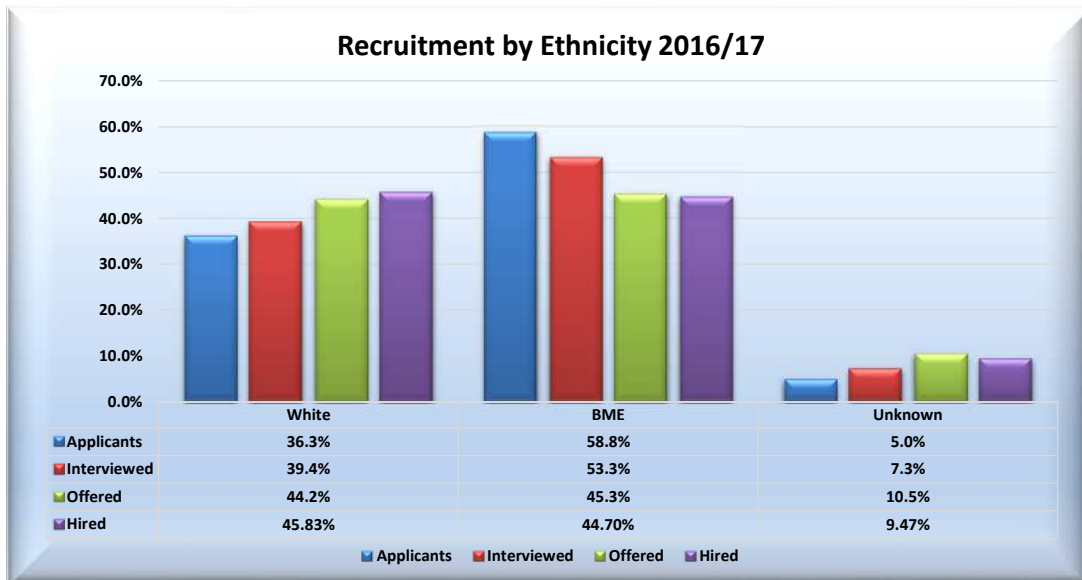
The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1-2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3-5' as apprentices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

Recruitment by Gender 2016/17



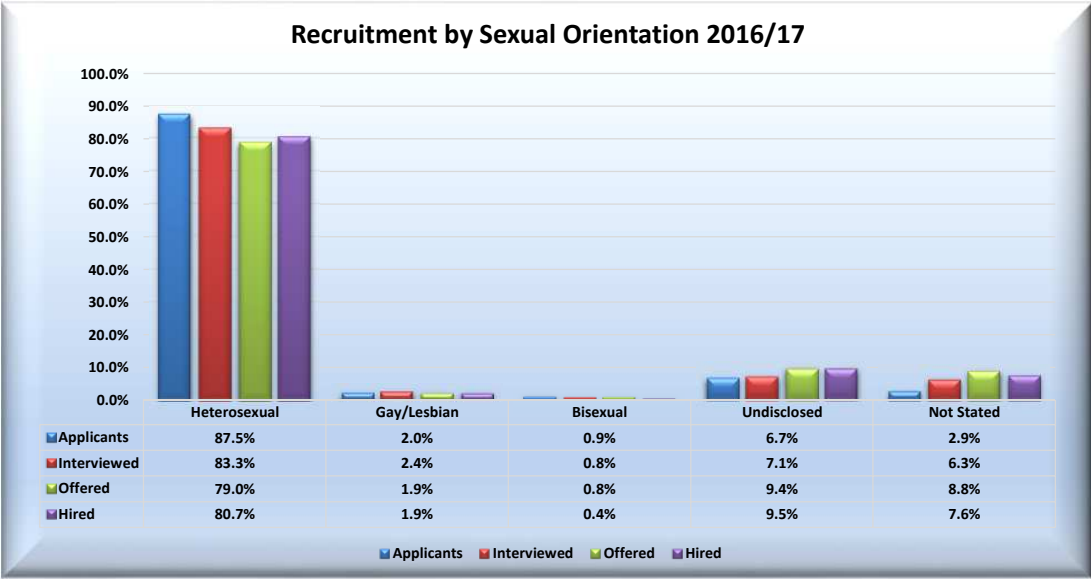
The Council received 4112 applications for 284 roles and appointed to 264 posts. 48.2% of applications made to the Council during 2016/17 were from female applicants which is a decrease from 58.7% during 2015/2016. Of the total appointments made during 2016/17 female appointees account for 46.2%. However please note that 816 applicants have "unknown" gender so these numbers are likely to be higher in reality.

Recruitment by Ethnicity 2016/17



During 2016/17, 58.8% of applications were made by applicants who identify as BME, which compares to 52.2% during 2015/16. During 2016/17 BME candidates represent 44.7% of the total appointments made.

Recruitment by Sexual Orientation 2016/17



2.9% of all job applications made during 2016/17 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is higher than last year's figure of 1.9%; 2.3% of total appointments made during 2016/17 were candidates who identify as LGBT, which is consistent with last year's figure.

Impact of HR Processes

During 2016/17, the HR Division supported the Council in delivering services at a time of large public sector reductions by maintaining employee engagement and relations. The division ensured relatively good employee relations within the Council.

Moving into 2017/18 the HR Division continues to work to deliver the council's people management strategy objectives, having recently consulted managers to re launch these. They are:

Work with appointed system integrator and project team to ensure programme milestones are delivered, ensuring resources are appropriately assigned throughout the life of the programme and that contingency plans are in place with the existing system provider beyond March 2018.

Support and advise managers on reorganisations, recruitment and casework, provide MI, deliver an effective and robust workforce performance management system which supports managers to continue to upskill and improve services.

Implement a plan to deliver improvements to the job evaluation process; introduce improvements stemming from a review of demand analysis across the HR teams; implement value added elements with OH provider to improve health, well-being and sickness absence

Top three priorities for 2017 – 18 are:

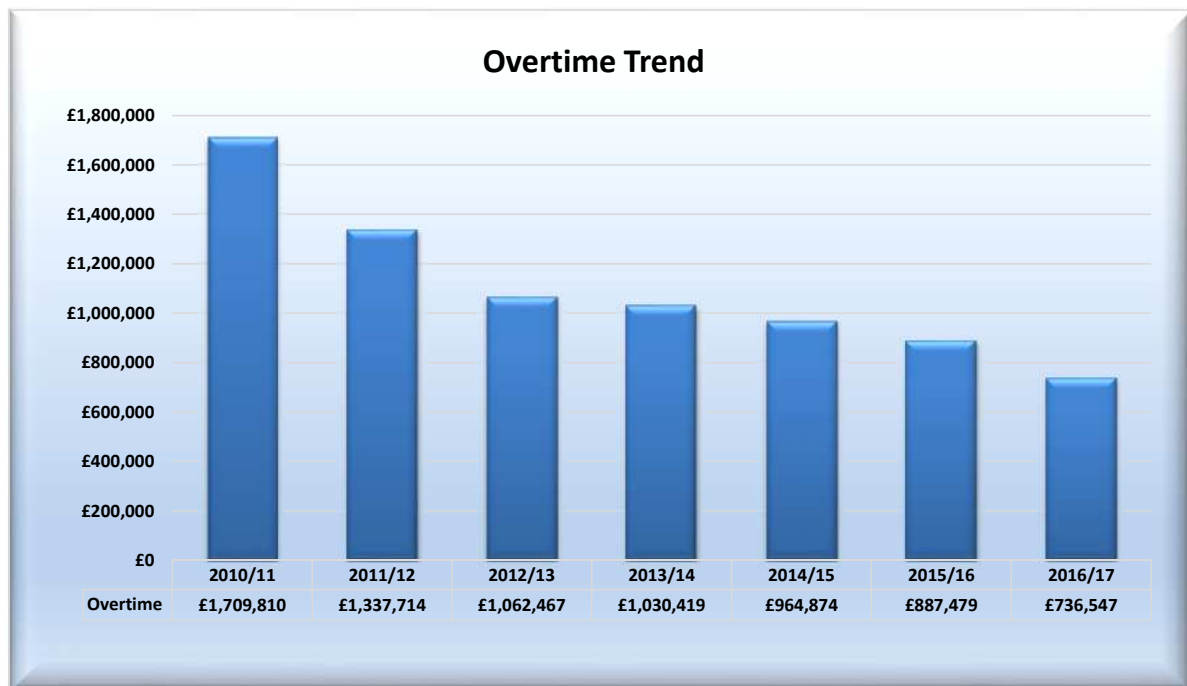
To procure and implement an integrated HR, Payroll and Finance System (ERP solution) that will facilitate and enable greater levels of employee/manager self-service; streamlining existing policies and processes; supporting agile and flexible working by accessibility of information through mobile devices

To ensure that the Council's People Strategy supports the direction and focus of the Service Transformation and Digital Programme and reflects the opportunities that the Apprenticeship levy will offer in developing professional standards across Lewisham

To ensure we continue to support the organisation to achieve value for money by reducing agency/interim spend, ensuring senior management is fully aware of usage and spend; providing accurate and timely management information; providing the training that is needed by the services; working proactively with managers on operational management issues

OVERTIME/ADDITIONAL HOURS 2016/17

	Overtime 2015/16	Overtime 2016/17	Decrease
Children and Young People	£74,453	£28,785	-£45,668
Community Services	£128,832	£122,534	-£6,299
Customer Services	£669,035	£550,465	-£118,570
Resources & Regeneration	£15,159	£34,763	£19,604
Total	£887,479	£736,547	-£150,932



The overtime trend has continued to decrease over the last 7 years and continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2016/17

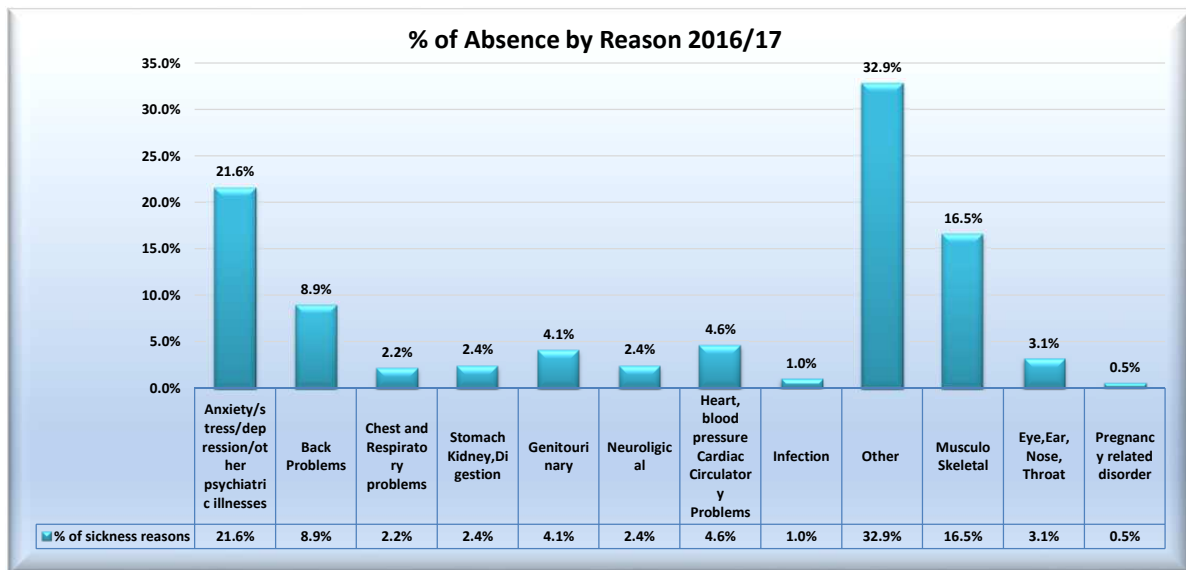
Directorate	Actual Days	Average FTE	Avg Days Lost 16/17	Avg Days Lost 15/16
Children & Young People Directorate	1836.72	350.81	5.24	6.43
Community Services Directorate	4326.88	527.48	8.20	10.14
Customer Services Directorate	7733.86	798.11	9.69	9.05
Resources & Regeneration Directorate	1575.56	341.31	4.62	4.26
Lewisham Council excluding Schools	15473.03	2017.72	7.67	8.06



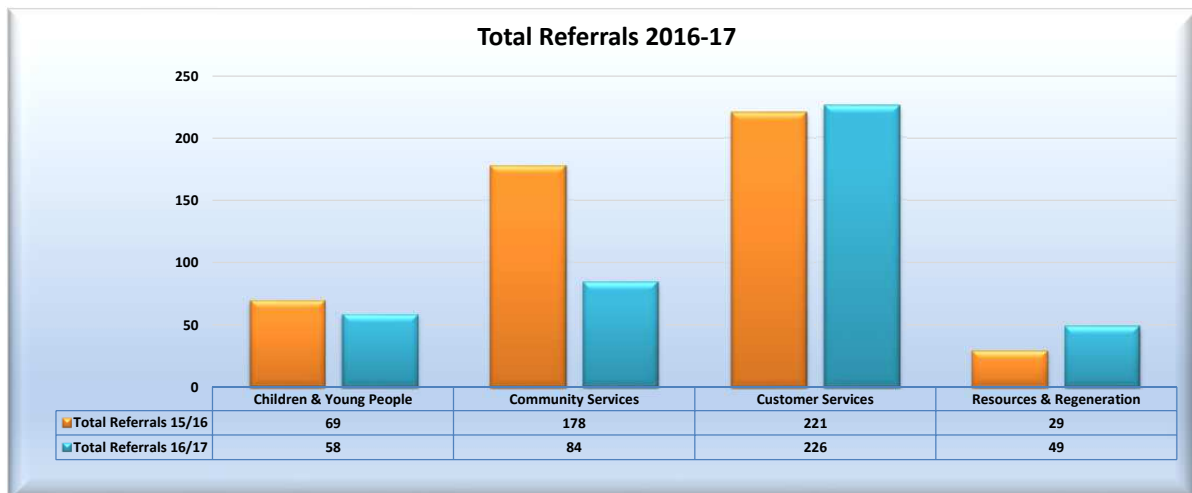
The average days lost per employee has decreased to 7.67 days in 2016/17 from 8.06 days during 2015/16. The median number of days lost per employee across London Councils is 8.1 (source *London Councils Human Capital Matrix 2016*). The average number of days lost has decreased in Children & Young People and Community Services Directorates; Resources and Regeneration Directorate has a lower average days lost than the other Directorates.



OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



Musculo-skeletal and stress reasons continue to be the most prevalent reason for OH referrals year on year. Stress/depression/fatigue reasons include a range of mental health reasons e.g. depression disorder, as well as domestic stress and work related reason (which form a small proportion of this category)



PROMOTED EMPLOYEES - 2016/17

Promoted Employees		Total Employees	
164	7.4%	2209	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
37	10.08%	60	9.32%	50	6.07%	17	4.55%	164	7.42%

BY GENDER					
Male		Female		Total	
60	6.87%	104	7.78%	164	7.4%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
1	0.86%	2	10.53%	0	0.00%	27	7.07%	47	8.55%	65	9.08%
PO6-8		SMG1-SMG3		JNC		Total					
15	9.93%	6	8.45%	1	4.8%	164	8.5%				

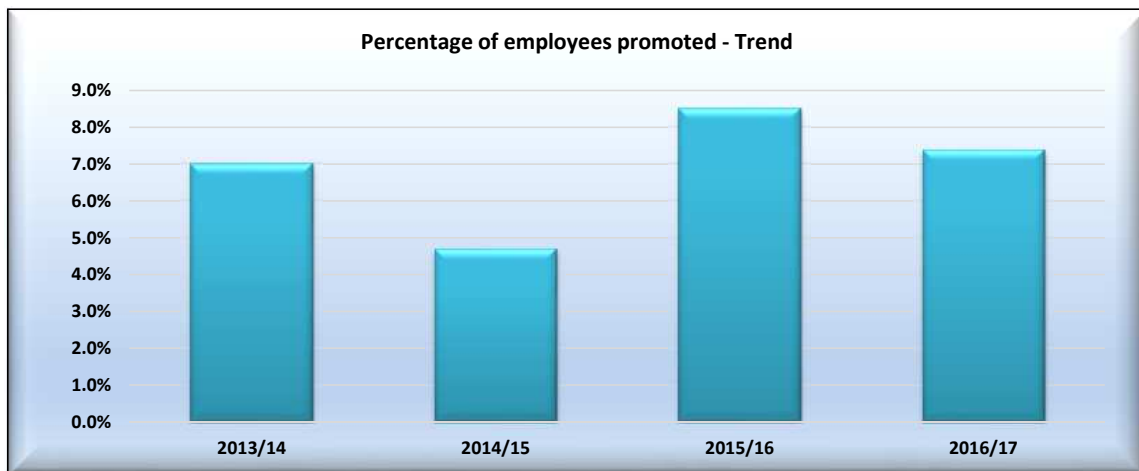
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
64	8.5%	50	11.8%	37	5.5%	13	3.6%	164	7.4%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
3	27.3%	17	25.8%	32	20.5%	25	12.5%	15	5.5%	22	9.3%
46-50		51-55		55+		Total					
16	4.9%	19	4.5%	15	2.9%	164	7.4%				

BY ETHNICITY							
BME		Unknown		White		Total	
68	3.1%	9	7.9%	87	7.1%	164	7.4%

BY DISABILITY	
Disabled	
2	

The percentage of promoted non-schools employees during 2016/17 is 7.4%. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.



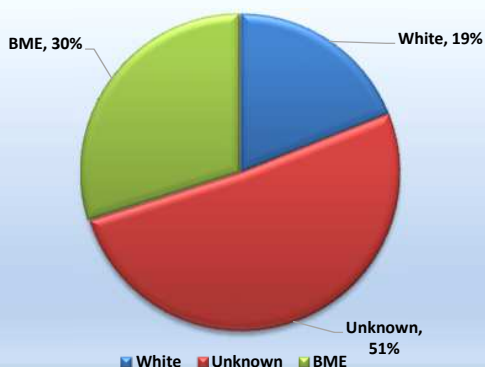
Agency Profile 2016/17

Agency Gender Profile 2016/17

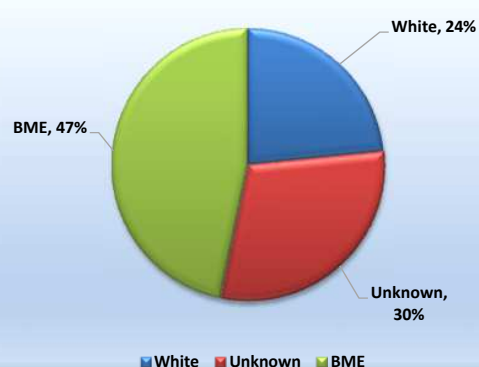
Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
Women	90	110	76	33	309
Men	32	55	210	54	351
Total	122	165	286	87	660

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

Agency Ethnicity Profile 2016/17

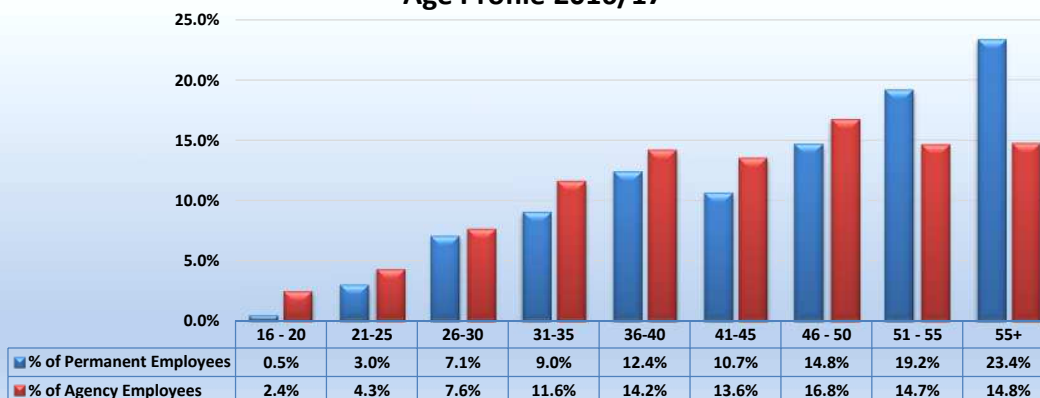


Agency Ethnicity Profile 2015/16



The high percentage of agency workers having an "unknown" ethnic origin can be explained by the fact that although Reed (who have the contract for the Agency Managed Service (AMS)) require that their agency workers provide this information, third party suppliers to the contract do not require that their workers provide this information.

Age Profile 2016/17

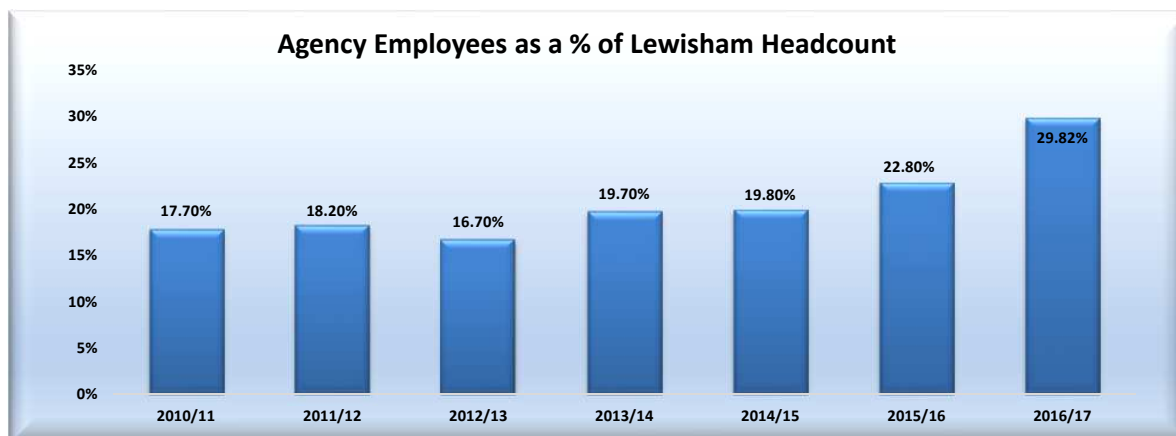


29.5% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

AGENCY STAFF EXPENDITURE

April 2016 to March 2017

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE				
Directorate	2016/17		2015/16	
	£'000	%	£'000	%
Children & Young People	5106	22.7%	4344	21.8%
Community Services	5453	24.3%	5273	26.4%
Customer Services	8439	37.6%	7596	38.1%
Resources & Regeneration	3454	15.4%	2736	13.7%
TOTAL	22,452	100.0%	19,949	100.0%



In 2016/17 agency staff made up almost 29.8% of the total workforce compared to 22.8% in 2015/16. The percentage of agency employees has increased by 7 percentage points over the last year due to number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken. This along with the fact that agency worker tenure has increased has resulted in an increase in expenditure of £2.5m on the previous year's figure.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2016/17		
Directorate	Job Role	No.
Community Services	Bar Steward	69
	Adults Social Worker	17
	Adult Social Worker - Hospital	14
Customer Services	Cleansing Loader/Sweeper	55
	Recycling Days Loader/Sweeper	42
	Refuse Loader/Sweeper	26
	Passenger Attendant	25
Children & Young People	Team Manager	11
	Childrens Social Worker - R&A	10
	Educational Psychologist	7
	Business Support Officer	7
Resources & Regeneration	Planning Officers	4
	Project Manager	3
	Accountant	3

Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last years has been for additional staffing/flexible resourcing.

Learning & Development 2016/17

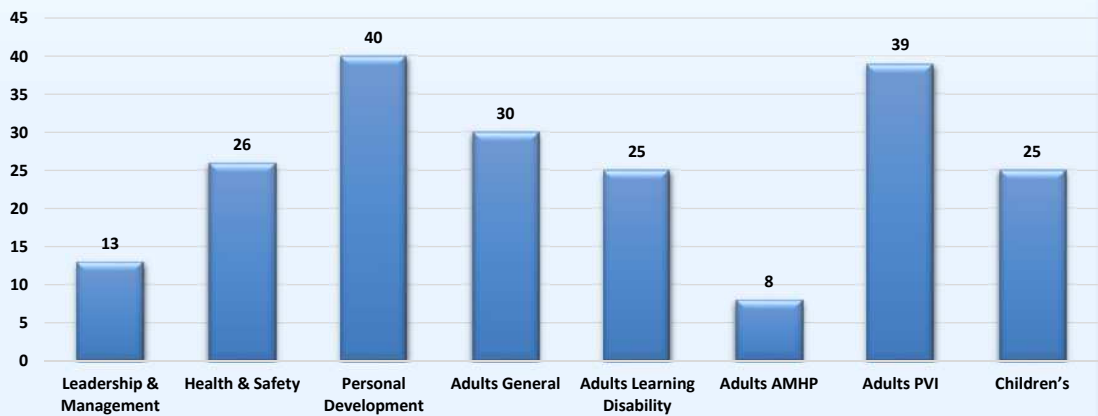
Staff Attendance on courses April 2016 – March 2017.

During the period of April 2016 – March 2017, a total **206** courses were successfully delivered via the Reed Learning partnership. In addition a total of **65** external events were also part of the learning and development training programmes. Of the Learning Partnership courses and external events that were run, **107** courses had an attendance of over **70%**. A total of **3127** both internal and PVI delegates booked to attend both LP courses and external events and a total of **1291*** delegates attended, resulting to a **42%** attendance for the training year. Of the **1291** delegates that attended courses, **713** were internal council staff and **578** were from PVI organisations.

Community Services directorate had the highest attendance with **212** attendees followed by Customer Services with **130**. CYP and Resources and Regeneration had **83** and **46** respectively. A total of **135** Children and Adults social care delegates attended the external events arranged by the L&D team.

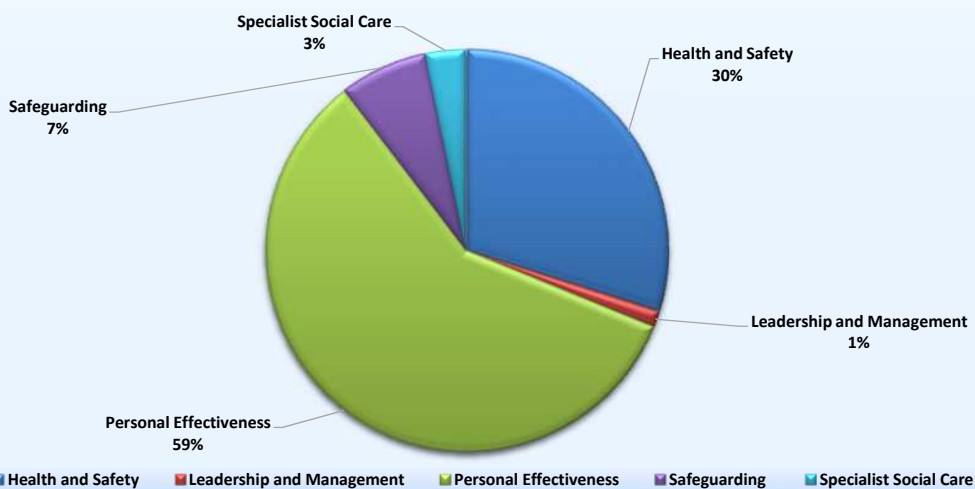
**The overall attendance is low due to approved delegate status not being confirmed as attended in time for reporting.*

Total of Monthly Events ran by Course Catalogue



Of the learning programmes described above, Adult courses were the most delivered with a total of **102** events.

Number of E-learning completions 2016/17



Of the E-learning programmes listed above by course types, **154** staff completed **38** courses relating to the above subject areas. Personal Effectiveness courses were the most completed.

LEAVERS 2016/17

In 2016/17 the number of non-schools employees reduced from 2300 at the beginning of the year to 2209 by the year's end, a net reduction of 91(3.9%) employees.

Total number of employees at April 2016 - **2300**
Less number of employees leaving on redundancy terms - **75**
Less number of employees leaving on Voluntary Severance - **None**
Less number of voluntary leavers/dismissals (includes resignations & retirements) - **262**
Plus number of new starters - **246**
Total number of employees at March 2016 - **2209**

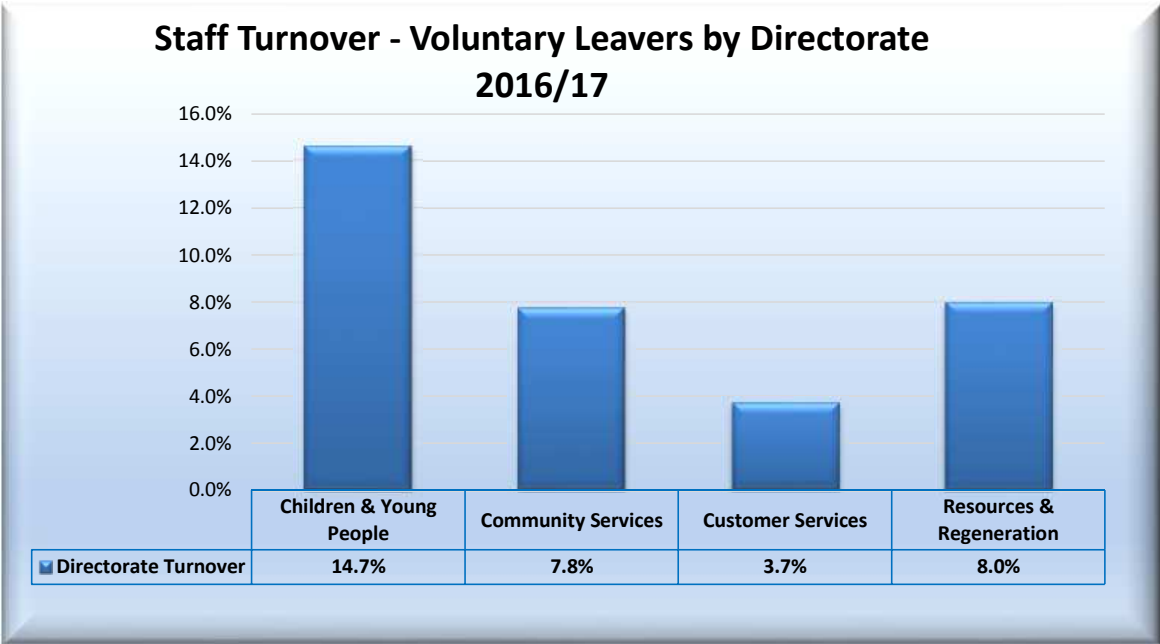
Analysis of the 169 voluntary leavers represent a 7.5% turnover, which is less than the 10.5% turnover figure in 2015/16, but continues to be higher than the average trend for the previous years. Further analysis of this increase is being undertaken.

Employees being made redundant continue to be offered HR briefings on the redeployment/redundancy process together with a programme of outplacement support training (OPS) and advice from Jobcentre Plus. The programme includes CV writing and job search skills, interview skills, and business start up workshops. Feedback on the OPS support has been extremely positive as has the feedback for the confidential financial advice sessions offered to staff. Employees are also offered one to one coaching sessions from REED and a comprehensive "employability skills" programme has been set up on the intranet for employees which includes practice psychometric tests.

Voluntary Leavers between April 2016 - March 2017

Voluntary leavers are employees who have chosen to leave the authority for personal reasons so do not include redundancies, dismissals, TUPE transfer and voluntary severance

Directorate	Employed April 16	Employed March 17	Net Voluntary Leavers	Directorate Turnover
Children & Young People	411	367	57	14.7%
Community Services	694	644	52	7.8%
Customer Services	843	824	31	3.7%
Resources & Regeneration	352	374	29	8.0%
Total	2300	2209	169	7.5%



BY GENDER	Employed April 16	Employed March 17	Leavers Count	Turnover
Female	1405	1336	117	8.5%
Male	895	873	52	5.9%
Total	2300	2209	169	7.5%

BY ETHNICITY	Employed April 16	Employed March 17	Leavers Count	Turnover
BME	879	865	61	7.0%
Unknown	142	114	21	16.4%
White	1279	1230	87	6.9%
Total	2300	2209	169	7.5%

BY LENGTH OF SERVICE	Employed April 16	Employed March 17	Leavers Count	Turnover
0 - 4.99 Years	717	757	98	13.3%
5 - 9.99 Years	495	423	33	7.2%
10 - 19.99 Years	697	670	29	4.2%
20+ Years	391	359	9	2.4%
Total	2300	2209	169	7.5%

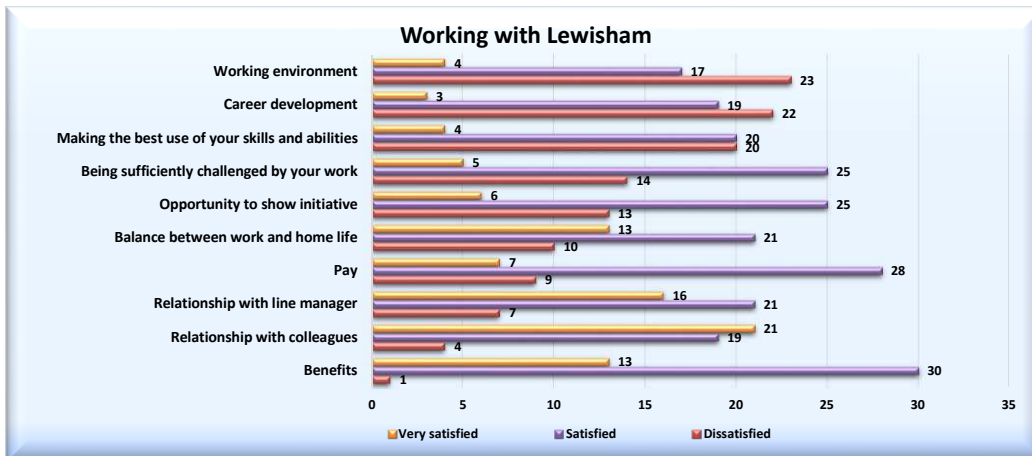
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 22 months.

BY AGE	Employed April 16	Employed March 17	Leavers Count	Turnover
16 - 20	16	11	0	0.0%
21 - 25	91	66	20	25.5%
26 - 30	152	156	24	15.6%
31 - 35	238	200	27	12.3%
36 - 40	244	274	18	6.9%
41 - 45	264	236	22	8.8%
46 - 50	367	326	18	5.2%
51 - 55	436	424	20	4.7%
55 +	492	516	20	4.0%
Total	2300	2209	169	7.5%

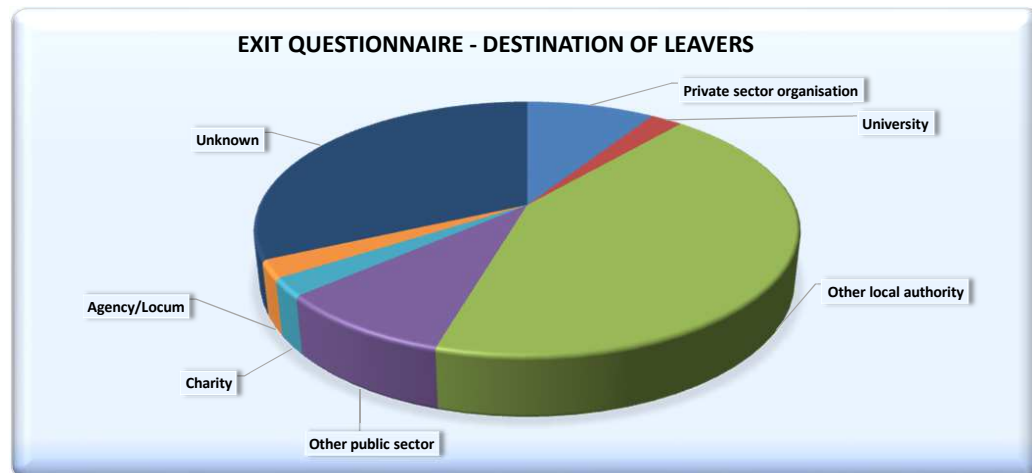
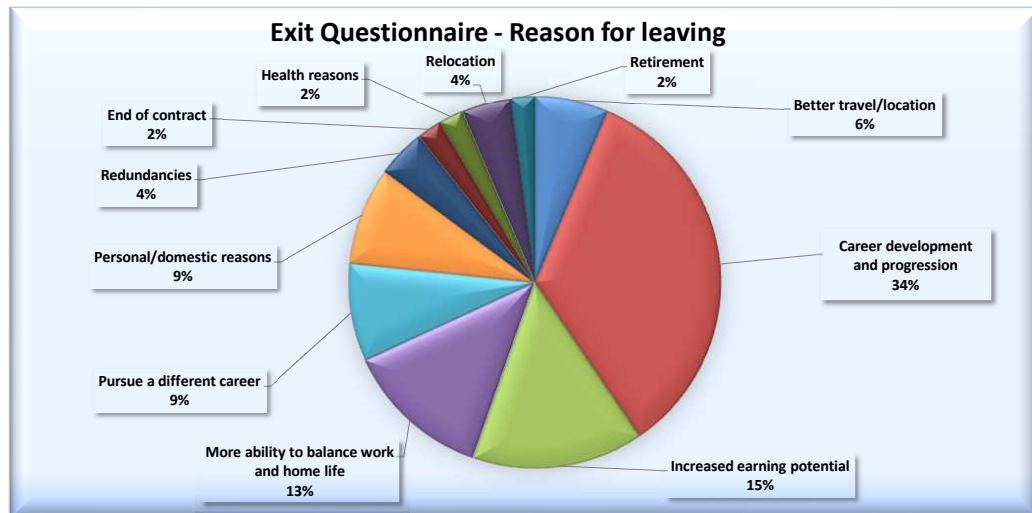
Again turnover by age band is the highest amongst those in 21 - 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement

BY Grade	Employed April 16	Employed March 17	Leavers Count	Turnover
Lect	128	116	9	7.4%
Soulbury	22	19	4	19.5%
Sc1 - 2	231	183	16	7.7%
Sc3 - 5	421	382	19	4.7%
Sc6 - SO2	499	550	29	5.5%
PO1 - 5	745	716	71	9.7%
PO6 - 8	155	151	12	7.8%
SMG1 - 3	78	71	9	12.1%
JNC	21	21	0	0.0%
Total	2300	2209	169	7.5%

Exit Survey 2016/17



44 people completed an exit questionnaire during 2016/17, 97.7% of respondents were satisfied/very satisfied with the benefits that Lewisham offers to employees and 79.5% of respondents were satisfied/very satisfied with their pay; 90.9% of respondents were satisfied/very satisfied with their relationship with colleagues; and 47.7% of respondents were satisfied/very satisfied with the working environment; 50% of respondents were dissatisfied with career development opportunities. The main reason employees gave for leaving was 'career development' and the main destination of leavers was "other local authority"



HR is taking action to encourage leavers to complete the exit questionnaire, in order to give more in-depth analysis of the views of those leaving the Council - this includes a link to the questionnaire in the leavers letter and also follow up emails from HR. We have also adapted the exit questionnaire to improve our ability to quantify the data.

Safer Stronger Communities Select Committee		
Title	Select Committee work programme	
Contributor	Scrutiny Manager	Item 8
Class	Part 1 (open)	12 July 2017

1. Purpose

To advise Members of the proposed work programme for the municipal year 2017/18 and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the new municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 22 May 2017 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

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

4. The work programme

4.1 The work programme for 2016/17 was agreed at the Committee's meeting on 26 April 2017.

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

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

5. The next meeting

5.1 The following reports are scheduled for the meeting on Thursday 21 September 2017:

Agenda item	Review type	Link to Corporate Priority	Priority
Evidence Session – Provision for the LGBT Community	Performance Monitoring	Community leadership Inspiring efficiency, effectiveness and equity.	High
Safer Lewisham Plan	Performance Monitoring	Safety, security and a visible presence	High
Local Police Service Update	Performance Monitoring	Safety, security and a visible presence	High

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

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

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

8. Equalities Implications

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

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

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

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

9. Date of next meeting

The date of the next meeting is Thursday 21 September 2017.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Safer Stronger Communities Select Committee 2017/18

Programme of Work

Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	26-Apr	26-Jun	12-Jul	21-Sep	02-Nov	13-Dec	25-Jan	07-Mar
Lewisham Future Programme	Standard Item	High	CP10	Apr-17				SAVINGS				
Election of Chair and Vice-Chair	Constitutional requirement	High		Apr-17								
Select Committee Work Programme 2017/18	Constitutional requirement	High		Apr-17								
Demographic Change	Rapid Review	High	CP1	Apr-17	Evidence Ses	Final Report						
Capacity in the Voluntary Sector - response to recs	Response to recs	High	CP1	Apr-17		Response				6-month update		
Provision for the LGBT community	In-depth review	High	CP1 and CP10	Dec-17		Scope		Evidence	Evidence	Report		
Implementation of employee survey action plan	Policy Development	High	CP10	Jun-17								
YOS inspection action plan	Performance Monitoring	High	CP4	on-going								
Draft Violence Against Women and Girls Strategy 2017-2021	Policy Development	High	CP4	Jun-17								
Poverty Commission	Policy Development	High	CP10	Nov-17			Update		Final Report			
Library and Information Service Annual Report.	Performance Monitoring	High	CP10	Jul-17								
Local Police Service Update	Performance Monitoring	High	CP4	Jul-17								
Council's Employment Profile	Performance Monitoring	High	CP10	Jul-17								
Update on Main Grants Programme	Performance Monitoring	High	CP10	Jul-17								
Community Cohesion (inc extremism strategy)	Policy Development	High	CP1,CP4 and CP10	Nov-18								
National Probation Service and community rehabilitation company	Standard Item	High	CP4	Jan-18								
disproportionality in the criminal justice system	Policy Development	High	CP4 and CP10	Jan-18								
Safer Lewisham Plan	Performance Monitoring	High	CP4	Mar-18								
Implementation of the CES	Performance Monitoring	High	CP1	Mar-18								
Local Assemblies	Performance Monitoring	High	CP1	Mar-18								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	26-Apr		5) 02-Nov
2)	26-Jun		6) 13 Dec
3)	12-Jul		7) 25-Jan
4)	21-Sep		8) 07-Mar

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FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2017 - October 2017

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

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

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

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

August 2016	The Wharves Deptford - Compulsory Purchase Order Resolution	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2017	Evaluation of the Sustainable Community Strategy	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy &		

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
			Performance		
May 2017	Memorandum of Understanding on Participation of Central London Forward for Purposes of Employment and Skills Devolution and joint working procurement of Work and Health Programme	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
March 2017	CRPL Business Plan 2017-18	21/06/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	New Homes Programme	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2017	Beckenham Place Park Programme Update	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
February 2017	Deptford Southern Housing Sites - Part 1 & Part 2	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
March 2017	Response to Consultation on	28/06/17	Aileen Buckton,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Policy for Supported Travel Young People Attending College and Adults Eligible for Adult Social Care	Mayor and Cabinet	Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
May 2017	Medium Term Financial Strategy	28/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2017	IT Network re-procurement Brent and Lewisham shared service	28/06/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Contract Award Bulge Class Sandhurst school	11/07/17 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2017	Achilles Street Regeneration Proposals	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
	Air Quality Campaign 17-18	19/07/17	Aileen Buckton,		

FORWARD PLAN – KEY DECISIONS

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		Mayor and Cabinet	Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2017	Catford Regeneration Programme Parts 1 and 2	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Extending the shared IT service to Southwark	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Financial Monitoring 2017/18	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Joint Strategic Depot Review	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Medium Term Financial Strategy	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

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			Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Housing Acquisitions Part 2	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Lewisham Adoption Service Statement of Purpose and Children's Guides	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2017	Lewisham Fostering Service Statement of Purpose and Children's Guides	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	New Homes Programme Parts 1 & 2	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		

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			Councillor Damien Egan, Cabinet Member Housing		
	PLACE / Deptford: Precision Manufactured Temporary Accommodation	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2017	Transfer of the Applications Support Function to the LB Brent Shared Service	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Modification to Decision to expand Addey and Stanhope School - Delayed implementation	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Amalgamation of Sandhurst Infant School and Sandhurst Junior School - Permission to consult	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Delivering additional school places for Children and Young People with Special Educational Needs and	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin,		

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	Disabilities (SEND) - Permission to consult		Cabinet Member for Children and Young People		
	Gypsy and Traveller Local Plan Update	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	19/07/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2017	Sydenham Park Footbridge Contract Award	19/07/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Telephony re-procurement	19/07/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Sangley and Sandhurst Road Highway Improvement Scheme Contract Award	19/07/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

FORWARD PLAN – KEY DECISIONS

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	Interim Food and Garden Waste Contract	25/07/17 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Update and preferred provider position refurbishment of Ladywell Playtower.	13/09/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2017	Audited Accounts and Pension Fund Accounts 2016/17	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Financial Regulations and Directorate Schemes of Delegation	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Report of the Barriers to Participation Working Party	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
May 2017	Community Services Youth Review	04/10/17 Mayor and Cabinet	Aileen Buckton, Executive Director for		

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		(Contracts)	Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
	Deptford Lounge & Tidemill School Facilities and Centre Management	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

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