

Safer Stronger Communities Select Committee Agenda

Thursday 12 July 2018

7.00 pm, Committee Room 1 - Civic Suite

Civic Suite

Lewisham Town Hall

London SE6 4RU

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

Part 1

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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 12 July 2018.

Ian Thomas, Chief Executive
Tuesday, 3 July 2018

Councillor Pauline Morrison (Chair)	
Councillor James Rathbone (Vice-Chair)	
Councillor Tauseef Anwar	
Councillor Sophie Davis	
Councillor Colin Elliott	
Councillor Alex Feis-Bryce	
Councillor Sue Hordijkenko	
Councillor Sakina Sheikh	
Councillor Bill Brown (ex-Officio)	
Councillor Juliet Campbell (ex-Officio)	

SAFER STRONGER COMMUNITIES SELECT COMMITTEE			
Report Title	Confirmation of Chair & Vice Chair of the Safer Stronger Communities Select Committee		
Ward		Item:	1
Contributors	Chief Executive (Head of Business & Committee)		
Class	Part 1	Date:	12 July 2018

1. Summary

Further to the Annual General Meeting of Council on 23 May 2018, this report informs the Select Committee of the appointment of a Chair and Vice Chair of the Safer Stronger Communities Select Committee.

2. Purpose of the Report

To issue directions to the Select Committee regarding the election of their Chair and Vice Chair.

3. Recommendations

The Select Committee is recommended to:

- (i) Confirm the election of Councillor Pauline Morrison as Chair of the Safer Stronger Communities Select Committee
- (ii) Confirm the election of Councillor James Rathbone as Vice Chair of the Safer Stronger Communities Select Committee

4. Background

4.1 On 23 May 2018, the Annual General Meeting of the Council considered a report setting out an allocation of seats on committees to political groups on the Council in compliance with the requirements of the Local Government and Housing Act 1989.

4.2 The constitutional allocation for both chairs and vice chairs of select committees is:

Labour: 6

5. Financial Implications

5.1 There are no financial implications arising from this report.

6. Legal Implications

- 6.1 Select Committees are obliged to act in accordance with the Council's Constitution.

BACKGROUND PAPERS

Council AGM Agenda papers 23 May 2018 – available on the Council website [here](#) or on request from Kevin Flaherty, Business and Committee manager (020 8314 9327)

If you have any queries on this report, please contact Katie Wood, Scrutiny Manager (020 8314 9446)

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Wednesday, 7 March 2018 at 7.00 pm

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

APOLOGIES: Councillors Colin Elliott and Pat Raven

ALSO PRESENT: Councillor Janet Daby (Cabinet Member Community Safety), Paul Aladenika (Service Group Manager, Policy Development and Analytical Insight), Becky Canning (Chief Officer) (National Probation Service, London Division, Southwark/Lewisham Cluster), Chief Inspector Andy Carter (Chief Inspector,), Winston Castello (Community Enterprise Manager), Gary Connors (Crime Reduction Service Manager), Paul Gale (Local Assembly Manager), Barrie Neal (Head of Corporate Policy and Governance), Lucien Spencer (London Community Rehabilitation Company), Geeta Subramaniam-Mooney (Head of Public Protection and Safety) and Katie Wood (Scrutiny Manager)

1. Minutes of the meeting held on 13 December 2017

RESOLVED:

That the minutes of the meeting held on the 13th December be agreed as an accurate record of proceedings.

2. Declarations of interest

Councillor Dacres declared a personal interest in item 9 as she was working on an IT project with the Ministry of Justice.

3. Response to Referrals from this Committee

There were no responses to referrals due at this Committee.

4. Local Police Service Update

4.1 Chief Inspector Andy Carter, Metropolitan Police, gave a presentation to the Committee. During his presentation and in response to questions from the Committee, the following key points were highlighted:

- The current model of 32 Borough Commands corresponding to London Boroughs would change to 12 Borough Command Units from November 2018.
- Lewisham would merge with Greenwich and Bexley and the new BCU Commander would be Chief Superintendent Simon Dobinson, the current Borough Commander for Greenwich.
- The 24:7 999 Policing would be run from Lewisham and Bexley.

- It was acknowledged that Lewisham Police Station was and would remain very busy. There would be occasions where there was likely to be queueing.
- Neighbourhood Police officers would remain with the current two officers per ward in Lewisham. They would only be removed from their wards in extreme circumstances such as in response to a terrorist event or on a New Year's Eve.
- The changes had been driven by the challenging budgetary pressures on the Metropolitan Police.
- Committee members and Chief Inspector Carter discussed Safer Neighbourhood Ward Panel Meetings and the potential to work together with Councillors and local assemblies in the future. Further discussions would take place to include getting Councillors' views on how ward panels could best involve and work with the local community. It would be important to consider aspects such as the venue, date and time and capacity of those organising the panel meetings. There was a panel chair's meeting in June where ideas could be further discussed.
- Reports from Safer Neighbourhood Panels to Lewisham Local Assemblies had improved and were very helpful.
- Crime statistics from the Police would still be available on a ward by ward basis. Chief Inspector Carter would update the Committee as to whether the statistics would continue to be able to be provided on a borough by borough basis after the merge.

4.2 **RESOLVED:**

That the report be noted and Chief Inspector Carter be thanked for attending and presenting to the Committee.

5. **National probation Service and Community Rehabilitation Service Update**

5.1 Becky Canning, National Probation Service (NPS) and Lucien Spencer, Community Rehabilitation Company (CRC) presented their update report to the Committee. During their presentation and in the discussion that followed, the following key points were highlighted:

- The 2016 HMIP inspection of work in the NPS and CRC made three recommendations for improvement: Improve the quality of court work; improve public protection; improve the relationship between NPS and CRC.
- There had been significant improvements made over the last year including having 60% of reports prepared on the day of the magistrates' request when it previously took about 3 weeks.
- There was work on improving public protection such as: themed case audits; improved working relationships with the CRC; and mandatory safeguarding and domestic abuse training for all staff.
- There was an HMIP inspection in September 2017 across London. The findings included the following: public protection work was evaluated as good, reducing reoffending rates were variable and more focus was needed; abiding by sentence was judged to be sufficient; meeting diversity needs was judged as weaker in particular for women.

- The following recommendations were made by the inspection: to improve information sharing for safeguarding; to improve services for women; to promote better understanding of accessing services; and to improve support for newly qualified officers.
- The CRC worked based in community teams. Lewisham, Bexley and Croydon were grouped together. There were currently 3000 open cases, 900 of which were in Lewisham. The majority of these were community orders or suspended sentences and the main areas were burglary and domestic abuse.
- There were a number of problems with the original contract and subsequent delivery model for the NPS. Serious and significant concerns had been picked up in the 2016 HMIP inspection and since this time the contract had been renegotiated back into a geographical-based model.
- The average caseload had reduced to 55 per staff member which was lower than the HMIP inspection requirement and supervision had improved.
- The recent inspection report would be published shortly and would show significant improvement across the CRC.
- A number of investments had been made to meet recommendations. These included: investment in a new case management system; significant investment across estates; and continuing to develop work with female service users which made up around 10% of service users.
- Members of the Committee felt the report could be written more clearly and include additional data such as KPIs (key performance indicators). Future reports would take these concerns on-board. The data provided may be cluster based.

5.2 **RESOLVED:**

That future reports should be clearer and include more performance data as well as qualitative information.

6. **Safer Lewisham Plan**

6.1 Geeta Subramaniam-Mooney, Head of Public Protection and Safety, gave a presentation to the Committee outlining crime statistics in Lewisham, a copy of which is included in the agenda documentation. In the discussion that followed, the following key points were raised:

- The use of visuals in the presentation was welcomed by the Committee who found it comprehensive and accessible and were very impressed with the report.
- Further analysis based on age group of perpetrators could be provided to the Committee.
- The work of the Crime Reduction Team had been focussed around the following four key areas: stop the violence campaign; universal schools safety programme including the launch of the 5 key messages leaflets; trauma-informed approaches and trusted adult models; and partnership approach to operations taking individuals off the street.
- There were concerns regarding the rise in gun crime across London.

- The location of crimes was based on where the incident was recorded and not where it took place. Therefore there could appear to be concentrations around Police Stations or hospitals.
- In terms of violence against women and girls, there were 436 cases of peer on peer abuse currently active. There were concerns about the numbers of victims of domestic violence who were repeat victims either from the same or multiple perpetrators.
- The Council had worked with the Jimmy Mizen Foundation looking at perceptions of crime and threat felt by children of different ages. Shifts in children to adult ratios in certain spaces could make them much safer feeling for young people. For example having more adults on busses could make it feel much safer.
- The Crime Reduction Service had undertaken workshops on unconscious bias and were now implementing "blind" case audits for the Youth Offending Service which could be taken up by other agencies.
- Comments were raised regarding the potential for new buildings and developments to have a positive or negative effect on community cohesion. A concern was raised regarding Convoy's Wharf having the potential to impact young people's lives and deepen social division.
- Members of the Committee thanked Geeta and her team for the presentation.

6.2 RESOLVED:

That the report be noted.

7. Comprehensive Equalities Scheme Annual Review

7.1 Paul Aladenika presented the report to the Committee. During his presentation and in the discussions that followed, the following key points were raised:

- The new approach to equalities reporting in the CES 2016-20 focused on equalities within 5 Council strategic plans; Safer Lewisham Plan 2015-17; Housing Strategy 2015-20; Work and Skills Strategy 2015-17; Health and Well-being Strategy 2015-18; and the Children's and Young People's Plan 2015-18. This was felt to be an improved approach compared to having 9 strands based on each protected characteristic.
- It would be helpful to have more of the public health data available based on protected characteristics. This had not always been available but discussions would continue as to whether further breakdowns were possible.

7.2 RESOLVED:

That the report be noted

8. Local Assemblies Annual Report

8.1 Paul Gale, Local Assemblies Manager and Winston Costello, Community Enterprise Manager presented the report to the Committee. During their

presentation and in the discussion that followed the following key points were raised:

- **Standing orders were suspended at 9.20pm.**
- Comments were raised as to whether there was potential for Local Assemblies to have a more community empowering role.
- There could be more done on the grants process to ensure there was feedback on projects and to ensure more high quality bids.
- All assembly funded projects are required to submit monitoring before the end of November the following financial year. As part of the monitoring process, Assembly Officers are encouraged to visit the projects to see how the award is benefiting the community. In addition, the grant recipients will often attend an assembly to 'report back' on the project at a later date.
- Projects funded by Local Assemblies should be branded as such so local communities could see the impact.

8.2 **RESOLVED:**

That the report be noted.

9. **Disproportionality in the Criminal Justice System**

9.1 Geeta Subramaniam-Mooney, introduced the report to the Committee. During the presentation and subsequent discussion, the following key points were highlighted:

- The work on disproportionality at Lewisham included reviewing and responding to Baroness Young's Review on Improving Outcomes for Young Black and Muslim Men in the Criminal Justice System and undertaking a workshop on this theme led by Baroness Young.
- It also included looking at the statistics on disproportionality in Lewisham and working on this with partners to look at perceptions, language and potential unconscious bias as well as looking at the Lammy Review in detail to understand what lessons could be taken for Lewisham.
- Further consideration of the trauma-informed approach and how that fitted in with looking at unconscious bias was being undertaken.
- The Youth Offending Service (YOS) would be developing a toolkit to undertake "blind" case audits without seeing background information on individual's ethnicity/gender etc.
- The YOS and Crime Reduction Team were undertaking a programme focussing on unconscious bias. This was also being undertaken by members of the Safer Lewisham Partnership Board.

9.2 **RESOLVED:**

That the report be noted.

10. **Update on Counter-Extremism Strategy**

10.1 Gary Connors, Strategic Community Safety Services Manager, presented the report to the Committee. During the presentation and discussion the following key points were noted:

- The Community Coordinator role was funded by the Home Office and focused on overseeing the coordination of the Council's work on counter-extremism.
- The report highlighted the key aspects of the role and achievements. It included lots of work with community groups and faith groups and also helped community groups successfully bid for funds such as the Stronger Britain Together Fund.
- Intersectionality within communities was always considered and was an important priority.
- The service was aware of a church where concerns had been raised about offensive attitudes to the LGBT community. This had been highlighted to the Home Office through Prevent and through anti Hate Crime work.
- A member of the Committee highlighted that a high proportion of people did not have a faith and work should also be focused on those without a faith. The Committee heard that work was on-going with non-religious groups but there could be more focus in this area.

10.2 RESOLVED

That the report be noted.

11. Select Committee work programme and end of administration report

11.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee. The following comments were noted in the discussion:

- The Committee could consider the Council's position on Modern Day Slavery as part of the 2018/19 work programme.

11.2 RESOLVED

That the report be noted and the possibility of looking at the Council's position on Modern Day Slavery be considered when setting the work programme for 2018/19.

12. Items to be referred to Mayor and Cabinet

There were no referrals to Mayor and Cabinet.

The meeting ended at 10.10 pm

Chair: _____

Date: _____

Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	12 July 2018

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 4

Safer Stronger Communities Select Committee		
Report Title	Mayor & Cabinet Response to: Provision for the LGBT+ Community in Lewisham	
Key Decision	No	Item No 4
Ward	All	
Contributors	Executive Director for Resources & Regeneration (Head of Business & Committee)	
Class	Part 1	Date: 12 July 2018

1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of a review which the Select Committee considered on 13 December 2017.

2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee regarding their review of provision for the LGBT+ Community in Lewisham

3. Recommendation

The Select Committee is recommended to receive the Cabinet response to the Select Committee's Review of Response to: Provision for the LGBT+ Community in Lewisham.

4. Background

- 4.1 The Mayor and Cabinet considered the attached report entitled "Response to: Provision for the LGBT+ Community in Lewisham Safer Stronger Communities Select Committee December 2017" at the Mayor & Cabinet meeting held on 27 June 2018.

5. Mayoral Response

- 5.1 The Mayor received an officer report and a presentation from the Cabinet Member for Community Sector, Councillor Jonathan Slater.
- 5.2 The Mayor and Cabinet unanimously resolved that the response shown in the attached report be approved and submitted to the Select Committee.

BACKGROUND PAPERS

Mayor & Cabinet minutes 27 June 2018

If you have any queries on this report, please contact Sarah Assibey, Committee Support Officer, 0208 314 8975

Mayor and Cabinet			
Title	Response to: Provision for the LGBT+ Community in Lewisham Safer Stronger Communities Select Committee December 2017		
Wards	All		
Contributors	Chief Executive, Executive Director for Resources & Regeneration		
Class	Open	Date	27 June 2018

Purpose

1. This report sets out the response to the views and comments arising from the Safer Stronger Communities Select Committee's review entitled: "Provision for the LGBT+ Community in Lewisham".

Recommendations

2. It is recommended that the Mayor:
 - i) Approves the response from the Executive Director for Resources and Regeneration to the comments of the Safer Stronger Communities Select Committee.
 - ii) Agrees that this report should be forwarded to the Safer Stronger Communities Select Committee.

Policy Context

3. Shaping Our Future, the Council's Sustainable Community Strategy includes the following priority outcomes which shape borough's approach to the welfare of its citizens:
 - Ambitious and Achieving – where people are inspired and supported to fulfil their potential.
 - Safer – where people feel safe and live free from crime, antisocial behaviour and abuse
 - 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. The Council's priorities describe the specific contribution that the Council will make to the delivery of the Sustainable Community Strategy priorities. For this report, the relevant Council priorities are as follows:

- Community leadership and empowerment
- Young people's achievement and involvement
- Caring for adults and older people
- Decent homes for all
- Safety, security and visible presence
- Active healthy citizens
- Inspiring efficiency, effectiveness and equity

Background

5. At its meeting on 13 December 2017, the Safer Stronger Communities Select Committee considered the final report on the Provision for the LGBT+ Community in Lewisham. Following the Select Committee meeting, a referral was made to advise Mayor and Cabinet asking that the Executive Director for Resources and Regeneration respond to the review's recommendations. The above-mentioned responses are set out below:

Referral: Recommendation 1

6. That the London Borough of Lewisham should resource, produce and adopt a Lewisham LGBT+ Community Action Plan. The Action Plan should be annually reported back to the SSSC throughout the next administration.

Context:

7. That in recognition of the broad and diverse nature of this topic, the fact that Lewisham has 2.4 times the national average of LGB residents and the limited time and resource available through Scrutiny, that we should draw on similar authorities' approaches, in developing in partnership with the LGBT+ Community and other key stakeholders an action plan that should align with the Councils Comprehensive Equality Strategy.

Response

8. The approach whereby separate action plans are developed for distinct equalities strands was deployed for several years, prior to the introduction of the Equality Act 2010. However, though well-intentioned, this approach had the unintended consequence of fragmenting Lewisham's equality response into separate silos and creating what amounted to 'a hierarchy of inequality'. As such, and following the introduction of the Equality Act, the Council took a view that a single equality framework represented the most effective way forward to address equalities issues. This approach has been underlined by the current Comprehensive Equalities Scheme, which focuses on five major Council strategies and which essentially seeks to ensure that equalities is embedded seamlessly within and across the business system. Alongside this, a Council-wide review of equalities monitoring and impact analysis was launched last year, geared towards improving the collection and effective utilisation of monitoring data for service improvement. A programme of targeted service initiatives is now planned –

primarily focusing on front-facing services. In promoting equality, the challenge facing the Council is to ensure that existing frameworks for decision-making and deployment of resources, operate as effectively as they need to and not create additional systems to do what existing systems should do.

Referral: Recommendation 2

9. That the Mayor should work to ensure that through the Council's internal and external communications, the Council includes positive and celebratory stories and imagery that reflect all protected characteristics, including LGBT+ people, with these woven through specific interest pieces, and also through more generic topics.

Context:

10. Although the report highlights areas where inequalities exist, it is important to consider the LGBT+ community, and all communities, particularly those with protected characteristics, in terms of a "community asset model", empowering and facilitating them to use their inherent skills as a resource to form sustainable, community owned solutions.

Response

11. Over the past year we have worked hard to promote the incredible contribution that LGBT+ communities make to life in Lewisham. In February 2018 we published details about LGBT History month on our website homepage throughout the month. We also shared messages about LGBT+ History Month 2018 on Facebook and Twitter with thousands of our residents. Following the elections on 3 May 2018 we will work with the Mayor and Cabinet to develop a communications plan which will share positive and celebratory stories about Lewisham's LGBT+ communities with our staff and residents.

Referral: Recommendation 3

12. That a consistent and 'whole-organisation' approach (including via contractors/commissioned partners) to equalities data gathering/monitoring be implemented.

Context:

13. Equalities monitoring was found to be lacking on some casework systems, and in routine questions to service users. This should be corrected at the earliest opportunity. Monitoring questions should be aligned to latest ONS 'questions and guidance' on equality and diversity across all protected characteristics and be omitted only on the rarest exceptions. The Council should ensure it is clear to service users why the information is being sought, and how it will be used. Collecting this information will inform and enhance the decision-making process within the borough and the allocation of resources and service provisions.

Response

14. In October 2017, the Council launched a major review of its approach to equality monitoring and impact analysis. The review, which has been overseen by the Council's Corporate Equalities Board on behalf of the Executive Management Team, has taken a fundamental look at how best drive service improvement through the effective use of equalities data as well as innovative ways to engage services and service providers in that effort. The aim is to ensure that the Council's policy is exemplified, not just by what it espouses, but by the consistency of practice and ways of working demonstrated by staff and others who operate on its behalf.

Referral: Recommendation 4

15. Service provision across the Council should look at the "whole person" and consider multiple characteristics when ensuring the best options for individuals. This may necessitate reviews of screening questions.

Context:

16. Service provision across the Council should look at the "whole person" and consider multiple characteristics when ensuring the best options for individuals. This may necessitate reviews of screening questions 6 as well as additional learning and development for staff to understand any barriers or issues that their service users/customers may face.

Response

17. In February 2018, following the corporate policy review of equality, the Executive Management Team agreed a new and more robust approach to the gathering and analysis equalities data for the purposes of service assessment and provision. Building upon the existing approach (which already looks at multiple characteristics) additional questions relating to caring responsibilities, language spoken and income status were added to the corporate survey. This approach has been further strengthened by new requirements for equality analysis assessment, which now challenge services to describe the '*service user journey*' that could be impacted by a decision. This process will enable services to better understand, ahead of time, how and to where a service user might be displaced and how best to mitigate this as part of an effective joined-up, cross-Council response. In conclusion, however, whilst the Council will continue to use the best information available to it; neither residents nor service users are obliged to provide equalities data – nor does the Council have any right to demand it.

Referral: Recommendation 5

18. That the Council's workforce should match where possible the community it serves, consideration should be given by the Mayor on how to identify any protected characteristics where this is not the case, and the causes for it, and seek to improve the levels of representation.

Context:

19. 1.8% of LBL staff identify as being LGB on staff surveys (para 9.2) and 2% of the UK population identify as LGB (ONS, Sexual Identity, UK: 2016). The Lewisham Residents' Survey (2015) identified 4% of Lewisham's population as being LGB. In terms of having a workforce that reflects the community it serves, Lewisham's workforce figure is therefore below the national and local estimated LGB population.

Response

20. The introduction of the new Oracle system means that Lewisham will be able to encourage more existing employees to complete protected characteristics data. This will be actioned later in 2018 when a self-serve option is made available, which will enable all employees to go online to their employee record and record any protected characteristics. Internal communication will encourage employees to carry out this activity. This is an activity we can only enable and encourage as ultimately it is up to the employee to declare information. We already have higher declarations than the benchmark of Leicester County Council. A further review of Lewisham's data will be undertaken with a comparison to London once this exercise has been completed.

Referral: Recommendation 6

21. That during staff induction, new staff should be informed about the different staff forums available and HR should include new starter information/staff packs with clear information and signposting about support and staff forums. Councillors also should receive copies of the staff pack for information. Equalities training should be mandatory for all Councillors, and where appropriate for staff. Human Resources should look at the best practice provided by Leicester County Council and apply it locally in consultation with the LGBT+ staff forum. This should include producing: a "Managing LGBT+ Staff Guide"; auditing Council policies to be more LGBT+ inclusive (i.e. family leave, and removing gender-based pronouns); and creating a pan-organisation network of forums to support and join up good practice and joint LGBT+ initiatives.

Context:

22. Paragraph 9.26. The End of Life Care Policy where views from the LGBT staff forum were sought and used to help shape policy.

Response

23. The current induction for new employees includes an online staff pack. This details the staff groups and forums available and is open to all new and existing employees. In addition to this welcome pack, all new employees are invited to Coffee with the Mayor, a monthly gathering of senior managers, the Mayor and representatives from the staff groups to meet with and welcome new employees.

to Lewisham. There is presently no equalities resource within HR to match the Leicester Council approach to LGBT+. Consideration needs to be given to have dedicated resource in this area as organisations that are exemplars will have dedicated people and resource allocated.

Referral: Recommendation 7

24. That the LGBT+ Staff forum and other staff forums (and the staff that facilitate them) be given the time and resources to bring their communities' interests and knowledge as a resource to embed across the Council. The Council should see these forums as a rich resource for canvassing opinion on policies and proposals and should introduce processes to support and embed this across the Council.

Context:

25. Paragraph 9.26. The End of Life Care Policy where views from the LGBT staff forum were sought and used to help shape policy.

Response

26. Staff forums have time to meet and discuss specific issues which affect their community. HR currently consult on draft policy and guidance with staff groups where relevant, e.g. the Disability Staff Forum recently reviewed new disability and discrimination elearning.

Referral: Recommendation 8

27. That the Council should adopt a system where there is an elected member appointed Council Lead/Champion for each protected characteristics under the Equalities Act 2010. The appointment should be made through Full Council.

Context:

28. Through corporate policy, the Leicestershire County Council has developed a strong Equalities and Diversity Strategy with a high level of commitment from the Council Leader and the Cabinet Lead for equalities issues. There was a culture of everyone being responsible and every Council department had a representative on the Equalities Board which also included representatives from all staff forums and trade unions. The culture was embedded across the organisation and was highly visible. The positive benefits were also highlighted and recent staff surveys had shown that 91% of staff felt that the Council was committed to Equalities.

Response

29. The Mayor will appoint a Member Champion for equalities at the next Full Council meeting who will work alongside the Cabinet Lead for equalities to ensure that equalities issues are kept at the forefront of Council business. The Member Champion will also work alongside the Cabinet Lead for equalities taking a lead

role in the community by giving voice to Lewisham's strong and diverse LGBT community.

Referral: Recommendation 9

30. That the Council should ensure there is a specific joint strategic needs assessment (JSNA) for the LGBT+ community. This review by the Safer Stronger Select Committee should be used as part of the evidence base. The Health and Wellbeing Board should be instructed to consider this as an urgent priority, making use of the evidence from this review.

Context:

31. The Committee were concerned that there was a lack of evidence on the LGBT+ Community in the Joint Strategic Needs Assessment (JSNA) given the complex health and wellbeing needs of this community and the vital role the JSNA has in the commissioning of services.

Response

32. We will instruct the Health & Wellbeing Board to consider a Joint Strategic Needs Assessment of the needs of the LGBT+ community as an urgent priority, and recommend that the Board's JSNA steering group, which is chaired by the Director of Public Health, considers it at its next meeting. The Board will recommend that the JSNA steering group uses the review by the Safer Stronger Select Committee, the evidence contained within it, and the examples of good practice LGBT+ needs assessments from elsewhere.

Referral: Recommendation 10

33. The Committee also noted that not all Equalities Act protected characteristics had a specific JSNA needs assessments. The Committee felt that the Mayor should also look into this further, to ensure commissioning is based on the needs of all residents.

Context: (10 and 11)

34. From feedback received during the evidence sessions and from research undertaken by the LGBT+ Foundation; NHS service users identified significant barriers to accessing LGBT+ inclusive healthcare provision in Borough. The Committee were impressed with the LGBT Foundation's, Royal College of GPs endorsed, 'Pride in Practice' quality assurance mark for primary care services.

Response

35. Appendix F of the Lewisham JSNA guidance on completing a JSNA on any topic describes how protected characteristics should be considered. We will ask the

Health & Wellbeing Board to ensure that this guidance is adhered to for all JSNAs going forward.

Referral: Recommendation 11

36. That the Council facilitates a meeting with the Lewisham clinical commissioning groups (CCG's), the LGBT+ Foundation and other key stakeholders, with the aspiration of Lewisham being the first London Borough to launch the 'Pride in Practice' or similar LGBT+ health quality assurance scheme.

Response

37. The Director of Public Health has already contacted the LGBT Foundation to seek advice on how a council and CCG can support local GP practices to achieve the 'Pride in Practice' award. Individual GP practices apply directly to the LGBT Foundation for the award, but we will explore with the Foundation how we can promote and support the scheme locally.

Referral: Recommendation 12

38. That to begin to tackle the issue of LGBT+ substance misuse, the council should review and take lessons from the recommendations outlined in the National LGB Drug and Alcohol Database "Part of the Picture" Briefing Sheet for Commissioners and Policy Makers and Department of Health funded London Friend's "Out of your mind" research, and advocate for other health partners to do similarly.

Context:

39. It was of concern that LGB People are more likely than their heterosexual peers to partake in alcohol and substance misuse. The Committee heard how some jointly commissioned services were being delivered at considerable distance from the Borough and that future commissioned services outside of Borough should make an assessment of accessibility and cost to users, given the evidence from Metro about the LGBT community facing poorer income and employment outcomes.

Response

40. All substance misuse service for Lewisham residents are based within the borough. These services are:

- the main complex needs service delivered by CGL which has base on Lewisham High Street and a range of outreach provision including at Lewisham Hospital, Lewisham Police Station and a range of appropriate community settings

- the shared care service delivered by Blenheim CDP in conjunction with 8 GPs across the borough which two located in each of the health and social care neighbourhoods
- the young person's health and wellbeing service delivered by Compass whose main based is in Catford but has outreach at a range of accessible locations across the borough.

41. Unfortunately the Part of the Picture Briefing sheet for commissioners was unable to be located and therefore this response is based on a review of a range of other guidance and an assessment of the current provision against those standards.

42. All services are commissioned to meet the needs of the LGBTQ community in Lewisham and meeting the needs of minority groups also take a priority in the Substance Misuse Treatment Plan 2018 – 2020, which aims to raise the awareness of LGBTQ service provision, improve pathways into specialist services and reduce harm from problematic substance misuse. CGL are Stonewall endorsed and are a Stonewall Diversity Champion and are also ranked in the Stonewall Workplace Equality Index. There are Diversity and Inclusion champions in each service who are currently exploring the need for specific LGBTQ service user groups.

43. All services work to LGBTQ specific guidance around service delivery as well as specific documents such as the Neptune Guidance/Research: Club Drug Use among Lesbian, Gay, Bisexual & Trans (LGBT) People (2016) and Public Health England (PHE) publications such as Promoting the health and wellbeing of gay, bisexual and other men who have sex with men (2015) and PHE Commissioning support packs which have guidance around LGBTQ engagement and chemsex support.

44. To raise awareness of LGBTQ provision, commissioned services deliver Sexuality and Substance Misuse Training to Lewisham's workforce with a focus on chemsex and referrals pathways i.e. Antidote/Metro and, where appropriate, The Havens.

45. Services use London Friend and refer into Stonewall and other counselling services specific to LGBTQ individuals when needed and there are specific access points to services including 1-2-1 therapies, detox and rehab pathways.

Referral: Recommendation 13

46. That the Mayor should ask the Council's Public Health Team to carry out a review of LGBT facing sexual health services in the borough. This should include, where appropriate, focus groups with LGBT+ communities to ascertain why so many choose to access services out of Borough and to better understand their views of LB Lewisham commissioned health services in the borough. An action plan should be generated to help LB Lewisham and where appropriate NHS partners to improve services to better meet needs.

Response

47. The Public Health Team has, in response to a recent council motion, now completed a survey of residents (with specific reference to LGBT residents) accessing sexual health clinics in and outside the borough. The results are being analysed, and will contribute to the forthcoming sexual health strategy and JSNA. The survey invited respondents to attend a focus group and these are now being arranged. The findings from these focus groups will also inform the strategy and the future commissioning of services.

Referral: Recommendation 14

48. That the Mayor and Council seek to support the LGBT+ Community by setting a clear Council aspiration for attracting and supporting LGBT+ services to the Borough and, where appropriate, protecting LGBT+ spaces through planning policies and other instruments available to it. Should appropriate LGBT+ operators come forward, the Council should give significant consideration to using community assets to enable the provision of an LGBT+ centric community space.

Context:

49. The Committee had concerns about the lack of spaces for the LGBT+ community, the closure of LGBT+ spaces in the Borough over recent years, and the impact and need for the provision of such spaces, for both adults and children.

Response

50. The Planning Service are beginning the review of the Council's Local Plan which will set out the aspirations for the development of the Borough and will seek to promote and control development, including appropriate uses, throughout the Borough. Through this process, it will be possible to consider if and how LGBT+ venues can be supported and protected.

51. The Cultural and Community Development Service work with all community groups to support the establishment of services in the borough and would welcome early discussions with appropriate LGBT+ operators to explore their needs and how best these might be met.

Referral: Recommendation 15

52. That the following reports be reviewed by the Public Health Team and other key departments to evaluate whether findings can be incorporated into Council policy, and that of partner organisations: the DoH/Public Health England endorsed LGBT+ Public Health Outcomes Framework companion; The LGBT Adult Social Care Outcomes Framework Companion and Public Health England's research on promoting the health and wellbeing of gay and bisexual men and other men who have sex with men (MSM).

Response

53. We will recommend that these reports and their implications for Lewisham should form a key evidence base for the JSNA.

Referral: Recommendation 16

54. When receiving reports on the Safer Lewisham Plan, the Committee request that a specific sub-report is included on hate crime statistics affecting the LGBT+ community as well as all other communities with protected characteristics.

Context:

55. The Committee understands that the LGBT+ community are disproportionately affected by crime compared to the population as a whole.

Response

56. The Council recognises the importance of this recommendation and where it can access the detailed data it will endeavour to provide this information.

Referral: Recommendation 17

57. That the Council emulate good practice from Manchester City Council and Leicestershire County Council in respect to their excellent partnership working with other statutory service authorities, public bodies and universities.

Context:

58. Paragraph 9.21 if the report referenced where sharing expertise and resources was seen to be cost-effective and ensured a joined up approach to service delivery and a commitment to innovation and excellence.

Response

59. In an effort to improve the provision of services and performance of functions, the Council will take active steps to see what can be learned from other organisations, including those mentioned in the recommendation. In addition to this, the Council will maintain its well established track record of sharing both good practice and good and good experience with others.

Referral: Recommendation 18

60. That the Council ensures its social care providers have a commitment to equalities including a specific LGBT+ Policy and that their staff have completed equalities training. The Council should look at ways it can assist signposting and embedding the Opening Doors London checklist for Social Care providers as a resource for providers who are unsure of how to improve provision.

Context:

61. Paragraph 10.24 of the Report reference that The Committee were concerned about the experience of some older members of the LGBT+ community accessing services and in care homes.

Response

62. As part of its Quality Assurance of care service provision, the Council routinely reviews evidence of staff training, including equalities training which is a requirement under the 'Skills for Care' framework. As part of quality assurance, officers interview both front line staff and managers about their approach to and management of specific scenarios including equalities related scenarios. Officers and lay visitors or experts by experience talk to clients about their experience of care staff and also observe staff interaction with clients to ensure that they are treated in a sensitive and respectful manner at all times. The Council will agenda the Open Doors London Checklist at the next series of care provider forums or contract monitoring meetings and discuss with them how they might use the checklist to improve their support to this community.

Referral: Recommendation 19

63. That the Strategic Housing Team and the Cabinet Member for Housing should progress the work with Tonic Housing to scrutinise the viability of an LGBT+ Extra Care facility, and if appropriate, support progressing the project. This should be considered in the context of ensuring groups are integrated well with the Lewisham Community.

Context:

64. Safer Stronger Communities Select Committee welcomed the idea of extra care housing facilities for the LGBT+ community given the concerns raised during evidence sessions and in recommendation 18.

Response

65. Strategic Housing have been working with Tonic since the inception of their idea, supporting them in identifying possible sites in the borough. Strategic Housing have also worked with Tonic and the GLA to secure significant potential funding for the project. Officers are now working with them around a potential site and with the development of their care model with Adult Social Care and expect to be able to report further progress in the summer.

Referral: Recommendation 20

66. That the Council increase the awareness of the specific LGBT+ youth provision in the borough by requesting other commissioned youth work providers and schools

regularly communicate details to their students/young people. The Council should encourage schools to reach out to the LGBT community to ensure their services are as robust an offer as possible. The Council should ensure it has a thorough understanding of the distances young people are travelling to access LGBT youth groups in order to identify if distance of provision is a hidden barrier to access. The Council should work with LGBT young people and commissioned providers to ensure that the provision available is meeting their needs.

Context:

67. The Committee celebrated the fact that the Mayor and Lewisham Council continue to acknowledge the need for dedicated LGBT Youth Work provision and took a two-pronged approach to it through offering bespoke LGBT youth services in the borough and by ensuring an inclusive environment within other youth provisions.

Response

68. The Executive Director for Children and Young People is committed to ensuring that all children and young people feel included and that the provision available to them meets their needs.
69. Lewisham Learning also have a focus on ensuring that all pupil groups achieve to their potential. In May 2017 the Lewisham Governors Association hosted their annual conference with a theme of 'inclusivity'. Mark Jennett (from promotingequality.com – author of NUT's 'Breaking the Mould') helped governors from across the borough to understand more about a number of equality and diversity issues, focussing in particular on the role of schools in being inclusive of all LGBTQ young people. He prompted all governors to consider the language that we use and the environment and culture we create. Some schools have already worked with <http://www.educateandcelebrate.org/> to develop their policy and practice. The Executive Director for CYP will continue to include information from partners about LGBT+ youth provision in the borough through our regular communications channels with schools.
70. The Council, in partnership with Lewisham Learning, will continue to raise awareness with schools of equalities issues and will consider the benefits of the LA becoming a Stonewall diversity champion (subject to funding being identified see: <https://www.stonewall.org.uk/get-involved/get-involved-education/local-authorities/education-champions>) and will explore and promote the benefits of schools becoming members of Stonewall's Education Champions programme.
71. Youth First, Lewisham Youth Services' provider, commission and partner with METRO to provide a range of services related to LGBTQ+ youth. METRO provide 29 workshops per annum across Youth First's and other partner's universal delivery to help young people explore their identity in the most general sense, including a focus on gender and sexuality. Ensuring young people learn to create their own identity in a safe and non-judgemental manner and learn how to accept and celebrate difference in others.

72. Alongside this for young people who recognise as LGBTQ+, METRO provide more targeted youth provision and support via their weekly youth group, Live. At the direction of Youth First this group now operates in Deptford. METRO also delivers an under-16s group, which is funded with other commissioners and meets in Woolwich, but which Lewisham young people under 16 are able to attend and directed to. Additionally, some young people from Lewisham can and do access METRO's other youth groups, e.g. Snap group in Bromley, Shine group in Greenwich. The choice is left up to the young people as to which they prefer.
73. METRO also work with YF to ensure youth workers are provided with the training and support to offer early intervention and referral where required for issues relating to LGBTQ+ young people.
74. Youth First's SLA with METRO includes an expectation and support to promote these activities including in schools and colleges. With mail outs to all schools and colleges every 6 months and weekly reminders of activities to young people who request them. Alongside this both Youth First and METRO use social media and the web to promote activities noting that they do so carefully to protect young people's privacy.
75. Additionally, METRO delivers an anti-homophobic, biphobic and transphobic bullying programme to schools across South London and Kent. This is funded through the Government Equalities Office and Department for Education and provides a free and comprehensive programme for primary and secondary schools. A total of 25 schools are signed up to this programme, and to date work has been delivered in the following Lewisham schools - Conisborough College, Coopers Lane Primary School, Prendergast Ladywell school, Prendergast school, Horniman Primary school. This work provides an additional avenue to promote the Live youth group to professionals in the Borough.
76. We will however review our current promotions and seek to encourage all youth providers to help us promote and access this valuable resource.

Referral: Recommendation 21

77. That the Mayor should request further work be undertaken to better understand the specific experiences and needs of Lewisham's Trans+ Community.

Context:

78. The committee noted the limited evidence that was available locally on Trans+ needs and issues and that further work should be undertaken to ensure the needs and services of Trans+ people were fully met.

Response

79. Under the auspices of the Council's Corporate Equalities Board, research on the Trans community was undertaken, by officers, in 2011. This will be revisited, updated and used to inform service planning and community engagement.

Financial Implications

80. There are no direct financial implications arising from this report. However, if any of these recommendations are agreed and taken forward, there could be direct financial implications arising out of this report.

81. As a case in point, if the Council wishes to deliver outcomes similar to the benchmark of Leicestershire County Council, then Lewisham would need to employ an Equalities Officer. It is anticipated that this would be at least a P03 grade post, at a cost of £54,283.

Legal Implications

82. The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

83. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

84. With reference to paragraph 27 of this Report, there remains in place an existing system for such appointments to be made by the Mayor.

85. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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

86. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.

87. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor

must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

88. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

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

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

90. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice.

Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

Equalities Implications

91. The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community and recognise and take account of people’s differences.

Crime and Disorder/Environmental implications

92. Section 17 of the Crime and Disorder Act 1988, as amended, places a duty upon Local Authorities to consider crime and disorder implications and in particular, “to

exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.” This statutory obligation is the same for the Authorities “responsible partners” too. The level of crime and its impact is influenced by the decisions and activities taken through the day-to-day functions of local bodies and organisations.

Background papers

Provision for the LGBT+ Community in Lewisham
Safer Stronger Communities Select Committee
December 2017

<https://www.lewisham.gov.uk/mayorandcouncil/overview-scrutiny/Overview-and-Scrutiny-Reports/Documents/LGBTProvisioninLewishamMandC140218.pdf>

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Safer Stronger Communities Select Committee		
Title	Select Committee work programme 2018-19	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	12 July 2018

1. Purpose

- 1.1. To ask Members to agree an annual work programme for the Safer Stronger Communities Select Committee.

2. Summary

- 2.1. This report:

1. Provides the context for setting the Committee's work programme for the year.
2. Asks members to decide on the Committee's priorities for the 2018-19 municipal year.
3. Informs members of the process for Business Panel approval of the work programme.
4. Sets out how the work programme can be monitored, managed and developed.

3. Recommendations

- 3.1. The Select Committee is asked to:

- Note the meeting dates and terms of reference for the Safer Stronger Communities Select Committee.
- Consider the provisional work programme at appendix B.
- Consider adding further items to the work programme, taking into consideration the criteria for selecting topics; information about local assembly priorities and items already added to the provisional work programme.
- Note the key decision plan, attached at appendix H, and consider any key decisions due to be made by the Mayor, which may require further scrutiny.
- Agree a work programme for the municipal year 2018-19.
- Review how the work programme can be developed, managed and monitored over the coming year.

4. Meeting dates

- 4.1. The following Committee meeting dates for the next municipal year were agreed at the Council AGM on 23 May 2018:

- Thursday 12 July 2018
- Wednesday 19 September 2018
- Monday 5 November 2018

- Wednesday 19 December 2018
- Monday 4 February 2019
- Tuesday 12 March 2019

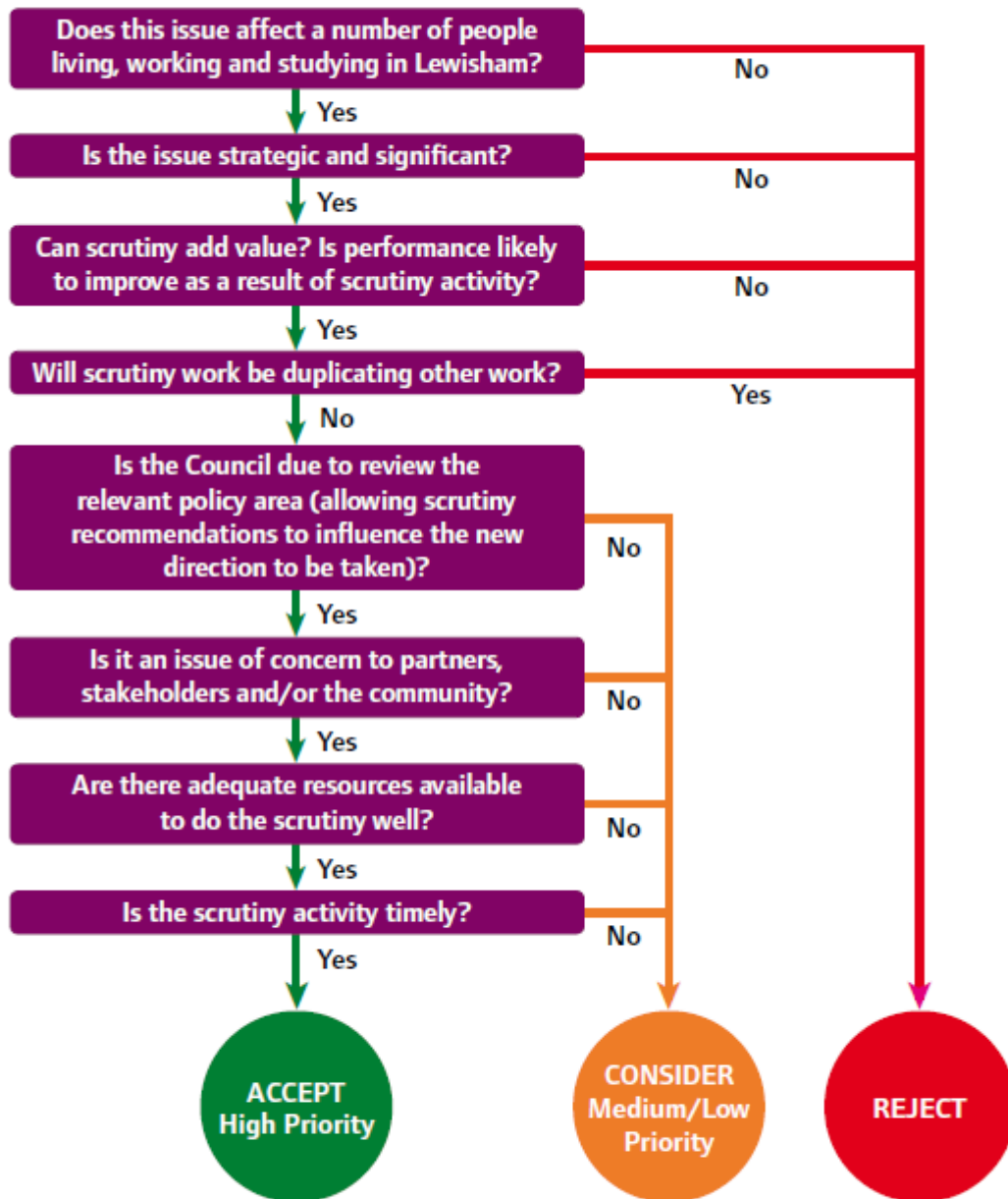
5. Context

- 5.1. The Committee's terms of reference are set out in appendix A. The Safer Stronger Communities Select Committee has a responsibility for reviewing and developing policy in relation to crime and disorder, equality of opportunity within the borough and community development and the voluntary sector, as well as holding decision makers to account and monitoring the Council's performance. Throughout the course of this administration, the Committee has allocated time to respond to emerging issues and to review issues in depth.
- 5.2. To ensure the effective scrutiny of issues, the Committee can invite expert witnesses to provide evidence to the Committee on specific topics. While many witnesses welcome the chance to speak to the Committee, they are not obliged to attend (as opposed to officers of the Council and decision makers).

6. Deciding on items to add to the work programme

- 6.1. When deciding on items to include in the work programme, the Committee should have regard to:
- items the Committee is required to consider by virtue of its terms of reference;
 - the criteria for selecting topics;
 - the capacity for adding additional items;
 - the context for setting the work programme - the key services, programmes and projects which fall within the committee's remit;
 - suggestions already put forward.
- 6.2. The following flow chart, based on the Centre for Public Scrutiny advice for prioritising topics for scrutiny should help members decide which items should be added to the work programme:

Scrutiny work programme – prioritisation process



7. Different types of scrutiny

- 7.1. It is important to agree how each work programme item will be scrutinised. Some items may only require an information report to be presented to the committee and others will require performance monitoring data or analysis to be presented. Typically, the majority of items take the form of single meeting items, where members:
- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
 - (b) receive a report presenting that information and analysis;
 - (c) ask questions of the presenting officer or guest;
 - (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.
- 7.2. For each item the committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.

In-depth review

- 7.3. Some items might be suitable for an in-depth review, where the item is scrutinised over a series of meetings. Normally this takes four meetings to complete:
- Meeting 1: Scoping paper (planning the review)
 - Meetings 2 & 3: Evidence sessions
 - Meeting 4: Agreeing a draft report and recommendations
 - The report is then sent to Mayor and Cabinet for consideration and response.
- 7.4. If the committee would like to designate one of its work programme items as an in-depth review, this should be done at the first meeting of the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.
- 7.5. To carry out the review, the Committee can use a range of investigative routes. In previous administrations scrutiny committees have: invited expert witnesses and specialists to meetings; tasked Council officers with providing analysis or detailed information about their service areas; carried out visits or fact finding trips; asked individual members or the committee's scrutiny manager to report on meetings, events and visits; consulted with members of the public or special interest groups.

8. The Committee's areas of focus in the 2014-18 administration

8.1. Over the four years of the last administration, the Committee considered a broad range of issues and considered a number of topics in-depth. In-depth reviews were carried out on the following subjects:

- Violence Against Women and Girls
- Poverty in Lewisham
- Capacity in the Voluntary Sector
- Demographic Change
- LGBT+ Provision in Lewisham.

8.2. In addition to this, considerable time was given to the regular review of the Safer Lewisham Partnership Plan and to the review of many other areas including: the Comprehensive Equalities Scheme; the Council Employment Profile and Employee Survey results, Local Assemblies, Main Grants Programme, Lewisham Poverty Commission; and to the Youth Offending Service Ofsted report and subsequent action plan. All of Lewisham's select committees also devoted time to scrutiny of the Council's savings programme in the last administration. A report summarising activity over the course of the last administration was presented to the Committee on the 7 March 2018 and can be found [here](#).

8.3. Once they have considered an issue, scrutiny committees have the option to refer their views to Mayor and Cabinet in the form of a formal referral. The Chair, or a nominated member of the Committee can attend the relevant meeting of Mayor and Cabinet to present the referral and add additional context to the Committee's views. The Council's constitution states that Mayor and Cabinet should produce a response within two months. The relevant Cabinet Member or a senior officer might attend the scrutiny meeting at which the response is discussed in order to introduce the response from Mayor and Cabinet and to answer questions. A record of the Safer Stronger Communities Select Committee's referrals and the responses from Mayor and Cabinet are available online.

9. Provisional 2018-19 work programme

9.1. The Scrutiny Manager has drafted a provisional work programme for the Committee to consider. It is attached at appendix B and it includes:

- items suggested by the Committee in the course of the previous year- and at the last meeting of the previous municipal year.
- items suggested by Council officers.
- those items that the select committee is required to consider by virtue of its terms of reference
- monitoring of the recommendations of recent reviews.

9.2. The Committee should also give consideration to:

- issues of importance to Local Assemblies (appendix C);
- decisions due to be made by Mayor and Cabinet (appendix H).

suggestions from the Committee

- 9.3. At its last meeting of the 2017-18 municipal year, the committee put forward the following suggestions for scrutiny topics for this year:
- Modern Day Slavery

suggestions from officers

- 9.4. Officers were invited to suggest additional items for the work programme, in view of the activity that will be taking place over the course of the next municipal year. These suggestions have been provisionally added into the work programme attached at appendix B.
- 9.5. There were five suggestions from officers:
- Introduction to Public Protection and Safety
 - Youth Violence and Knife Crime
 - Main Grants' Programme
 - Library Services Annual Report
 - Local Assemblies Annual Report
- 9.6. It is up to the Committee to agree this provisional work programme and decide which additional items should be added.

issues arising as a result of previous scrutiny

- Youth Offending Service Action Plan
- Demographic Change In-depth Review – 6 month update
- Provision for the LGBT+ Community – response to recommendations and six-month update

those items that the select committee is required to consider by virtue of its terms of reference

- Local Police and Fire Service Update
- Safer Lewisham Plan
- Council's Employment Profile
- Comprehensive Equalities Scheme Annual Report

10. Approving, monitoring and managing the work programme

- 10.1. In accordance with the Overview and Scrutiny Procedure rules outlined in the Council's constitution, each select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel. The Business Panel will meet in July 2018 to consider provisional work programmes and agree a co-ordinated Overview and Scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.
- 10.2. The work programme will be reviewed at each meeting of the Committee. This allows urgent items to be added and items which are no longer a priority to be removed. Each additional item added should first be considered against the criteria outlined above. If the Committee agrees to add additional items because they are high priority, it must then consider which medium/low priority items should be removed in order to create sufficient capacity. The Committee has six scheduled meetings this municipal year and its work programme needs to be achievable in terms of the amount of meeting time available.
- 10.3. In 2018-19 it will be particularly important for committees to closely manage their workloads and to ensure that all councillors (those that are new and those that are returning) are clear about the way in which each committee will operate over the course of the year. The Council's constitution sets out the procedure rules for overview and scrutiny committees (see part IV, section E) however, the following issues were noted as key issues in the 2014-18 administration:
- the length of meetings;
 - the number of items scheduled for each meeting
 - the order of items at meetings.
- 10.4. At each meeting of the Committee, there will be an item on the work programme presented by the Scrutiny Manager. When discussing this item, the Committee will be asked to consider the items programmed for the next meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear on what they need to provide. The discussion also provides the opportunity for the Committee to manage and prioritise its work programme for future meetings.

Length of meetings

- 10.5. Provision is made for Committee meetings to last for two and a half hours. If the items scheduled for the meeting are not completed within this time the Committee may decide suspend the Council's standing orders in order to complete Committee business. The Council's constitution also provides the option for meetings to be adjourned by the Chair until a later date (with

limitations). The suspension of standing orders and any decision to adjourn a meeting are matters for members of the Committee and the Chair.

- 10.6. The length of each item at Committee meetings will vary based on a number of factors – including the complexity of the subject under scrutiny; the number of issues identified by members and the range of questions put to officers and guests.

The number of items scheduled for each meeting

- 10.7. The terms of reference of the Committee are broad and there are many areas that the Committee could scrutinise. The prioritisation process set out above (at paragraph 6.2) is designed to help the Committee decide whether it should add items to its work programme.
- 10.8. Where the committee identifies issues of interest that are low priority because:
- they are not due to be reviewed by the Council;
 - there are inadequate resources available to carry out the scrutiny effectively;
 - the issue has recently been reviewed by others;
- then members may wish to make a request to receive a briefing – or task the relevant scrutiny manager to identify sources of further information for circulation to the Committee by email in order to provide context for future discussions.
- 10.9. It is for members of the Committee to decide how many items should be scheduled for the meeting. However, giving consideration to the time available and the length of previous meetings of the Committee, Members may wish to schedule three items for each meeting, leaving space available for responses to consultations and other urgent business.

The order of items at meetings

- 10.10. The Council's standing orders require that the minutes of previous meetings, declarations of interest and responses to select committees from Mayor and Cabinet are considered as the first items on select committees' order of business. At the beginning of the municipal year – it is also necessary for a committee to confirm the chair and vice chair and to set a programme of business for the coming year at the earliest opportunity.
- 10.11. It has become standard practice for committees to consider items presented by guests and officers from partner organisations at the beginning of each agenda. This allows these speakers and presenters to be released from the meeting at the earliest opportunity.
- 10.12. The Committee has been asked to allocate a level of priority to each of the items on its work programme. Following the consideration of standing items and taking into account invitations to guests and external witnesses as well as the complexity and length of the reports on the agenda, work programmes are ordered by priority (from high to low).

10.13. Decisions about agreeing the order of business and changing the priority of items for discussion are made by the Chair, with the agreement of the Committee, where possible.

11. Financial Implications

11.1. There may be financial implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

12. Legal Implications

12.1. 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.

13. Equalities Implications

13.1. 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.

13.2. 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.

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

Background Documents

Lewisham Council's Constitution

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – Local assembly priorities

Appendix D – Areas of the Council scrutinised by the Select Committee
Appendix E – Centre for Public Scrutiny criteria for selecting scrutiny topics
Appendix F – How to carry out reviews
Appendix G – End of administration review
Appendix H – Notice of forthcoming executive decisions

Appendix A

The following roles are common to all select committees:

(a) General functions

To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions

To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function

To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents

The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate

To conduct research, community and/or other consultation in the analysis of policy options available to the Council

To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time

To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas

To question members of the Executive or appropriate committees and executive directors personally about decisions

To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented

To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance

To question and gather evidence from any person outside the Council (with their consent)

To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

To promote and put into effect closer links between overview and scrutiny members and the local community

To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people

To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.

To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced

To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary

To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every

member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The Safer Stronger Communities Select Committee has these specific terms of reference:

(a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation. This shall include the power:

(i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,

(ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and

(iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.

(b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class;

(c) to recommend to the Executive, the Council or an appropriate committee proposals for policy development in relation to equalities issues;

(d) to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;

(e) to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;

(f) to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;

(g) to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;

(h) to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;

(i) to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

(j) Overview & Scrutiny functions (excluding call-in) in relation to library provision.

Appendix B

Provisional Safer Stronger Communities Select Committee Work Programme 2018-19

Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	12-Jul	19-Sep	05-Nov	19-Dec	04-Feb	12-Mar
Lewisham Future Programme	Standard Item	High	CP10	Jul-18			SAVINGS			
Election of Chair and Vice-Chair	Constitutional requirement	High		Jul-18						
Select Committee Work Programme 2018/19	Constitutional requirement	High		Jul-18						
Library and Information Service Annual Report.	Performance monitoring	High	CP10	Jul-18						
Council's Employment Profile	Policy Development	High	CP10	Jul-18						
Provision for the LGBT community (response)	In-depth review	High	CP1 and CP10	Jul-18						
Main Grants Programme Consultation	Performance Monitoring	High	CP1	Jul-18						
Introduction to Public Protection and Safety	Information Item	High	CP4	Jul-18						
Local Police and Fire Service Update	Performance Monitoring	High	CP4	on-going						
Demographic Change	In-depth review	High	CP1 and CP10	Sep-18		6-month update				
In-depth Review (provisional timetable)	In-depth review	TBC	TBC	Mar-19		SCOPE		Evidence	Evidence	Final report
Modern Day Slavery	Performance Monitoring	High	CP4							
YOS Action Plan	Performance Monitoring	High	CP4	Dec-18						
National Probation Service and community rehabilitation company	Standard Item	High	CP4	Jan-18						
Youth Violence and Knife Crime	Performance Monitoring	High	CP4	Feb-19						
Safer Lewisham Plan	Performance Monitoring	High	CP4	Mar-19						
Comprehensive Equalities Scheme Annual Review 2017	Performance Monitoring	High	CP1 and CP10	Mar-19						
Local Assemblies	Performance Monitoring	High	CP1	Mar-19						

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe

Meetings			
1)	12-Jul		4) 19-Dec
2)	19-Sep		5) 4-Feb
3)	5-Nov		6) 12-Mar

Appendix C - Assembly priorities

Bellingham

- Children and young people.
- Older people's issues
- Community events and festivals
- The promotion and development of Bellingham as a community

Blackheath

- Environment and Community.
- Provision for Older people, Young People and Children
- Parking, Streets and Waste.
- Crime and Anti-Social Behaviour

Brockley

- Creating a high-quality living environment – improving our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Connecting communities – bringing Brockley residents together and fostering a sense of community spirit, mutual understanding and respect, through community projects, events and activities

Catford South

Improving the Catford South Environment

Parking, Idling and CPZs
Improving Cycling Provision
General traffic issues in Catford South
Supporting Local Air Quality Campaigns

Improving Catford South for Residents

Fly-tipping, Litter and Bins
Greening through planting trees and flowers
Noise nuisance
Street cleaning

Developing more activities for Children and Young People in Catford South

Activity for Teenagers
Activity for Young Adults
Developing activity for under 5s
Activity for Children aged 6-12 years

Improving the Cultural offer in Catford South

Developing Community Events
Access to Theatre and Music
Night time offer for adults better
Access the Visual Arts Film

Increasing opportunities for Older People Catford South Community

Providing activities and events for older people
Dementia Friendly Community Work
Improving the health of Older People
Maintaining the Independence of older people

General things that matter to Catford South Residents

Volunteering Opportunities
Crime and Safety
Supporting Local Business
Employment and Training

Crofton Park

- Activities for older people
- Activities for younger people
- The environment
- Health and wellbeing
- Supporting community cohesion

Downham

- Cleaner, Greener, Safer Downham
- Older People & Intergenerational Projects
- Health & Wellbeing

Evelyn

- Provision for young people and children
- Provision for older people, people with disabilities and intergenerational activities
- Skills development and access to local employment opportunities
- Community support on anti-social behaviour, crime and drug issues
- Housing issues / developments and improving the built environment
- Community capacity building, cohesion and events.

Forest Hill

- Youth engagement and provision- looking for activities that will appeal and support new and existing schemes young people. These could include those that are Art, Music, Drama and Sports based. We are also keen to open up the criteria to include ideas around exciting intergenerational projects.
- Making Forest Hill more attractive - looking for proposals that will help to keep Forest Hill streets clean and appealing. This could include the planting of trees and flowers or a proposal that would increase street art or improve an area.
- Community events – looking for proposals around events that include celebrations, e.g Christmas or events that engage residents and local groups offering education and relevant information to the Forest Hill area, as well as being fun.
- Supporting local Traders – looking for proposals that could support and promote Forest Hill as a vibrant town centre and the Kirkdale area for local businesses.

Grove Park

- Improving the town centre
- Crime and antisocial behaviour
- Neighbourliness, community activities, events and cohesion
- Community facilities
- Parking, road safety & traffic calming

Ladywell

- Environment and landscape.
- Antisocial behaviour and crime.
- Local shops.
- Lack of youth and community facilities.
- Traffic.

Lee Green

- Safe healthy living – improving health services, crime reduction, improved environment, provision of outdoor spaces / exercise spaces, promote measures to reduce air pollution / promoting cleaner air.
- Roads and streets – road safety and traffic calming measures, road maintenance, cleaner streets, tree planting, rubbish collection, improved road use, provision of cycling tracks, addressing parking and CPZ issues.
- Leisure and amenities – improved parks and open spaces, more meeting spaces / community centres, provision of cycling tracks, improved shops, Leegate, provision of more local events.
- Services and infrastructure – better social housing, provision of jobs locally, more services for the elderly and young people, increased use and access to local use for recreational activities, more school spaces.

Lewisham Central

- Improving health and well-being.
- Cleaner, better environment.
- Better access to activities and facilities for children and young people.
- Better access to training and employment for all inhabitants of the ward.
- Promoting and improving community cohesion.

New Cross

- Unemployment and skills development
- Activities for older people and tackling social isolation
- Housing developments and the built environment
- Health, wellbeing and community safety

Perry Vale

- Children and Young People
- Unemployment and skills development
- Older people and intergenerational
- Crime and antisocial behaviour
- Environment and ecology

Rushey Green

- activities and opportunities for children (under 18) and young people (under 25)
- increasing opportunities for older people (55+)
- community cohesion – including events, activities and projects designed to create a sense of community in Rushey Green
- culture and the arts – with particular reference to improving the wellbeing of people in the Rushey Green Area
- improving your local area – including local 'streetscape', environment and ecology.

The Rushey Green Assembly is also committed to keeping residents informed about the ongoing improvements to Catford town centre.

Sydenham

- bringing our community together
- health and wellbeing
- vibrant high street
- clean and green
- crime and anti-social behaviour.

Telegraph Hill

- Unemployment and skills development
- Activities for older people
- Neighbourliness and tackling social isolation.
- Community safety, wellbeing and tackling anti-social behaviour.

Whitefoot

- Children, young people and youth work.
- Older people and transport.
- Creative arts (e.g. participatory art projects like storytelling, theatre, etc.)
- Healthy living, including fitness, wellbeing and mental health.
- Improved use in parks, play areas and green spaces

Appendix D – Further information about areas of the Council scrutinised by Safer Stronger Communities Select Committee

Chief Executive's Division

The Chief Executive leads the work of the Council's staff and is accountable for the overall effectiveness and efficiency of their work in delivering services and social results locally. He works closely with the directed elected Mayor and elected councillors to provide:

- **positive results** – setting the Council's management arrangements and practices to ensure effective and efficient delivery of services through well organised and motivated staff
- **strategic direction** – ensuring that the Mayor and Council's priorities and goals can be implemented through focused strategies, projects and programmes
- **policy advice** – acting as the principal policy adviser to the directed elected Mayor and elected councillors and securing best professional advice on all relevant matters in respect of the Council's functions and services
- **partnerships** – leading and developing effective partnerships at management level with other public agencies, private companies and local community organisations to achieve better public services and improved results for local people
- **operational management** – ensuring that the Council has the highest standards of achievement in financial and budgetary management; the management of service performance; the management of emergencies and risks generally; the management of suppliers; and the overall management of change and improvement within the Council.

Community Services Directorate

The Community Services Directorate provides a range of both universal and targeted community based services and in particular provides support for vulnerable residents. The services provided by the Directorate seek to build independence and inter-dependence in local communities, strengthen the social fabric of the borough and promote the voice and the role of the voluntary and community sector. Its work links to the Sustainable Community Strategy's priorities of Safer, Healthy Active and Enjoyable, and Empowered and Responsible, and is delivered across 5 divisions:

- Adult Social Care
- Culture and Community Development
- Crime Reduction and Supporting People
- Joint Commissioning (Mental Health, Older Adults, Physical Disabilities and Procurement and Contracts)
- Public Health

Additionally the Directorate leads on the Council's strategic links and partnerships with Health partners, The Police, the London Probation Trust, the Voluntary and Community Sector, Cultural, Sport and Leisure partners.

Culture and Community Development

The Culture and Community Development division leads and coordinates the Council's work with local communities. The division supports the 18 local assemblies giving a focus for community engagement and social action at a ward level. It also supports the Stronger Communities Partnership Board and the Positive Ageing Council, and provides the lead for the Council's relationship with the voluntary, community and faith sectors and organises Peoples Day and Blackheath Fireworks.

The division manages four directly provided libraries, nine community libraries, three Community Education Centres, the Broadway theatre and the two leisure centre contracts that support the network of sport and leisure facilities across the Borough. It supports and works to develop the sports and culture offer across the borough.

Crime Reduction and Supporting People

The service aims to reduce crime, disorder and substance misuse in Lewisham in partnership with other agencies. Most of its functions involve the exercise of statutory responsibilities.

- **Crime, Enforcement and Regulation Service**

ASB, Licensing, Trading standards, Statutory nuisance, Serious Violence, PREVENT and counter extremism, Violence against Women and Girls, Hate crime, Organised Crime and CCTV

- **Prevention, Inclusion and Public Health Commissioning**

Drugs, Alcohol, Supported Accommodation and Public Health (adult services) commissioning

- **Youth Offending Service**

Working with children in the criminal justice system to prevent and reduce offending

- **Environmental Health**

Food safety and standards, Environmental Protection including strategic air quality, Commercial health and safety

Appendix E – Criteria for selecting topics

The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes:

General questions to be asked at the outset:

- is there a clear objective for scrutinising this topic – what do we hope to achieve?
- does the topic have a potential impact for one or more section(s) of the population?
- is the issue strategic and significant?
- is there evidence to support the need for scrutiny?
- what are the likely benefits to the council and its customers?
- are you likely to achieve a desired outcome?
- what are the potential risks?
- are there adequate resources available to carry out the scrutiny well?
- is the scrutiny activity timely?

Sources of topics

The CfPS also suggest that ideas for topics might derive from three main sources: the public interest; council priorities; and external factors. These are described below.

Public interest

- issues identified by members through surgeries, casework and other contact with constituents
- user dissatisfaction with service (e.g. complaints)
- market surveys/citizens panels
- issues covered in media

Internal council priority

- Council corporate priority area
- high level of budgetary commitment to the service/policy area (as percentage of total expenditure)
- pattern of budgetary overspend
- poorly performing service (evidence from performance indicators/ benchmarking).

External Factors

- Priority area for central government
- new government guidance or legislation
- issues raised by External Audit Management Letters/External Audit Reports
- key reports or new evidence provided by external organisations on key issue

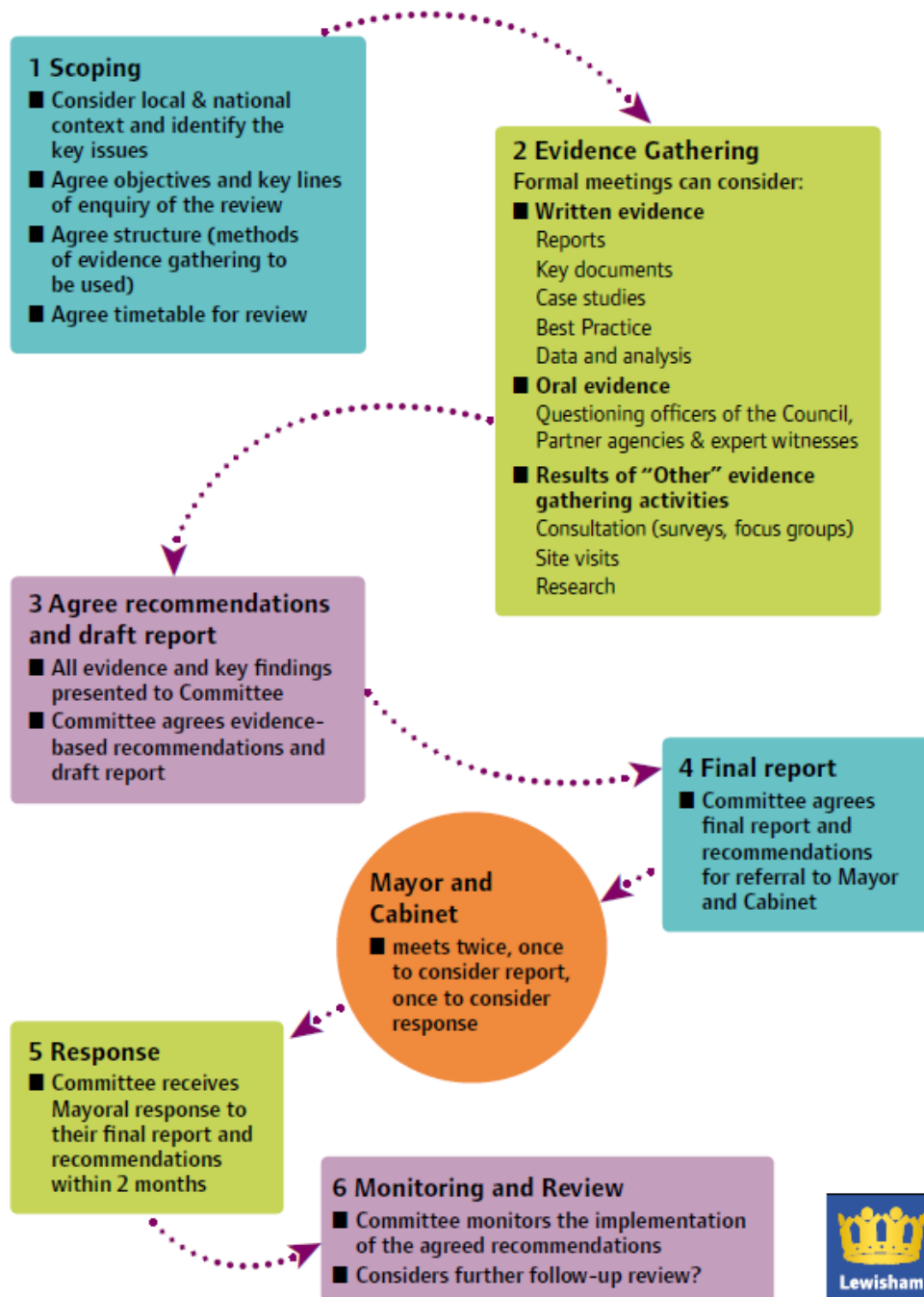
Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

- issues being examined elsewhere - e.g. by the Cabinet, working group, officer group, external body
- issues dealt with less than two years ago
- new legislation or guidance expected within the next year
- no scope for scrutiny to add value/ make a difference
- the objective cannot be achieved in the specified timescale

Appendix F

How to carry out an in-depth review



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Committee	Safer Stronger Communities Select Committee	Item No	6
Title	A Briefing on the 2017/18 Employment Profile		
Wards			
Contributors	Adam Bowles, Head of OD and HR Andrew Jacobs, Organisational Learning and Talent Manager		
Class	Part 1	Date	12 July 2018

1 Summary and Purpose

- 1.1 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

- 2.1 To note the report.

3 Background

- 3.1 An employment profile of the Council's workforce has been published annually since 2000. The report serves a number of functions:
- To look at the profile of the council's workforce against the protected characteristics of gender, ethnic origin, age and disability
 - To provide data by themes such as sickness, absence and recruitment
 - To review the people management priorities of the Council.

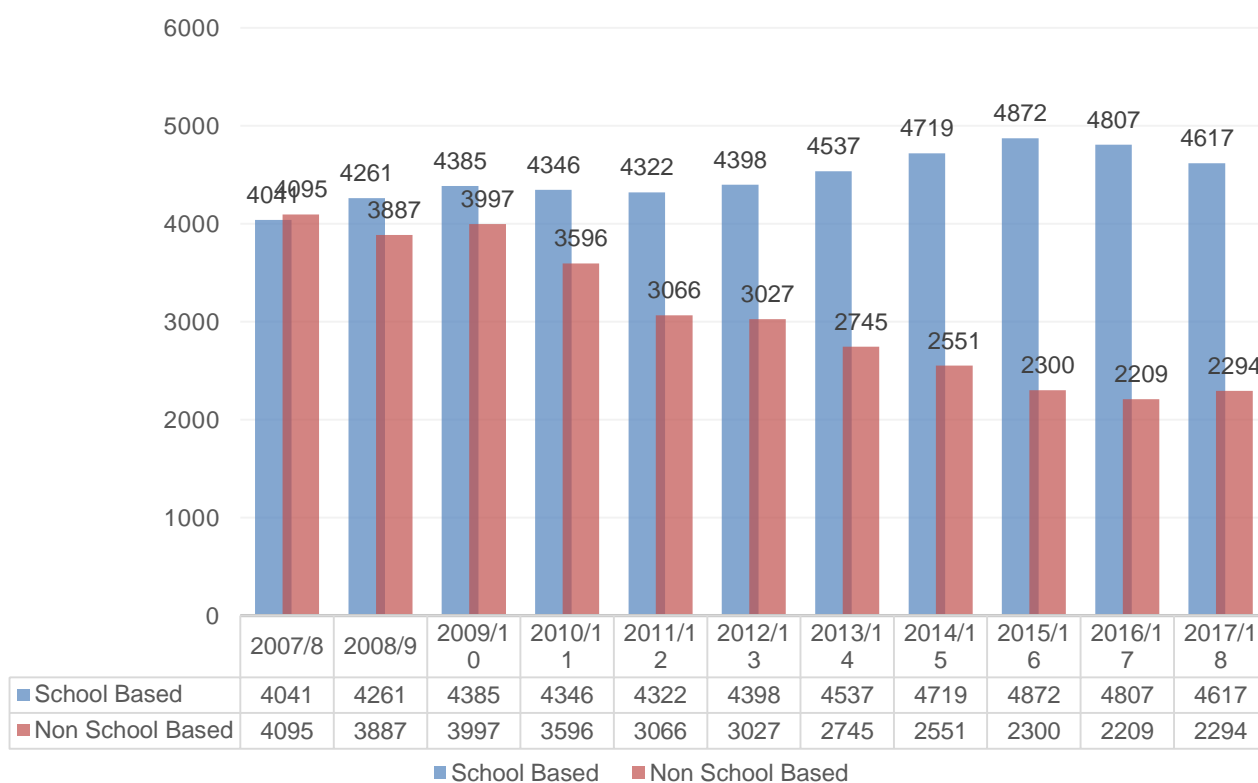
4 Employment Profile 2017/18 – Headline Figures and Trends

- 4.1 The Council employed 2295 non-schools employees as at 31 March 2018; 4617 schools employees, 112 (excluding schools) casuals/claims employees and 664 agency based workers.
- 4.2 In 2017/18 the number of non-schools employees increased from 2209 at the beginning of the year, to 2295 by the year's end, a net increase of 86 employees which is 4% of the workforce.

Total No of employees at April 2017	2209
No. of employees leaving on redundancy terms	10
Voluntary Severance	0
Voluntary /Other leavers	188
Less Total Leavers 17/18	198
Add New Starters 17/18	275
Total No of employees at March 2018	2295

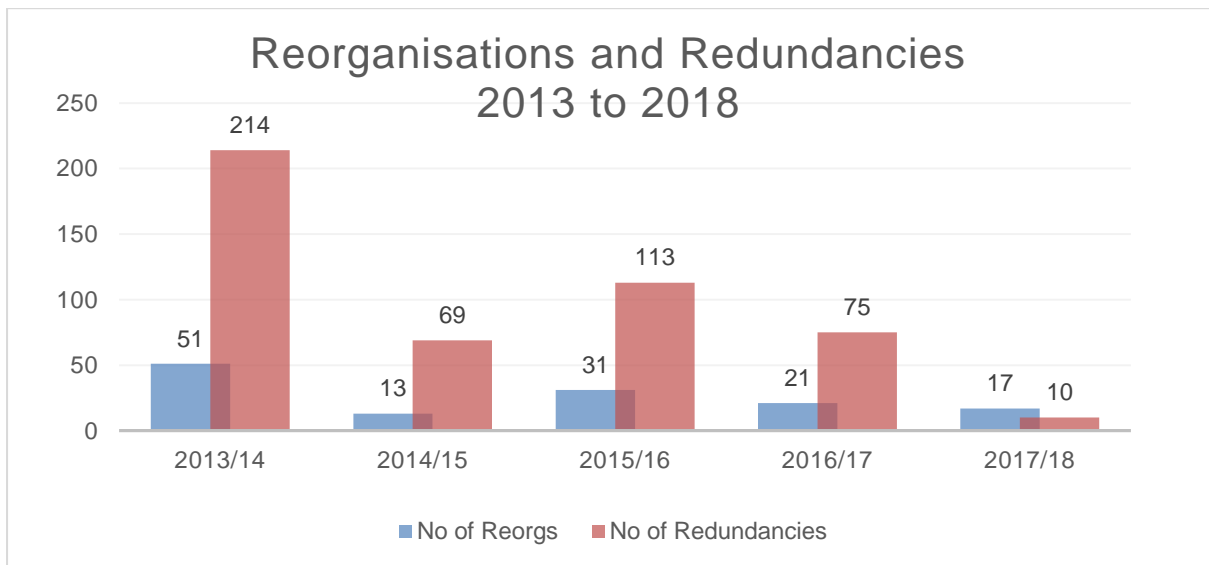
- 4.3 188 voluntary leavers/others left the Council, representing a 8.4% turnover. This is higher than the 7.5% turnover of last year, but is lower than the trend in previous years.
- 4.4 Analysis of the 188 voluntary leavers, identifies that turnover is highest (14.6%) amongst those with less than 5 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.
- 4.5 Agency employee numbers fluctuate throughout the year but the total number of agency personnel employed as at March 2018 was 664 (522 FTE) compared to 660 in March 2017 and 736 in March 2016. The average number of agency employees has remained consistent.
- 4.6 School based employees have fallen for the first time since 2011/12, and the increase in Council based employee numbers is the first increase 2009/10. Outlined below is a trend of the total number of employees between 2007 to 2016/17 (these figures include schools)

Total Employees Trend 2007 to 2018 (incl schools)



5 Organisational Change

- 5.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 17 reorganisations in the last financial year which resulted in 10 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years.



5.2 The table below outlines the numbers of redundancies by Directorate following the 17 reorganisations during 2017/18.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations
Community Services	0	0%	2
Customer Services	1	10%	5
Children & Young People	8	80%	6
Resources & Regeneration	1	10%	4
Total	10	100.00%	17

5.3 The table below provides a breakdown of employees made redundant by gender and shows that 50% were women. This is slightly lower than the proportion of female employees which is broadly representative of the total number of female employees (69.4%).

Breakdown of Redundancies by Gender		
Gender	Total Redundancies	% Total Staff Redundant
Male	5	50%
Female	5	50%
Total	10	100%

5.4 The table below provides a breakdown of redundancies by ethnicity. It shows a slightly lower percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council (41.6%). The Council continues to monitor the impact of reorganisations on the BME workforce.

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	4	40%
White	6	60%
Not disclosed	0	0%
Total	10	100%

5.5 The table below provides a breakdown of leavers by age band and shows that there were significantly more leavers in the age range '55+'.

Breakdown of Redundancies by Age		
Age	Total Redundancies	% of Total staff redundant
16-20	0	0%
21-24	0	0%
25-34	0	0%
35-44	2	20%
45-54	2	20%
55+	6	60%
Total	10	100.00%

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. 41.7% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees, and is an increase on last year's reported figure of 39.2%. Of the 7.4% of employees (164 employees) promoted during 2016/17, 57 were BME, representing 43% of promoted employees.
- 6.2 The percentage of senior BME employees (those in grades SMG1 –SMG3) is 17% - a slight increase on last year's reported 14%.
- 6.3 The BME workforce in 2017/18 makes up 41.7% of all employees, a slight increase of 2.5% from the previous year. The percentage of the workforce classing their ethnicity as "unknown" is 5.9% although employees are asked to update their protected characteristics periodically. The move to the Employee Self Service Oracle HR system in 2018/19 is expected to reduce this further.
- 6.4 The majority (59.4%) of the Council's employees are women who are well represented at all grades including senior levels, with women making up 55% of the top 5% earners. (top 5% of earners) which is similar to 57% in 2016/17.
- 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.

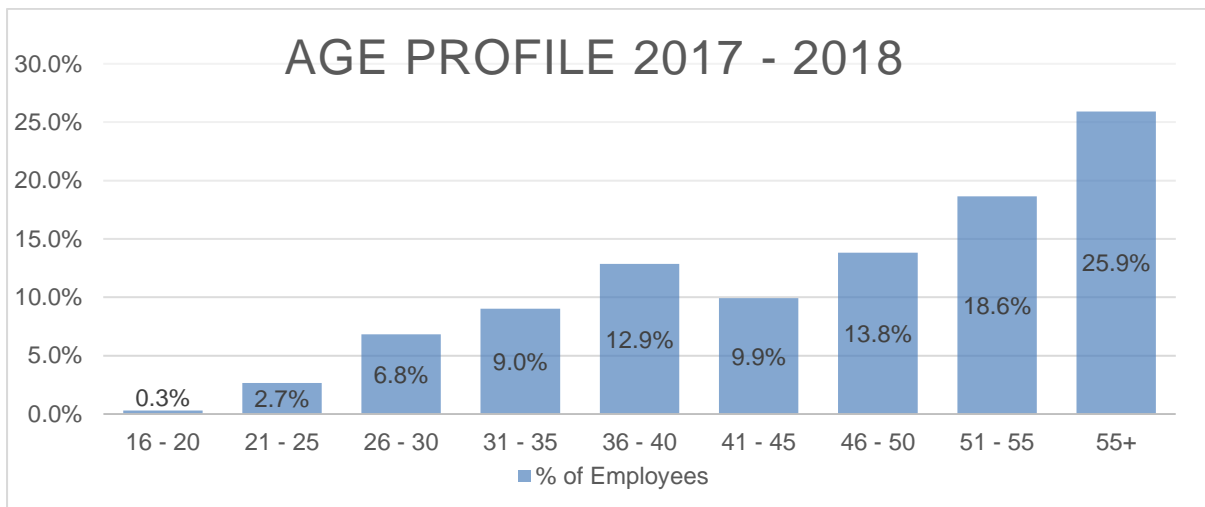
6.6 The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -10.9% (mean) and -15.8% (median). This is the largest pay gap towards women across Councils in London.

Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	-10.9%	110.9%	£19.99	£18.03	£1.96
Median hourly rate (as above calc but for median hourly rates)	-15.8%	115.8%	£19.03	£16.44	£2.59

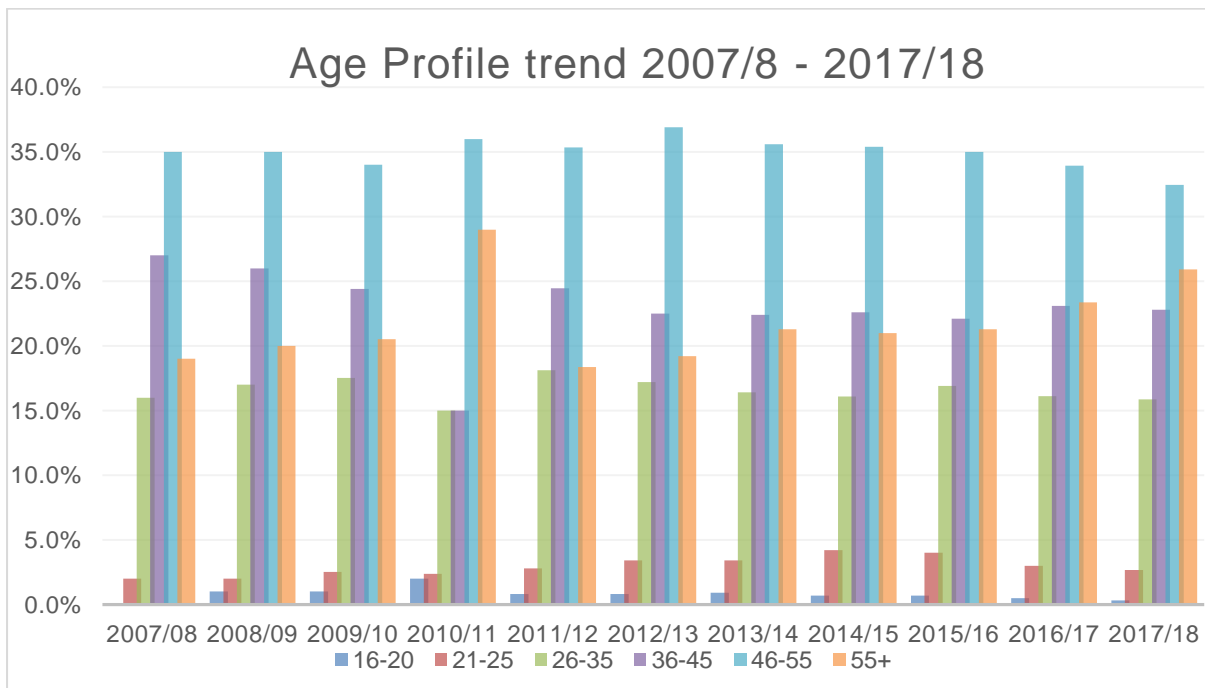
6.7 The table below details the proportion of men & women in each quartile of the pay structure to show the spread of male and female employees across the organisation.

Pay Quartile Information				Workforce composition			
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount	Quartile ranges
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	67%	33%	100%	371	182	553	38007 to 143961
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	69%	31%	100%	378	174	552	31953 to 36912
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	68%	32%	100%	375	177	552	24738 to 31140
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	38%	62%	100%	212	340	552	18222 to 23610

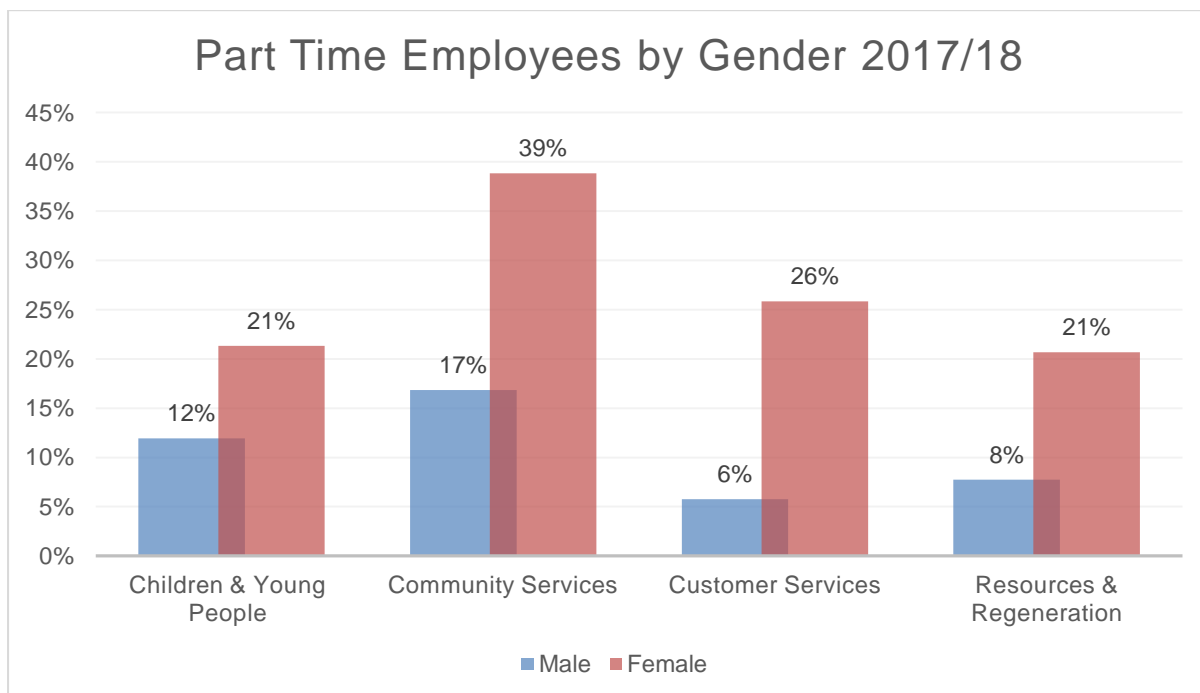
6.8 The age profile of the Council is detailed below, demonstrating that 68.2% of employees are over 40. The average age of the workforce in Lewisham is 45, this is due to the fact that historically, people entered local government to build a career and tend to have remained working for the Council.



6.9 Over the past 11 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 2.8 percentage points from 2016/17 which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. All age bands in 2017/18 are broadly similar when compared to the 2016/17 financial year



6.10 The Council continues to encourage the take up of flexible working. Part time employees represent 19.9% of the Council's workforce, a decrease of 2% from last year. In addition there are significant numbers of employees undertaking other flexible working options such as term time only patterns and flexi time. Of the female workforce, 28% are part time the same as last year. The chart below demonstrates the percentage of part time workers of all employees in each Gender.



6.11 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

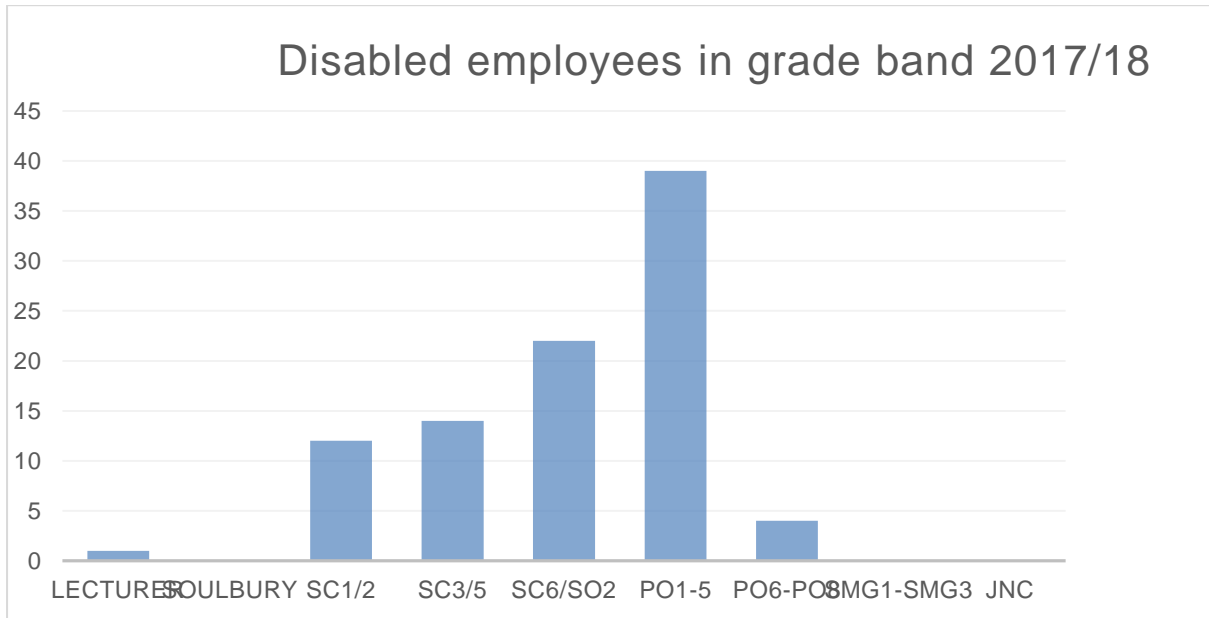
Sexual Orientation: 60% of Council employees responded to this question, an increase of 5% on the response level last year. Of those who responded 2.1% identified as Gay/Lesbian/Bisexual/Transgender.

Religion/Belief: 60% of employees responded to this question, an increase of 5% on the response level last year. Of these responses, 31% identified as being Christian.

Pregnancy and Maternity: 36 employees took maternity leave, 20 employees took paternity leave.

6.12 The Council continues to work with the Trade Unions and employee fora including the, the Disabled Employees Forum, the LGBTQ+ 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 demonstrates percentages of disabled staff within each of the grade bands. A total of 4.0% of non-schools employees have declared that they consider themselves to have a disability, a decrease of 0.1% points from 2016/17. This compares to an average across all London Councils of 4.9% (source London Councils Human Capital Matrix 2016/17).



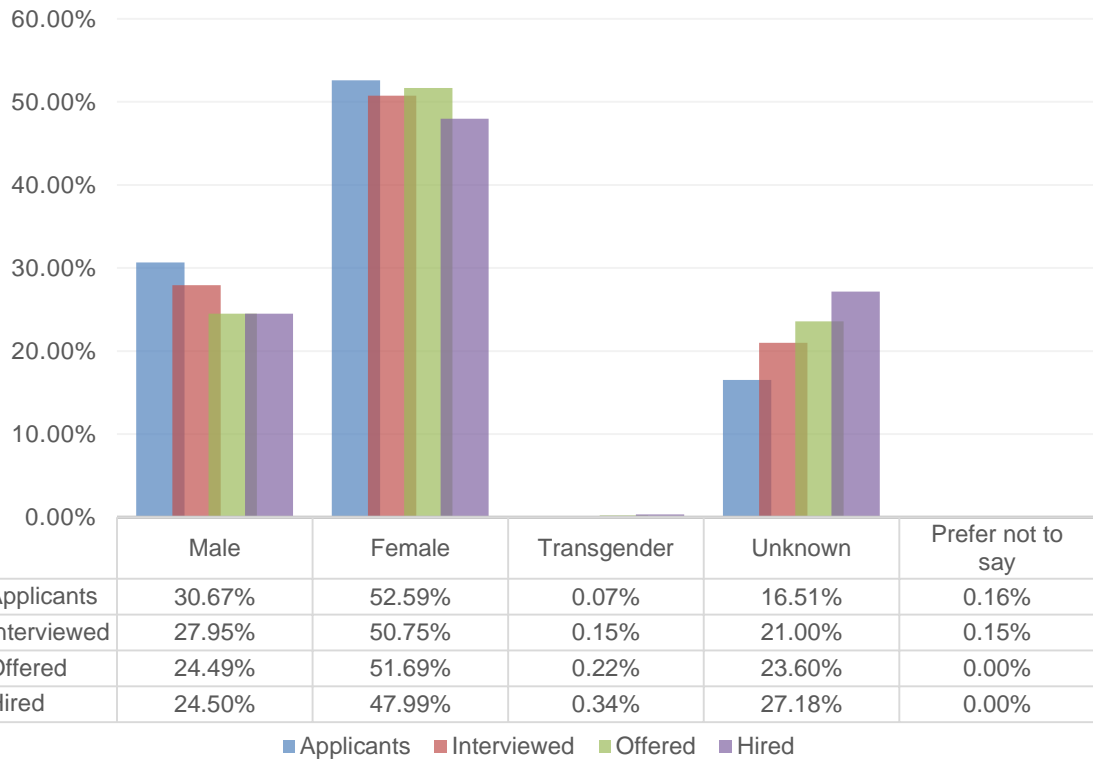
7 Agency Workers

- 7.1 Agency worker numbers fluctuate throughout the year but the total number of agency workers engaged as at March 2017 was 664 (522 FTE) compared to 660 reported in March 2017.
- 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.

8 Recruitment

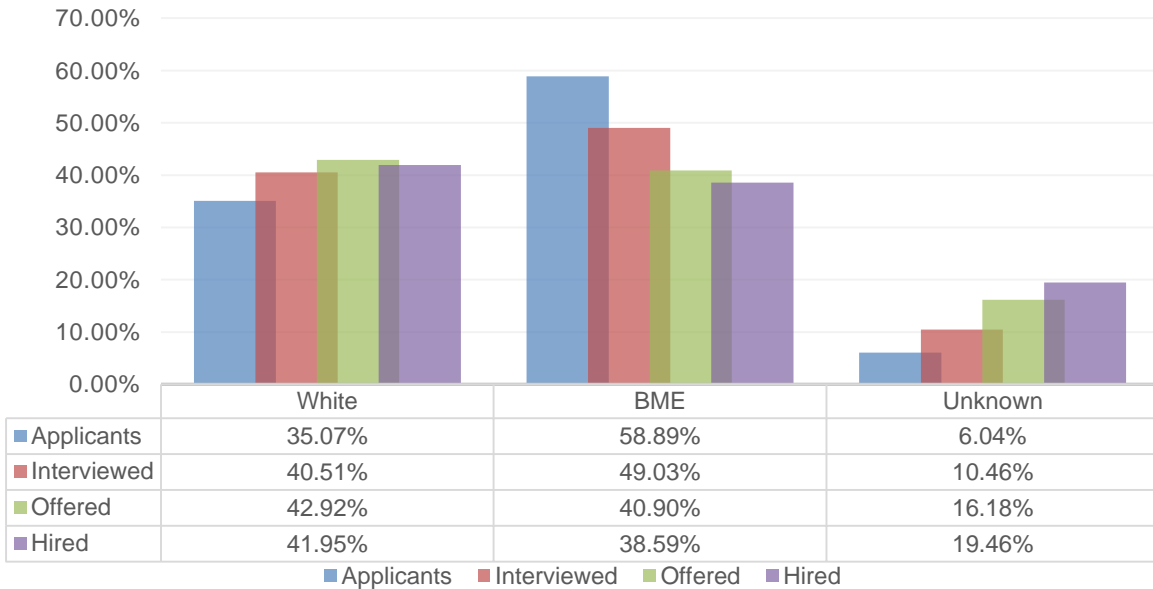
- 8.1 The Council received 4252 applications for 284 roles and appointed to 298 posts. 52.6% of applications made to the Council during 2017/18 were from female applicants which is an increase from 48% in 2016/17. Of the total appointments made during 2016/17 female appointees account for 46.2%. However please note that 702 applicants have "unknown" gender so these numbers may likely to be higher in reality.

Recruitment By Gender 2017/18

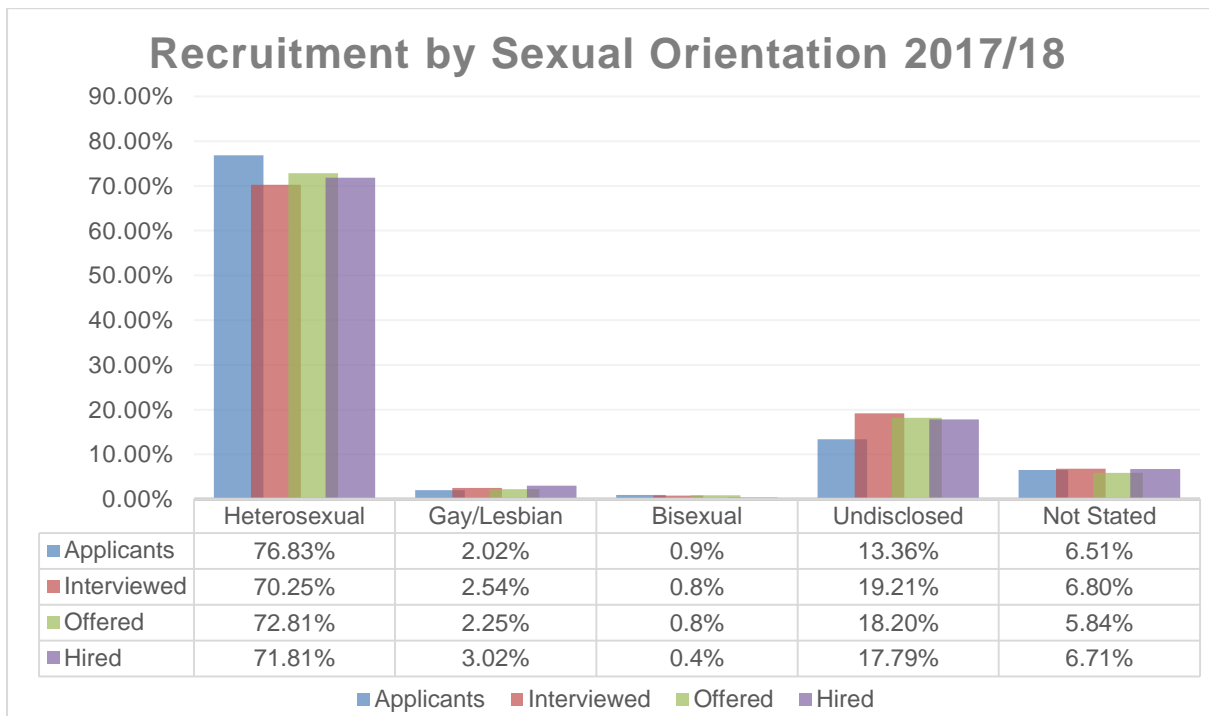


8.2 During 2017/18, 58.9% of applications were made by applicants who identify as BME, which was broadly similar to 2016/17 data. During 2016/17 BME candidates represent 38.59% of the total BME appointments made.

Recruitment by Ethnicity 2017/18



8.3 2.92% of all job applications made during 2017/18 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure of 3%; 3.6% of total appointments made during 2017/18 were candidates who identify as LGBT, which is higher with last year's figure of 2.3%.



9 Leavers

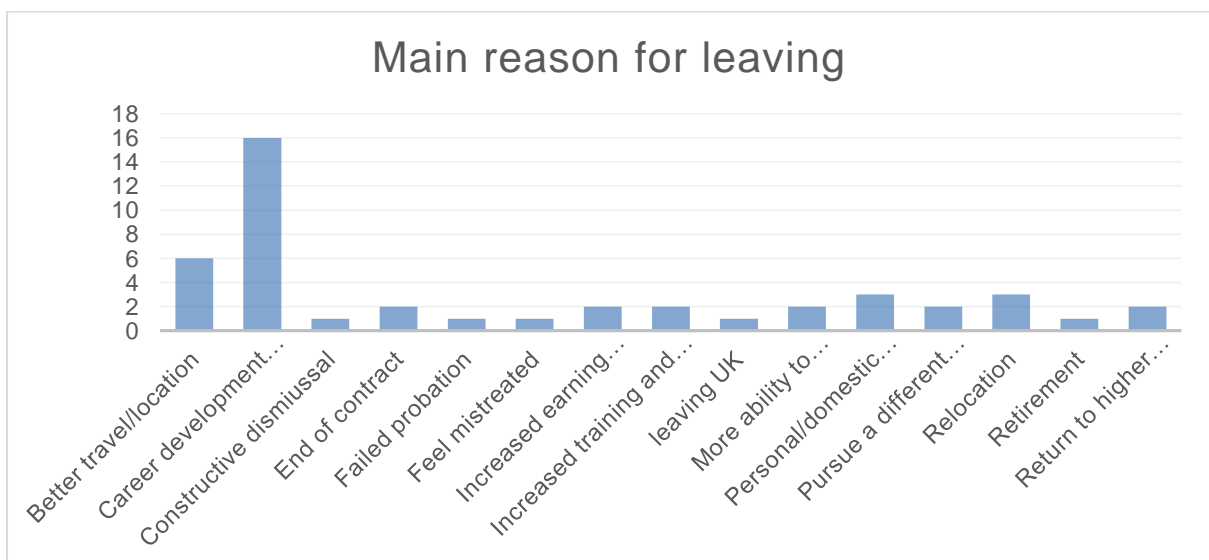
9.1 During 2017/18, 198 employees left Lewisham Council’s employment of which:

- 10 left for reasons of redundancy
- 188 voluntary leavers/others left the Council

9.2 Of all 198 leavers 188 were voluntary, representing a 8.4% turnover, which is higher than 7.5% turnover figure in 2016/17. The remainder of other leavers were through retirement, death, dismissal, end of contracts, etc. Analysis of the increase in turnover is being undertaken

9.3 45 people completed an exit questionnaire during 2017/18 (1 more than who responded in 2016/17).

9.4 The chart below provides an outline of why leavers left Lewisham. The largest group said it was for ‘career development and progression’ with better travel/location’ the second largest reason. The main destination of leavers was ‘other local authority’.

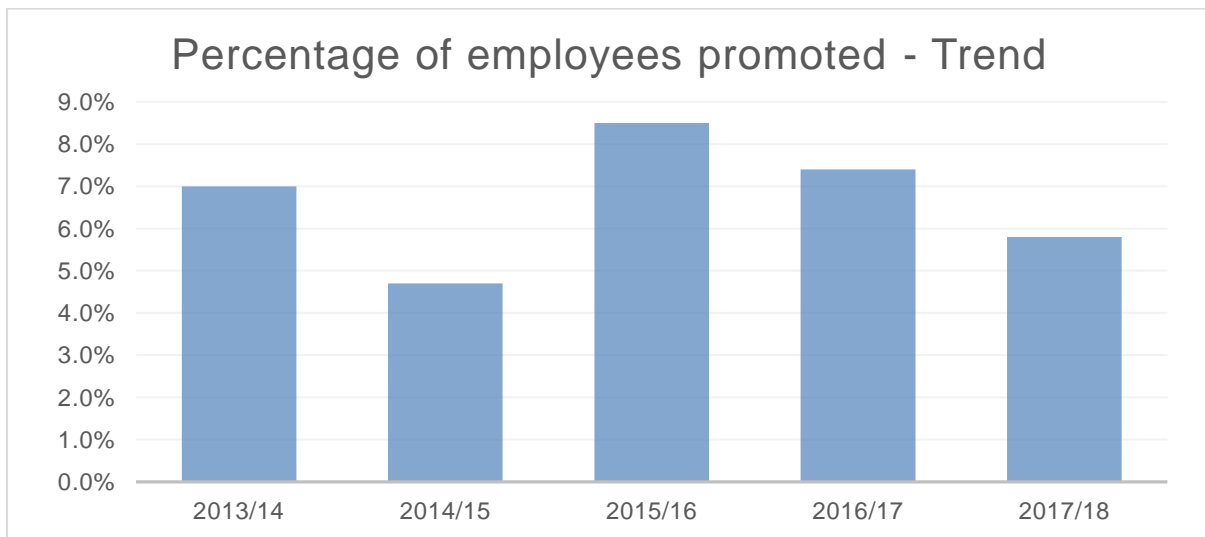


9.5 The employees who left the council as a result of budget savings continue to be offered outplacement support which includes:

- 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

10. Promotions

10.1 The percentage of promoted non-schools employees during 2017/18 is 5.8%. 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.



11. Jobs and the local government market

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

11.2 The National Graduate Development Programme offers one of two placement to a trainee with a local connection. Interviews took place on 27th June 2017 for the next intake of National Management Trainees, and the Council continues to aim to offer this training to local candidates.

- 11.3 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.¹ 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.
- 11.4 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. The Council is considering how to use the Levy to support these professional qualifications.

12. Social Workers

- 12.1 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.
- 12.2 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 IR35²
- 12.3 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. A similar Memorandum was agreed earlier this year for Adult's Social Care.
- 12.4 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.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf

² <https://www.gov.uk/guidance/ir35-find-out-if-it-applies>

- 12.5 There are a range of very positive reasons why social workers would want to work for Lewisham, including:
- a manageable caseload
 - small teams and administrative support
 - supportive management and supervision
 - research-based practice as part of an education partnership with Goldsmiths, University of London
 - career pathway to meet learning and development needs
 - first-class ASYE programme for newly-qualified social workers
 - mobile and flexible working with access to smartphones and iPads for all front-line practitioners
 - free parking near to work (non-contractual)
 - salary sacrifice childcare
- 12.6 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
 - A discrete Children's Social Work employment portal.

Appendix 1

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EMPLOYMENT PROFILE 2017-2018

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If you have any queries on the content or any suggestions please email
Tamba.Fasuluku@lewisham.gov.uk

Total Employees By Directorate 2017/18

The Council's total workforce includes 6912 people as at 31/03/2018.

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

Total Employees Headcount By Directorate 2017/18					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	683	30	11	149	873
Customer Services Directorate	810	3	3	270	1086
Children & Young People Directorate	415	20	22	148	605
Resources & Regeneration Directorate	387	12	1	97	497
Excluding Schools	2295	65	37	664	3061
Schools	4617			*	4617
Total Including Schools :	6912	65	37	664	7678

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

The agency headcount and FTE listed only include agency staff who are employed via the Council's agency managed service (Reed Talent Solutions) 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 2017/18			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	560	111	671
Customer Services Directorate	777	222	999
Children & Young People Directorate	390	123	513
Resources & Regeneration Directorate	353	66	419
Total Excluding Schools	2080	522	2602
Schools	3655		
Total Including Schools :	5735		

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 No of employees at April 2017	2209
No. of employees leaving on redundancy terms	-10
Voluntary Severance	0
Voluntary /Other leavers	188
Less Total Leavers 17/18	198
Add New Starters 17/18	275
Total No of employees at March 2018	2295

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

PAY FOR NON-SCHOOLS EMPLOYEES 2016/17

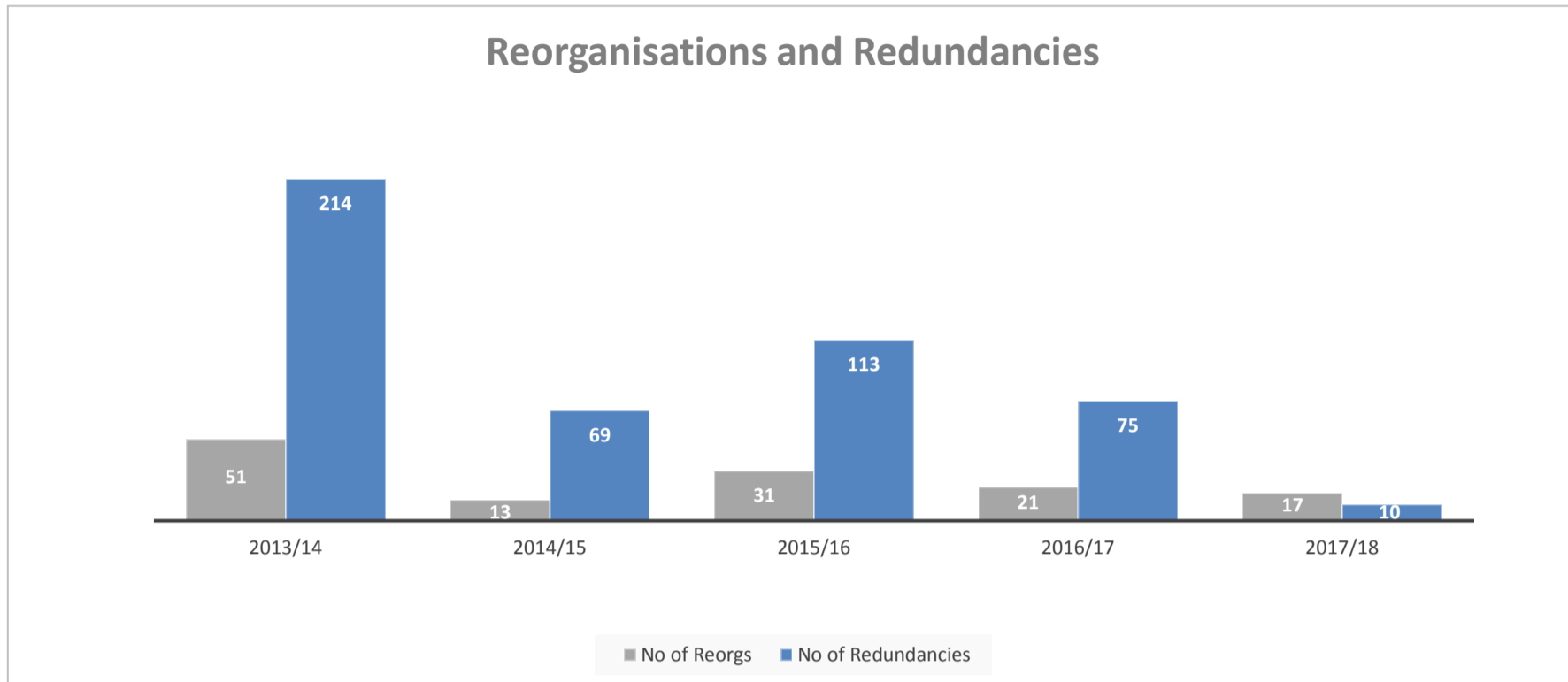
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -10.9% (mean) and -15.8% (median).

Statutory part of template (data that must be provided under the Equalities Act)		Possible extra data for local collection by London Councils for local benchmarking*			
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	-10.9%	110.9%	£19.99	£18.03	£1.96
Median hourly rate (as above calc but for median hourly rates)	-15.8%	115.8%	£19.03	£16.44	£2.59

Pay Quartile Information				Workforce composition			
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount	Quartile ranges
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	67%	33%	100%	371	182	553	38007 to 143961
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	69%	31%	100%	378	174	552	31953 to 36912
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Proportion of women and men in the lower quartile (paid below the 25th percentile point)	38%	62%	100%	212	340	552	18222 to 23610

Reorganisations 2017/18

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 17 reorganisations in the last financial year which resulted in 10 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years



In 2017/18 the largest proportion of redundancies occurred in the Children & Young People Directorate where a total of 8 staff were displaced.

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 17 reorganisations during 2017/18.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/redundancies
Community Services Directorate	0	0.00%	2
Customer Services Directorate	1	10.00%	5
Children & Young People Directorate	8	80.00%	6
Resources & Regeneration Directorate	1	10.00%	4
Total	10	100.00%	17

Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	5	50.00%
Female	5	50.00%
Total	10	100.00%

The percentage of women made redundant in 2017/18 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	1	10.00%
No	9	90.00%
Not Declared	0	0.00%
Total	10	100.00%

The table below shows that there was a higher percentage of redundancies in the age band '35 - 44/45-54' 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	0	0.00%
35-44	2	20.00%
45-54	2	20.00%
55+	6	60.00%
Total	10	100.00%

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	4	40.00%
White	6	60.00%
Not disclosed	0	0.00%
Total	10	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 41.6%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

Reorganisations 2017/18 (continued)

Breakdown of Redundancies by Ethnicity and Gender				
Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	0	0.0%	4	100.0%
White	1	16.7%	5	83.3%
Not disclosed	0	0.0%	0	0.0%
Total	1		9	

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

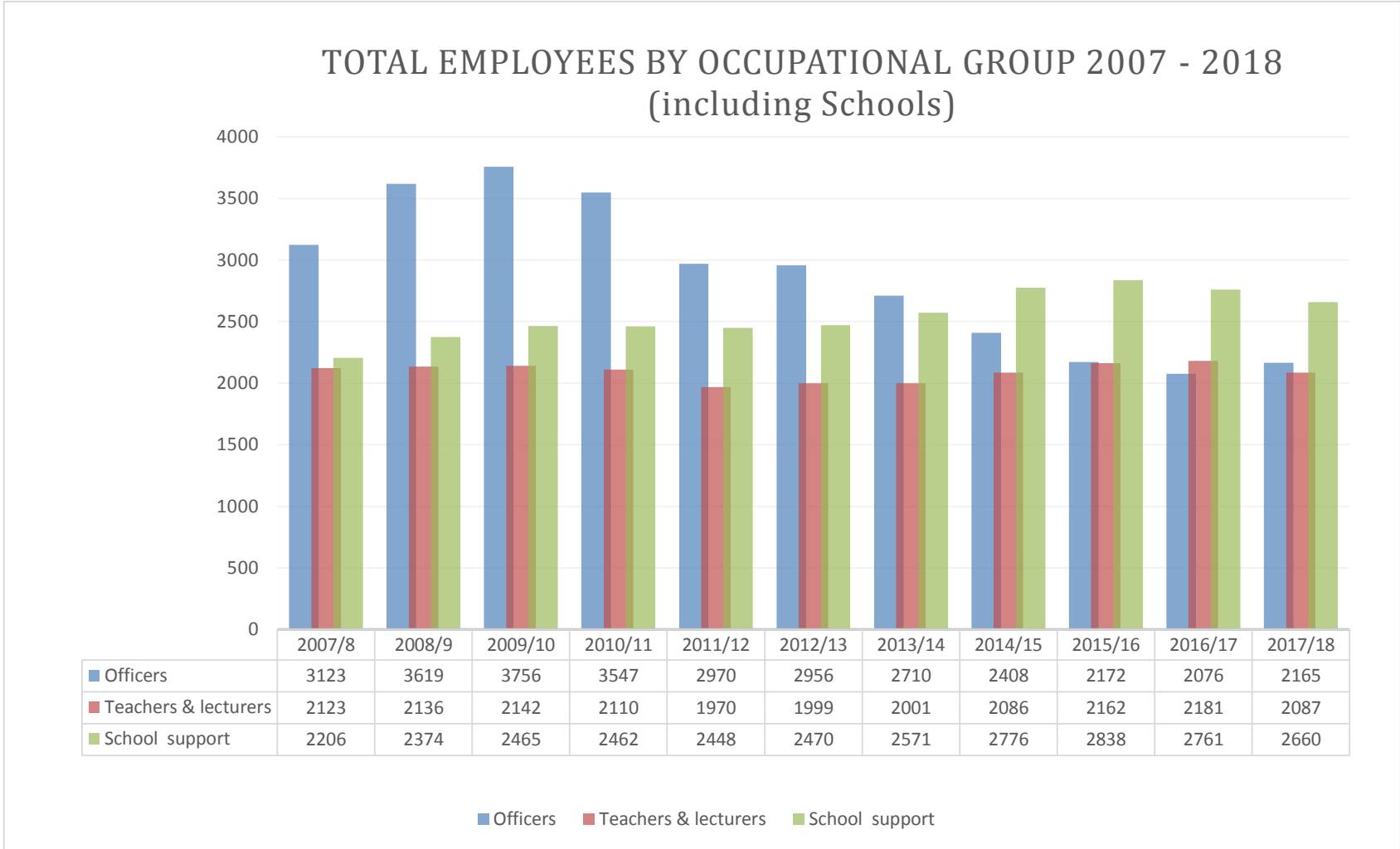
Breakdown of Redundancies by Grade		
Grade	Total Redundancies	% of Total staff redundant
SC1-2	0	0.0%
SC3-5	4	40.0%
SC6-SO2	1	10.0%
PO1-PO5	3	30.0%
PO6-PO8	2	20.0%
SMG1-SMG3	0	0.0%
Soulbury	0	0.0%
Total	10	100.0%

Breakdown of Redundancies by Grade and Gender				
Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.0%	0	0.0%
SC3-5	3	75.0%	1	25.0%
SC6-SO2	0	0.0%	1	100.0%
PO1-PO5	1	33.3%	2	66.7%
PO6-PO8	1	50.0%	1	50.0%
SMG1-SMG3	0	0.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%
Total	5	50.0%	5	50.0%

Breakdown by Grade and Ethnicity						
Grade	BME	% of staff made redundant	White	% of staff made redundant	Not disclosed	% of staff made redundant
SC1 - 2	0	0.0%	0	0.0%	0	0.0%
SC3 - 5	1	25.0%	3	100.0%	0	0.0%
SC6 - SO2	1	100.0%	0	0.0%	0	0.0%
PO1 - PO5	2	66.7%	1	100.0%	0	0.0%
PO6 - PO8	0	0.0%	2	100.0%	0	0.0%
SMG1 - SMG3	0	0.0%	0	0.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%	0	0.0%
Total	4		6		0	

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 remained relatively constant. School support staff are at its lowest since 2011/12. Officers increased by 89 in 2017/18. The Council has not had "manual" or "craft" employees since 2008/09.

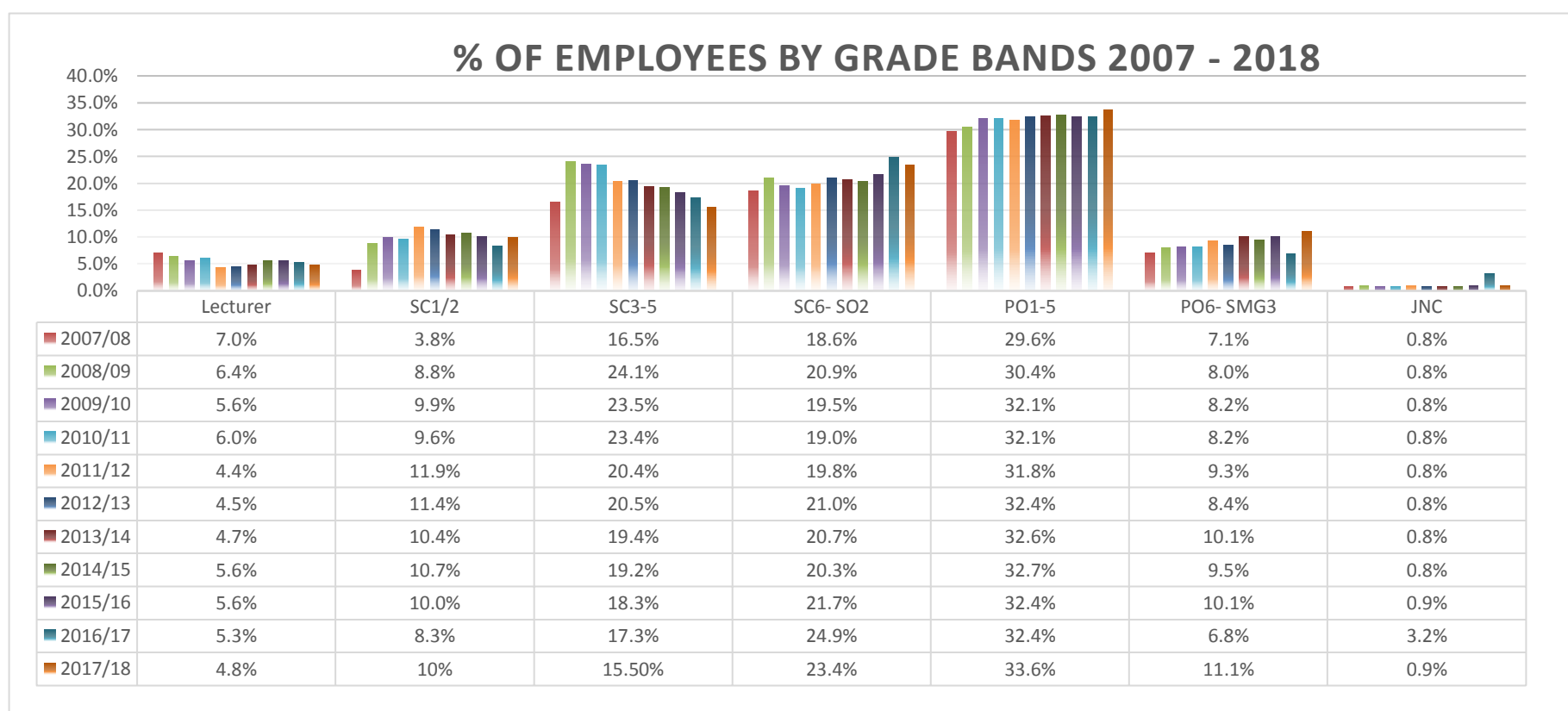


The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2007. The trend outlines that non-schools employees have dropped significantly whereas schools employees have risen since the lowest rate since 2011/12.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2017/18

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	19	5	15	85	201	60	14	4	415
Community Services	99	0	14	112	144	254	36	19	5	683
Customer Services	0	0	178	193	240	151	27	16	5	810
Resources & Regeneration	0	0	31	35	68	164	51	31	7	387
17/18 Total	111	19	228	355	537	770	174	80	21	2295
16/17 Total	116	19	183	382	550	716	151	71	21	2209

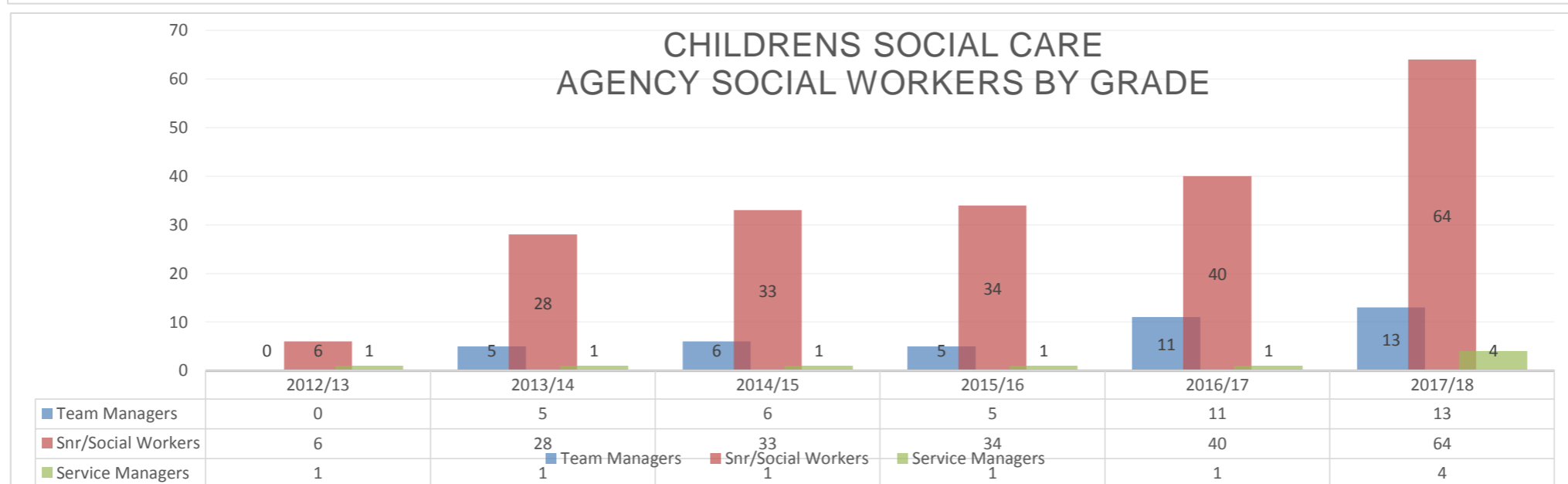
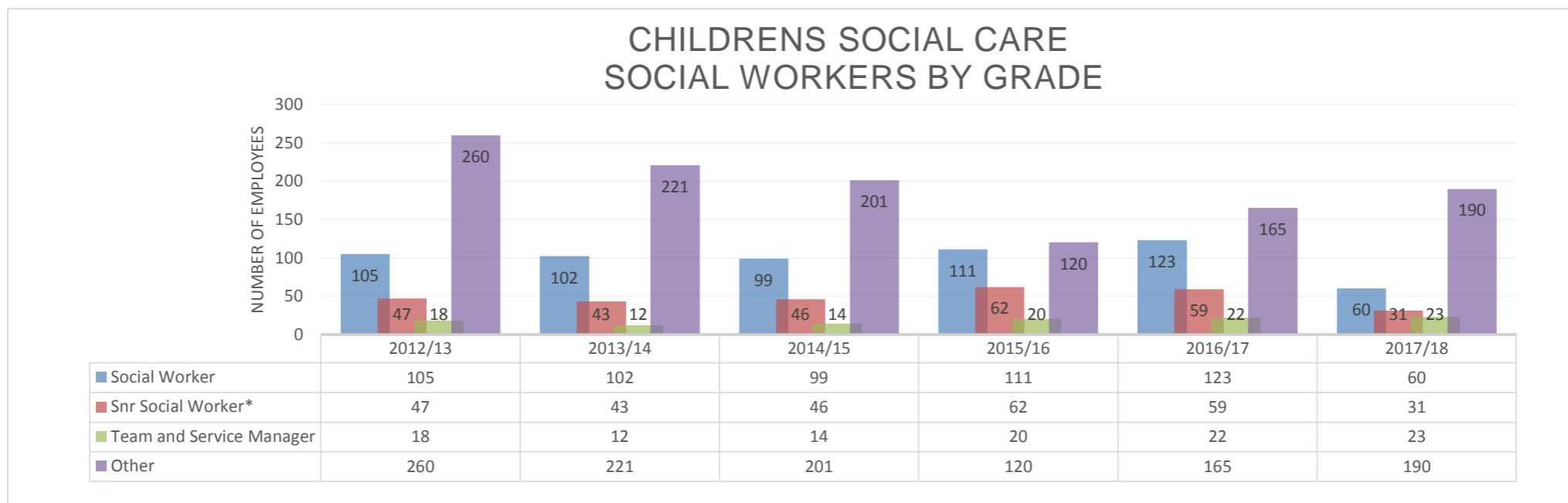
BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.9%	4.6%	1.2%	3.6%	20.5%	48.4%	14.5%	3.4%	1.0%	100%
Community Services	14.5%	0.0%	2.0%	16.4%	21.1%	37.2%	5.3%	2.8%	0.7%	100%
Customer Services	0.0%	0.0%	22.0%	23.8%	29.6%	18.6%	3.3%	2.0%	0.6%	100%
Resources & Regeneration	0.0%	0.0%	8.0%	9.0%	17.6%	42.4%	13.2%	8.0%	1.8%	100%
17/18 Total	4.8%	0.8%	9.9%	15.5%	23.4%	33.6%	7.6%	3.5%	0.9%	100%
16/17 Total	5.3%	1.0%	10.0%	18.3%	21.7%	32.4%	6.7%	3.4%	0.9%	100%



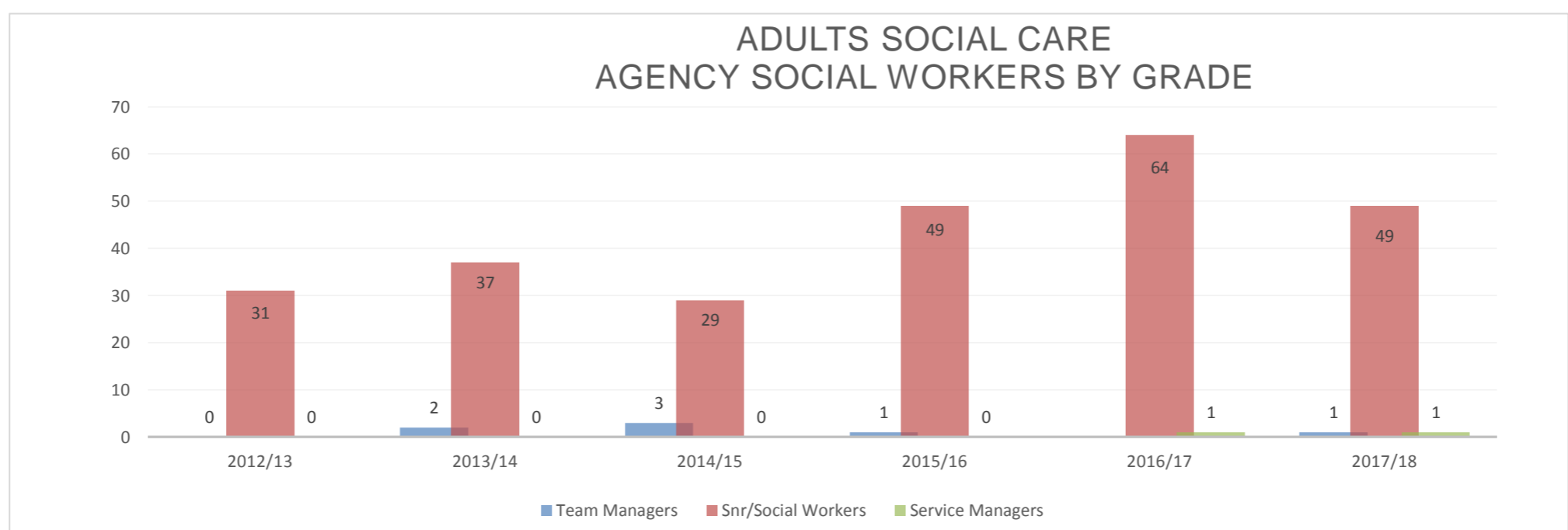
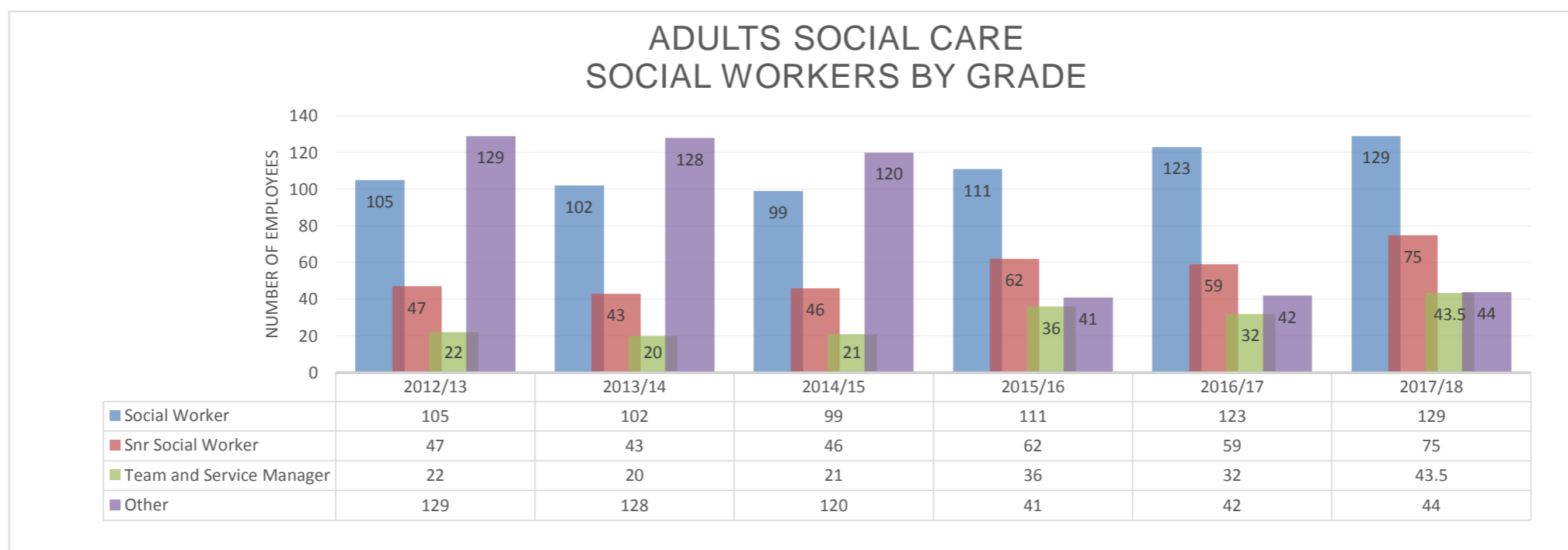
Grades	Employees 17/18	Employees 16/17	Employees 15/16
Lecturers	111	116	128
Soulbury	19	19	22
SC1A	0	0	11
SC1B	20	15	1
SC1C	4	0	11
SC2	204	168	208
SC3	96	103	85
SC4	100	117	111
SC5	159	162	225
SC6	194	185	163
SO1	255	252	270
SO2	88	113	67
PO1	93	84	139
PO2	325	305	209
PO3	135	128	168
PO4	129	127	174
PO5	88	72	54
PO6	71	68	62
PO7	67	55	47
PO8	36	28	46
SMG1	26	20	24
SMG2	23	23	22
SMG3	31	28	32
DIR1	3	4	4
DIR2	2	2	2
DIR3	16	15	15
Total	2295	2209	2300

Over the past 11 years, the numbers of staff in grade band Sc1/2 has increased from 3.8% in 2007/8 to 10% in 2017/18, partly due to the success of the Apprenticeship Scheme. Percentages of staff in other grade bands have increased slightly year on year.

Numbers of Permanent and Agency Social Workers 2017/18



* 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 . They supply agency workers via a network of 3rd party suppliers. For a list of these providers contact Reed Talent Solutions.

2017 - 2018

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children Social Worker	£282,273	£352,475	£456,321	£373,091	£392,830	£471,437
Adult Social Worker	£208,640	£250,171	£325,229	£244,578	£226,661	£291,285
	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Children Social Worker	£334,309	£389,855	£421,106	£372,476	£442,349	£569,063
Adult Social Worker	£252,907	£257,039	£246,359	£188,409	£254,172	£301,315

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

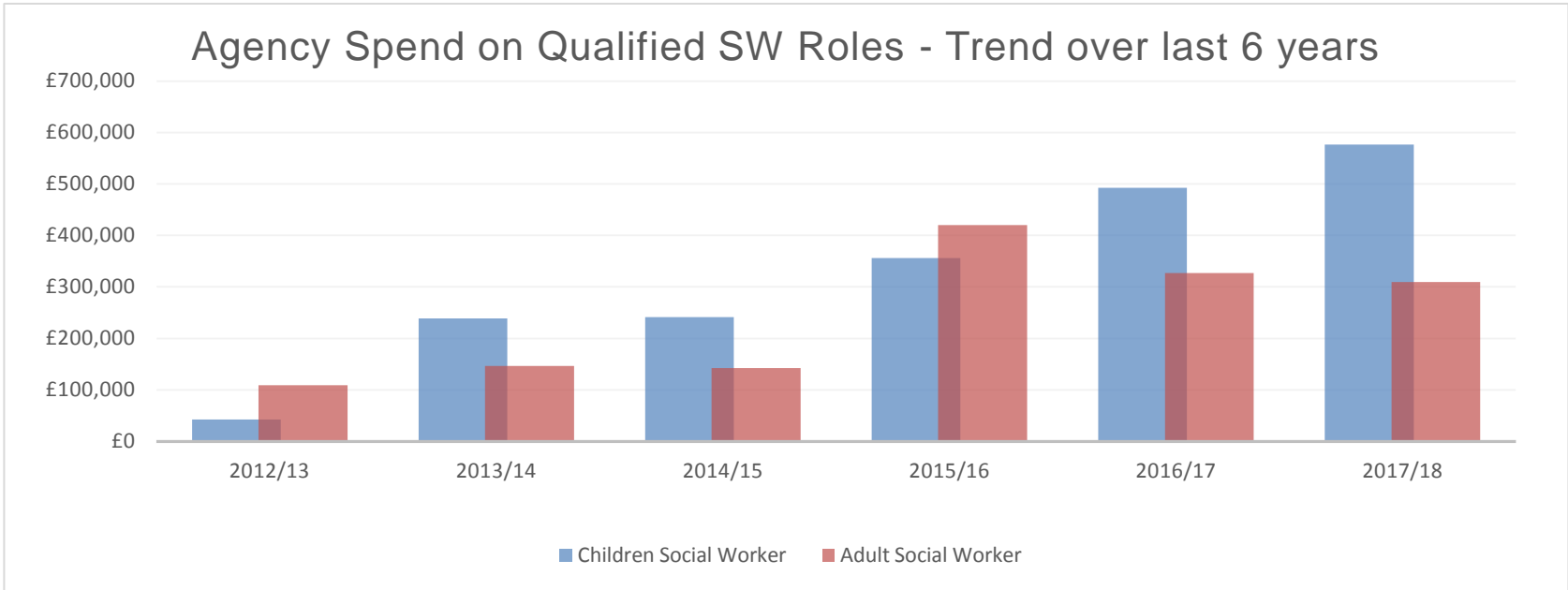
	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Children Social Worker	£107,724	£112,404	£136,096	£112,333	£136,603	£172,031
Adult Social Worker	£113,560	£118,787	£155,319	£116,622	£115,066	£149,202
	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Children Social Worker	£149,982	£132,007	£149,091	£100,533	£115,386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



Pay rates Adults Social Care as at 31.3.2018				
Adults Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Workers	NQSW	34	£34,300	
Social Worker	SW	36 to 38	£35,070 to £36,912	
Senior Social Worker	SSW	40 to 42	£39,697 to £41,601	
Operations Manager	PO6	47 to 49	£46,347 to £48,238	
Lead Operations Manager	PO8	53 to 55	£52,090 to £54,150	

Pay rates Childrens Social Care as at 31.3.2018				
Childrens Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Worker	NQSW	34	34,300	
Social Worker	SW	36 to 38	£35,771 to £37,650	£500 pa parking
Senior Social Worker	SSW	40 to 42	£39,697 to £41,601	
Childrens Social Care	CPC	46 to 48	£45,386 to £47,305	
Independent Reviewing Officer	IRO	46 to 48	£45,386 to £47,305	
Advanced Practitioner	AP	46 to 48	£45,386 to £47,305	
Team Manager	TM	50 to 52	£49,199 to £51,117	
IRO and CPC Team Managers	IRO TM & CPC TM	53 to 55	£52,090 to £54,150	

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
Adoption, Looked after Children and Leaving Care
Children with Complex Needs
Early Help, Referral & Assessment
Family Social Work Service
Fostering, Placements and Business Strategy
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](#)

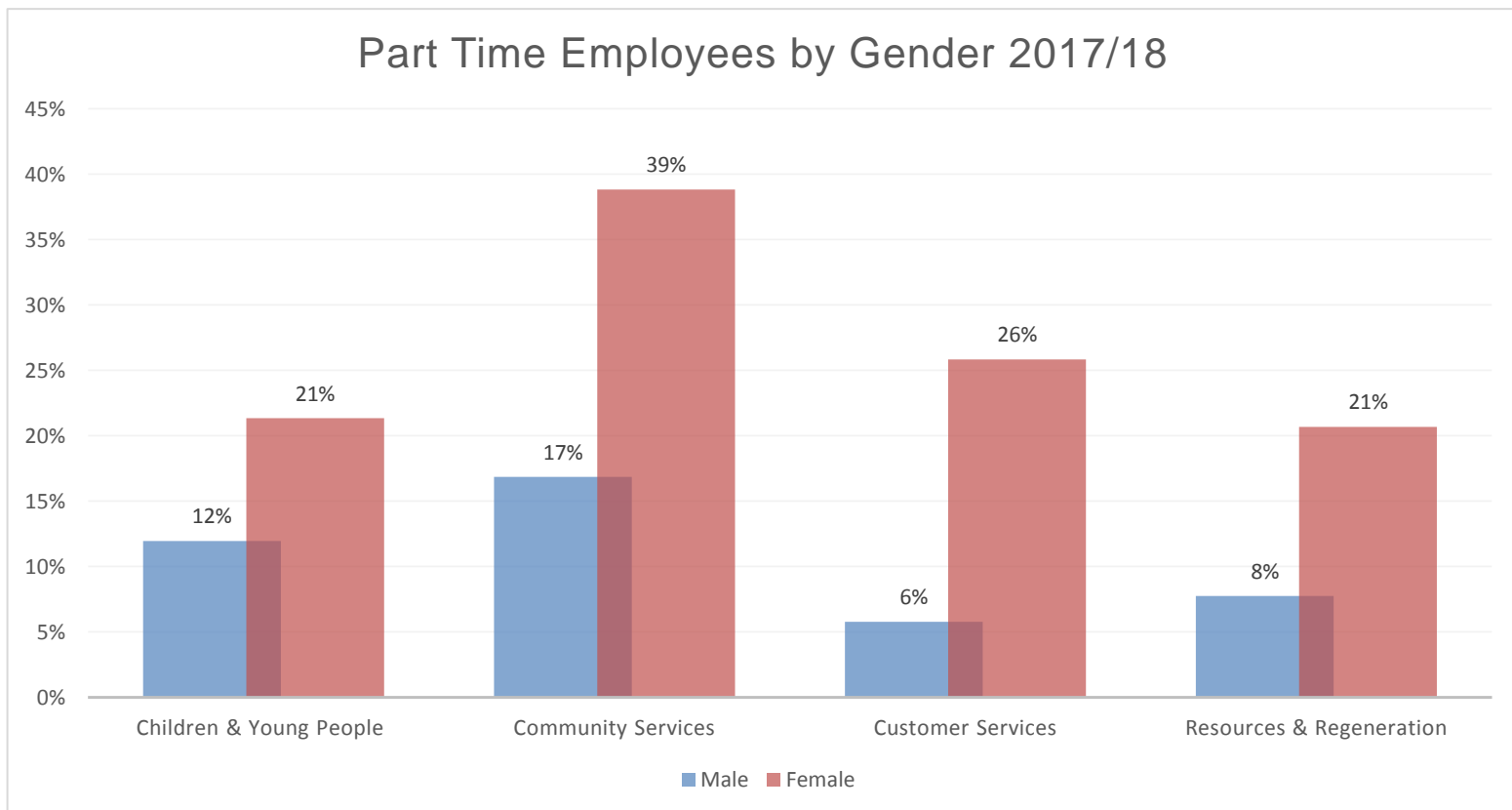
PART-TIME EMPLOYEES 2017/18

The Council continues to encourage the take up of flexible working. Part time staff represent 19.91% of the Council's workforce, 2% decrease from last year. Of the female workforce, 27.66% 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.

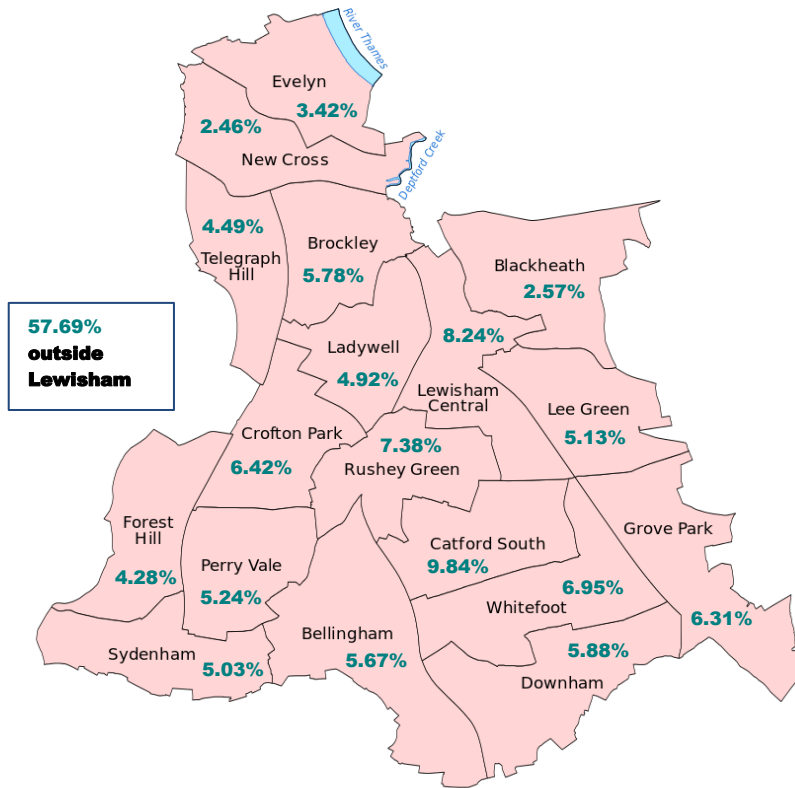
Part - Time Employees		Total Employees	
457	19.91%	2295	100%

Gender	Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	%
Female	64	18%	174	37%	86	30%	53	21%	377	27.66%
Male	3	12%	34	16%	27	5%	16	7%	80	8.58%
All	67	17%	208	30%	113	15%	69	15%	457	19.91%

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.



Employees who live within the Borough 2017/18



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 2017/18

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. 41.7% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees. Of the 133 employees promoted during 2016/17, 43% were BME. Lewisham Council's BME workforce of 41.7% can be compared to London Council's median figure of 41% (source London Councils Human Capita Matrix 2015/16). The number of senior BME staff is below target at 14% - this percentage is broadly similar to previous years and continues to remain a priority within recruitment and management development activities.

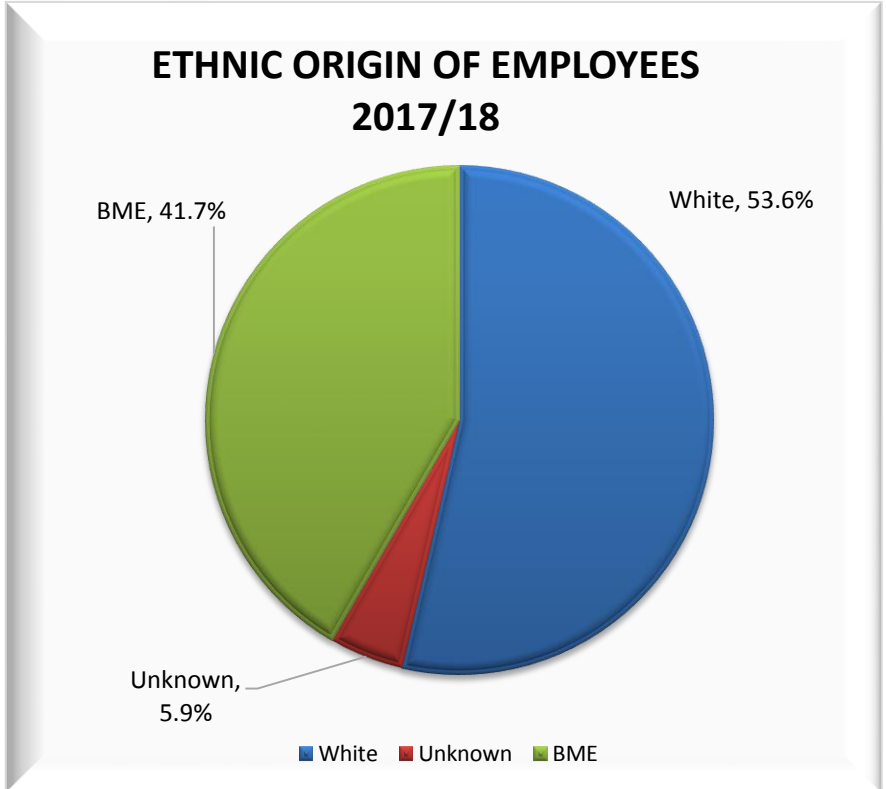
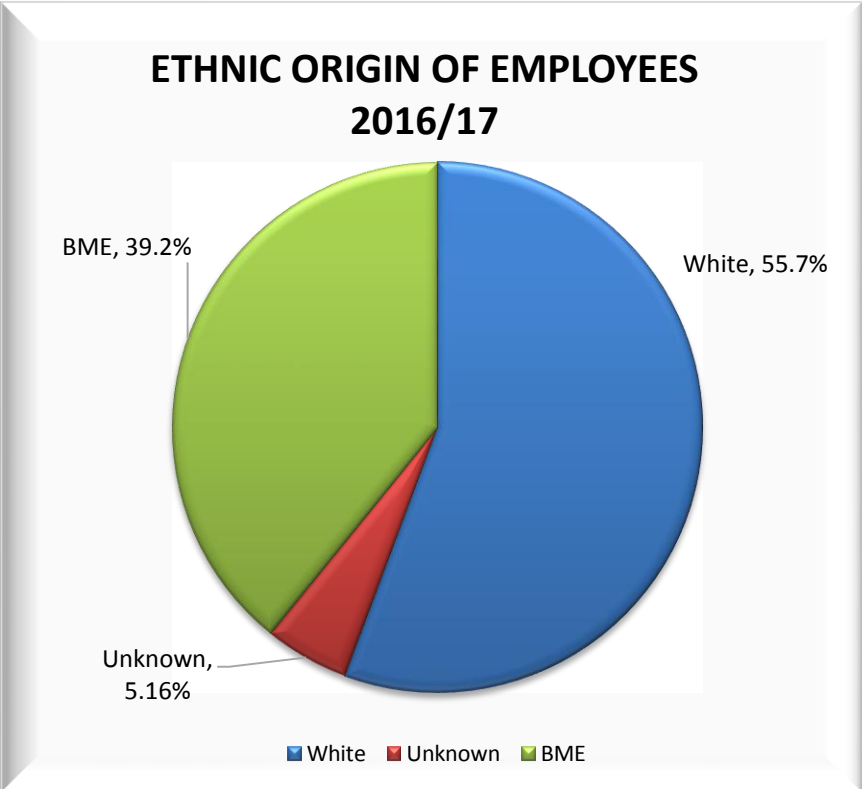
The majority (69.4%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 55% of the top 5% earners, which is comparable to last year's figure of 51% and the median figure of 52% for all London Boroughs. (source London Councils Human Capita Matrix 2015/16)

68% of employees are aged over 40, with the percentage of the workforce aged under 25 decreasing to 3.0% during 2017/18 compared to 3.5% in 2016/17. 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% of non-schools employees have declared that they consider themselves to have a disability, an decrease of 0.1 percentage points since 2016/17. This compares to an average across all London Councils of 4.5% (source London Councils Human Capita Matrix 2015/16)

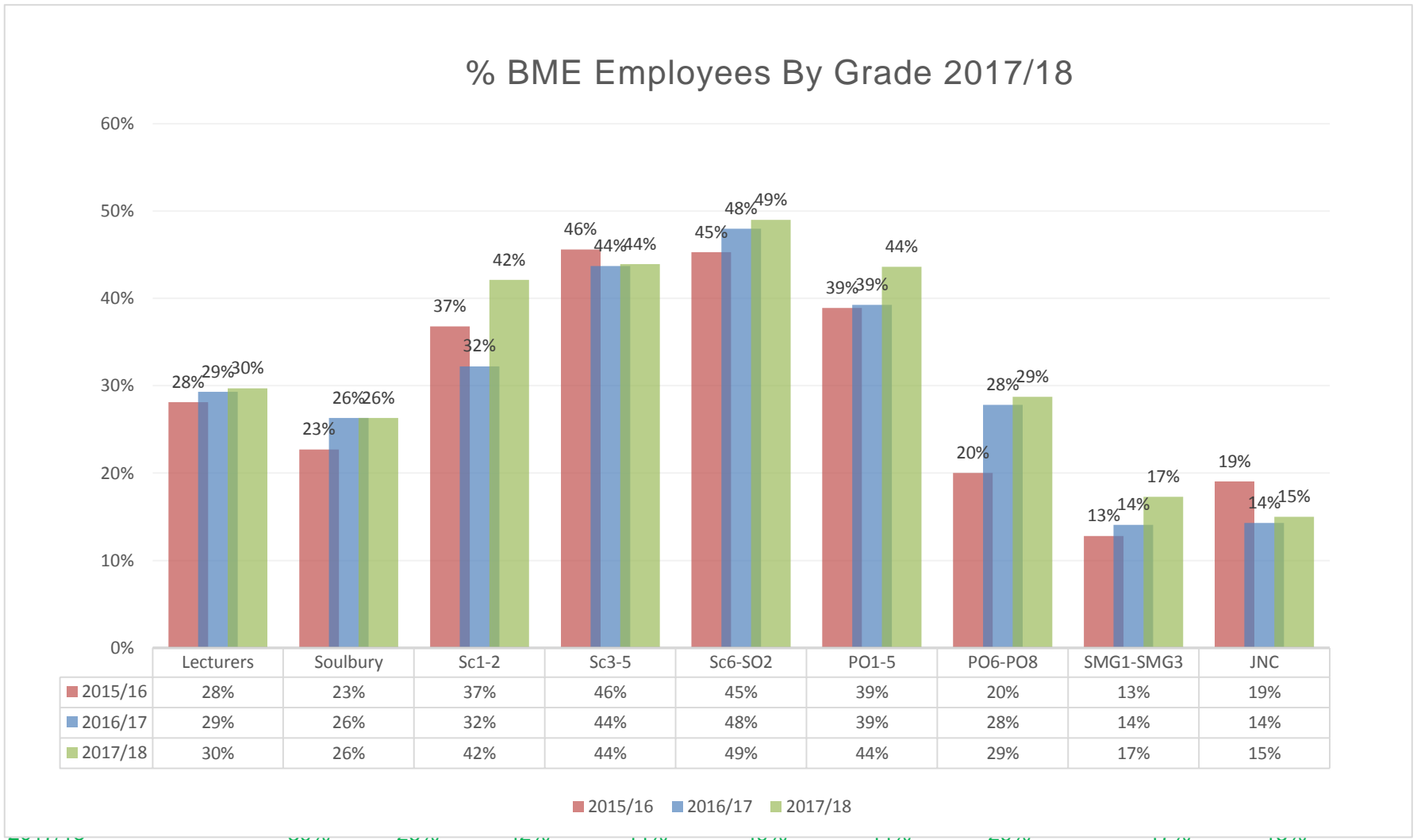
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. Female employees are paid more than male employees at Lewisham Council and the percentage pay gap difference of minus 10.9% by mean and minus 15.8% by the median salary. By comparison, in the UK, the median pay gap among all companies that have reported is 9.7%.

ETHNIC ORIGIN OF EMPLOYEES 2017/18



There has been a slight decrease of 2.1% in the White workforce compared to last year and a slight increase in unknown and BME

Grade	Lecturer	Soulbury	SC1 - 2	SC3 - 5	SC6 - SO2	PO1 - 5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 17/18	33	5	96	156	263	336	50	14	3	956
Headcount 16/17	34	5	59	167	264	281	42	10	3	865



The percentage of BME staff in the grade band SC1 - 2 has increased by 10 percentage points from 32% in 2016/17 to 42% in 2017/18. BME employees make up 41.7% of all employees in addition, 5.9% of employees have not declared their ethnic origin.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2017/18

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	1	0.15%	2	0.25%	0	0.00%	0	0.00%	3	0.1%
Asian Bangladeshi	3	0.44%	1	0.12%	6	1.45%	0	0.00%	10	0.4%
Asian Chinese	5	0.73%	1	0.12%	1	0.24%	4	1.04%	11	0.5%
Asian Indian	11	1.61%	15	1.85%	6	1.45%	8	2.07%	40	1.7%
Asian Other	10	1.46%	4	0.49%	4	0.96%	7	1.81%	25	1.1%
Asian Pakistani	1	0.15%	0	0.00%	1	0.24%	4	1.04%	6	0.3%
Black African	64	9.37%	59	7.28%	45	10.84%	46	11.92%	214	9.3%
Black Caribbean	133	19.47%	173	21.36%	101	24.34%	50	12.69%	457	19.9%
Black Other	21	3.07%	27	3.33%	14	3.37%	3	0.78%	65	2.8%
Mixed Other	10	1.46%	6	0.74%	6	1.45%	7	1.81%	29	1.3%
Mixed White and Asian	4	0.59%	6	0.74%	4	0.96%	2	0.52%	16	0.7%
Mixed White and Black African	2	0.29%	3	0.37%	5	1.20%	2	0.52%	12	0.5%
Mixed White and Black Caribbean	14	2.05%	14	1.73%	6	1.45%	8	2.07%	42	1.8%
Other Ethnic group	11	1.61%	7	0.86%	2	0.48%	1	0.26%	21	0.9%
Prefer not to say	11	1.61%	25	3.09%	6	1.45%	3	0.78%	45	2.0%
UnKnown	40	5.86%	11	1.36%	13	3.13%	4	1.04%	68	3.0%
White British/Eng/Welsh/Scot/NIrish	299	43.78%	385	47.53%	164	39.52%	209	54.15%	1057	46.1%
White Irish	7	1.02%	13	1.60%	10	2.41%	7	1.81%	37	1.6%
White Other	34	4.98%	57	7.04%	21	5.06%	22	5.70%	134	5.8%
White Turkish / Turkish Cypriot	2	0.29%	1	0.12%	0	0.00%	0	0.00%	3	0.1%
Total all employees	683	100.0%	810	100.0%	415	100.0%	387	100.0%	2295	100.0%

	Community Services Directorate	Customer Services Directorate	Children & Young People Directorate	Resources & Regeneration Directorate	Total					
Total all minority employees	292	42.75%	319	39.38%	202	48.67%	143	36.95%	956	41.66%

WOMEN EMPLOYEES 2017/18

Women	Men	Total employees
1363	932	2295
59.4%	40.6%	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	348	83.9%	474	69.4%	311	38.4%	230	59.4%	1363	59.4%
Men	67	16.1%	209	30.6%	499	61.6%	157	40.6%	932	40.6%
Total	415	100.0%	683	100.0%	810	100.0%	387	100.0%	2295	100.0%

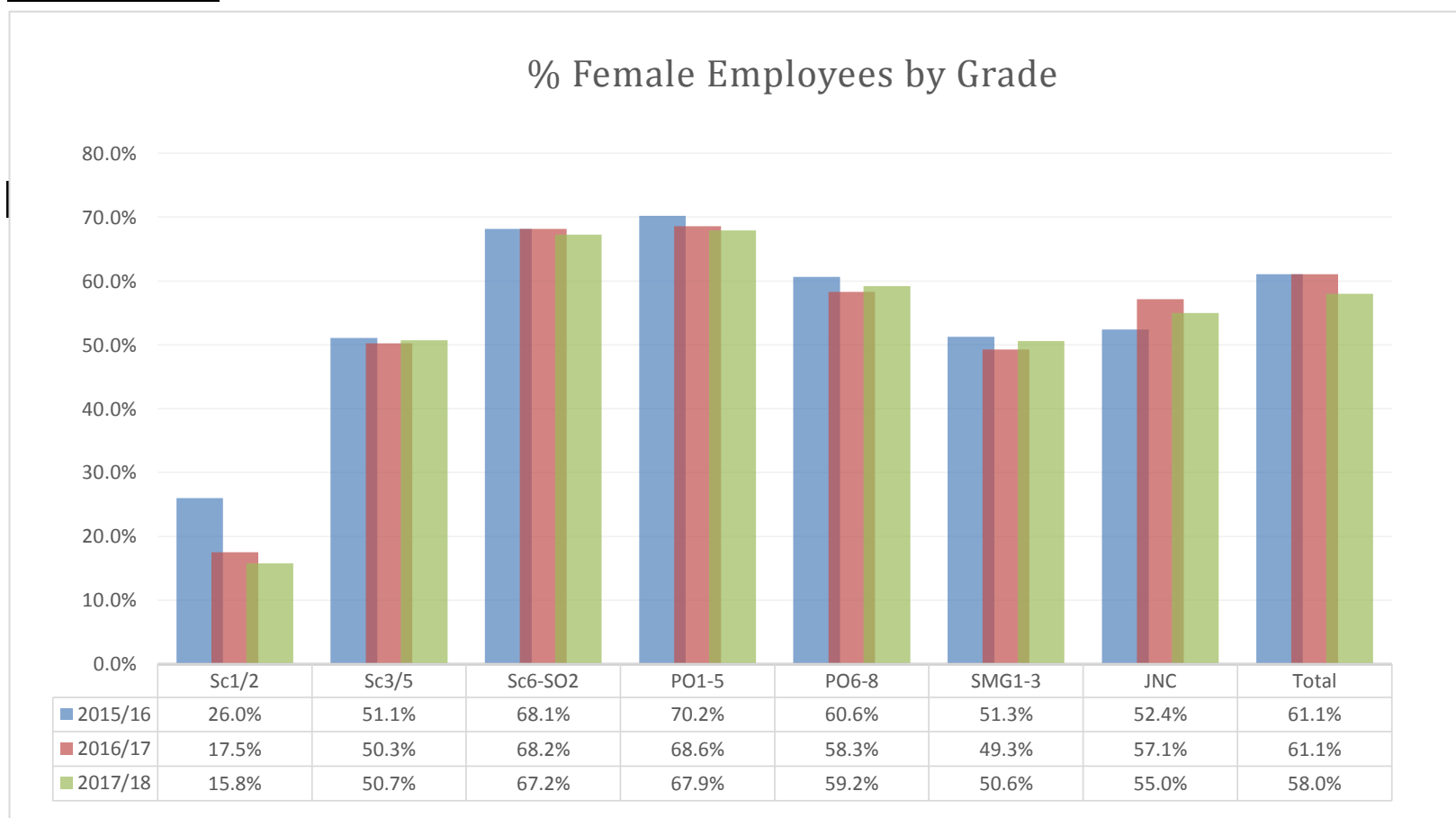
BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
89	80.2%	19	100.0%	36	15.8%	180	50.7%	361	64.8%	523	67.9%
PO6-8		SMG1-3		JNC		Total					
103	59.2%	41	50.6%	11	55.0%	1363	59.4%				

BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
504	58.1%	216	59.8%	420	61.8%	223	57.8%	1363	59.4%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	14.3%	30	49.2%	87	55.4%	121	58.5%	180	61.0%	142	62.3%
46 - 50		51 - 55		55 +		Total					
190	59.9%	266	62.1%	346	58.2%	1363	59.4%				

BY ETHNICITY							
BME	Unknown	White	Total				
610	63.8%	60	55.6%	693	56.3%	1363	59.4%

Disabled	
56	4.1%



The majority (58.0%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 55% of senior grades (top 5% of earners) which is similar to 57% in 2016/17.

DISABLED EMPLOYEES 2017/18

Yes		No		Unknown	
92	4.0%	1406	61.3%	797	34.7%

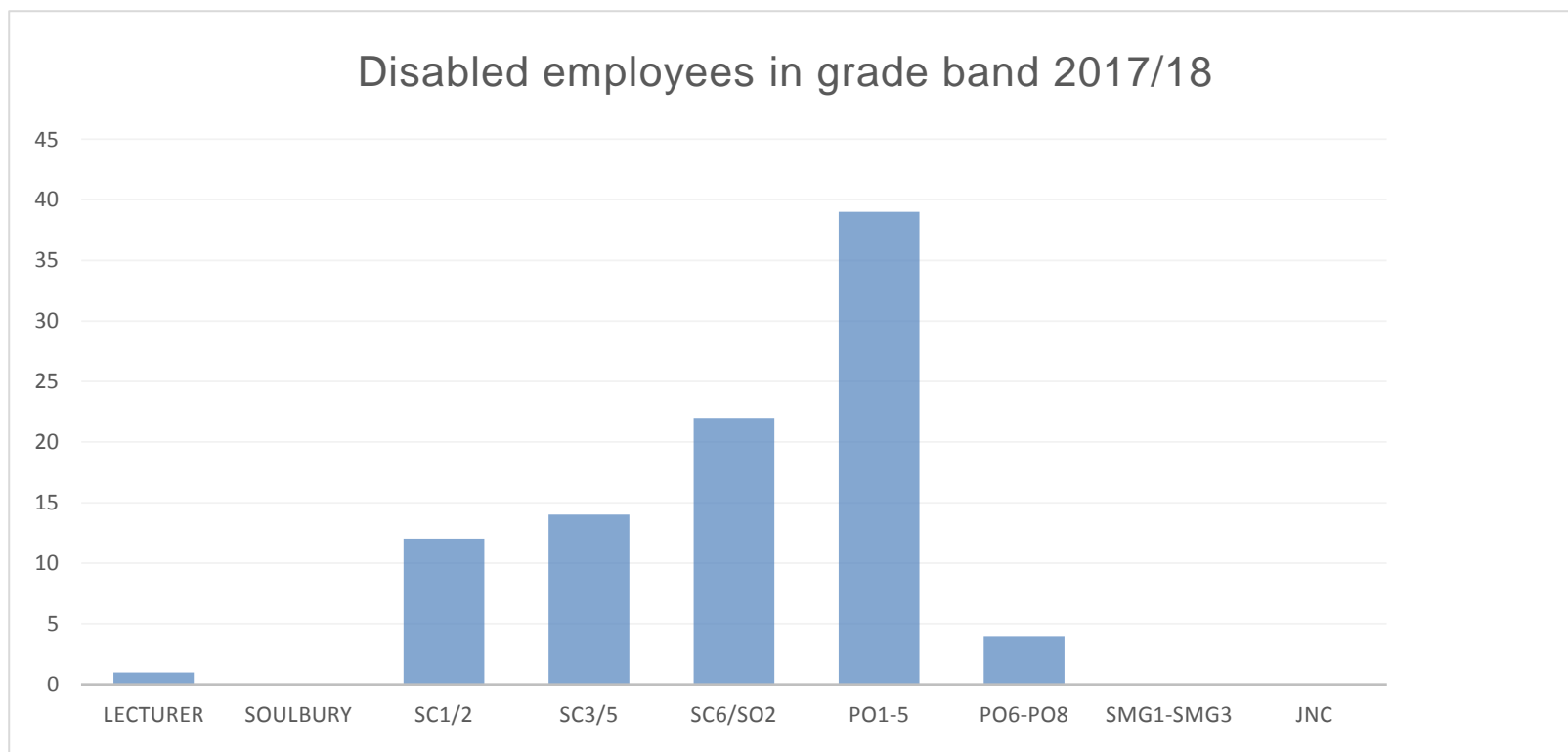
DIRECTORATE					
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	
17	4.1%	31	4.5%	27	3.3%
				17	4.4%
				92	4.0%

BY GRADE					
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5
1	0.0%	0	0.0%	12	5.3%
				14	3.9%
				22	4.1%
				39	5.1%
PO6-8	SMG1-3	JNC	Total		
4	2.3%	0	0.0%	0	0.0%
				92	4.0%

BY LENGTH OF SERVICE					
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total	
34	3.9%	11	3.0%	26	3.8%
				21	5.4%
				92	4.0%

BY AGE					
16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45
0	0.0%	3	4.9%	8	5.1%
				3	1.4%
				7	2.4%
				6	2.6%
46 - 50	51 - 55	55 +	Total		
13	4.1%	23	5.4%	29	4.9%
				92	4.0%

BY ETHNICITY					
BME	Unknown	White	Total		
36	3.8%	3	2.8%	53	4.3%
				92	4.0%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.0% of non-schools employees have declared that they consider themselves to have a disability, a decrease of 0.1% points from 2016/17. This compares to an average across all London Councils of 4.9% (source London Councils Human Capital Matrix 2016/17).

Protected Characteristics 2017/18

Religion			
Any other	0.87%	Muslim	1.44%
Buddhist	0.39%	None	18.87%
Christian (all denominations)	31.76%	Prefer not to say	5.62%
Hindu	0.44%	Sikh	0.31%
Jewish	0.04%	Unknown	40.26%
			Total all employees
			100.00%

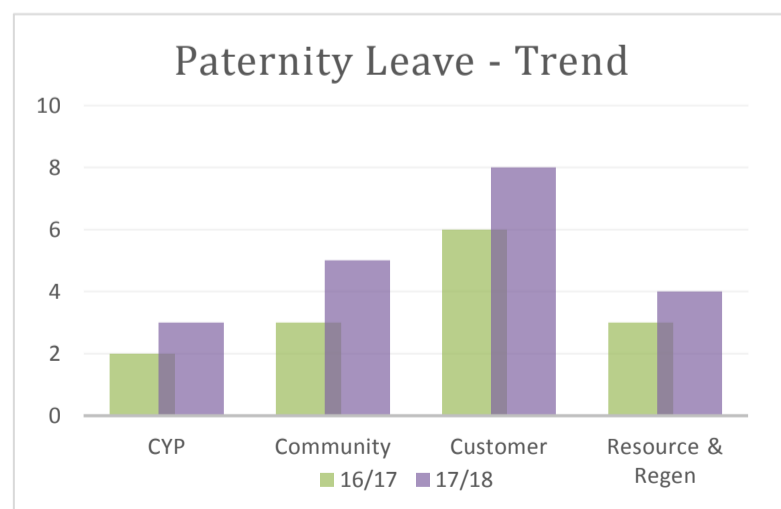
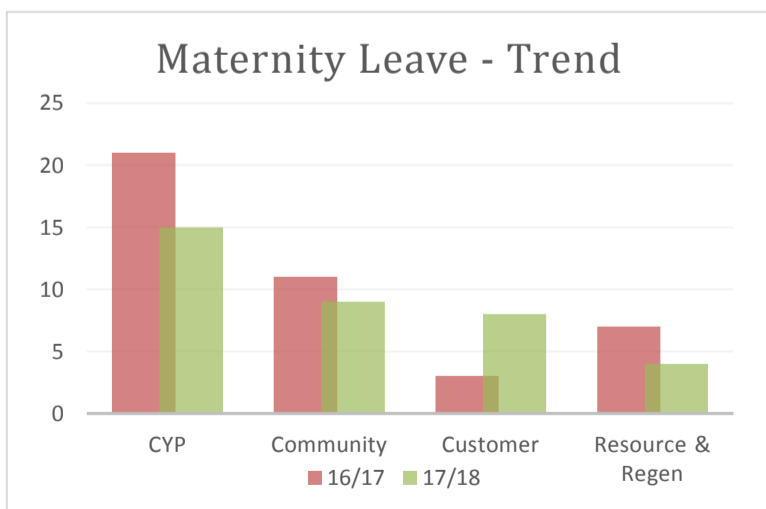
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.35%
Gay/lesbian	1.61%
Other	0.17%
Prefer not to say	4.62%
Straight/Heterosexual	52.33%
Unknown	40.92%
Total all employees	100.00%

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

Marital Status	
Married/Civil Partner	26.61%
Not married/Not Civil Partner	13.94%
Prefer not to say	26.74%
Unknown	32.71%
Total all employees	100.00%

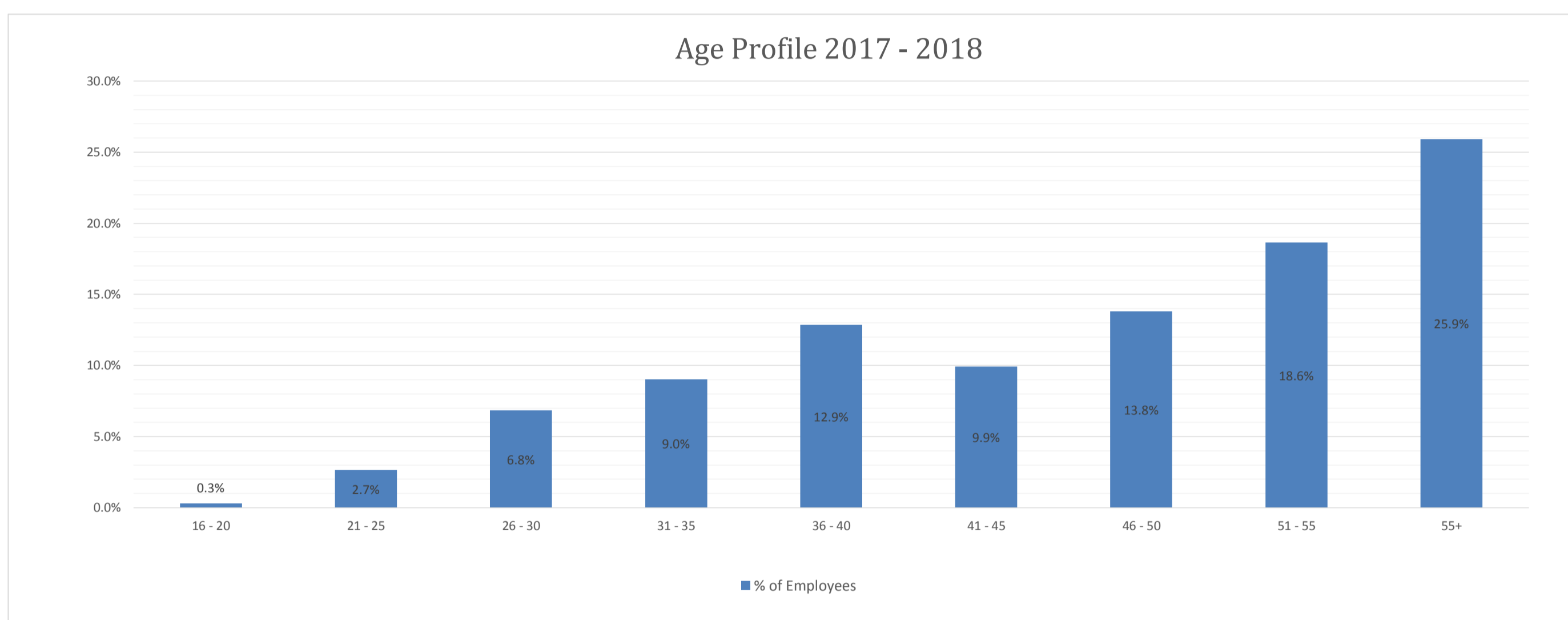
High number of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status either.



AGE PROFILE 2017 - 2018

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	1	0.2%	9	2.2%	43	10.4%	57	13.7%	66	15.9%	45	10.8%	54	13.0%	75	18.1%	65	15.7%	415	18.1%
Community Services Directorate	1	0.1%	13	1.9%	35	5.1%	62	9.1%	77	11.3%	76	11.1%	99	14.5%	126	18.4%	194	28.4%	683	29.8%
Customer Service Directorate	1	0.1%	21	2.6%	44	5.4%	60	7.4%	100	12.3%	83	10.2%	113	14.0%	154	19.0%	234	28.9%	810	35.3%
Resources & Regeneration Directorate	4	1.0%	18	4.7%	35	9.0%	28	7.2%	52	13.4%	24	6.2%	51	13.2%	73	18.9%	102	26.4%	387	16.9%
Total	7	0.3%	61	2.7%	157	6.8%	207	9.0%	295	12.9%	228	9.9%	317	13.8%	428	18.6%	595	25.9%	2295	100%



The age profile of the Council is outlined above, demonstrating that 68.2% of employees are over 40. The average age of the workforce in Lewisham is 45, 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% which has decreased from 3.5% in 2016/17. 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. The Council is also seeking to fill entry level posts with Apprentices and HR are actively encouraging services who have not yet taken up Apprenticeship opportunities, to do so.

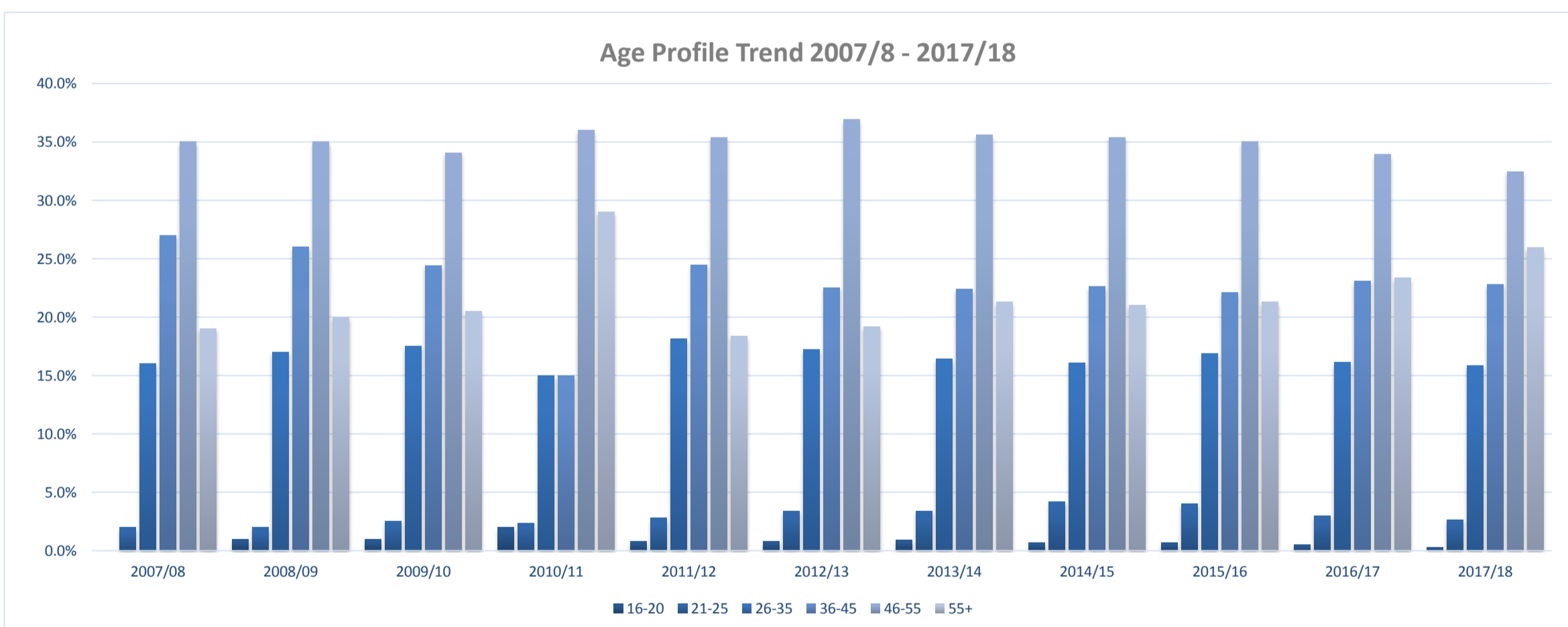
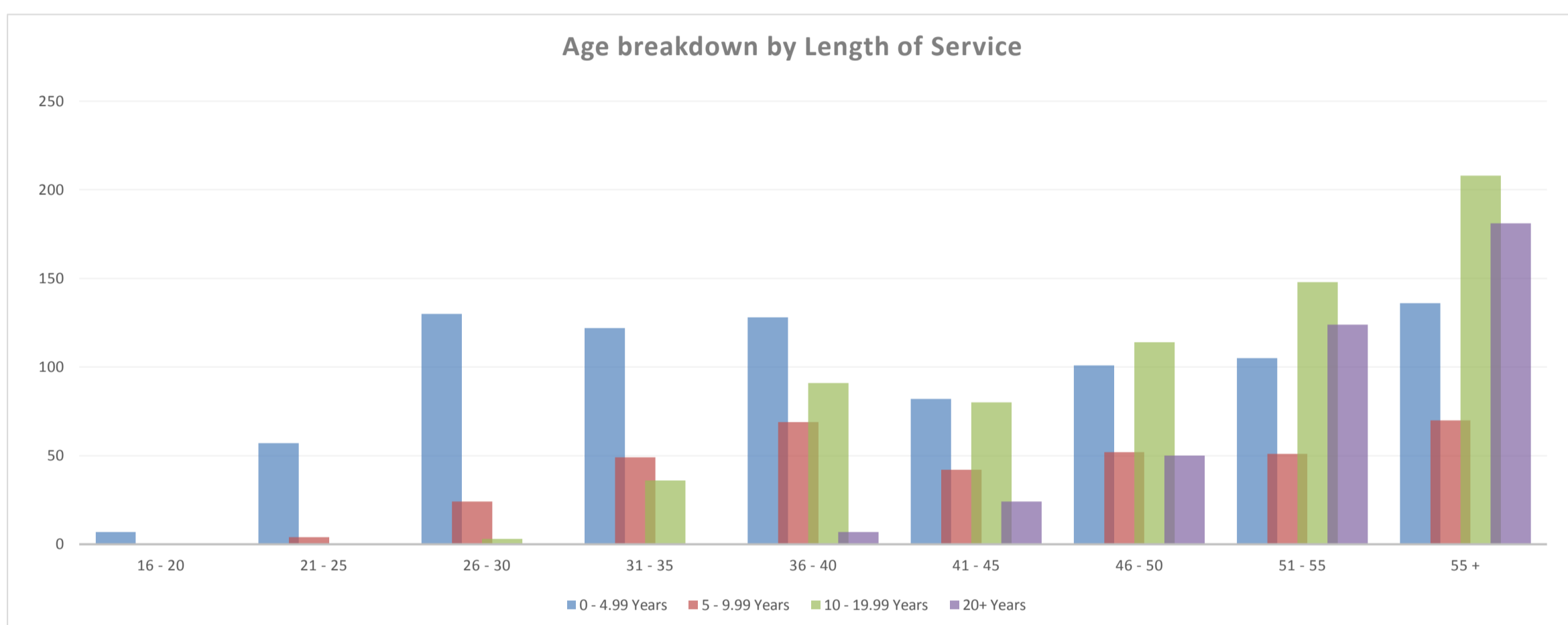
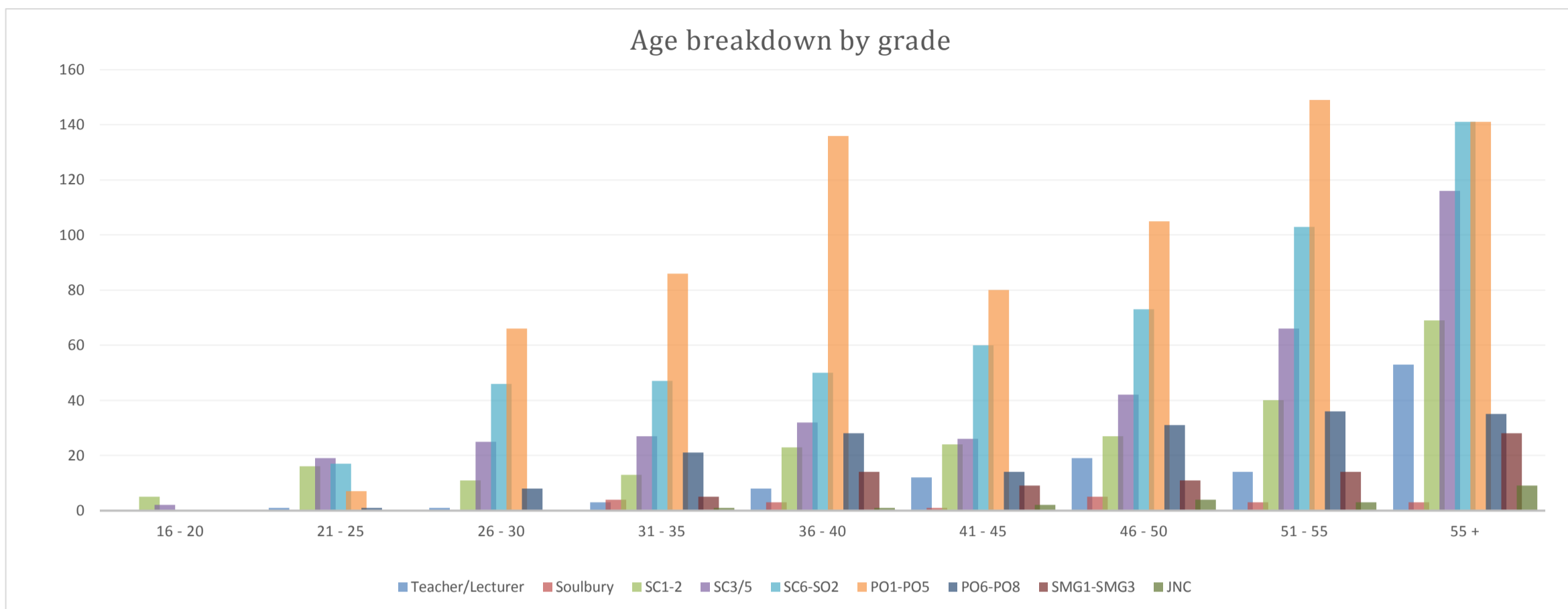
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	7	0.7%	34	3.6%	72	7.5%	95	9.9%	127	13.3%	110	11.5%	126	13.2%	193	20.2%	192	20.1%	956	41.7%
Unknown	0	0.0%	4	3.7%	6	5.6%	5	4.6%	17	15.7%	10	9.3%	22	20.4%	19	17.6%	25	23.1%	108	4.7%
White	0	0.0%	23	1.9%	79	6.4%	107	8.7%	151	12.3%	108	8.8%	169	13.7%	216	17.5%	378	30.7%	1231	53.6%
Total	7	0.3%	61	2.7%	157	6.8%	207	9.0%	295	12.9%	228	9.9%	317	13.8%	428	18.6%	595	25.9%	2295	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%	3	3.3%	8	8.7%	3	3.3%	7	7.6%	6	6.5%	13	14.1%	23	25.0%	29	31.5%	92	100%

AGE PROFILE 2017 - 2018



Over the past 11 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 2.8 percentage points from 2016/17 which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. All age bands in 2017/18 are broadly similar when compared to the 2016/17 financial year.

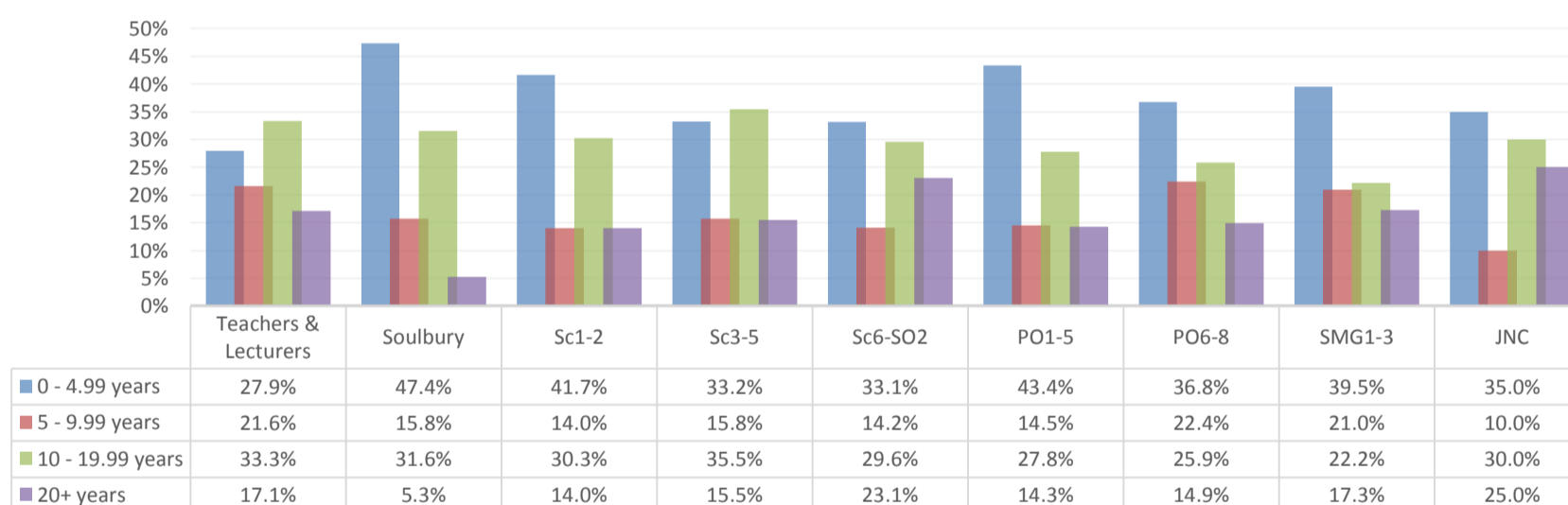
LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2017/18

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	207	49.9%	76	18.3%	99	23.9%	33	8.0%	415	18.1%
Community Services	261	38.2%	138	20.2%	206	30.2%	78	11.4%	683	29.8%
Customer Service	240	29.6%	87	10.7%	284	35.1%	199	24.6%	810	35.3%
Resources & Regeneration	160	41.3%	60	15.5%	91	23.5%	76	19.6%	387	16.9%
Total	868	37.8%	361	15.7%	680	29.6%	386	16.8%	2295	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 (23.9%) 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.

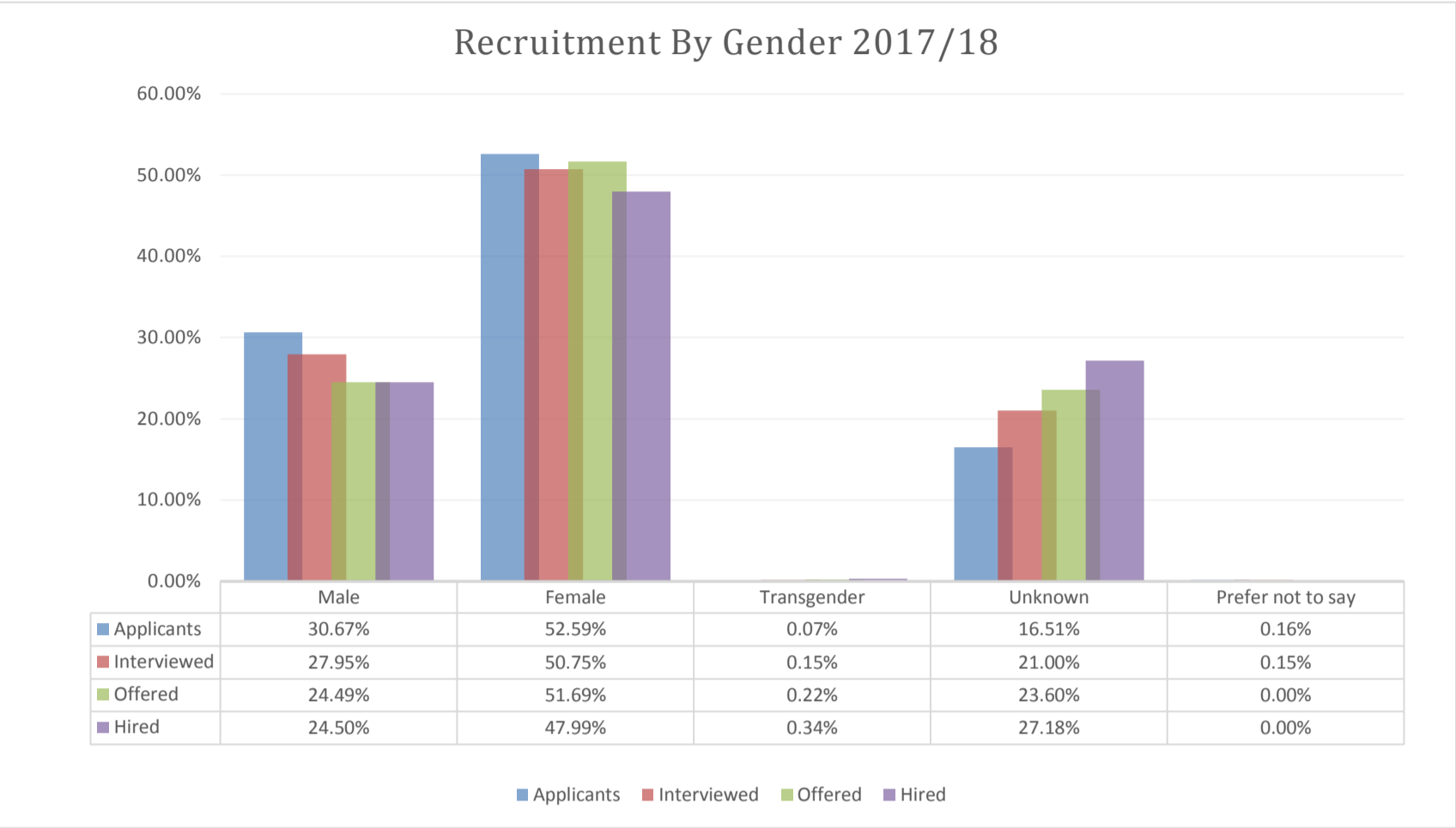
BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	31	27.9%	24	21.6%	37	33.3%	19	17.1%	111	4.8%
Soulbury	9	47.4%	3	15.8%	6	31.6%	1	5.3%	19	0.8%
Sc1 - 2	95	41.7%	32	14.0%	69	30.3%	32	14.0%	228	9.9%
Sc3 - 5	118	33.2%	56	15.8%	126	35.5%	55	15.5%	355	15.5%
Sc6 - SO2	178	33.1%	76	14.2%	159	29.6%	124	23.1%	537	23.4%
PO1 - 5	334	43.4%	112	14.5%	214	27.8%	110	14.3%	770	33.6%
PO6 - 8	64	36.8%	39	22.4%	45	25.9%	26	14.9%	174	7.6%
SMG1 - 3	32	39.5%	17	21.0%	18	22.2%	14	17.3%	81	3.5%
JNC	7	35.0%	2	10.0%	6	30.0%	5	25.0%	20	0.9%
Total	868	37.8%	361	15.7%	680	29.6%	386	16.8%	2295	100.0%

Length of Service by Grade 2017/18



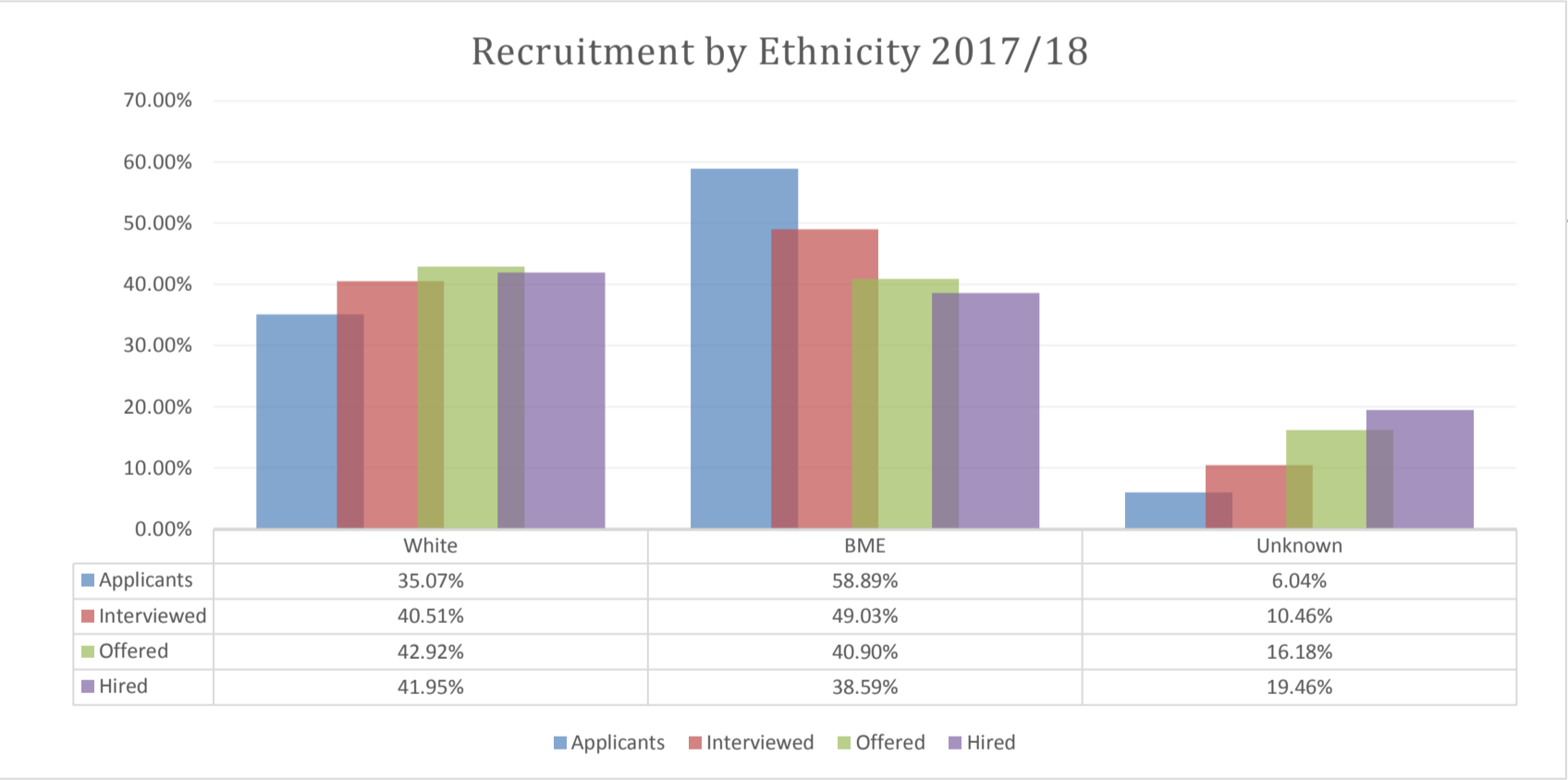
The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1-2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3-5' as apprentices who successfully complete their apprenticeship are given "prior consideration" to posts of Sc3 and under at the end of their placement. There is an increase in employees in grades PO1 to PO5 with less than 5 years service.

Recruitment by Gender 2017/18



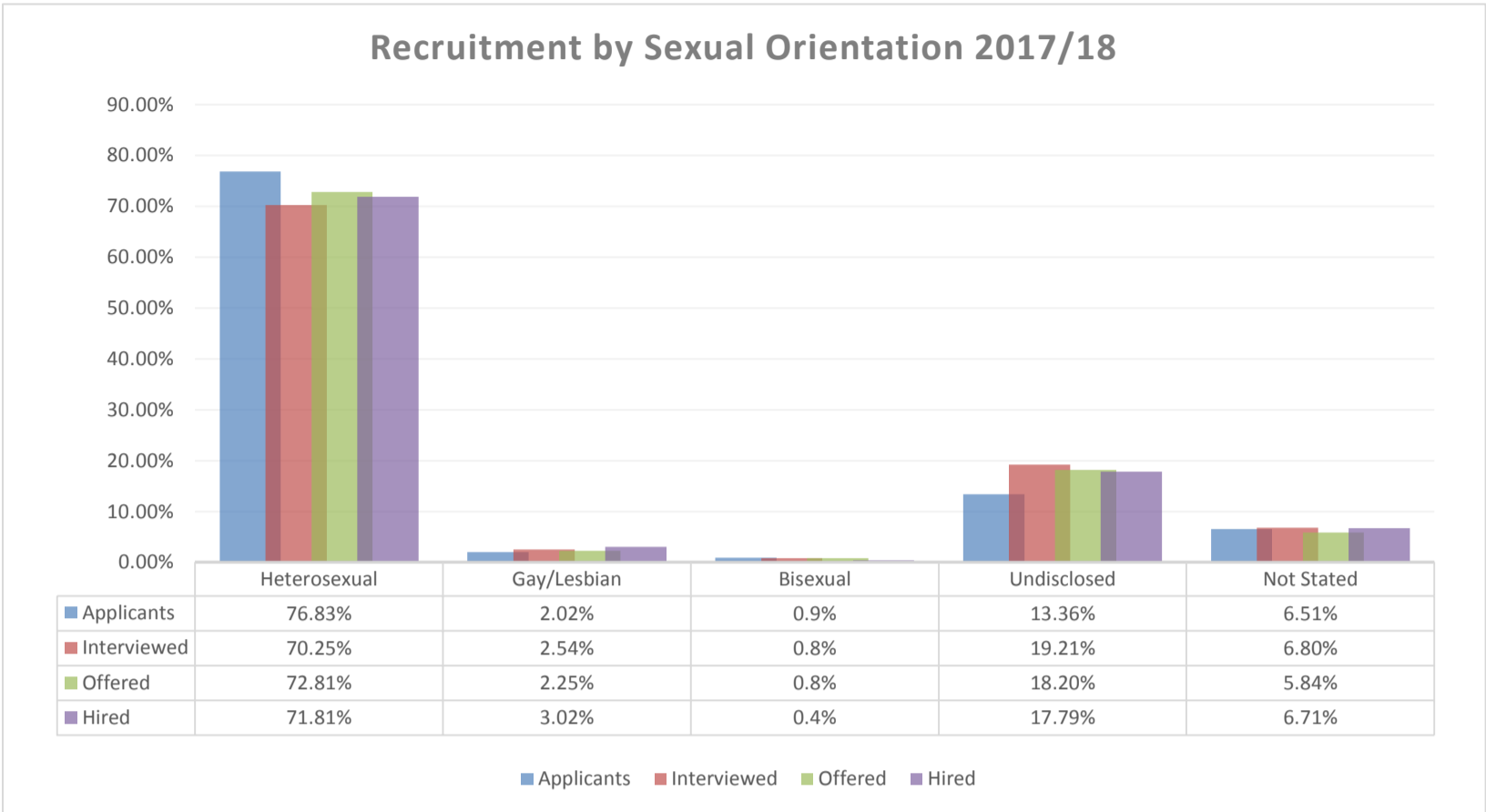
The Council received 4252 applications for 284 roles and appointed to 298 posts. 52.59% of applications made to the Council during 2017/18 were from female applicants which is a decrease from 58.7% during 2015/2016. Of the total appointments made during 2016/17 female appointees account for 46.2%. However, 816 applicants have "unknown" gender so these numbers are likely to be higher in reality.

Recruitment by Ethnicity 2017/18



During 2017/18, 58.89% of applications were made by applicants who identify as BME, which was broadly similar to 2016/17 data. During 2016/17 BME candidates represent 38.59% of the total BME appointments made.

Recruitment by Sexual Orientation 2017/18



2.92% of all job applications made during 2017/18 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure of 2.9%; 3.6% of total appointments made during 2017/18 were candidates who identify as LGBT, which is consistent with last year's figure.

Impact of HR Processes

During 2017/18, 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 2018/19 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:

To support the new integrated HR, Finance and Payroll system by working with the appointed HR 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.

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:

Deliver workforce elements of the Council cost savings programme to support efficient delivery of council outcomes within reducing budgets.

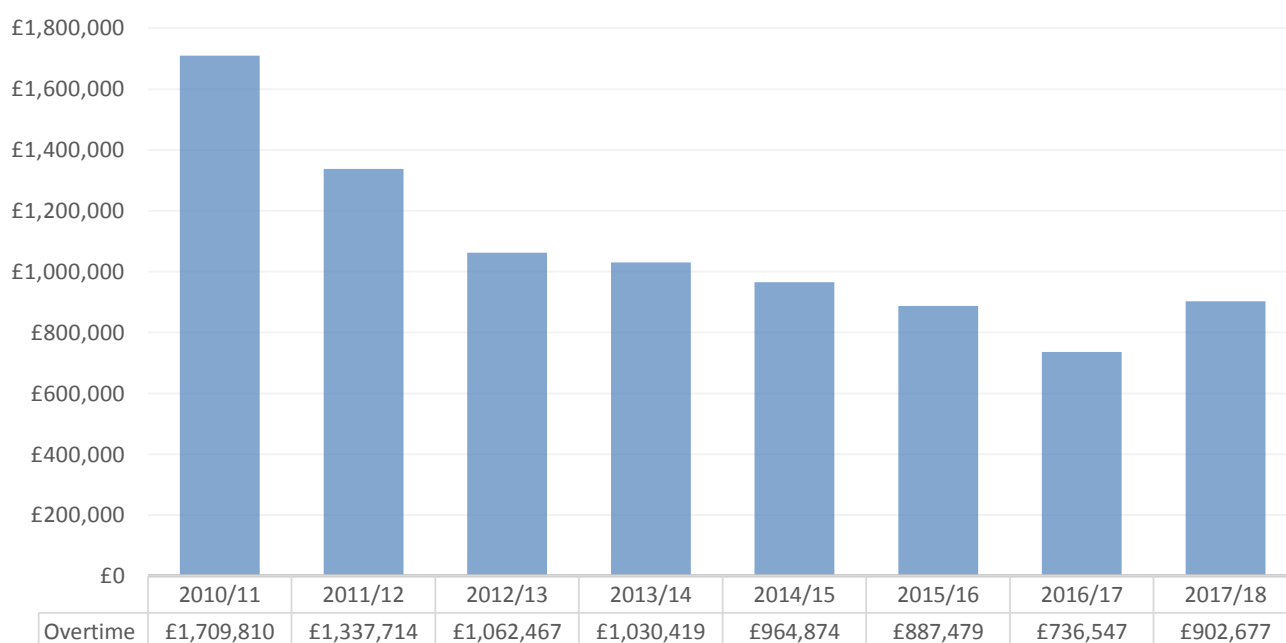
Ensure that the Council's People Strategy supports the direction and focus of the Service Transformation and Digital Programme

Ensure we continue to support the organisation by delivering effective HR solutions at low cost, 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 2017/18

	Overtime 2016/17	Overtime 2017/18	Differences
Children and Young People	£28,785	£51,968	£23,183
Community Services	£122,534	£115,649	-£6,885
Customer Services	£550,465	£720,338	£169,873
Resources & Regeneration	£34,763	£14,723	-£20,041
Total	£736,547	£902,677	£166,130

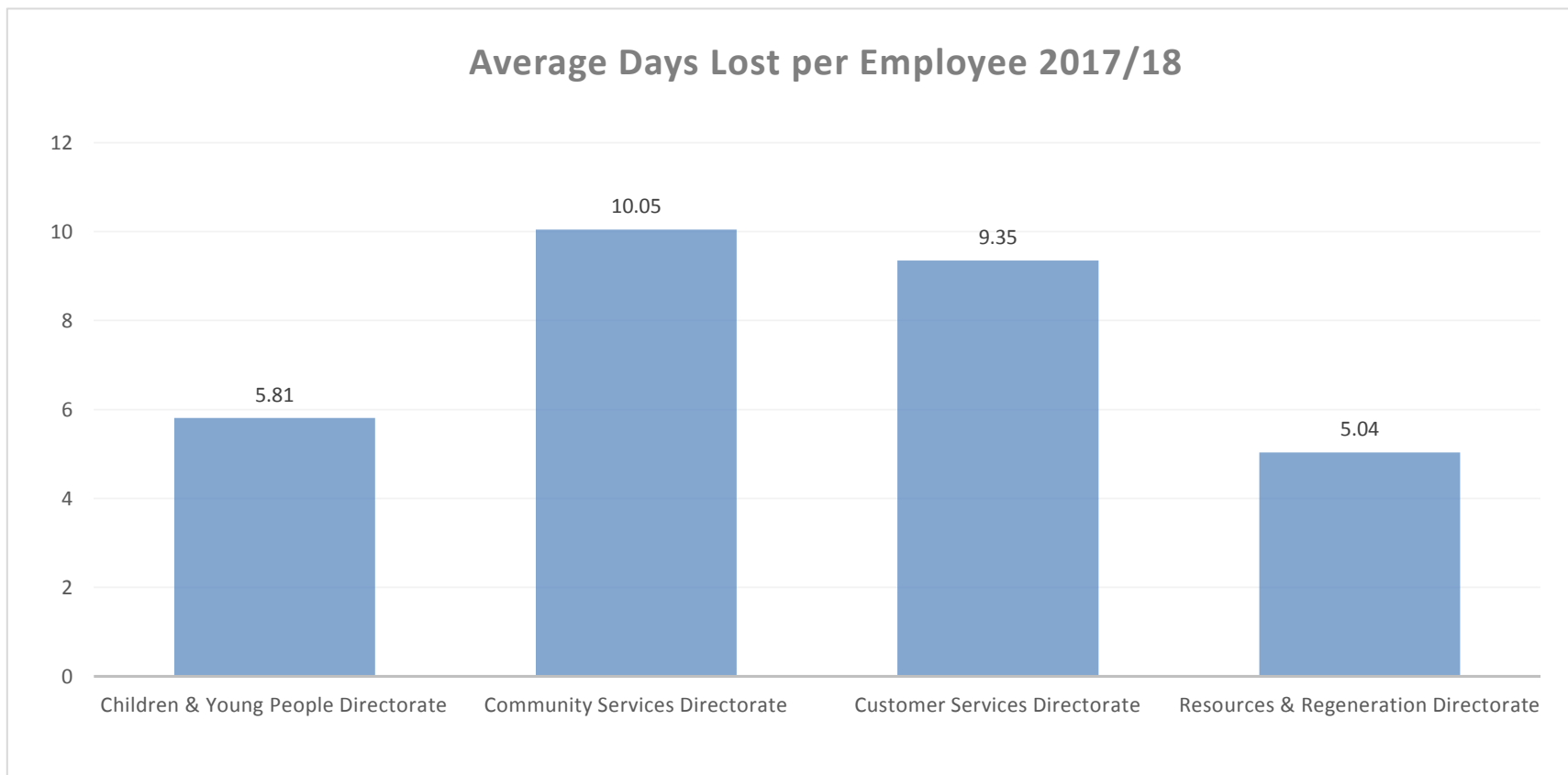
Overtime Trend



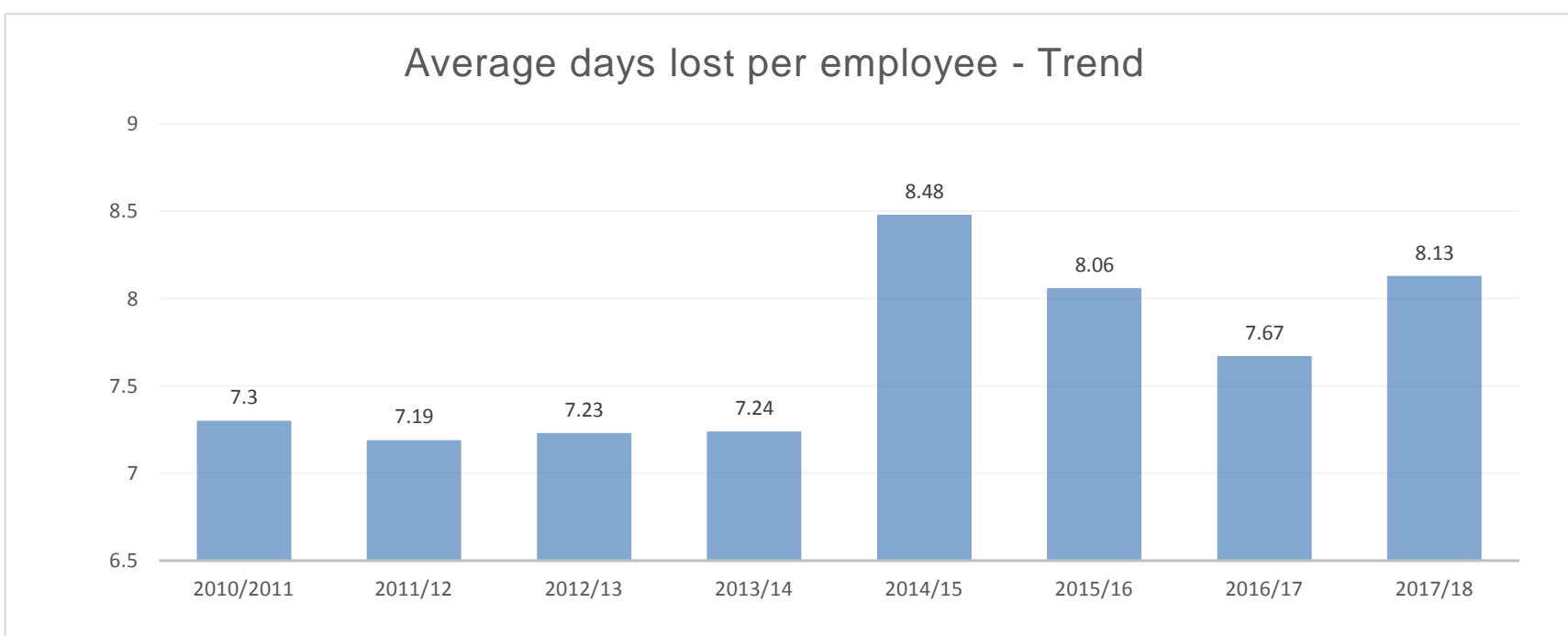
The overtime trend decreased over the last 8 years but during 2017/18 there was an increase of £166,130 which continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2017/18

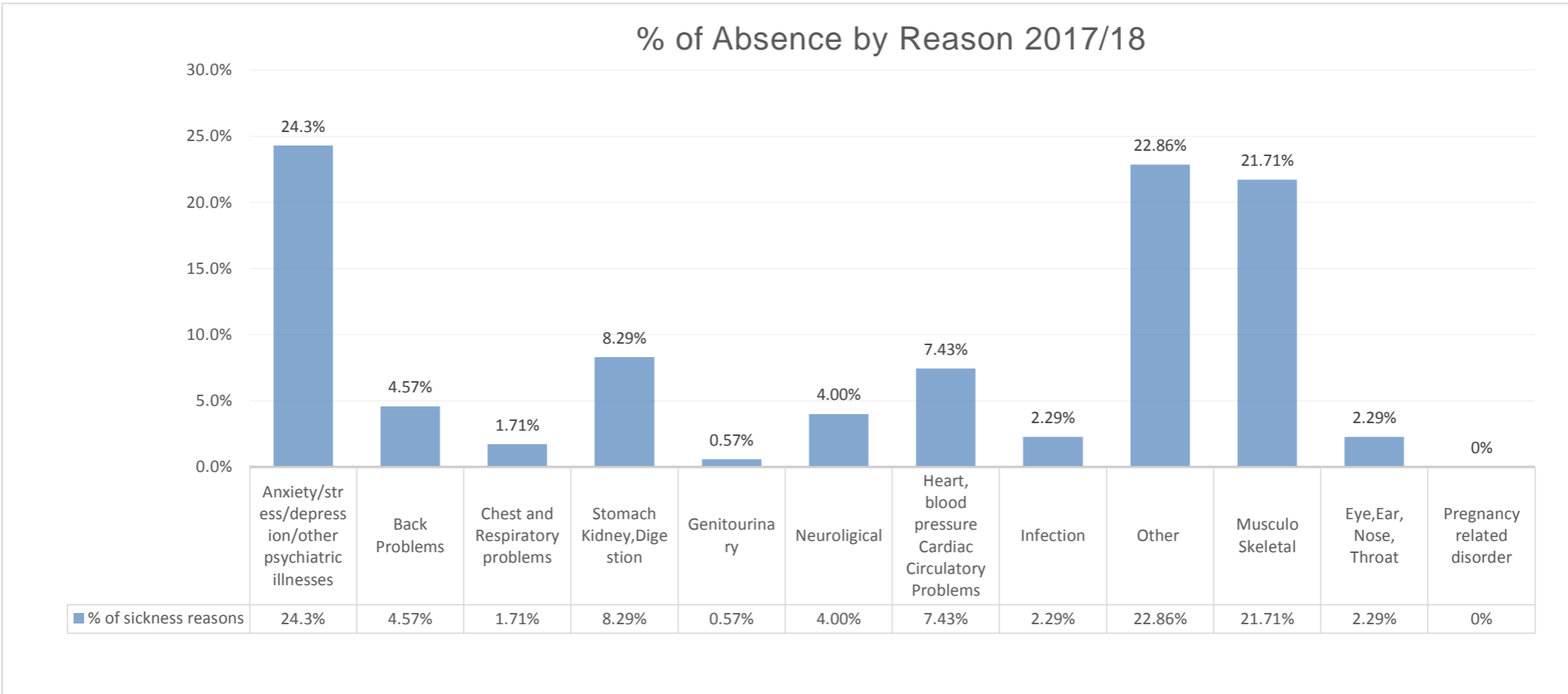
Directorate	Actual Days	Average FTE	Avg Days Lost 16/17	Avg Days Lost 17/18
Children & Young People Directorate	2178.53	375.21	5.24	5.81
Community Services Directorate	5540.69	551.57	8.20	10.05
Customer Services Directorate	7042.36	753.06	9.69	9.35
Resources & Regeneration Directorate	1783.50	354.20	4.62	5.04
Lewisham Council excluding Schools	16545.08	2034.05	7.67	8.13



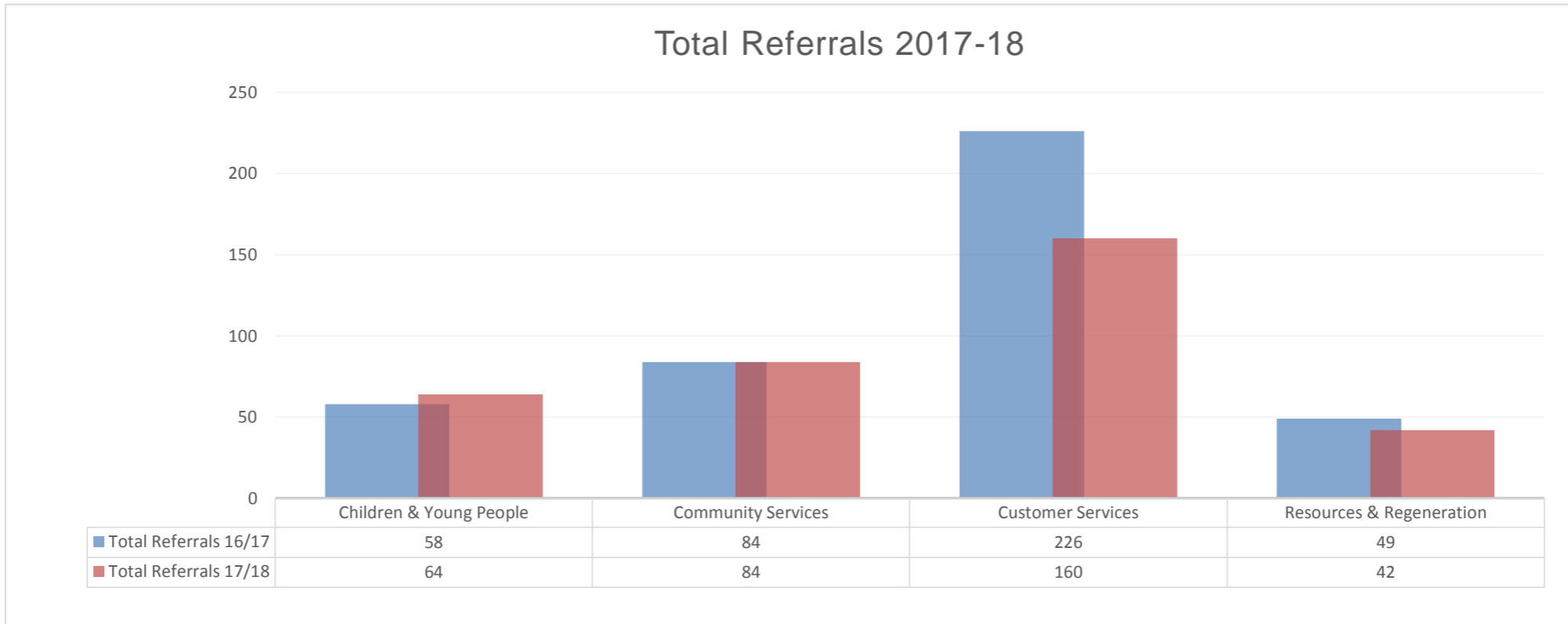
The average days lost per employee has increased to 8.13 days in 2017/18 from 7.67 days during 2016/17. The median number of days lost per employee across London Councils is 7.7 (*source London Councils Human Capital Matrix 2016/17*). The average number of days lost has decreased in Children & Young 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 - 2017/18

Promoted Employees		Total Employees	
133	5.8%	2295	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
45	10.84%	27	3.95%	34	4.20%	27	6.98%	133	5.80%

BY GENDER					
Male		Female		Total	
43	4.61%	90	6.60%	133	5.8%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.00%	0	0.00%	1	0.44%	5	15.21%	17	3.17%	75	9.74%
PO6-8		SMG1-SMG3		JNC		Total					
29	16.67%	5	6.17%	1	5.0%	133	5.8%				

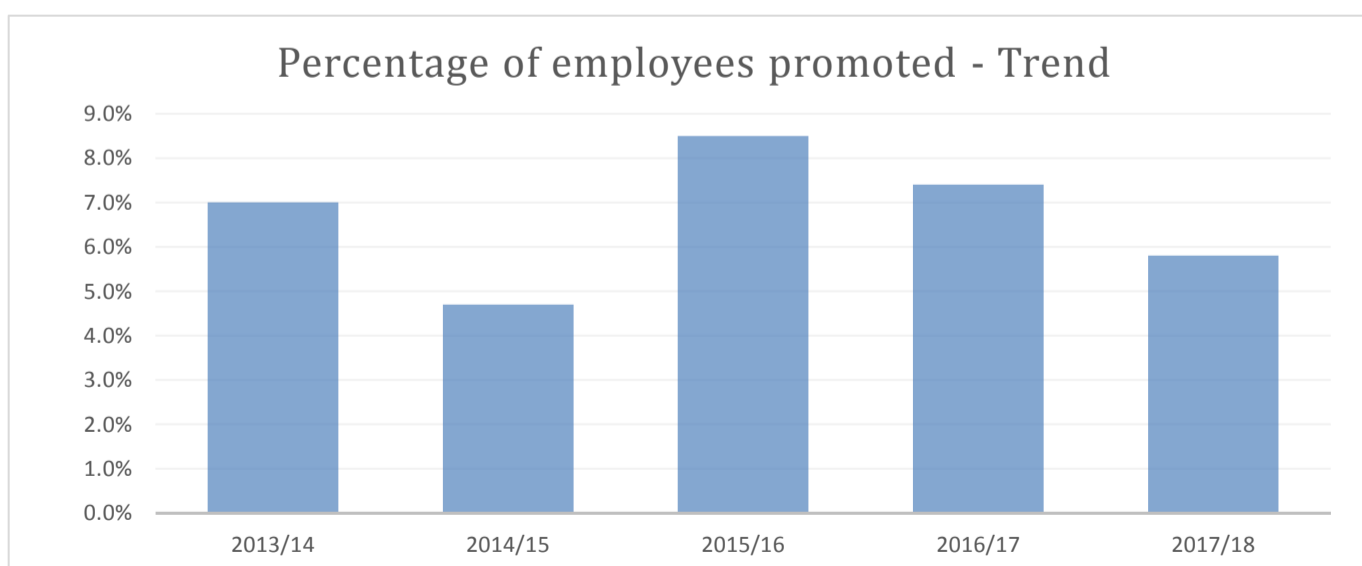
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
78	9.0%	16	4.4%	29	4.3%	10	2.6%	133	5.8%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
0	0.0%	7	11.5%	22	14.0%	20	9.7%	36	12.2%	12	5.3%
46-50		51-55		55+		Total					
19	6.0%	11	2.6%	6	1.0%	133	5.8%				

BY ETHNICITY							
BME		Unknown		White		Total	
57	6.0%	4	3.7%	72	5.8%	133	5.8%

BY DISABILITY	
Disabled	
5	5.4%

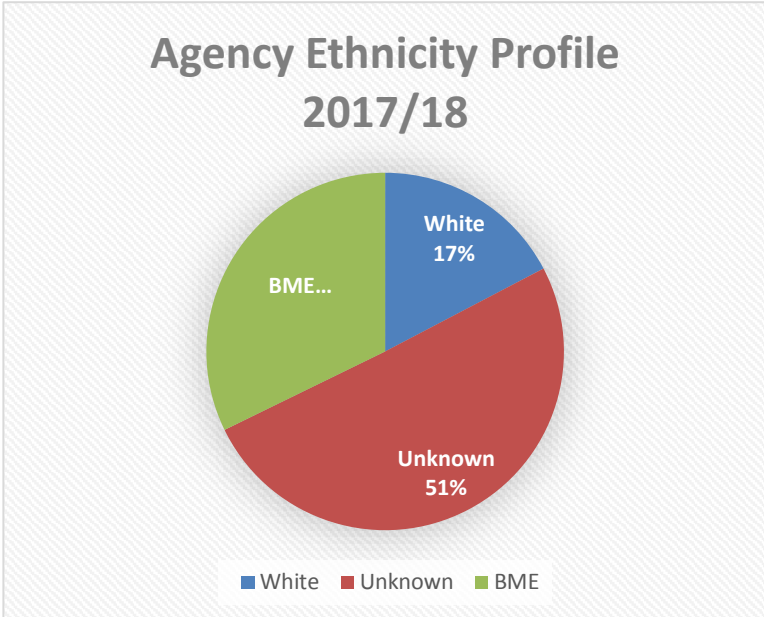
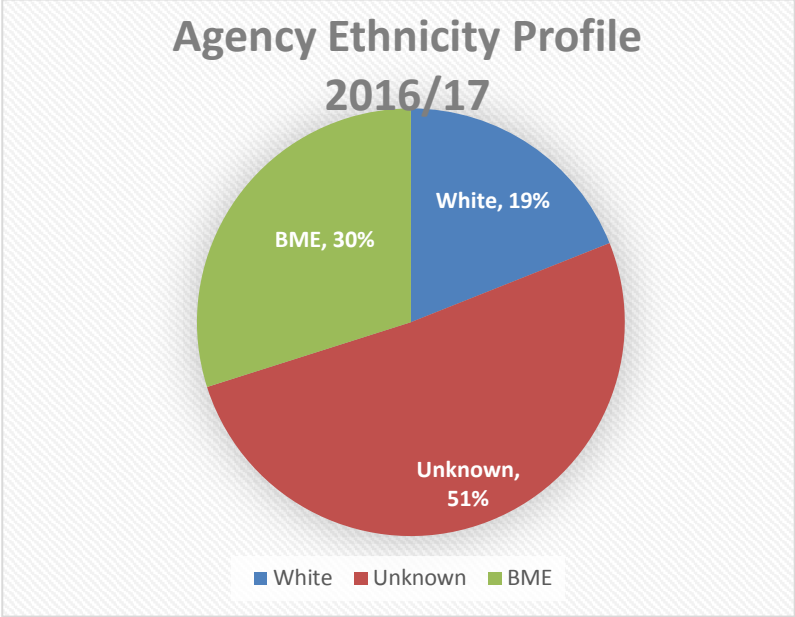
The percentage of promoted non-schools employees during 2017/18 is 5.8%. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.



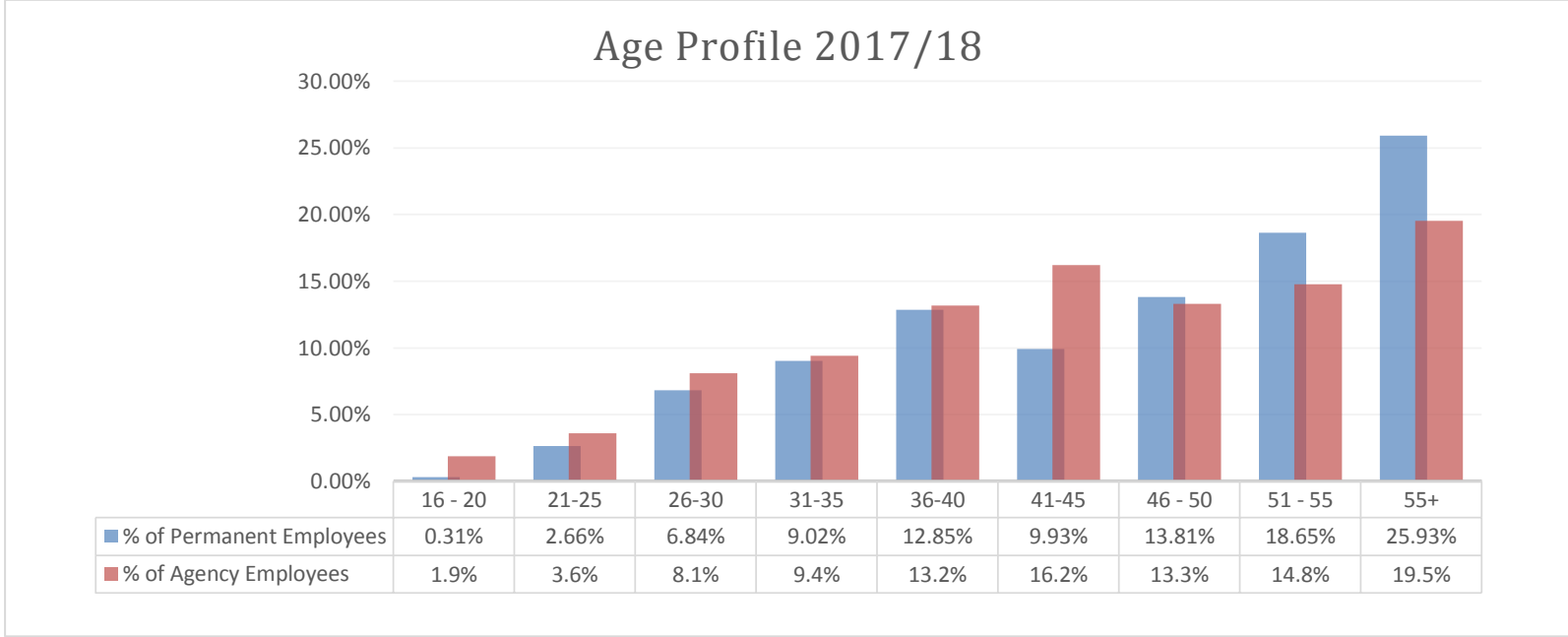
Agency Profile 2017/18

Agency Gender Profile 2017/18					
Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
Women	123	103	92	49	367
Men	25	46	178	48	297
Total	148	149	270	97	664

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



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.

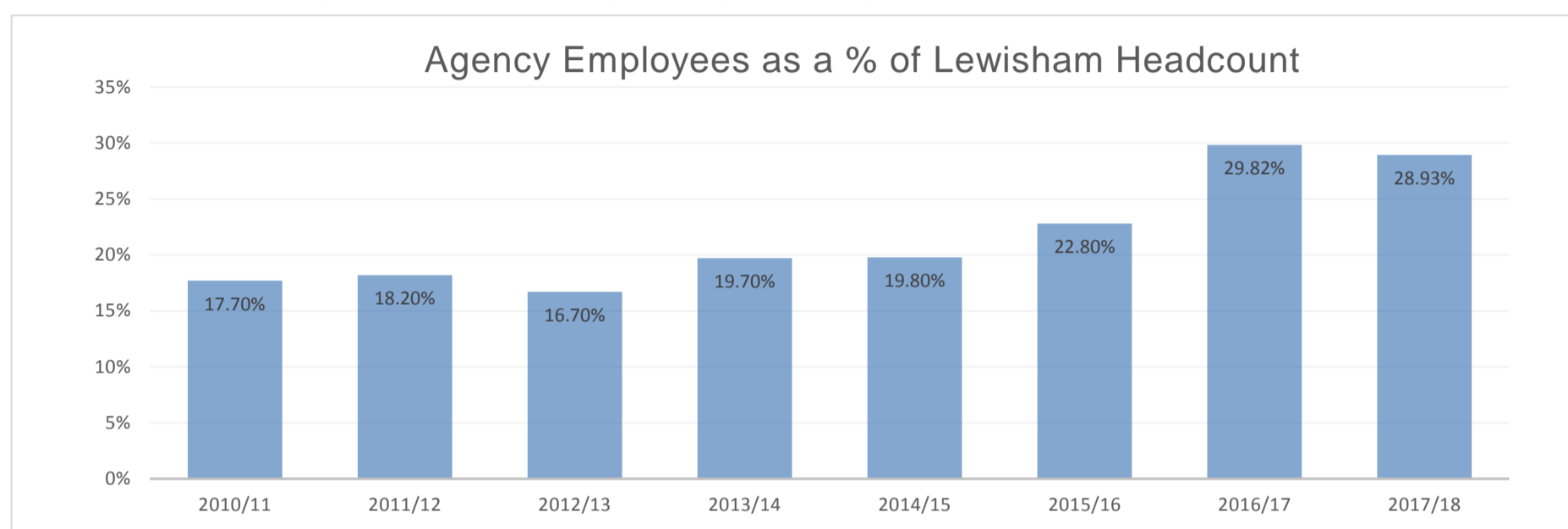


34.3% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

AGENCY STAFF EXPENDITURE

April 2017 to March 2018

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE				
Directorate	2017/18		2016/17	
	£'000	%	£'000	%
Children & Young People	7295	30.1%	5106	22.7%
Community Services	5616	23.2%	5453	24.3%
Customer Services	7272	30.0%	8439	37.6%
Resources & Regeneration	4034	16.7%	3454	15.4%
TOTAL	24,217	100.0%	22,452	100.0%



In 2017/18 agency workers made up almost 28.9% of the total workforce compared to 29.8% in 2016/17. The percentage of agency workers has decreased by 0.9 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 2017/18		
Directorate	Job Role	No.
Community Services	Bar Steward	39
	Adults Social Worker	13
	Adult Social Worker - Hospital	10
Customer Services	Cleansing Loader/Sweeper	35
	Passenger Attendant	26
	Recycling Days Loader/Sweeper	30
	Refuse Loader/Sweeper	19
Children & Young People	Business Support Officer	11
	Educational Psychologist	6
	Social Worker Childrens	4
	Social Worker Childrens R&A	4
Resources & Regeneration	Planning Technician	5
	Planning Officer	4
	Junior Planning Officer	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.

LEAVERS 2017/18

In 2017/18 the number of non-schools employees reduced from 2209 at the beginning of the year to 2295 by the year's end, a net reduction of 86 (3.89%) employees.

Total number of employees at April 2017 - **2209**
Less number of employees leaving on redundancy terms - 10
Less number of employees leaving on Voluntary Severance - **None**
Less number of voluntary leavers/dismissals (includes resignations & retirements) - **198**
Plus number of new starters - **275**
Total number of employees at March 2018 - **2295**

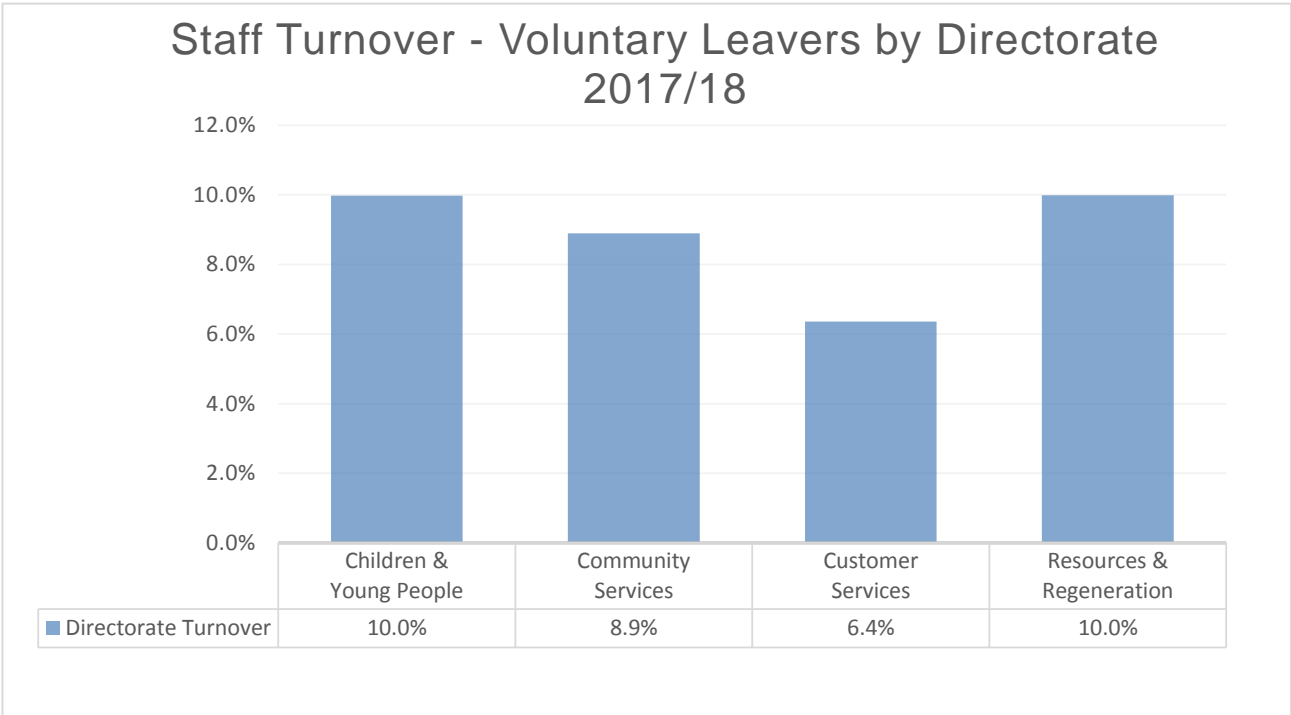
Analysis of the 188 voluntary leavers represent a 8.4 % turnover, which is more than the 7.5% turnover figure in 2016/17

Employees being made redundant continue to be offered a programme of outplacement support training (OPS). Employees are also offered one to one coaching sessions from Reed. In addition, a comprehensive "employability skills" programme has been set up on the intranet for employees which includes: Advice on completing application forms and writing CV's, advice on performing at interviews, practice psychometric tests, CV builders, and links to a range of external advice on finances, and business advisory services.

Voluntary Leavers between April 2017 - March 2018

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 17	Employed March 18	Net Voluntary Leavers	Directorate Turnover
Children & Young People	367	415	39	10.0%
Community Services	644	683	59	8.9%
Customer Services	824	810	52	6.4%
Resources & Regeneration	374	387	38	10.0%
Total	2209	2295	188	8.3%



BY GENDER	Employed April 17	Employed March 18	Leavers Count	Turnover
Female	1336	1363	119	8.8%
Male	873	932	69	7.6%
Total	2209	2295	188	8.3%

BY ETHNICITY	Employed April 17	Employed March 18	Leavers Count	Turnover
BME	865	956	72	7.9%
Unknown	114	108	16	14.4%
White	1230	1231	100	8.1%
Total	2209	2295	188	8.3%

BY LENGTH OF SERVICE	Employed April 17	Employed March 18	Leavers Count	Turnover
0 - 4.99 Years	757	868	119	14.6%
5 - 9.99 Years	423	361	23	5.9%
10 - 19.99 Years	670	680	30	4.4%
20+ Years	359	386	16	4.3%
Total	2209	2295	188	8.3%

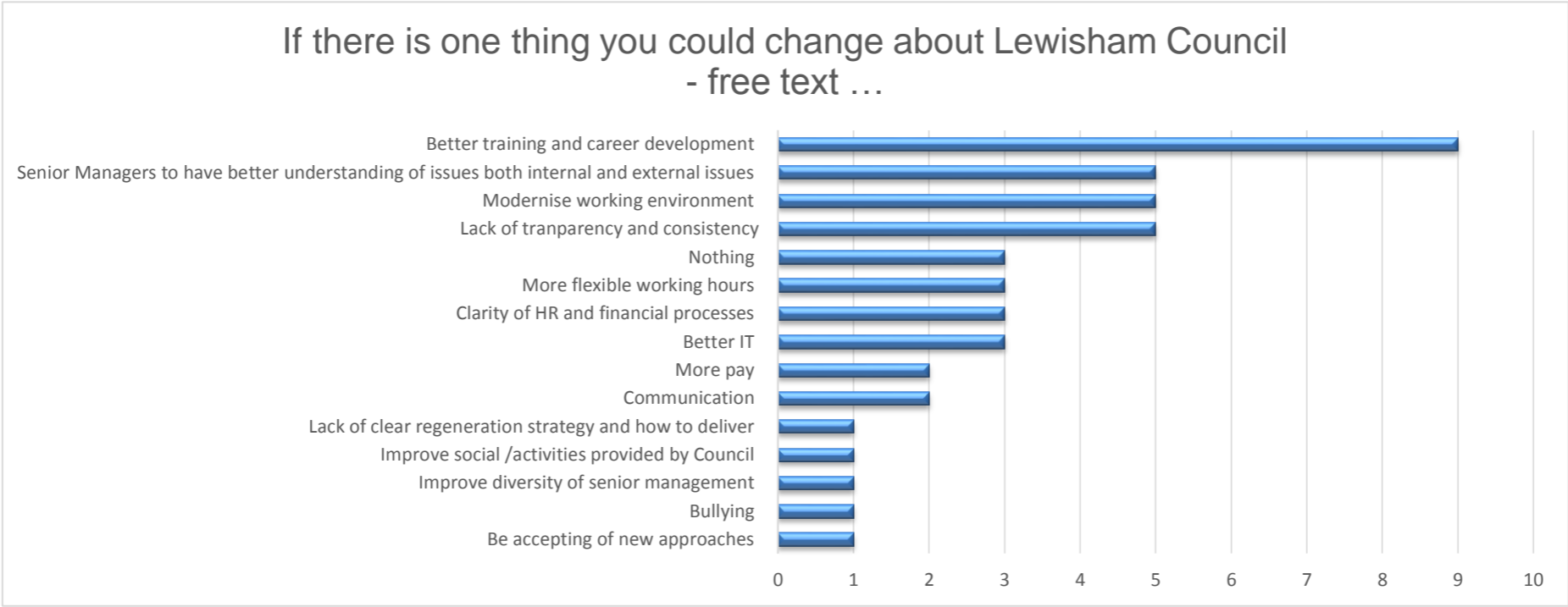
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 14 months.

BY AGE	Employed April 17	Employed March 18	Leavers Count	Turnover
16 - 20	11	7	0	0.0%
21 - 25	66	61	12	18.9%
26 - 30	156	157	24	15.3%
31 - 35	200	207	21	10.3%
36 - 40	274	295	33	11.6%
41 - 45	236	228	20	8.6%
46 - 50	326	317	13	4.0%
51 - 55	424	428	16	3.8%
55 +	516	595	49	8.8%
Total	2209	2295	188	8.3%

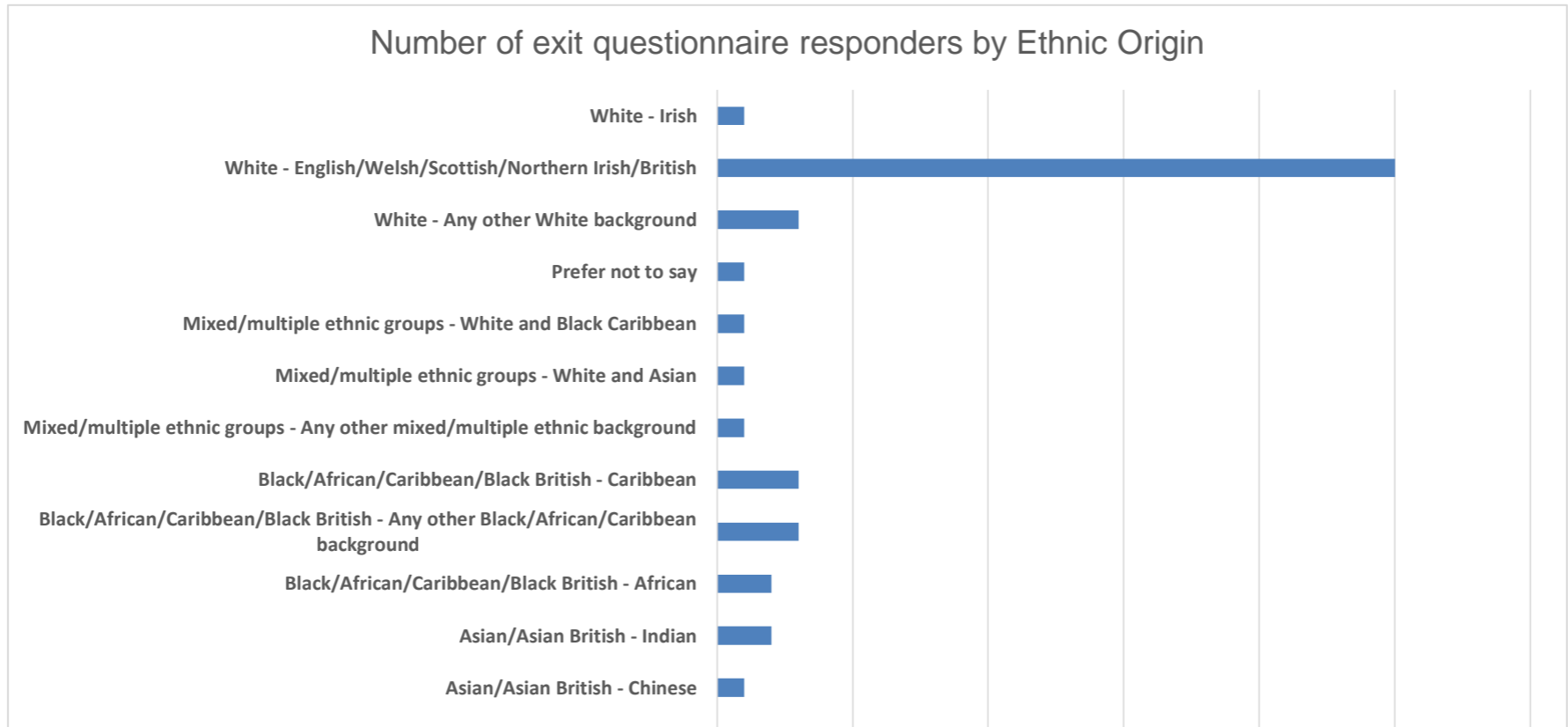
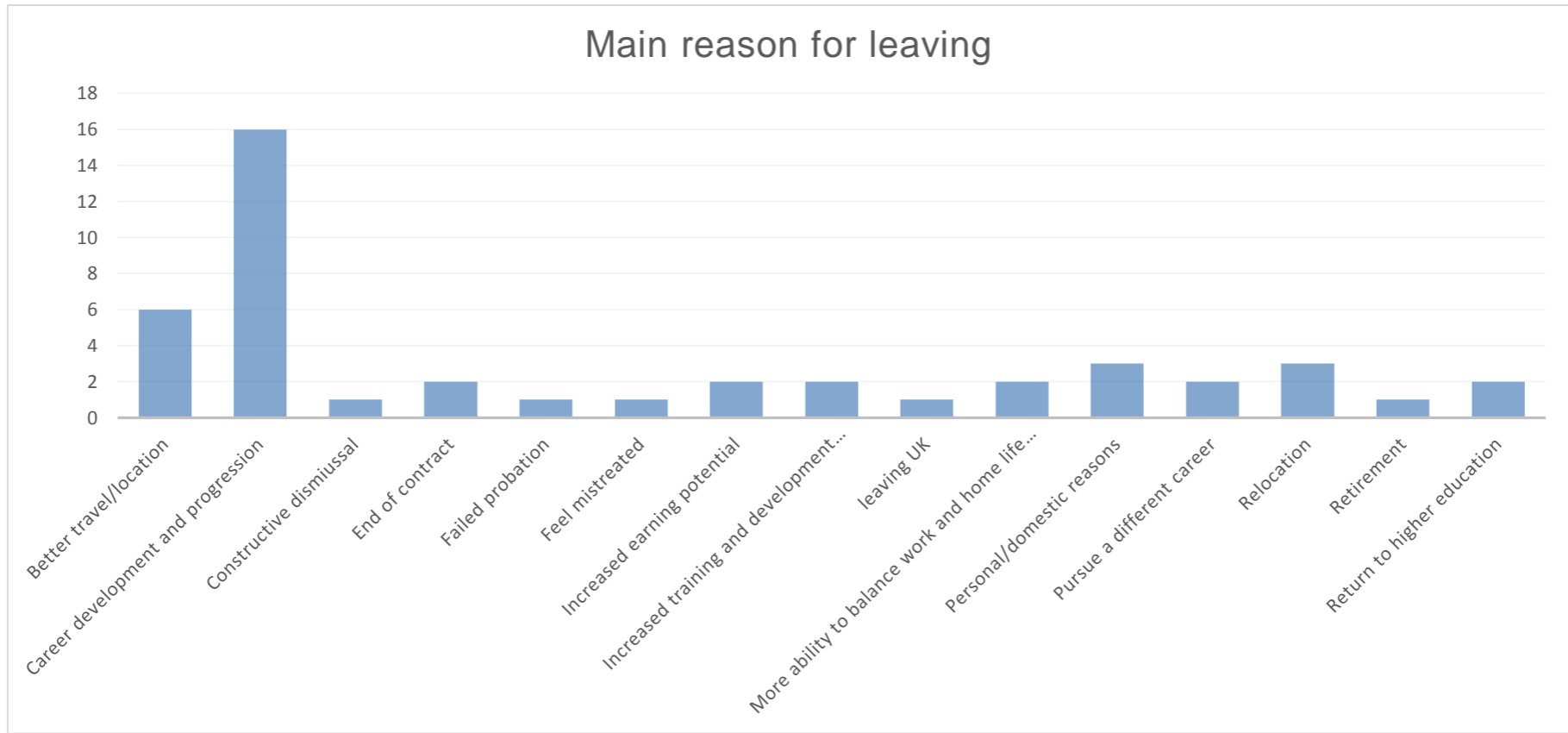
Again turnover by age band is the highest amongst those in 21 - 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement

BY Grade	Employed April 17	Employed March 18	Leavers Count	Turnover
Lect	116	98	12	11.2%
Soulbury	19	13		0.0%
Sc1 - 2	183	239	35	16.6%
Sc3 - 5	382	353	28	7.6%
Sc6 - SO2	550	554	32	5.8%
PO1 - 5	716	759	56	7.6%
PO6 - 8	151	148	16	10.7%
SMG1 - 3	71	111	8	8.8%
JNC	21	20	1	4.9%
Total	2209	2295	188	8.3%

Exit Survey 2017/18



45 people completed an exit questionnaire during 2017/18. The main reason employees gave for leaving was 'career development' and the main destination of leavers was "other local authority"



Committee	Safer Stronger Communities Select Committee		
Report Title	The Lewisham Library and Information Service Annual Report 2017 – 2018		
Date	12 July 2018	Item	

1. Introduction

- 1.1. Since 2010, libraries have been on a substantial transformation journey. In 2016-2017, the Service went through the most profound change process in its history, which produced a lean and responsive service that can proactively respond to the challenges ahead. In 2017-2018, the Service embedded the changes and completed the work on the savings targets.

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 information recorded between April 2017 and March 2018, and on the CIPFA Actuals for 2016-2017.

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 Our 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 Corporate 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



Lewisham in figures (Estimates 2017-2018)

- Population 302,454
- 3 Hub libraries + Catford
- 9 Community Libraries
- almost 2 million visits
- 525k issues
- 26,000ca residents borrowed a book
- 50k residents (17%) used library services
- Books gifted to 100% of under 5s
- Cost of the service per resident £9.40 /year

technology.

In 2007, the Quirk Review offered the blueprint for the transfer of public assets.

In 2009, the Mayoral Commission on the Future of Libraries and Adult Learning set out the political and corporate vision for the transformation of the Service.

In 2010, the Comprehensive Spending Review, acted as the catalyst and the accelerator for change, delivering (in 2011-12) the asset transfer and a full reorganisation.

In 2014-15, the Service reorganised its senior roles.

In 2016-17, the Service went through a full reorganisation again – one that affected every level of the structure and reaffirmed the council’s belief in the role that this Service plays.

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

Hub Libraries

Catford
Deptford Lounge
Downham
Lewisham

Community Libraries

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

Home Library Service

Archives & Local History Centre

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.

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 an 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 buildings and keeping them open to the community. Crucially, the Lewisham Model has also meant that the Council can still provide Council library services from those buildings, even after they have been transferred.

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

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

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

7. The reorganisation and the extension of the Lewisham Model

7.1. In December 2015 Mayor and Cabinet agreed to:

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

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

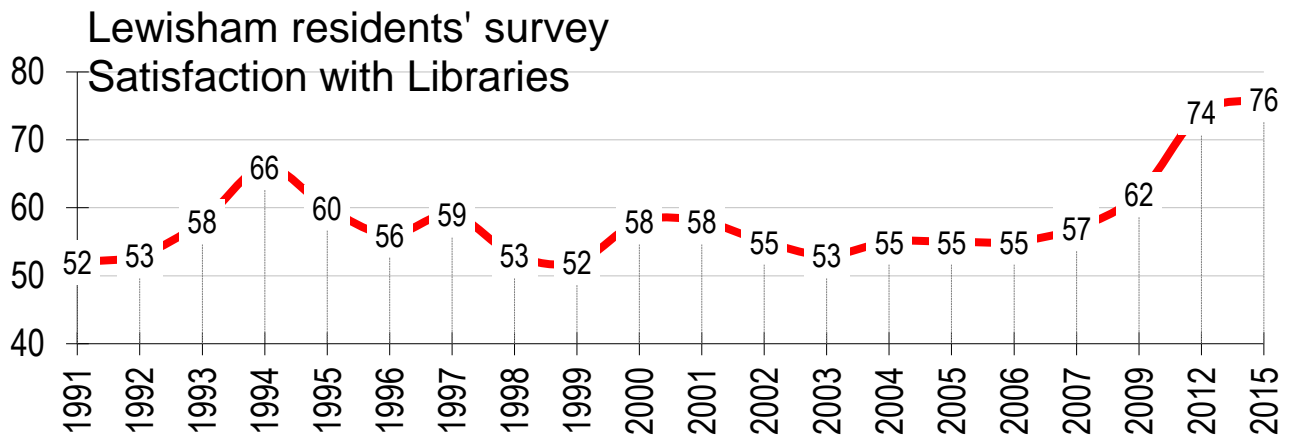
7.3. Three more community libraries
 The Service extended the Community Library Model to Forest Hill, Manor House, and Torridon Road, with the support of outstanding community groups that, not only embraced the need for maintaining access to library services in the building, but brought truly enriching services to the locality. Appendix 3 provides details of the work of individual Community Libraries in 2017/18, 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 complete 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 and modernise the service provision within the library area although the timescales for this have not yet been set.

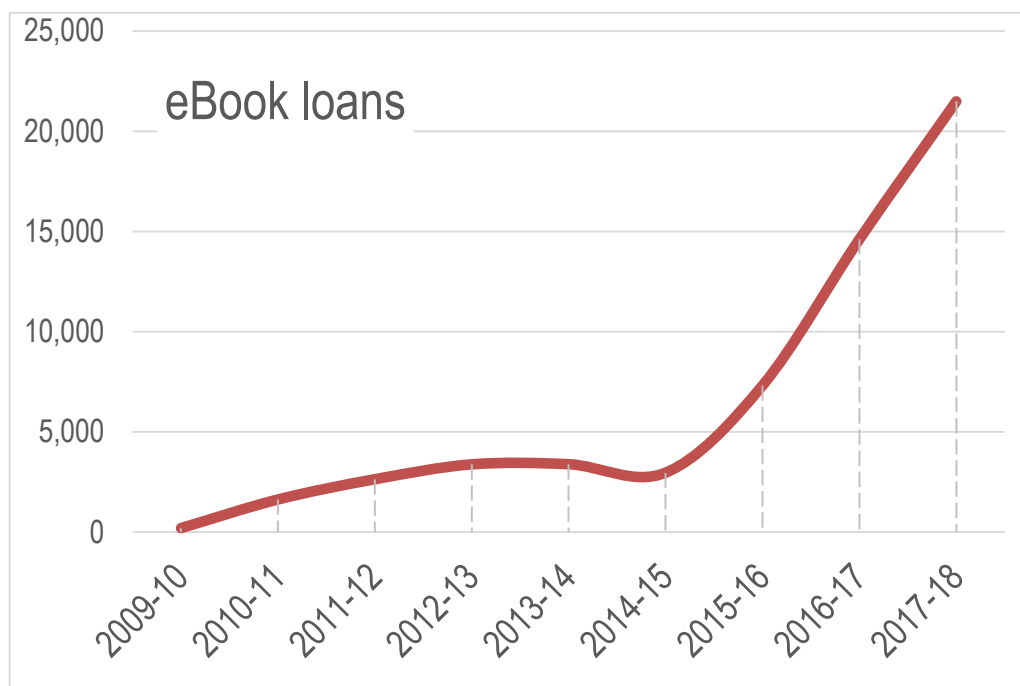
7.5. Full reorganisation
 The Service completed the most profound reorganisation in its history, with a full review of every position, which resulted in a flatter structure and better recognition for the new front line roles.

8. Performance

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



- 8.2. In 2017-2018, the Service suffered from the poor state of repair of some of its buildings particularly Catford and Lewisham. The former is negatively affected by the works at the front door and lobby of Laurence house, the latter has been managing issues with the toilets, lift, water penetration from the roof, and more.
- 8.3. As a result and in spite of positive work from staff at all levels of the organisation, particularly the front line, visits to libraries dropped from 2,118,205 to 1,979,974 (a decrease of 6.5%), and issues declined from 655,126 to 525,000 (see Appendix 1).
- 8.4. The Service is energized, though. It is working at its physical collections in the Hub and Community libraries and it is developing its online offer – which is continuing to be an area of growth. In the last 12 months, the issues of eBooks increased from 14,609 to 21,492. Online newspapers and magazines have been promoted, through taster sessions, social media and staff promotion to users, and show 19.3% increase over the previous year.

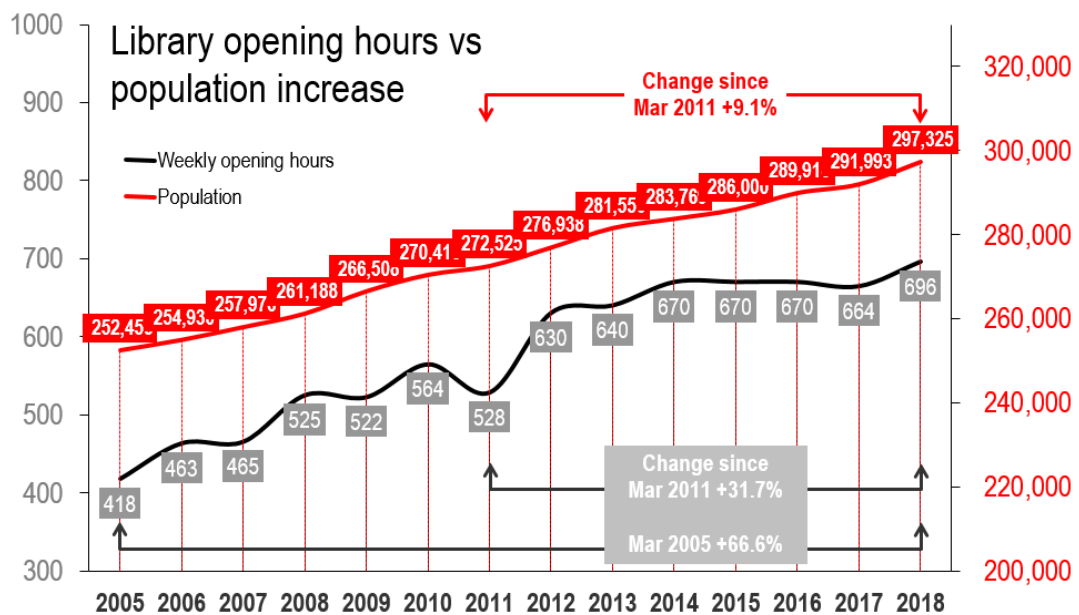


The Lewisham eLibrary (www.lewisham.overdrive.com) has also been promoted and

developed over the year with the stock growing to almost 7,500 titles and the number of users increasing by 42%.

The Kids & Teens (e)room, now has over 1,400 titles for children and young adults. This is a separate, safe environment for children and teens to browse the library, and one that has been specifically developed between Lewisham and OverDrive – the eBook provider (<http://lewisham.overdrive.com/library/youth>).

	2016-2017	2017-2018	Change
PressDisplay (Newspapers)	3,794	5,185	36.7%
rbDigital (Magazines)	14,210	16,330	14.9%



- 8.5. Every year, the Chartered Institute of Public Finance and Accounting (CIPFA) compares Lewisham to 14 similar authorities. The last comparison shows that Lewisham has the third highest number of libraries for a population that matches the average in the group, and that “Lewisham is in the higher quartile suggesting that the library service engages well with the population when compared to the other authorities”.
- 8.6. “Lewisham had 11.9% of “worked hours” provided by volunteers in 2016-17 compared to an average of 6.2%. Lewisham libraries attract almost twice (574) as many volunteers as the average of comparator authorities (292). And Lewisham volunteers contribute over twice as many hours (16,407) as the average in the group (7,862).
- 8.7. The number of visits per 1,000 population is a strong indicator of workload faced by the authority. In this area, Lewisham recorded the third highest number of visits in the comparator group. And Lewisham has the fifth highest number of active borrowers and above average number of household readers. Still, while Lewisham has the second highest book stock, the number of books issued is the third lowest – which indicates that libraries in Lewisham are used for something other than book borrowing.

- 8.8. Visitors access libraries for its technology and for the services available in them. While Lewisham has the lowest number of computers per head of population in the comparator group, WiFi, PCs, Apple Macs, and now loanable, internet enabled iPads are in very high demand. This is due to the support that library staff provide in answering queries, supporting learning and digital access, and supporting online transacting, including online council services. As more council, central government and private sector services have moved online, some residents look for the human interaction to support them to access digital processes. They visit a library and ask questions, seek support and ancillary information, use WiFi and computers to transact.
- 8.9. This is evident in all our libraries, particularly Deptford Lounge, which has the highest number of visits per opening hour in the whole comparator group (that's hundreds of London libraries).
- 8.10. While it maintains an average spend on staff, Lewisham's spend on supplies and services, transport, support services, total materials, and computing costs is way below average. Lewisham has the lowest cost per acquisition of the group and the fifth lowest cost per visitor. The trend is for all of these to reduce further in 2017-2018.
- 8.11. For fuller highlights of the programme delivered through council-run and community libraries, please refer to Appendices 2 and 3 respectively.

9. Trends

9.1. Libraries as a resource

With the reduction in public sector spending many services have had to change the way they are delivered sometimes impacting on the availability of face to face services at a neighbourhood level and some of the support services for vulnerable and isolated individuals. Within this context libraries continue to actively welcome everybody and are proud to be one of the few remaining truly public spaces. They encourage people's visits and would like these to be frequent and long. As a result, library staff interact differently, more collaboratively with customers, who trust library staff to provide accurate information and signpost services. So, with residents needing to find alternative support, public libraries are one of the only open, accessible, trusted, welcoming spaces still available in the local community. This is reflected in the number of enquiries we deal with and sadly, in the level of anti-social behaviour we record in our buildings.

9.2. Libraries answer people's questions

In 2016 – 2017, libraries dealt with almost 260,000 enquiries, which means that ca. 20% of our time is spent dealing with people's queries. These could cover literally any topic, from finding a recipe to addressing a housing problem, from paying a council tax bill to signing up with a doctor, from buying a parking permit to borrowing a book. A Reading Agency study found library staff are "the second most trusted public officials after the family doctor". So, often, even when another council office, or Job Centre Plus, or CAB, or website, provides people with information, they will still come to the library and ask a question. People want reassurance, an alternative, unbiased point of view, they want someone they trust to watch over them as they deal with the enquiry themselves.

It may seem difficult to put a value to something like this, but we have: on the

basis of the net cost of library service. On that basis, dealing with those enquiries costs just over £600k per year – meaning that the average cost of an enquiry is £2.36.

9.3. Libraries are increasingly efficient

In the last 8 years the Library and Information Service has massively increased its efficiency. The Service reduced its staff costs by 48% and overall costs by 46%. Costs per opening hours went down by 56% and costs per head of population reduced by 52%. Visits increased by 4% and opening hours increased 23% while Lewisham's population increased by 13%.

This means that the Service's staff cost £2.1M less per year. The whole Service costs over £2.4M less every year. Our libraries are open 131.5 hours more every week, while one hour of our work has decreased in cost from £180 to £79 per hour. The Service used to cost £19.55 per resident per year. Now it costs £9.40/year. That is, each Lewisham resident accesses our services for 78 pence per month.

10. General comments on 2017 – 2018

10.1. eLibrary

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

10.2. 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.

Indeed, the Service has worked with CollectionHQ a software manufacturer that provides insight into collection management. Lewisham participated in a world-wide Challenge to identify the best improver. The result of the Challenge should be available during the Summer.

10.3. Hubs and Catford

The Hub Libraries have increased their activity as go-to venues for digital-by-default service. The Service has completed the procurement of the Albany to provide facilities management and repairs and maintenance service for Deptford Lounge the new contract started on 1 June 2018. The procurement of a replacement for Lewisham's roof should start in the Summer.

Work at the Catford ground floor should be completed by September 2018.

10.4. 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.

10.5. Technology IT

All the libraries PCs and iMacs have been replaced, which will help residents access online services. LBL Wi-Fi has been rolled out across the hub libraries. Self-service terminals have been reconfigured with new, improved software

and electronic payment will be introduced across the service – including the community libraries.

10.6. Staff training and support

A staff training programme is being delivered following the reorganisation of the Service and considering the upcoming work – particularly the migration to a new Library management System. The training will include – among other topics – eLibrary technology, customer service, and child protection.

10.7. 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 Wi-Fi pilot

The GLA 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, the Mi Wi-Fi aimed to 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. The project rolled out over 2017 with 70 iPads being made available to users

What's the Story?

Everyone Innovation Fund

The Arts Council awarded Lewisham Library and Information Service £60,000 for an innovative Summer School project. Librarians and journalism educators from Goldsmiths collaborated to devise and deliver a journalism course over the summer 2017. Libraries, Goldsmiths, Young Mayor's office and Local Assemblies engaged 13 Lewisham young people to help them source, critically interpret and remix news stories, using mobile devices and editing equipment, and create a lasting web resource that tells the stories of their communities.

11. Main areas of work for 2018 – 2019

- 11.1. In 2018 – 2019, the Service will concentrate on increasing the residents' awareness of its digital collections (books, audio, newspapers, and magazines). And it will work to improve its collections, including those in digital format.
- 11.2. It will replace the library management system (library catalogue) to introduce innovative services, such as integration of online services on a single platform. Among other things, the new system will allow users to search the catalogue and check out a book on their mobile or through AI technology.
- 11.3. The Service will continue to train and support the community libraries, particularly during the roll-out of the new library management system.
- 11.4. It will work to achieve the replacement of the Lewisham Library's roof and will work to improve the layout at both Downham and Catford.
- 11.5. And it will look at opportunities to develop its collaboration with schools across the borough.

12. Legal implications

12.1. There are no direct legal implications arising from this report.

13. Financial implications

13.1. There are no specific financial implications to this report.

13.2. The table below presents a summary of the Library and Information Service actual expenditure for the years 2016 – 2019 and budget for the current financial year. It also offers a glimpse into the historical budget levels in 2009 – 2010. The figures do not reflect the “non-controllable” costs, which relate to internal recharges.

	2009/10 ACTUAL	2016/17 ACTUAL	2017/18 ANNUAL BUDGET	2018/19 ANNUAL BUDGET	Variance since 2009/10 position	
Expenditure						
Employee Costs Sub-total	£ 4,480,685	£ 2,595,987	£ 2,316,030	£ 2,316,030	-£ 2,164,655	-48.3%
Premises Sub-total	£ 71,340	£ 91,490	£ 74,200	£ 74,200	£ 2,860	4.0%
Transport Sub-total	£ 29,454	£ 15,271	£ 17,100	£ 17,100	-£ 12,354	-41.9%
Other Expenditure Sub-total	£ 894,615	£ 502,485	£ 676,500	£ 614,500	-£ 280,115	-31.3%
Third Party Payments Sub-total	£ 2,047	£ 33,196	£ -	£ -	-£ 2,047	-100.0%
TOTAL CONTROLLABLE EXPENDITURE	£ 5,478,141	£ 3,238,428	£ 3,083,830	£ 3,021,830	-£ 2,456,311	-44.8%
Income						
TOTAL CONTROLLABLE INCOME	-£ 191,132	-£ 167,354	-£ 208,700	-£ 192,400	-£ 1,268	0.7%
NET EXPENDITURE	£ 5,287,009	£ 3,071,074	£ 2,875,130	£ 2,829,430	-£ 2,457,579	-46.5%

14. Equalities implications

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

15. Crime and disorder implications

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

16. Environmental implications

16.1. There are no environmental implications in this report.

17. Conclusion

17.1. 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

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

Appendix 1

Visits April 2016 – March 2018

Visits last year

2016 - 2017

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	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
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
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
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
Community Libraries													
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
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
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
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
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
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
Pepys	0	0	0	0	0	0	0	0	0	0	0	0	0
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
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
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

Visits this year

2017 - 2018

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	12,279	13,631	13,135	10,472	9,681	10,277	10,116	10,514	8,013	9,977	9,189	9,429	126,713
Deptford	28,277	32,524	32,265	31,918	29,213	29,715	30,872	30,806	25,258	29,041	30,293	29,241	359,423
Downham	29,944	32,839	33,561	33,311	33,324	33,059	34,398	33,369	30,722	33,332	30,494	32,644	390,997
Lewisham	26,543	29,328	27,309	27,248	27,290	28,010	29,148	28,760	23,467	27,699	26,103	29,183	330,088
Community Libraries													
Blackheath Village	13,061	14,596	14,512	11,134	13,409	15,334	17,059	17,425	13,733	15,466	14,022	15,768	175,519
Crofton Park	6,526	9,373	10,645	9,848	9,098	7,026	7,954	8,500	6,000	7,860	8,736	7,731	99,297
Forest Hill	13,817	11,965	11,533	10,810	11,495	13,654	14,358	10,074	10,140	12,209	11,608	12,209	143,872
Grove Park	3,084	3,623	3,005	2,748	3,115	2,660	3,005	3,197	1,945	3,042	1,997	2,854	34,275
Manor House	4,916	12,395	12,029	9,492	8,070	10,633	12,197	14,466	8,909	13,767	15,116	17,311	139,301
New Cross	3,844	4,818	4,183	4,281	5,420	4,650	5,716	5,202	3,870	3,215	5,631	4,887	55,717
Pepys	78	570	360	234	475	25	370	137	104	0	0	27	2,380
Sydenham	4,665	5,182	4,820	6,176	5,404	4,926	5,002	4,830	4,024	4,809	4,412	4,910	59,160
Torridon Road	4,680	5,724	5,699	5,712	5,392	5,429	5,840	5,955	5,028	5,587	5,127	5,439	65,612
TOTAL VISITS	151,714	176,568	173,056	163,384	161,386	165,398	176,035	173,235	141,213	166,004	162,728	171,633	1,982,354
Variation on previous year	-15.0%	3.3%	-5.1%	-2.6%	-9.7%	-8.0%	0.2%	-8.4%	-9.1%	-7.6%	-6.3%	-8.2%	-6.4%

Appendix 1

Issues April 2016 – March 2018

Issues last year

2016 - 2017

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	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
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
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
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
Community Libraries													
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
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
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
Grove Park	461	327	305	350	381	348	327	331	242	311	313	323	4,020
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
New Cross	969	696	666	543	700	806	680	875	309	472	375	667	7,759
Pepys	14	2	16	22	44	28	25	13	4	7	5	20	200
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
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
TOTAL VISITS	53,502	47,810	47,421	54,463	61,060	50,449	46,785	42,397	34,717	41,348	39,073	42,957	561,983

Issues this year

2017 - 2018

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Catford	3,203	3,076	2,940	3,614	4,338	2,475	2,705	2,200	1,725	2,345	2,355	2,136	33,112
Deptford	5,202	5,301	5,037	6,430	6,557	5,927	6,037	6,345	5,013	5,798	5,769	6,059	69,475
Downham	4,315	4,376	4,143	6,179	5,614	5,540	6,767	5,871	4,009	8,719	7,198	7,539	70,270
Lewisham	11,174	11,827	11,034	13,521	14,858	11,638	11,846	12,404	9,394	11,283	9,867	9,678	138,524
Community Libraries													
Blackheath Village	1,024	921	1,056	1,173	1,390	1,385	1,233	1,147	843	1,343	961	1,297	13,773
Crofton Park	1,785	1,658	1,638	1,773	2,451	1,984	1,985	1,729	1,126	1,437	1,474	1,464	20,504
Forest Hill	4,676	4,775	4,286	6,038	6,000	5,008	4,861	4,616	2,567	4,588	3,221	3,887	54,523
Grove Park	119	134	142	188	190	107	138	117	56	335	390	635	2,551
Manor House	537	2,731	2,636	4,313	4,285	3,516	3,135	2,708	1,989	2,682	2,749	2,752	34,033
New Cross	431	499	296	554	505	471	519	596	204	317	238	410	5,040
Pepys	3	38	17	16	29	1	17	5	3	0	0	6	135
Sydenham	1,095	1,227	1,157	1,288	1,518	1,162	1,113	1,153	577	1,139	1,032	1,125	13,586
Torridon Road	2,046	1,643	2,226	1,980	2,464	1,867	1,650	1,573	1,074	1,389	1,477	1,564	20,953
TOTAL VISITS	35,610	38,206	36,608	47,067	50,199	41,081	42,006	40,464	28,580	41,375	36,731	38,552	476,479
Variation on previous year	-33.4%	-20.1%	-22.8%	-13.6%	-17.8%	-18.6%	-10.2%	-4.6%	-17.7%	0.1%	-6.0%	-10.3%	-15.2%

Appendix 2

Library and Information Service Highlights 2017 – 2018

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 2017 was Animal Agents. 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 titles. Overall 3356 finished, which is 153 more children than last year. There were also 100 volunteers assisting with the challenge, which amounted to a total of 581 hours.

1.2. **National Numeracy Day**

On May 16th 2018, the Library and Information Service joined forces with Adult Learning Lewisham to run a market stall in Deptford Market, encouraging shoppers to talk about maths and to have a go at guessing the weight of a basket of fruit and veg provided by a neighbouring stall holder. Library books on accountancy for small businesses, making maths fun and helping your child with their maths homework were available to borrow directly from the stall – and there was another table inside the library where people could sign up for ALL maths courses. The lucky winner collected the basket of fruit and vegetables from Deptford Lounge as the market wound down for another day.

1.3. **London Cityread**

For the seventh 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 *The Muse* by local author Jessie Burton. The themes of 1960s London, Art, arriving from Trinidad and the Spanish Civil War gave us plenty to work with and we put on a month of local festivities to support the London-wide programme. This year's themes also enabled us to collaborate with Adult Learning Lewisham (ALL) whose students were given the opportunity to visit the Cityread installation, Odelle's Flat and Olive's Studio at Whitechapel Idea's Store.

Lewisham's Cityread events included:

- Discovering your African or Caribbean Past with Paul Crooks, and hosted by the Local History and Archives Service at Lewisham Library. This talk held almost 40 people spellbound for an hour and a half, inspiring them to continue with their genealogical research or start finding out about their family history for the first time.
- A local history walk "Magical History Tour" a guided tour of 1960s Lewisham lead by Operations Officer, Chris Moore felt like a music and literature lover's hymn to Lewisham as it once was. The walk was enjoyed by seventeen people and even those who had been there in the 60s learnt something new.

- Spanish Poetry Reading Group at Lewisham Library with poems read both in Spanish and English. Juan Rey-Torre, a member of staff and a native Spanish speaker chose poems from the Civil War and knowledgeably led a discussion about each poet.
- Caribbean Craft Event – this provided an opportunity for young people to participate in the celebrations. The Saturday Craft Club at Lewisham was given over to exploring the flowers and animals of the Caribbean.
- An exhibition of art created by Adult Learning Lewisham students at New Cross Learning.

The Cityread book was supported by a whole collection of fiction and non-fiction on display in every library. Free copies of the Muse were given away in libraries and to members of our reading groups. The novel was also made available in our eLibrary for unlimited download throughout the month, so that a virtual reading group could be created.

- 1.4. **World Book Night at Lewisham** this year had a health theme and complemented the existing health lecture programme.

Feedback includes:

"Very interesting....I think telling GPs that the library can organise events like this would be really good and using GP surgeries to publicise there would be great. We don't use the libraries enough but these events are so useful."

"This is a great idea to engage the local community and share ideas...I work in the borough and would love something similar in the area that I live!"

"It was a great health talk. I love it. I will always want to attend anytime in the future. Thanks for the books too!"

- 1.5. **World Book Night at Downham** was celebrated with a Body Balance and Books yoga session in the library in partnership with 1Life.

1.6. **LGBT History Month**

Libraries and the Lewisham LGBT Staff Forum once again co-ordinated LGBT History Month in February. The theme this year was "Geography: Mapping the World", celebrating the fact that same-sex marriage is now also legal in Australia and up to 16 more Central and South American nations. It is also 40 years since the rainbow flag was first associated with LGBTQ+ rights.

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

Lewisham Library hosted a series of Health Lectures on the theme of sexual health for gay and lesbian people.

The award winning Polari Literary salon came to Lewisham Library on Friday 15th September 2017 as part of the Polari Literary Festival. The event featured literary talents Patrick Cash, Stella Duffy, VG Lee and Paula Varjack, and the evening was hosted by Paul Burston.

This year we have realised a long-standing ambition for the LGBT Forum in Lewisham and a brand new monthly LGBT reading group had its first meeting at Lewisham Library in the spring. Ian Elmslie read from his book "A Marvellous Party" at the inaugural meeting and the group now provides a great opportunity for people to talk

about LGBTQ+ writing that has inspired them – and to discover new writers.

1.7. **Black History Month**

The Missing Chapter: Black Chronicles was a set of Pop up Exhibition & Workshops at Lewisham, Manor House and Downham libraries throughout October. It provided a rare chance to see vintage photographs revealing the missing history of black and Asian lives during the Victorian era in Britain.

The Missing Chapter: Black Chronicles offered a unique snapshot of black lives during the decades following the birth of photography in 1839. The photos tell the stories of a diverse range of black people living and working in Britain at the time, including visiting performers, politicians, dignitaries, servicemen and women, royalty and missionaries and many as yet unidentified individuals. Autograph ABP and Lewisham Library & Information Service worked together to bring this rare photographic collection to members of the local community to explore. Autograph ABP provided free, artists-led workshops for schools (KS2 - 5) and community groups (all ages). A total of 300 hundred people attended the events. Children were also given the opportunity to dress up in period clothes.

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.

1.8. **SPINE Festival**

SPINE Festival 2018 celebrated arts and literature across London libraries with free, fun activities and events for children, families and young people. The Spine Festival in March was marked by a theatre performance at Downham Library for invited school audiences. Fairy Tales Gone Bad. Stop Motion Animation Workshops were held at Lewisham library, Sydenham and at Pepys community library. For the first time this year, we used the grant for staff training to enable some of our own staff, themselves talented artists and educators, to inspire their colleagues. Andrea Anderson from Deptford Lounge collaborated with Luciana Duailibe (Pepys) to run a hands-on session where participants learnt to create attractive and artistic display materials on a shoe-string budget.

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.

2.4. **Mi WiFi project**

In 2017 we ran the ‘MiWiFi’ pilot in Lewisham funded by a £50,000 award from City Hall. It was launched by Matthew Ryder, the Deputy Mayor for Social Integration, Social Mobility and Community Engagement in Deptford Lounge in June.

This pilot, the first of its kind in London, tested the viability of lending tablets with mobile internet access, as a way of reducing digital exclusion in the capital. Beneficiaries of this pilot included Londoners over the age of 55, those in receipt of benefits, or disabled or housebound Londoners.

Alongside the lending of the tablets, basic digital skills training was delivered to ensure people were successful in not only, getting online but staying online too.

The pilot reached 239 people who used 50 of the 70 iPads over six months.

- They all said they benefited from the programme and would recommend it to friends and family.
- Over 46% said they would consider buying their own devices.

Our community partners were also able to participate in the project. They had the use of 20 iPads which they used to deliver dozens of events and activities. They also lent the iPads to over 40 individuals in their network.

2.5. **Library Code Clubs**

In 2017 Code Clubs were set up in Lewisham and Sydenham libraries. Sydenham community library Code Club is an after-school club for young people aged 9-13, using specially created Code Club resources. They mostly code using Scratch, a graphical programming language which is made up of colourful blocks which click together on the screen. It is perfect for helping young minds and beginners take their first steps into coding. With this they are able to create games. More advanced students have been dipping their toes into Python, an industrial-strength language.

Lewisham Library Code Club was set up to introduce 7-12 year olds to coding using the block coding language Scratch and website building languages HTML and CSS. Run by a mix of volunteers and library staff, the club offers free lessons and runs for a term at a time before graduating the children and starting afresh with a new class in the new term. With the help of Anne, the excellent volunteer, the first class took place on 7th March 2017 with only 5 children and rapidly grew to 10 kids by the end of the

term, covering lessons such as how to program sound loops to create a responsive rock band game. In September, due to popular demand, a second weekly coding class was set up for 8-12 year olds teaching them how to code their own website using HTML and CSS coding language. To date 430 young people have attended.

The young people have learnt how to create webpages, add images, edit fonts and title size, add hyperlinks and even create their own animations.

Over the summer period a summer coding challenge club was attended by 20 children. They designed a game using the scratch club coding. More recently, working with Toucan Employment, a coding club has been set up for adults with autism.

The above initiatives are supported by the Code Club, a nationwide network of volunteers.

3. Purpose 3: Health and wellbeing

- 3.1. Lewisham Libraries have facilitated and supported a number of health initiatives for residents of all ages including children.
- 3.2. 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. Diabetes Peer Support groups meet at Deptford and Lewisham libraries.
- 3.3. The Library Service also has a number of staff who have become Dementia Friends and have supported Dementia Awareness Week.
- 3.4. **Health Lectures**
Staff organised a series of health lectures on popular topics at Lewisham Library. Topics have included 'All About Alzheimer's', 'Hair Loss', 'Alternative Medicine' and 'Diabetes'. The lectures were filmed and uploaded to our YouTube channel. Over 100 people have attended a series of 11 talks which included the effects of alcohol, diabetes and hair loss!
- 3.5. **Reading for mental health and wellbeing at the library in Deptford Lounge**
Deptford Lounge has hosted a Shared Reading Aloud Group since July 2017. The group is for people with Acquired Brain Injury, currently supported by Read Together and run by 2 trained volunteers.
- 3.6. **Mental Health Awareness Day** held on Tues 10th October coincided with National Library Week.
The film Still Alice starring Julianne Moore; followed by a discussion on Mental Health facilitated by library staff and Age UK
Attendee's comments included: "engaging, intriguing, eye-opening, insightful, emotional and informative."
"A thought-provoking film and useful discussion."
"I knew quite a bit already due to personal experience, but it was good to reflect on it."
"Now I can talk about caring for dementia".

3.7. **Overwhelmed/Underwhelmed:** exhibition in the Lounge by Emma Clayton-Wolfindale
This exhibition ran from Monday 9th – Sunday 29th October. It was a visual art exhibition exploring themes for World mental Health day, particularly focusing on Bi-Polar Disorder.

3.8. **Home Library Service**

The HLS continues to provide a service to hundreds of customers both in their homes and residential, sheltered and nursing a homes each year.

Comments from customers include.

“I really value the (home library) service, as I enjoy the books you bring and discussing them with you.”

“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)”.

The HLS has also been a part of the MiWiFi project with some 23 clients benefiting from the loan of an iPad. One customer who has regular dialysis has found the iPad particularly useful during her weekly treatments. Other uses have included in care homes for small group work, listening to cultural music, for reminiscence material for the use of YouTube. Clients have been really happy to be part of MiWiFi as it has allowed them to access and experience technology at no cost.

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. **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 hub libraries for up to 2 weeks. In the last year we have welcomed 22 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. This is a valuable role for libraries in preparing young people for their future world of work.

4.5. **Work Well**

This is a programme to help vulnerable adults find employment. Pop up shops were held on specific days from April to July 2018.

- 4.6. The **National Centre for Social Research** conducted a survey in the library on Free Early Education Entitlements on behalf of the Department of Education. The study is to explore why parents, who are eligible for free childcare for their 2-4 year olds are not taking up the offer.

5. **Purpose 5: Culture and creativity**

5.1. **Talk About... Art exhibitions**

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 Good Shepherd Catholic Primary School on their exhibition 'Talk about ... Art and Victorian Rebellion' which ran from 16 April to 5 May 2018 at Downham Library. TAA ran free workshops for KS2 pupils at local schools providing an overview of the Pre-Raphaelite Movement and helping pupils to make their own rebellious art. Over 300 children attended the sessions.

TAA also worked with Tidemill Academy on 'Talk about ... Art and Social Change', an exhibition exploring the Arts & Crafts Movement that restored traditional crafts in the 19th century, turning everyday items into objects of beauty. A total of 90 pupils took part in the workshops. The exhibition comprised of 9 large interactive stands and ran from 2 – 25 March 2018 at Deptford Lounge.

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?" After completing a year-long tour of Lewisham's libraries and selected community venues that contributed to its creation, the patchwork was installed in Manor House library.

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.

This May the People's Patchwork was installed in its permanent home in the hallway at Manor House. During its unveiling, as one of his last official engagements, Mayor Steve Bullock paid homage to a piece of community art finding its rightful home in a

community-run library.

5.3. **Lewisham Heritage team**

2017 saw the 40th anniversary of the Battle of Lewisham. The Heritage team worked with Goldsmiths College to erect a plaque commemorating the Battle, which was installed on Sunday 13th August at the College. The Local History and Archives Centre received a deposit of material including photographs and ephemera relating to the event which the Local Studies Librarian incorporated into a commemorative exhibition at Lewisham Library.

Lewisham's Maroon Plaque scheme provided inspiration for the Libraries' People's Day theme 'Heroes'. Staff created an interactive map of the council's Maroon plaques via Historypin, helping people to find the borough's plaques so that they could take and submit a 'selfie' for the People's Day competition.

February 2018 saw the Centenary of some women receiving the vote. LHAC mounted a major exhibition including a copy of the original Lewisham Social and Political Union banner from the Museum of London. The LHAC publications 'Yours in the Cause' by Iris Dove and 'Famous Women of Lewisham' were digitised and made available as eBooks on our eLibrary.

6. **Purpose 6: Communities**

6.1. **Community library model**

April 2017 saw the extension of the community library model with the addition of Manor House Library as a community library. Lewisham now has a total of 9 community 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. **United Nations International Migrants Day 2018**

This was marked by a full day of family activities, advice, fun, information and support at Lewisham Library on Monday 18th December. The day started with a British Citizenship ceremony attended by Cllr Damien Egan and continued with stands, displays and family activities. The day was supported by a range of local community and support organisations, including Action for Refugees in London, ALL, Africa Advocacy Foundation, Lewisham Refugee and Migrant Network, Metropolitan Police, New Cross Gate Trust and Orchid.

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. The year saw 3 commemorative VC stones being installed.

The commemorative stone to Brigadier Clifford Coffin VC, was unveiled at 11am on Monday 31 July 2017 by the VC Memorial and First World War Memorial. The Borough Archivist was able to trace living relatives who were invite to the event.

The commemorative stone to Walter Napleton Stone was unveiled on 30th November 2017. Several family members were traced by LHAC and were able to attend. These included Walter Stone's Great nephews, one of whom is Jamie Stone - Liberal Democrat MP representing a constituency in Scotland. The family also made some photographs available for the commemorative brochure.

The commemorative stone to Alan Jerrard was unveiled on Saturday 24th March 2018. The unveiling was marked by the laying of the 'Wreath of Respect' an artwork commissioned by an anonymous donor to mark the centenary of WW1. It is currently housed at the Staffordshire Regiment Museum and was brought by the Custodian travelling with Standard Bearers from the Midlands. The Wreath, which was designed to be touched and held as a medium for reflection, is constructed of metal hand-made poppies supported by a horseshoe which came from one of the black stallions that pulled the gun-carriage which brought soil from Flanders Field to the Memorial Garden in Horse Guards. The horseshoe represents not just horses but all animals who served in conflict. In the centre of the wreath is a metal plate engraved with the Exhortation and this is replicated on the back of the Wreath in Braille in order that anyone who is visually impaired may experience the full beauty and meaning of it.

7.2. **International Womens Day 2018**

IWD2018 was marked by an event led by Cllr Joan Millbank at the Civic Suite commemorating the Centenary of some women getting the vote – 'Vote, Organise & Participate'. The day celebrated 100 years of women's achievements and voluntary contribution in Lewisham and recognised how their activism brought social and political change.

At this special day of celebration, the Library Service:

- promoted books and information
- the Heritage team provided a display of famous Lewisham women including suffragettes and activists such as Rosa Billinghurst and Kath Duncan.
- arranged for Jill Mountford to deliver her talk on the working woman's contribution to universal suffrage to students from six secondary schools
- curated an exhibition of photographs by ten women photographers working in and around Lewisham, several of them Fellows or Associates of the Royal Photographic Society
- ran two very popular "Famous Women" photo quizzes for young people and adults
- organised a public vote on the design of the flag to be used at International Womens Day in the future. This also took place in libraries and will be part of the Library Service's offer for People's Day 2018.

In our libraries there was an exhibition on Lewisham suffragettes, featuring a facsimile of an original banner from the suffrage marches (Lewisham Local History and Archives Centre) and an all-day Rebel Girls event held at Crofton Park Library, celebrating women's contributions in all fields of knowledge.

7.3. **What's the Story?**

"What's the story?" was a multi-media journalism, filming summer programme run by Lewisham Library & Information Service with funding from the Arts Council. We partnered with Goldsmiths, the Local Assemblies team and the Young Mayor's office.

The project was delivered from 17th July 2017 to 18th August 2017 and enabled 10 16-21 year olds to develop skills in journalism, filming, using editing IT, media and creating news reports. Using the theme of the Battle of Lewisham 40th anniversary

participants were able to explore the meaning of 'Fake News' and learn the skills to enable them to research and identify Fake and authentic news.

The project was partly field/location based where the young people worked in small groups accompanied by Youth Workers, undertaking research work, filming on location, interviewing members of community and groups we identified, recording and developing their reports. They visited the Local History and Archives Centre for training on how to research archive and local history material, walked the route of the Battle of Lewisham and visited Cable Street where they interviewed Ivo Mosley.

The programme was launched to coincide with the 40th Anniversary of the "Battle of Lewisham" and the young people were able to research this historical event and create their own pieces to "rewrite" the perceived history around this event. The work was published and hosted on a website supported by Goldsmiths and some of the work produced formed part of the community Artwork being made for the anniversary of The Battle of Lewisham.

The final element of the project is an exhibition which will showcase the work of the students about the Battle of Lewisham. The exhibition will be on display at People's Day and will eventually tour all libraries.

7.4. **People's Day 2017**

The Library Service celebrated our heroes at People's Day 2017. Highlights included:

- Wall of fame – a chance for visitors to nominate their own heroes and add them to the maroon plaques on our wall
- Comic book workshop with a member of staff who is also a published graphic artist
- Dressing up as a hero
- Information on maroon plaques around the Borough – including an interactive online trail
- Literary heroes quiz

Of course there was also the opportunity to "be a hero" and join the library. Our library apps provided a great incentive to do this!

Appendix 3

Library and Information Service community Library Highlights 2017 – 2018

1. Blackheath Community Library

- 1.1. Over the last 12 months, the library has been running well with the introduction of a Creative Writing class and our Reader Group. The Creative Writing Group has just completed its fifth session of a run of eight sessions before a summer break. They are now a group of eight and organise the sessions between library volunteers.
- 1.2. The Library is well managed with 5 supervisors, and interviews and taster sessions are taking place for new volunteers. Saturdays are still an issue but have advertised specifically for Saturday volunteers. Supervisors enjoy having Tim as their link librarian and we welcome the expert support we get from the Council.
- 1.3. We currently have 3 Duke of Edinburgh volunteers in the library but took 48 DoE volunteers throughout the organisation in 2017/18.
- 1.4. Over the last year, we have had an average of 130 active volunteers providing over 10,480 volunteer hours.
- 1.5. We have won Time-Out London's most loved café in Blackheath award for the second time, this is testimony to our team of staff and volunteers who do more than provide food and drink but make friends and create a community in which we combat isolation and loneliness. The combination of the library, activities, not for profit café and our reminiscence intervention for people with dementia has created a vibrant community hub.
- 1.6. We offer a wide variety of weekly activities for older people to keep them active and part of the community. We offer a mixture health and wellbeing activities e.g. belly dancing, seated Pilates, computer training, creative writing, yoga, and art classes. In the last year, we have provided over 700 hours of activity classes. This year we held the first of a four-course programme called 'Acting up at our Age' which is a series of four 10 week courses based on theatre skills designed to get older people active and social in a creative environment. We kicked off with a drama and storytelling course and in 2018/19 will have courses in singing, theatre set design and dance.
- 1.7. These activities are complemented by activities for younger age groups such as rhyme time and the summer reading challenge which our volunteers particularly enjoy being part of.
- 1.8. Blackheath community library is part of Age Exchange which works on a wider basis transforming lives through the reminiscence, improving health and wellbeing. This year just under 7,000 hours of group support has been provided to 130 people with dementia and their carers. Whilst referrals come from a variety of agencies the library also provides a route into much-needed support for some carers. This combination of activities with a café and library has helped to create a synergy across the organisation where activities and projects feed into each other.

- 1.9. In 2018/19 we are planning to merge with another charity called Community Integrated Care, we will remain a separate registered charity but a wholly owned subsidiary. Nothing will change at our centre in Blackheath of which the library is a crucial part, but this gives us the opportunity to expand into other parts of the country and to operate in a more sustainable environment.

2. Forest Hill Community Library

- 2.1. Forest Hill continues to go from strength to strength, remaining the busiest of the community libraries with the longest opening hours, our community continues to support the work of the amazing volunteers who dedicate their time to not just keeping the doors open, but competing to do the very best we possibly can for our users of all ages and requirements.
- 2.2. The library opens its doors to a queue of people every morning and quite often has to prise users from their seats at the end of the day. Molly's rhyme time on a Tuesday morning is so popular we are often reduced to standing room only. Last year's City of Stories was incredibly popular and well attended, with writer in residence Irenosen Okojie helping to stir up hidden talents among those lucky enough to attend.
- 2.3. Origami classes continue to prove popular and we have recently introduced an origami class for children, and we will go on, and not be satisfied until Forest Hill has been covered entirely in small paper swans!
- 2.4. Ties with the Horiman Museum meant that we had an impressive display of Totem Poles outside the Children's library for a while, providing a marvellous discussion point for visitors. The library's place in Forest Hill might be geographically on the edge, but it is very much in the centre of people's hearts and minds as they flocked to buy their 'Friends' cards to help support the library, and then helped raise thousands of pounds so a new shop could be opened on the high street to sell donated books and records and create a sustainable source of additional income to support the library. This has meant we are now able to re-open a function room at the back of the library for us to bring online more groups and events, as well as providing extra study space during exam season.
- 2.5. We had an excellent introduction to our first Summer Reading Challenge, and with one of the highest set of targets of any library in the borough we were very annoyed to be less than 1% short of our target on the day the figures were filed!



3. Manor House Community Library

- 3.1. The past year at Manor House has been a very eventful one, and it seems we get busier with each month that passes as the word finally gets out that we are back open for seven days a week. We now have four reading groups at Manor House, with a new group dedicated to arriving, reading a short piece of prose, or a poem, on the spot, and

then dissecting and discussing it for the remainder of the hour.

3.2. The 2017 Summer Reading Challenge went particularly well at Manor House, with our targets for both participants and finisher's being smashed as a whole new generation of borrowers came through the doors and followed clues that lead to an array of prizes and rewards. Our rhyme time and story time sessions for pre-schoolers at 11am on Monday and Wednesdays are gaining popularity, mostly thanks to the wonderful work of our Children's library co-ordinator Laura, who never tires of making the kids smile and sing. Our Cantonese rhyme time is as popular as ever and continues to run on the first Saturday of the month during term time.

3.3. We have also hosted a couple of book signings and hosted a great evening to celebrate Arachne Press' fifth anniversary, with readings and performances from some of their best published work. This year we welcome City of Stories into Manor House to run workshops for budding writers, and we host The Paper Traveller in the summer with their library-based performance art.

3.4. We have fully re-networked our computers and have a brand new printer and copier installed, and super-fast fibre connection that makes our wifi access particularly quick.

3.5. We continue to host the Manor House Midwives, they run sessions twice a week from our function rooms and have now taken offices on the top floor. We continue to hire rooms out and have Yoga, Pilates, French language, mindfulness and NCT classes, as well as free seminars on a variety of subjects, including management and nutrition. Sing and Sign classes and writing clubs for children continue to thrive and Manor House Daycare operates an afterschool club so popular they are taking on more rooms from September to cope with demand. Our new Thursday evening craft club is also proving popular for those who want to sit and knit and chat and with plans for more groups to be added with a wider variety of classes and workshops, we expect the coming year to be even better than the last.



3.6. To celebrate a year of being in the building and to reveal the People's Patchwork in its permanent home, we held a party in May. We were delighted that Sir Steve Bullock was able to attend as one of his final official duties in Lewisham. He was very impressed with the People's Patchwork, a work of art created by the community, being celebrated in a building which is at the heart of our community. He also loved our cake!



4. New Cross Community Library (New Cross Learning)

4.1. New Cross Learning remains the heart of its community, supporting and encouraging people along the way. It holds a very special place in the hearts of its users and continues to welcome people who discover the space as they are passing through. In

January a lease extension was granted until 2024.

4.2. NXL presents a list of events, not in any particular chronological order nor in any levels of importance:

- Seaside trips to entice registration for the Summer Reading Challenge 18/08/17 and 01/09/18
- The 100 mph Dog by Jeremy Strong, performed by storyteller John Kirk to launch the Summer Reading Challenge 2017
- December, another performance from John Kirk, this time a 'panto' for over 500 pupils from local schools
- First public showing of the film called 'Sink' by a local director. Other low budget films included 'The Nature of the Beast'; 'Winstanley'; 'The Acting Class' and 'Once A Jolly Swagman'
- Alice Corble's (PhD, Goldsmiths) book launch in Brighton University 'New Practices for New Politics' with a case study on New Cross Learning with one of our volunteers James answering questions about our volunteer community library
- Coding Club grows and we are now forced to commandeer all computers on a Thursday between the 3:45-4:45pm for the children who participate
- Children's Film Club continues to be very popular
- We have had a number of art and photographic exhibitions throughout the year
- Events have included; '100 years that women got the vote and how the working class played a part' and a great celebration of LGBTQI Month including a visit from Paradise Press.
- We're pleased to report that we have continued to have time donated by employees from a range of FTSE 100 companies this year. We are able to use the skills that these professionals bring to help local people, for example with CVs, job applications, financial advice.



4.3. Our space is very much in demand from a variety of organisations and assemblies and we are very proud of it.

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

5.1. Our Successes: From the few classes we started with, we now run more than 20 regular activities per week ...

- 5.2. Our visitor numbers have grown such that ESOL, Digital Learning Zone and Baby Bounce have become so over-subscribed, that they needed to be run twice weekly. We have also added bilingual playgroups and an increasingly popular Coding Club to the array of activities for children.
- 5.3. Fostering strong relations with our local neighbouring schools and colleges; including Brent Knoll and Lewisham College, we frequently host class visits, taking on-board many volunteer work experience groups, ranging from Duke of Edinburgh Awards' to ASD student placements.
- 5.4. As a dementia-friendly activity centre, we provide dementia awareness, training and weekly drop-in sessions; and as a community Arts centre, we have created and promoted a widely-viewed historic film documentary, funded by both the Heritage Lottery Fund and The Archibald Corbett Society. We also continue providing free local concerts, and have taken part in the Catford Arts Trail, hosted exhibits by Adult Learning Lewisham, and helped to develop the all-new Corbett Women's Institute.
- 5.5. Naturally, we always benefit from the involvement of key-individual support; e.g. local entrepreneurs, authors and illustrators, who among others are always proud to support the well-being of our community, offering vital online learning, mindfulness and emotional support classes, and a new Digital Learning Zone (which supports Lewisham residents with their benefit claims, important welfare issues, and help filling council and government forms).
- 5.6. Currently, we operate with over 70 volunteers, delivering our range of activities and essential Library services; providing operational administration and management, contributing to raising the support of everyone who donates or takes part in our events, and purchase books from our increasingly-popular 'second-hand' bookshop.
- 5.7. Regardless, almost all the services we currently offer remain fully-staffed and run entirely by unpaid volunteers, and most importantly, everything is provided to the public — free of charge.

Case Study Volunteer: *"I very much enjoy my role as a volunteer at the Corbett Arts and Heritage Library. It is a rewarding role in an inspiring and welcoming community environment. During my time as a volunteer I am continually struck by the dedication and enthusiasm of all of those who give their time so generously to this library, the volunteer librarians as well as the talented individuals who run the great*



range of activities throughout the week with something to suit everyone in this great community, young and old. I have lived in this area for a number of years but never before have I met and talked to so many local people, neighbours. The Library has a fantastic spirit, this lovely old building is brought alive by the people who pass through its doors. People in this community use this valuable resource, they truly care about their Library, about their local community and about each other. It is a heartening and humbling privilege to be part of such a fantastic service. It gives me a feeling of inclusion, of self-value to come here and interact with people. I love that this hub of the community attracts all the different types of people that make up the local area, people of so many cultures, ages

and walks of life. The experience is enriching and a joy and I will continue to learn more about the people who live around me, enjoy the books and increase my experience of accessing different authors as well as learning about the history of the local area.”

Visitor Comment: “I think the Library is wonderful and well needed, there are so many activities going on. I’m in a few - the Reminiscence (x2) and writer’s group and, before they moved, the Inspired Word - plus the sing along with my grandchildren. I am 62 years of age and instead of being like a vegetable at home growing old it’s keeping me nice and young and my mind active and meeting lots of new and wonderful people. I thank God every day.”

6. Eco Communities

6.1. Eco Communities is a social enterprise that has evolved from Eco Computers and the change in name reflects a wider change within the organisation. We are empowering communities to create services that benefit everyone. Some examples are:

- The cafe in Sydenham Community Library has become an opportunity for a local businesswoman to maintain and expand her small business.
- We employ an ESOL and basic skills tutor who is now delivering Maths and English classes across our sites because of an increase in the number of requests for this tuition.
- Grove Park Library is a home-from-home for many of the residents in the nearby residential homes. Several residents volunteer in the library and the manager there has organised senior’s day trips including a beach trip for them.
- Our programme of work maintaining and repairing the buildings continues. We are currently gradually replacing old lighting with modern, eco-friendly LEDs.



6.2. In total Eco Communities benefits from more than 3600 volunteer hours per month. We’re very proud of the way that we work in partnership with the local community.

7. Crofton Park Community Library

7.1. Crofton Park Community Library, including the café and the popular second hand book shop “Crofton Books” continues to go from strength to strength. Some of the highlights from the past year include:

- Book Club once a month. This has moved from 'being talked about' in last years' report to actually happening. Twelve people attend regularly and it happens on a Tuesday evening from 6pm for a couple of hours once a month.
- Crofffest at BrockleyMax happened in 2017. On the first Saturday of the BrockleyMax festival last year Crofffest took place. The library hosted a children's book reading; the launch of a book with the author present, and everything was well attended.

- “Croftmas” meant that Christmas came early to Crofton Park! Celebrations took place at the end of November/start of December. Attendance was good and raised the profile of all that was happening in the library.
- Christmas tree sales took place during the early part of December for three weeks, raising funds for the library as well as the profile.
- As part of a wider celebration of International Women’s Day, Silvana ran a Rebel Girls’ event one Saturday, which raised the profile of girls and women in the library. It was well attended with several events taking place and competitions.
- Code Club has started, held each Saturday during term time at 10am for one hour and is well attended by both boys and girls.
- Cantonese sing-a-long continues to be well attended and numbers are growing. Sophie, who runs the event, has started running a second sing-a-long in another local community space at the request of people in that locality.
- We have a work experience student coming along each Thursday from Drumbeat School until the end of the school year. We are in discussion with the school to see if we are able to host two children from this school during term time from the new school year.
- “Crofton Books” is the 42nd best vintage bookshop in the country. It has recently branched out and now sells vinyl alongside a wide range of books, DVDs and some CDs.
- Brockley History Group meets regularly at our library.

8. Grove Park Community Library

- 8.1. Grove Park continues to cater for all ages. The Library is a designated Dementia Friendly space and continues to run very popular chair-based exercise sessions, a knitting group and digital inclusion sessions where people can either bring their own devices into the library or use our computers. A highlight of the year with our seniors

group was a day trip to the seaside.

- 8.2. Grove Park children's library is now also home to a very popular Stay and Play session for pre-schoolers. We decided to offer that for our families when the provision was closed down at the centre next door - and the parents and carers have rewarded our efforts by coming along regularly and in increasing numbers.

9. Pepys Community Library

- 9.1. Pepys Community Library is now a vibrant partnership between Eco Communities, the "We Women" collective and Exchange - a social enterprise where people can exchange their time for the opportunity to learn a new skill.
- 9.2. The space celebrated this new approach with a reopening in late December at which a Ukulele band played and where partners were able to give local residents a taste for what was to come. People are gradually returning to the library and making the space their own.
- 9.3. The Library now hosts all of these sessions every week:
 - Pilates and Yoga
 - Mindfulness meditation sessions
 - A befriending service that meets weekly and offers people chair-based exercise and arts and crafts
 - The Women's Circle - where local women can support each other's small business ideas and work together to turn ideas into reality
 - A children's art and craft club
- 9.4. We continue to have a small cafe (we've recently installed a piano) and a lovely second-hand book shop area and, like other Eco Communities run libraries, we provide digital inclusion sessions.
- 9.5. This year, working with The Challenge, we had more than 30 young people come and take part in our befriending project, joining in with the exercise classes and taking part in an inter-generational quiz. We were delighted to be one of the three libraries to welcome a stop-frame animator to work with families as part of the Spine Festival in March.

10. Sydenham Community Library

- 10.1. Sydenham Community Library continues to be at the heart of the community it serves. Particular highlights this year have included the fairs to mark Valentine's Day and Easter, as well as the traditional Santa's Grotto and a whole range of Christmas parties and activities for all the library's users. Over 100 people enjoyed the Christmas Pantomime in the library this year. Sydenham was delighted to be able to welcome Dr Lez Henry back for another Black History Month talk in October.
- 10.2. Chrissie, the Library Manager, is often to be found in the library on her day off and out of hours preparing activities for families and seniors, as well as drawing on her professional skills by running an advocacy service supporting people through tough times.
- 10.3. The library hosts a variety of groups every week including IT training, employability workshops, knitting, writing and exercise for those with poor mobility. The space is also

used for meetings, hire, training and interviews. This is a typical week in the life of Sydenham Library:

- Monday** *English as a second language 10.30am-12pm & 12.30 -4.30pm*
Basic IT lessons, one to one by appointment only 10am -2pm
CV formatting – by appointment Christine
Bridge Club 6.45pm-10pm new members welcome
- Tuesday** *Baby and toddler under 5's group with Allison*
Music, song and rhyme 10.15 am to 11.15am
Exercise group for people with poor mobility 11am – 12pm
Basic IT training one to one by appointment 10am-2pm
Children's Book writing club with Christine & Joan
Hearing sessions & advice 10.30am – 12.30pm 2nd and last Mondays
Adult book club every first Tuesday each month 6pm – 7pm
- Wednesday** *Closed*
Advocacy and CV's by appointment only (Christine)
English for children 5 -11 writing and reading by appointment
Bridge Club 6.45pm-10pm
Library hire by appointment/prior arrangements
- Thursday** *Song & Rhyme with Cat 11.30 – 12.pm*
Interaction and movement/play acting for babies and toddlers.
Basic IT training by appointment one to one 10am – 3pm
Arts & Crafts for Adults 1pm – 3pm
Every third Thursday Lewisham Homes; Job & CV advice
- Friday:** *Closed*
Advocacy and CV's by appointment only/hire
- Saturday** *Knitting group with Wendy & Betty 10am – 12pm,*
Children Crafts with Kate once a month (Dates may vary)
Coding club sessions 10.30am – 1pm