

Safer Stronger Communities Select Committee Agenda

Tuesday, 16 July 2019
7.00 pm, Committee Room
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Katie Wood - 0208 314 9446

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed except for item numbered 8 on the Agenda. For legal reasons, this item will be considered in private with the press and public excluded.

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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 Tuesday, 16 July 2019.

Janet Senior, Acting Chief Executive
Thursday, 4 July 2019

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

FIELD_TITLE

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Wednesday, 22 May 2019 at 7.00 pm

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

APOLOGIES: Councillors Liam Curran, Jim Mallory and Stephen Penfold

ALSO PRESENT: Councillor Chris Best (Deputy Mayor and Cabinet member for Health and Adult Social Care), Geeta Subramaniam-Mooney (Head of Public Protection and Safety), Superintendent Andy Carter, Barrie Neal (Head of Corporate Policy and Governance), Dr Catherine Mbema (Interim Director of Public Health) (London Borough of Lewisham), Andy Thomas (Cultural Development Manager), Camilla Biggs (SAIL Connections Manager) (Lewisham SAIL), Iris Till (Positive Ageing Council), Alice Groux (Age UK), Bridgit Sam-Bailey (Lewisham Pensioners' Forum) and Tracey Jarrett (Lewisham Pensioners Forum)

1. Minutes of the meeting held on 30 April 2019

1.1 RESOLVED:

That the minutes be agreed as an accurate record of proceedings and the Chair be authorised to sign them.

2. Declarations of interest

2.1 Councillor James Walsh declared a non-prejudicial interest in item 4 and 5 as he worked at London South Bank University.

2.2 Councillor Sophie Davis declared an interest in item 4 as she was a Council appointee on the board of Voluntary Services Lewisham and item 5 as she worked for the Behavioural Insight Team and the Metropolitan Police were clients of the organisation.

3. Response to Referrals from this Committee - Lewisham Disability Coalition

3.1 The Chair introduced the response and members of the Committee agreed to note the report.

3.2 The Chair announced that regarding the Committee's referral made at their meeting on 12th March on the item "Provision for the LGBT+ Community in Lewisham: 6-month update"; the response from Mayor and Cabinet was that "The Committee's comments be noted, and the recommendations considered in another setting". The Committee agreed they did not need a further formal response to this.

3.3 The Chair noted that she had asked that the Cabinet Member for the Community Sector be invited to attend the meeting of Safer Stronger Communities Select Committee on the 16th July.

3.3 **RESOLVED:**

1. That the report be noted.
2. That the report author for the report on Disability Provision in Lewisham, scheduled for the meeting on 9th October, include the following in the report to Committee:
 - The timeline for the accessibility commission, who will be responsible for it, and details of the costs and how it will be funded.
3. That the Committee do not require a formal response to their referral made on 12th March 2019 on the item "Provision for the LGBT+ Community in Lewisham: 6-month update".

4. **Adult isolation and services for the elderly**

- 4.1 Catherine Mbema, Interim Director of Public Health presented the report to the Committee. During the discussion, the following key points were raised:
- **Members of the Committee requested information on the numbers of older people in Lewisham receiving a form of intervention to prevent loneliness.**
 - The intervention strategies aligned different target groups including suicide prevention. It was recognised that men were at most risk of suicide and the age group 25-44 was the highest risk group within this.
 - There were different referral routes for intervention such as through GPs and through other community groups. Work was on-going to try to improve links between organisations and monitoring.
- 4.2 Councillor Chris Best, Deputy Mayor, presented to the Committee and highlighted the different work that was on-going. During her presentation and in the discussion that followed, the following key points were made:
- There was positive work on-going linked to the adult isolation and services to the elderly work. This included: presentations at local assemblies; referrals; individual Councillors reaching-out; free swimming for over 60s; outdoor gyms; healthy walks programme; dementia friends programme.
 - Meet me at the Albany was hugely successful and was expanding and also being replicated in Downham.
- 4.3 Camilla Biggs and Alice Groux from Age UK presented to the Committee. During their presentation, the following key points were highlighted:
- Age UK worked with the public health team and ward assemblies. They had supported 967 people.

- Through the SAIL Connections pathway (Safe and Independent Living) there had been 1435 referrals.
- Age UK worked closely with the Council and were now based at Laurence House with the Adult Social Care Team which facilitated a joined up approach to information sharing and support.
- Around 50% of their clients were over 50. Another key group was supporting people with the transition from children's to adult's social care services.
- Social isolation could be caused by mental ill health, alcohol and drugs misuse, mobility issues, sight loss, hearing problems and conditions such as dementia, as well as issues such as living away from family and friends. There could be a long waiting list for support.
- Age UK looked at gaps in service provision and strengths each year and challenges for different community groups and minorities.

4.4 Iris Till, Chair Positive Ageing Council presented to the Committee. During the presentation the following key points were raised:

- Isolation and loneliness could be invisible and the Positive Ageing Council was always focussed on how to reach out and engage and identify where there was a problem.
- The group was working closely with Council officers such the Cultural Development Officer and had designed a programme called "table talk".
- Thinking about venues and where to engage was important. There was the potential to include; libraries; pubs; supermarkets; health centres.
- The organisation was also running focus groups about Lewisham becoming an "age-friendly borough".
- Lewisham Council had a number of positive initiatives such as the free swimming and gym for over 60s and the Council should be proud of this.

4.5 Bridgit Sam Bailey and Tracey Jarrett from Lewisham Pensioners Forum presented to the Committee and highlighted the following key points:

- There was a distinction between loneliness and being isolated.
- Issues such as relocation could be very unsettling and distressing for people.
- Barriers to access to services for older people could be a challenge including transport to get there being problematic or booking and contact systems being confusing.
- In terms of access to public transport this could include not being offered seats on buses making journeys too challenging and lack of access for users with a disability.
- The forum was developing a new strategy and vision and was combining organising visits and outings with on-going projects and a campaigning role.
- This included a number of projects such as: pensioners' parliament; friendship quilt; healthy walks; yoga; digital drop-ins and more.
- The Forum was working in partnership with other groups and was focused on reaching out and collaborating.

4.6 In the discussion that followed the presentations, the following key points were raised:

- None of the three organisations provided an advocacy service. Age UK provided information, advice and guidance but did not represent individuals.
- It would be positive to have a hospital advocacy service for vulnerable individuals.
- The Council's Cultural Development Officer worked with all the funded organisation relating to age-friendly and dementia-friendly activities.
- New mothers could be vulnerable to isolation and loneliness. Work was being done with health visitors to link up to vulnerable new parents. There was a Mindful Mums programme that people could be referred to.
- A member of the Committee highlighted that partnerships with universities could be used to support advocacy for vulnerable individuals such as through law clinics at universities.
- Age UK working with Adult Social Care was helping to avoid people "falling through the gaps" by not meeting thresholds for adult social care but were vulnerable and needed extra support. Deterioration was tracked where possible on a case by case basis.
- Members of the committee felt there was a lot of positive work in Lewisham that needed to be celebrated.
- A member of the Committee asked regarding additional information appearing in Council publications and on-line and more work on recruiting for befriending schemes. The Deputy Mayor responded that there was lots of information online including a social prescribing directory. She would use the information from the meeting and the comments raised when looking further at these issues. She had noted in particular information regarding law clinics and befriending schemes.
- A member of the Committee felt that the Chair of the Transport Liaison Committee may be interested in the issues regarding isolation from barriers to accessing public transport and might wish to invite the Positive Ageing Council and Lewisham Disability Forum to a future meeting.

4.7 **RESOLVED:**

- (1) That the representatives from Age UK, the Positive Ageing Council and Lewisham Pensioners Forum and the Deputy Mayor be thanked for attending and providing evidence to the Committee.
- (2) That the positive work being carried out in Lewisham should be celebrated.
- (3) That the Deputy Mayor review the information available on the Council website in relation to services of relevance to adult isolation, in particular information regarding law clinics and befriending schemes.
- (4) That the Chair of the Transport Liaison Committee consider inviting the Positive Ageing Council and Lewisham Disability Forum to a future

5. Update from the local Police and Fire Service

- 5.1 Superintendent Andy Carter gave a presentation to the Committee, a copy of which will be included in the agenda documentation. During the discussion that followed, the following key points were raised:
- Members of the Committee were invited to take part in community ride with the Police should they be interested.
 - Catford and Catford Hill Police Stations would be closed within the next 12-24 months to make way for new Police “hubs”. The Police were in the process of identifying a new site for the Catford hub.
 - 600 arrests had been reported in the National media around County line activity. This was not linked to Lewisham.
 - The Police had a notification protocol around significant incidents. There was not capacity to notify everybody about everything and at times, incidents may appear on social media but would not meet the notification criteria. The protocol involved the Police advising the Head of Public Protection and Safety who would then informs stakeholders. Councillors could contact the Head of Public Protection and Safety if they had a particular concern.
 - Superintendent Carter highlighted that the process should be two-way and he would be really keen to hear back from community leaders on what was happening in the area, whether there were community concerns around a particular incident or event for example.
 - Capacity within the Council may be considered further with future restructuring.
 - There was no knowledge of a Lewisham connection to the 600 county lines arrests which had recently been publicised in the national media. However the Committee heard that an investigation commenced in 2013 in Lewisham on County Lines had recently resulted in successful prosecution under the modern day slavery legislation.
 - The complaints data for stop and search was available on the Metropolitan Police publication scheme website. A Committee member felt it would be helpful if it was more transparent and available so people could easily have access to, and understand, the data. **The Scrutiny Manager would send the link to members of the Committee.**
 - There were vacancies in key roles within the BCU which had an impact on performance. They were working hard to minimise this and there were new staff coming in as well. The change to the BCU from the previous 3 borough format had reduced the number of posts by approximately 100. There is now approximately 1460 posts in the BCU.
 - Members of the Committee requested additional details on the unconscious bias training delivered by the Police. They felt this would be useful to assess standard and quality. **Superintendent**

Carter would look into this and provide more details to the committee.

- The commitment to the new model was 2 dedicated ward officers, and a PCSO in each ward. There were times when they may briefly help out on a neighbouring ward which was practical policing and not seen as a problem. There were times when they may be called away from their ward. This had previously been limited to the Notting Hill Carnival and New Year's Eve, or any exceptional circumstance. The Police had not foreseen the huge resource need for Extinction Rebellion protests and this had had an impact. The Police tried as far as possible to take the ward officers last and for as little time as possible to minimise any impact. **The data on how often this happened was available on the MOPAC website.**
- The complaints data is analysed within the Head Quarters strand of the BCU. They looked for trends or anomalies. For example if an officer was subject to three or more complaints within 12 months they would become part of the complaints intervention scheme.
- Sometimes simple home security prevention measures could be improved to reduce burglary. It could be useful to do publicity such as at a session at a local assembly.

5.2 The Chair requested that written questions for the Borough Commander for the London Fire Brigade be agreed by the Committee and the Scrutiny Manager would seek a response and update the Committee.

5.3 **RESOLVED:**

1. That Superintendent Andy Carter be thanked for attending and presenting to the Committee and Martin Corbett, Borough Commander for London Fire Brigade be thanked for his report.
2. **That Superintendent Carter provide additional information on the unconscious bias training undertaken by the Police.**
3. **That the report from the Borough Commander for Lewisham, London Fire Brigade, be forwarded to Cllr Muldoon as Chair of Healthier Communities Select Committee and Councillor Bernard as Chair of Housing Select Committee.**
4. **That the self-neglect and hoarding policy be provided to the Committee once it has been published.**
5. **That the results of the HMICFRS inspection of Lewisham Fire Brigade be shared with the Committee once they have been published.**
6. **For the next report from the London Fire Brigade it would be useful to include details of non-fire related work such as support given in road traffic accidents in the borough. It would also be useful to have details of the long term trends rather than just the 12-month rolling trend. This could be compared to national figures where possible.**

6. Select Committee work programme

6.1 Katie Wood, Scrutiny Manager presented the work programme report to the Committee. During the discussion, the following key points were highlighted:

- The Committee had previously agreed the review should include looking at: the Council's employee profile and staff survey results; how equalities is embedded across the Council including organisations funded by the Council; Equalities Impact Assessments including looking at what best practice is and how they are carried out in Lewisham; and looking at data and disclosure rates to see whether improvements need and can be made. Each Directorate should be asked to highlight the key issues in their area. **Members requested this extract from the minutes on 30th April be circulated to Committee members.**
- There was a discussion as to whether data should be broken down by strand of equalities, it was felt that it could be problematic to present data in a method that could appear to be promoting "a hierarchy of inequality". It could be useful to consider what was lost and what was gained from going to a single equalities strategy.
- Best practice examples would be included in the scope.
- It would be useful to understand what the residents of the borough see as their key issues in terms of equalities. This could be through the new call for evidence on the Council's website. Third sector organisations would also be included in the witnesses.

6.2 **RESOLVED:**

- 1) That the report be noted.
- 2) That the extract from the minutes of the 30th April 2019 highlighting details of what was requested to be included in the scope for the Committee's in-depth review in equalities, be e-mailed to all members of the Committee.

7. Items to be referred to Mayor and Cabinet

7.1 The Chair highlighted that there had been no referrals at the meeting.

7.2 The Chair highlighted that Business Panel had now amended and agreed the referral from the last meeting of Safer Stronger communities on Equalities. There would not be a formal response to Safer Stronger on this.

7.3 **Minutes for this meeting should be sent to the Chair of the Transport Liaison Committee to highlight the issues regarding isolation from barriers to accessing public transport.**

7.4 **RESOLVED:**

There were no referrals to Mayor and Cabinet made at the meeting.

The meeting ended at 9.30 pm

Chair:

Date:

Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	16 July 2019

Declaration of interests

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

1. Personal interests

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

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

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

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

(b) and either

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

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

3. Other registerable interests

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

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

4. Non registerable interests

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

5. Declaration and Impact of interest on members' participation

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

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

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

6. Sensitive information

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

7. Exempt categories

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

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

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Safer Stronger Communities Select Committee			
Report Title	Main Grants Programme		
Key Decision	No	Item No.	3
Ward	All		
Contributors	Executive Director for Resources and Regeneration		
Class	Part 1	Date:	16 July 2019

1. Purpose

To report the outcome of the Mayoral consideration of the Main Grants Programme.

2. Recommendation

That the report be received.

3. Background

- 3.1 The Select Committee agreed a referral on the Main Grants Programme on March 12. A presentation by Councillor Rathbone and the referral was received at Mayor & Cabinet on March 27 2019.

4. Conclusion

The Mayor & Cabinet met again on April 24 and after considering further comments, unanimously agreed: that:

“Organisations recommended for funding in excess of £100,000 be subject to more rigorous monitoring and scrutiny requirements, with note of critical indicators, including a review of their current governance arrangements.”

5. Background Papers

- (a) Safer Stronger Communities referral March 2019
- (b) Mayor & Cabinet Main Grants report April 2019
- (c) Mayor & Cabinet minutes April 24 2019

If there are any queries with this report please contact **Kevin Flaherty** on 020 8314 9327.

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Safer Stronger Communities Select Committee			
Title	How Lewisham Council embeds Equalities across its service delivery	Item No	7
Contributors	Scrutiny Manager		
Class	Part 1	Date	16 July 2019

1. Purpose of paper

- 1.1 As part of its work programme the Committee has agreed to undertake an in-depth review into “How the Council embeds Equalities across its service delivery”.
- 1.2 This paper sets out the rationale for the review, provides some background information and sets out proposed terms of reference for discussion and agreement by the Committee.
- 1.3 The in-depth review process is outlined at Appendix 1.

2. Recommendations

The Select Committee is asked to:

- consider and agree the proposed key lines of enquiry for the review outlined in section 7, and the timetable outlined in section 8.

3. Policy context

- 3.1 The Council’s new Corporate Strategy 2018-22 sets out 7 corporate priorities that drive decision making in the Council. Lewisham’s corporate priorities have been agreed by full Council and they are the principal mechanism through which the Council’s performance is reported.
- 3.2 The Council’s Corporate Strategy of “Open Lewisham” promotes Lewisham as a welcoming place of safety for all which celebrates the diversity that strengthens us. It includes emphasis on Lewisham being a place where diversity and cultural heritage are recognised as a strength and celebrated and where hate crime will not be tolerated.
- 3.3 The strategy includes specific references to striving to make the Council’s workforce more representative of the borough’s diverse population at all levels and to challenging all forms of discrimination and tackling unconscious bias. There is also reference to understanding and mitigating the impact of Brexit for the borough.

4. Background

Equalities Act 2010 and Public Sector Equalities Duty (PSED)

- 4.1 The Equality Act 2010 came into force in October 2010 and replaced previous anti-discrimination laws with a single Act. Before the Act came into force there were a number of pieces of legislation to cover discrimination, including:
- The Equal Pay Act 1970
 - the Sex Discrimination Act 1975
 - the Race Relations Act 1976
 - the Disability Discrimination Act 1995
 - the Employment Equality (Religion or Belief) Regulations 2003
 - the Employment Equality (Sexual Orientation) Regulations 2003
 - the Employment Equality (Age) Regulations 2006
 - the Equality Act 2006, Part 2
 - the Equality Act (Sexual Orientation) Regulations 2007¹
- 4.2 The Act brings together this previous legislation into one Act which is a legal framework to protect the rights of individuals and advance equality of opportunity for all. Within the Act there are nine protected characteristics of:
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race;
 - religion or belief;
 - sex;
 - sexual orientation.
 - marriage or civil partnership status

Public Sector Equality Duty (PSED)

- 4.3 One of the main parts of the Equalities Act in terms of the duties of local authorities is the Public Sector Equality Duty under Section 149 of the Equality Act 2010. This says that public authorities must, in the exercise of their functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

¹ <https://www.equalityhumanrights.com/en/equality-act-2010/what-equality-act>

- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Socio-Economic Inequalities

- 4.4 Part 1 of the Equalities Act 2010 is entitled Socio-Economic Inequalities and it requires relevant authorities to: “when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.”
- 4.5 When the Equalities Act came into force, part 1 was applicable only to a limited number of public bodies. However there has been some prominent advocates of this duty being applied to a wider range of public organisations including local authorities.
- 4.6 The Equalities and Human Rights Commission published a report entitled “Progress on Socio-Economic Rights in Britain” in which they recommended the Government:

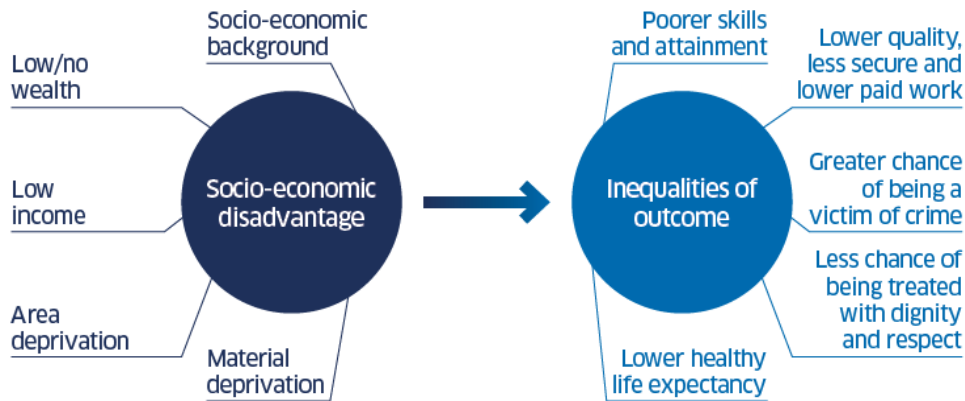
“Implements the duty on public authorities to take account of the impact of their decisions on socio-economic inequalities under Part 1 of the Equality Act 2010 in England and Wales.”²
- 4.7 In addition to this the United Nations Committee on Economic, Social and Cultural Rights published in 2016 an enquiry into the UK and Northern Ireland in which they recommended:

“The Committee recommends that the State party bring into force the relevant provisions of the Equality Act that refer to the public authorities’ duty on socio-economic disadvantage, as well as to the prohibition of intersectional discrimination, in order to enhance and guarantee full and effective protection against discrimination in the enjoyment of economic, social and cultural rights.”³
- 4.8 In Scotland the Fairer Scotland Duty came into force in April 2018 meaning part 1 of the 2010 Equalities Act will now apply and public authorities in Scotland will now have a legal responsibility to actively consider (‘pay due regard’ to) how they can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions. There is also discussion in Wales with National Assembly for Wales recommended in

² EHRC Progress on Socio-Economic Rights in Britain, March 2018
<https://www.equalityhumanrights.com/sites/default/files/progress-on-socio-economic-rights-in-great-britain.pdf>

³ UN Economic and Social Council “Concluding observations on the sixth periodic report of the United Kingdom of Great Britain and Northern Ireland*” 14 July 2016
<http://docstore.ohchr.org/SelfServices/FilesHandler.ashx?enc=4slQ6QSmIBEDzFEovLCuW3XRinAE8KCBFoqOHNz%2FvuCC%2BTxEKAI18bzE0UtfQhJkxxOSGuoMUxHGypYLjNFkwxnMR6GmqogLJF8BzscMe9zpGfTXBkZ4pEaigi44xqiL>

October 2018 that the Welsh Government should “outline its latest position on the introduction of the socio-economic duty, given that the power to do so will be devolved under the new settlement.”⁴ Socio-Economic inequalities are a key theme within the corporate strategy and the new CES will have an overarching theme of social mobility (see next section).



Scotland Duty: Interim Guidance for Public Bodies⁵

5 Lewisham

The Comprehensive Equalities Scheme

5.1 The Council’s Comprehensive Equality Scheme (CES) is the Council’s framework through which policy development and service delivery should be developed and viewed. It incorporates the Council’s five equality objectives.

- **tackle** victimisation, discrimination and harassment
- **improve** access to services
- **close** the gap in outcomes for all residents
- **increase** mutual understanding and respect within and between communities
- **increase** citizen participation and engagement

5.2 The CES has a specific focus on the development of strategies and plans as this is where resources and effort to facilitate delivery of services is targeted.

5.3 During the 2019-20 municipal year, the Council will be developing the Comprehensive Equalities Scheme (CES) for 2020-24. The intention is that the new CES will adopt the same emphasis on strategies and plans as previously.

5.4 It is proposed that the overarching theme of the CES 2020-24 will be ‘social mobility’. This theme underpins the wider work that the Council undertakes in

⁴ <http://www.assembly.wales/laid%20documents/cr-ld11793/cr-ld11793-e.pdf>

⁵ <https://www.gov.scot/publications/fairer-scotland-duty-interim-guidance-public-bodies/>

terms of promoting the social, economic and environmental well-being of Lewisham residents. However, through the CES, the intention is to make the ambition of 'social mobility' more explicit and as part of this, the Council will be engaging with a wide range of local stakeholders to seek their view, ideas and input.

Data Gathering

- 5.5 A review of the Council's approach to equality data monitoring is currently underway. The broader aim of the data monitoring review is to enhance the organisation's capacity for evidence-based decision-making. The review recognises that the equalities landscape is changing and that residents and service users may have a number of characteristics and experiences. It is therefore felt that an enhanced approach to equality data monitoring will improve the way in which the Council designs and delivers services.

BAME equalities report

- 5.6 Over the next few months, the Council is reviewing BAME equalities and producing a report. The aim of the report is to capture and analyse data relevant to the experience of the BAME community in Lewisham. Insights gained from the analysis will then be used to inform policy and service responses. Initially the proposal is that the report will be published annually. Areas to be covered by the report include the following:
- demography
 - housing
 - health
 - education
 - employment

Corporate Equalities Policy

- 5.7 The Council's Corporate Equalities Policy⁶ is the Council's guide to monitoring, analysing and promoting equality in Lewisham. The policy provides a guide to equalities monitoring, collecting data and to completing Equality Analysis Assessments.

The Council Directorates:

- 5.8 Safer Stronger Communities Select Committee requested that each Executive Director produce a summary highlighting the key equalities issues facing their Directorate over the next few years, for this scoping paper. Each of the summaries are included in their entirety at Appendix 2 of this report.

⁶ https://lewishamcouncil.sharepoint.com/:w:/r/sites/Intranet/_layouts/15/Doc.aspx?sourcedoc=%7B6E8D9E21-A038-4EA1-AEC2-E1882F54E8E8%7D&file=CorporateEqualityPolicy.docx&action=default&mobileredirect=true&DefaultItemOpen=1

- 5.9 Across all four directorates key themes emerged in terms of the challenges faced, including: understanding and adapting to demographic change; adapting to the reduction in public spending and budget cuts; the challenges faced by Brexit; and data capturing and the availability of data. Socio-economic equality including income deprivation and income deprivation affecting children was also a key theme, together with an acknowledgment that this has not always been fully understood due to gaps in the available data. The summaries also point to budget cuts and public spending reduction disproportionately affecting the most disadvantaged. Supporting and better understanding the data and needs of residents with multiple characteristics (intersectionality) is also a theme across all directorates and improving Equality Analysis Assessments. Each directorate has specific focuses within these areas that are listed in full at Appendix A.
- 5.10 Key areas for **Customer Services** include: affordable housing and meeting the needs of vulnerable groups; the Syrian refugee programme; monitoring the risk of EU Nationals having “No recourse to public funds” if there are challenges to settling their immigration status; and monitoring intersectionality (those who have more than one protected characteristic or need) through software to predict growth and improve timeliness for intervention.
- 5.11 **Children and Young People Directorate** key areas include: the increase in demand for SEND provision and rise in numbers of children with Education and Healthcare Plans (EHCPs); access to mental health services in particular for the most socio-economically disadvantaged and for BAME young people; improving school attainment in particular for Black Caribbean children and White children on free school meals; reducing exclusions and in particular the over-representation of Black Caribbean pupils. Increasing the representation of BAME people in senior management in schools and on governing boards was highlighted along with data gathering from externally commissioned services. Other areas such as childhood obesity and the disproportionate affect on socio-economic disadvantaged and BAME communities and ensuring disadvantaged 2 year olds had access to free early years provision were also highlighted as key issues facing the directorate from an equalities point of view.
- 5.12 **Community Services** has a strong emphasis on supporting vulnerable adults through Adult Social Care provision. They have emphasised that the support is broader than the Equalities Act and is about promoting the right to live independently. Again there is an emphasis on socio-economic status and that this is neglected in the Equalities Act. Similarly to other Directorates the challenges of ensuring the robustness of Equality Analysis Assessments is also raised. There has been a strong emphasis on unconscious bias and disproportionality particularly within the criminal justice system. The summary also acknowledges that “the Directorate can sometimes struggle to fully understand where its role begins and ends in terms of addressing wider issues of inequality/disproportionality particular in times where budgets are very tight and the need to maintain a core service offer is the primary consideration.”

- 5.13 Like other Directorates, **Resources** emphasised the equalities challenges brought about by Brexit and budget cuts and the challenges and importance of having reliable and relevant data including monitoring demographic trends. Other areas included “channel shifting” and the digitalisation of public-facing services ensuring that vulnerable groups were not excluded, and the importance of monitoring compliance with policy standards and data quality across the organisation.

6. Meeting the criteria for a review

- 6.1 A review into “How Lewisham Council embeds Equalities across its service delivery” meets the criteria for carrying out a scrutiny review, because:
- It is a strategic and significant issue and affects a large number of people in the Borough.
 - A scrutiny review would be timely as the Council’s is reviewing the relevant policy area as it is developing a new Comprehensive Equalities Scheme.

7. Key lines of enquiry (KLOE)

- 7.1 It is proposed that the review draws on evidence from key Council Officers as well as partner organisations, national research and experts. At its meeting on 30th April, the Committee agreed that the following areas should be included in the scope for the review:
- The Council’s employee profile and staff survey results;
 - How equalities is embedded across the Council including organisations funded by the Council;
 - Equalities Analysis Assessments including looking at what best practice is and how they are carried out in Lewisham;
 - Data and disclosure rates.

It was also requested that each Directorate be asked to highlight the key issues in their area, which has been done (Appendix A).

Specific KLOE:

7.2 Employee Profile and Staff Survey Results

1. Is the Council meeting equalities obligations as an employer?
2. What do the staff survey results tell us?
3. Are staff engaged and treated fairly?
4. Are there any barriers for staff?
5. Are different groups and those with protected characteristics represented at all levels in the organisation?
6. Are there any causes for concern – dissatisfaction/grievances/high turn-over?
7. Does the employee profile reflect the community Lewisham serves?

7.3 Equalities in Lewisham

1. How is Lewisham Council meeting its equalities obligations under the 2010 Equalities Act and Public Sector Equality Duty?
2. What is the Council's Comprehensive Equalities Scheme and how successfully is it embedded in decision-making and policy and strategy development?
3. How else is equalities embedded across the Council including Equality Analysis Assessments and Equalities implications in committee reports?
4. What is the importance of socio-economic inequality and income deprivation? How can the Council promote socio-economic equality?
5. How does the Council ensure equalities are embedded in the commissioning process for third party organisations that deliver services?
6. What can we learn from the work of partner organisations such as Metro (commissioned by Lewisham to provide a strategic equalities lead)? Are Lewisham residents' equalities needs known and taken into account? Do gaps exist?

7.4 Best Practice on Equalities and on Socio-economic deprivation

1. What are the best performing local authorities and government organisations doing?
2. How can local authorities take socio-economic factors into account in terms of promoting equality? (Consider the indices of Multiple Deprivation data release and evidence from Scotland on the Fairer Scotland Duty).
3. Are there any examples of good community engagement strategies that the Council could learn from?

8. Timetable

8.1 The Committee is asked to consider the outline timetable for the review set out below. It is suggested that two evidence sessions take place in addition to attending any visits as necessary.

8.2 Employment Profile and Staff Survey Results – (16 July 2019)

1. Receiving evidence from Council officers on the Employment profile and staff survey results.
2. Receiving evidence from the Unison branch representative on key issues raised by staff.

8.2 First evidence-taking session – Equalities in Lewisham (9 October 2019)

Receiving evidence to address KLOE as outlined in section 7.3 above and questioning officers and witnesses on their evidence. Including from:

1. Key Council officers.

2. Chair of the Corporate Equalities Board (Executive Director for Community Services)
3. Local stakeholders with a strategic Lewisham view – for example Metro Charity.

8.3 Second evidence-taking session – Best Practice on Equalities and on Socio-economic deprivation (26 November 2019)

1. Receiving verbal and written evidence from national organisations and practitioners. This could include: the Equalities and Human Rights Commission, local authorities with examples of good practice, academic practitioners.
2. Receiving verbal and/or written evidence on socio-economic deprivation.

8.4 Engaging partner organisations and the community (September – December 2019)

To help the Committee assess the situation from the broadest context it would be useful to hear from partner organisations and the community.

1. Through the Council's Main Grants Programme, a number of organisations are funded to take a lead on identifying and addressing barriers to engagement of communities that do not traditionally access services or have a disproportionate representation within particular services. In particular the Metro Centre has been commissioned by the Council to provide a strategic equalities lead as well as working with LGBT communities. Other Lewisham organisations include: the Stephen Lawrence Centre to work with black and minority ethnic communities; the Lewisham Refugee and Migrant Network to work with refugee and migrant communities; the Lewisham Pensioners Forum to work with older people; and the Lewisham Education Arts Network (LEAN) to work with young people.
2. Any evidence and data from attending meetings of partner organisations will be compiled and provided to the committee as evidence at the meeting on 26 November to help shape questioning and challenge of witnesses.

8.5 Recommendations and final report (16 January 2019)

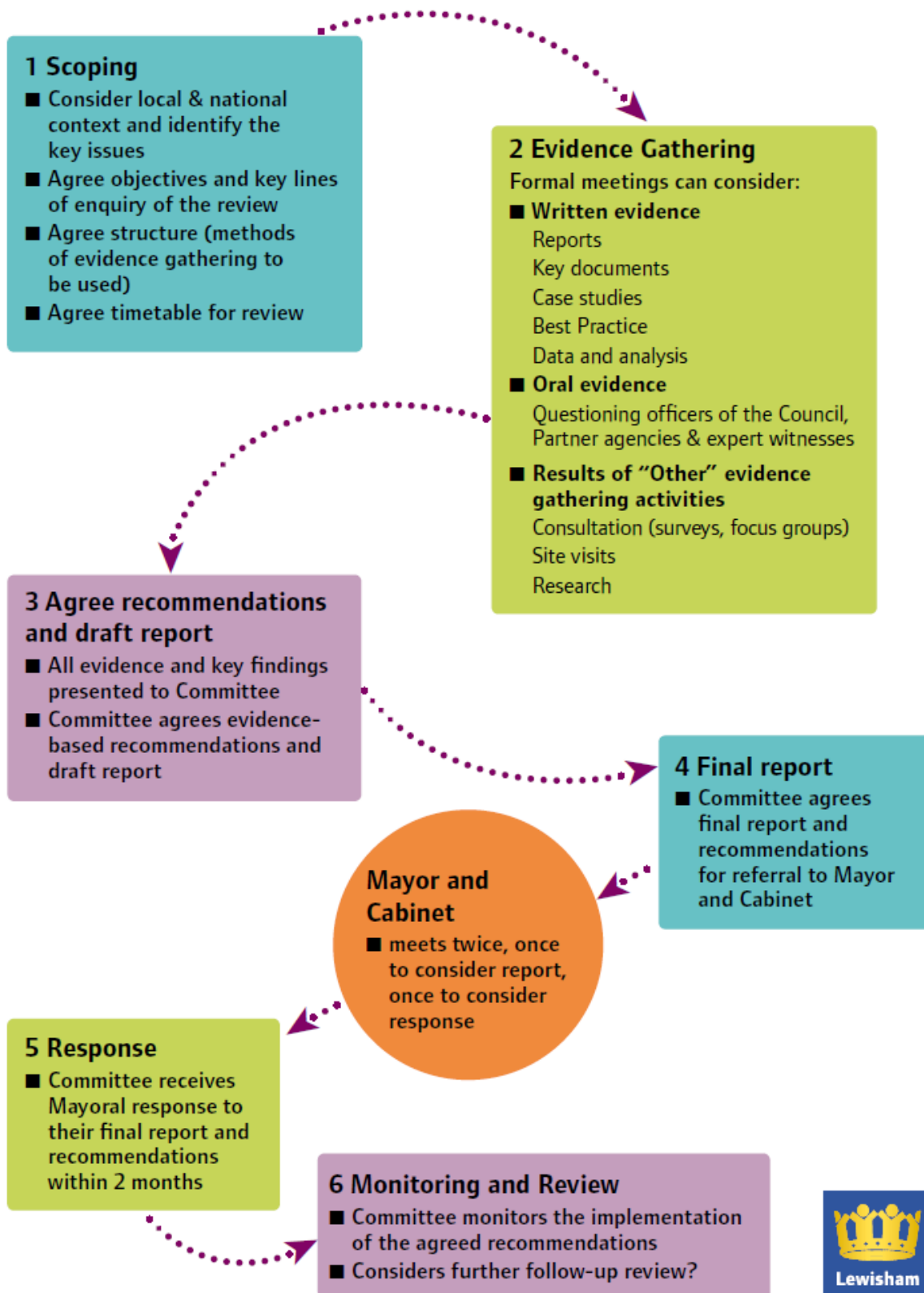
1. Considering a final report presenting all the evidence taken and agreeing recommendations for submission to Mayor and Cabinet.

9. Further implications

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

For further information please contact Katie Wood, Scrutiny Manager on 020 8314 9446

How to carry out an in-depth review



APPENDIX A

Key Equalities Issues for each Directorate

Safer Stronger Communities Select Committee requested that each Executive Director produce a summary for the Committee highlighting the key equalities issues facing the Directorate. This Appendix contains the response from each Directorate and can be used by the Committee to help scope their review.

Community Services Directorate

1. This briefing summarises some of the main equality issues facing the Community Services Directorates. The briefing covers both policy issues as well as practical process management issues.
2. The Community Services Directorate supports the following services:
 - Adults social care
 - Public protection and safety
 - Public health
 - Culture and community development
 - Adults commissioning

Overview

3. A summary of key equalities issues that are impacting upon the Directorate are set out under the sub-headers below.

budget cuts

4. The impact of austerity has undoubtedly had the hardest impact on the most vulnerable households and most disadvantaged groups. Since 2011, the Council has reduced its revenue budget by some £160m. Limited resources mean that there is less to go around, with the inevitable consequence that those who are least equipped to help themselves face the most negative impact.

service users

5. Whilst the Directorate provides a range of services for the whole borough, it also provides services to specific groups such as vulnerable adults. In total there are some 3,500 adults aged 18 plus in receipt of social care services. In terms of adults social care one of the key equality issues and challenges is to promote independence for adults to and to ensure that where possible, they are able to live in their own homes. This specifically considers equality in its broadest sense i.e. the right to live independently regardless of health status rather than through the narrow confines of the equality act. This highlights an issue that runs throughout the Directorates consideration of the equality agenda namely that we tend to be driven by the stipulations of the Equality Act, and the defined protected characteristics, to the detriment of other considerations which may be equally pertinent in Lewisham e.g. socio-economic status.

Brexit

6. The implications of Brexit are still to be fully understood. However, it is accepted that the economic impact is likely to be negative. The Council is seeking to better understanding the numbers of impacted EU citizens in Lewisham, including those to whom the Council has a direct duty of care. This will ensure that we are able to target support more appropriately to those in the greatest need.

data capture

7. It is important to note that the provision of personal information is always discretionary and the Council has no right to mandate that anyone completing a survey or requiring access to a service should provide personal information. However, it is recognised that the Council could do better at making the case for collecting this data as it is a valuable source of evidence for strategy development, equality analysis assessment, service planning and for understanding the impact of budget decisions. An example of specific things that could be done to improve disclosure rates in surveys, undertaken by the Directorate include the following:
 - making specifically clear how personal (equalities) information will be used to improve services, develop services and improve customer experience
 - demonstrating how such information has been used effectively in the past to improve services, develop services and improve customer experience

robustness of equality analysis assessments

8. It is acknowledged that the quality and robustness of equality analysis assessments needs to be better. This is an organisation-wide challenge, not just one for Community Services. Part of challenge is that the variation of data needed to inform robust equality analysis assessment that provide, not just breadth across protected characteristics, but also depth in terms of understanding the complexity of those characteristics is not always available. The reason for this, is perhaps due to the fact that the rationale for collecting the data is not always clearly articulated and agreed from the outset.
9. The Directorate undertakes robust equalities analysis at the time of major changes or set piece activities e.g. the re-commissioning of a service/the re-letting of the grants programme but the day to day use of equalities data to develop and change service is less well developed. This is also the case for on-going analysis following a specific cut or re-organisation as the assessments tend to be 'snap-shots in time' rather than longitudinal studies. In addition the assessments are often focused on the specific, direct impact that a cut or change may have, rather than considering wider impacts across the council and/or community. This is in part a resources issue as the service development/monitoring function has suffered alongside all others in relation to budget cuts.

gaps in data breadth and depth

10. It is acknowledged that for some protected characteristics, data capture is better than others. For example, race, disability, gender and age are characteristics where there is better access to data. By contrast gender reassignment and sexual orientation are examples of protected characteristics where the volume and variability of data for analysis and decision-making is either limited or virtually non-existent.
11. It would be useful to know about instances where service users have accessed the Council through multiple points of entry (children's social care, adults' social care, housing, benefits etc). On a very practical level the routine sharing of that sort of information means that the Council can gain a more complete picture of a service user, where their needs reflect multiple- characteristics and support the process of service development. However, it is also invaluable to the extent that it prevents the need to double-count. To this end, the Council could explore this kind of equality data mapping and sharing as an area for development.
12. It should also be noted that attempts to improve the level of data capture can lead to un-intended and negative consequences e.g. recent attempts to improve the level of data on leisure centre visitors led to long queues at reception as data capture was undertaken.

Interface with wider community and services

13. The Directorate can sometimes struggle to fully understand where its role begins and ends in terms of addressing wider issues of inequality/disproportionality particular in times where budgets are very tight and the need to maintain a core service offer is the primary consideration.
14. This will include issues relating to wide ranging health inequalities or disproportionality within the criminal justice system where drivers and system interfaces are wide ranging and complex.
15. This is not to say these issues are not directly considered by services e.g. the Safer Lewisham Partnership board have focused on disproportionality in the CJS for 5 years and have a robust plan in place and review this issue regularly across the partnership focusing on "How do we understand and ensure negative bias is reflected upon and protected against" and have led work delivering unconscious bias training for all senior leaders across the partnership. There is also excellent data available in areas like Stop and Search and YOS where we are proactively looking at the data in respect of disproportionality and using it to question, challenge practice and take action but the question remains how far these positive interventions can address wider issues within society.

Introduction

16. This briefing summarises some of the main equality issues facing the Customer Services Directorate. The briefing covers policy and practical process management issues.

17. The Customer Services Directorate is comprised of the following service divisions:

- Housing
- Planning
- Regeneration
- Environment

Overview

18. A summary of key equalities issues that are impacting upon the Directorate are set out under the sub-headers below.

Borough demography

19. Lewisham is changing. This change is evident not just in terms of population growth, but also in terms of the diversity. By the time of the next Census in 2021, the population of the borough is forecast to reach 318,000. The impact of people living longer means that over time the population of over 65's is expected to increase. Lewisham is also likely to see a rise in the number of single person households (continuing the trend over previous Censuses). A further significant change will be the increase in the BAME population, which is expected to account for at least half of all Lewisham residents by 2021. The impact of the above present policy and service challenges for the Council, in terms of housing, area regeneration and demand for local services.

Budget cuts

20. Austerity has had a significant impact on the Directorate and the specific individuals and groups that it serves. Between 2010/11 and 2018/19, the Customer Services Directorate revenue budget has been reduced by £27.3m. The challenge for the Directorate is that the scope and scale of cuts is inevitably impacting on the most vulnerable groups and communities. Whilst the Directorate will always look to mitigate negative impacts, where-ever we can, this has become increasingly difficult.

Service users

21. The Directorate provides services to some of the most vulnerable residents in the borough such as older people, the disabled and homeless families. Currently there are just over 2,189 households living in temporary accommodation, of which about 2,000 are households with children.
22. By working alongside housing developers and through its wider planning and regeneration role, the Directorate seeks to increase the number of affordable homes in the borough. The issue of housing affordability is significant in the broader context of socio-economic equality (the average household income in Lewisham is below that of London). The Directorate has also recognised the need to develop housing solutions that meet the needs of other groups such as those of LGBT and older residents.
23. In addition to the above, the Directorate is supporting the Syrian Refugee Programme. To date, some 17 families have been accommodated in the borough through the programme. Our target is to welcome 100 families in total by 2022.

Brexit

24. In common with other parts of the Council, the Customer Services Directorate is gearing up for the impact of Brexit. Some of the issues that we are monitoring very closely include:
 - numbers of EU national presenting as homeless at our Housing Options Centre,
 - numbers of EEA nationals accessing the private rented sector who may have less knowledge about housing rights
 - reluctance of Landlords to rent to EEA nationals due to lack of legal clarity, which could result in approaches to the council and possible obligations on us to provide housing

Data capture

25. The Directorate undertakes a wide-range of public consultations that are consistent with our programme of strategy and service development. As part of this, we routinely ask that consultees complete a diversity questionnaire so that we can better understand the implications of our proposals on them. It is important to note that the provision of personal information is always discretionary and the Council has no right to mandate that anyone completing a survey or requiring access to a service should provide personal information. However, it is recognised that we could do better at making the case for collecting this information. This is an area that the Directorate is working on with corporate colleagues.

Gaps in data breadth and depth

26. It is acknowledged that for some protected characteristics, the availability of data is more plentiful than for others. For example, race, disability, gender, pregnancy & maternity and age are characteristics where there is better access to data. By contrast

gender reassignment and sexual orientation are examples of protected characteristics where the volume and variability of data for analysis and decision-making is limited. Whilst the Directorate is keen to ensure that it captures relevant data, we are also mindful of the need to ensure that the case for data collection is based on a sound business case, rather than collection for collection sake.

assessing residents with multiple characteristics

27. As a Directorate, we are taking active steps to ensure that we have the most complete understanding of 'multiple characteristics' in assessing the needs of residents who approach the Council for help. For example in housing; knowledge of an applicant's age, disability and maternity status help us to better assess their eligibility for services. Going forward, we are keen to develop this approach including through the use of smart software and data matching to predict growth in service demand and, where possible, to improve the timeliness of service interventions.

robustness of equality analysis assessments

28. In the performance of its role, the Customer Services Directorate collects a wide range of data. In some instances, data is collected through routine assessment for service eligibility, whilst in other instances it is obtained in response to consultations, complaints and other interactions with the public. However, it is acknowledged that the quality and robustness of equality analysis assessments could be further improved upon. Part of the challenge is that the variation of data needed to inform robust equality analysis assessment in terms of breadth across protected characteristics as well as depth in terms of understanding the complexity of impact, is not always readily available. The reason for this, is perhaps due to the fact that the rationale for collecting the data is not always made clear.

oversight of directorate management

29. The Directorate Management Team, continues to keep its approach to equalities under review. This is necessary to ensure that our approach is both consistent and sufficiently nuanced to reflect the specific and individual needs of each service area. The ongoing programme of work, which is being overseen by the Executive Director for Customer Services, will continue.

Children and Young People's Directorate

Introduction

30. This briefing summarises some of the main equality issues facing the Children and Young People's Directorate. The briefing covers both policy challenges as well as what we understand to be some of the practical and process management issues.
31. The Children and Young People's Directorate is comprised of the following service divisions:
- Children's Social Care
 - Joint Commissioning and Early Help
 - Education

Overview

32. A summary of equality issues being addressed by the Children and Young People's Directorate are set out under the various sub-headers below.

understanding the changing borough demographics

33. About a quarter of Lewisham's 301,000 population is comprised on children and young people aged 0-19. In terms of ethnicity, whilst 46 per cent of the borough's general population are of BAME heritage, this rises to 68 per cent for children in care and 76 per cent for the borough's schools population. There are also more than 170 languages spoken by children attending Lewisham schools.
34. About a third of the borough's children live in poverty, with 'income deprivation affecting children' particularly pronounced in Evelyn, Bellingham and Downham. Between 2014 and 2019, Lewisham has seen a 60 per cent increase the number of children and young people issued with an Education Health and Care Plan (as a result of their Special Educational Need/ Disability).

impact of budget cuts on services for children and young people

35. Public sector austerity has had a significant impact on the services provided in the Children and Young People's Directorate. Between 2010/11 to 2018/19, the Directorate has seen its budget reduced by 30%. The Directorate, is also impacted by cuts to the various support services upon which the Directorate relies and the austerity impacts on partners such as police and health.
36. Whilst it is recognised that the burden of spending cuts must be borne by the entire organisation, the challenge of delivering savings, whilst at the same time protecting the borough's most vulnerable residents presents an even greater challenge. The fact that

in 2017/18 more than 90 per cent of Councils, nationally, overspent their children's social care budgets underlines the above point.

Service need and demand

37. Set out below is a summary of service need and demand issues for services operating within the directorate:

- **Ensuring the right provision at the right time and of the right quality to young people with special educational needs and disabilities (SEND).** Provision in Lewisham is good but demand is rising (Ref: SEND Strategy 2016-2019). A new strategy to be agreed by December 2019
- **Ensuring access of BME children and young people and economically disadvantaged to mental health services.** Under-representation in services, long waiting lists for some services (Ref: CAMHS Transformation Plan Member led and NHS Improvement Recommendations All Age BAME Mental Health Equality Audit)
- **Improving school attainment of Black Caribbean pupils and White Free School Meals pupils.** Nationally, these are the lowest attaining groups – mirrored in Lewisham. (Ref: Report to CYP Select Committee, March 2019 and BME attainment strategy to CYP Select Committee and M&C September 2019)
- **Understanding ethnic breakdown of children and young people at different points in the children's social care system.** Pattern differs between ethnic groups at the stages of the child safeguarding process. Further analysis is planned.
- **Tackling overrepresentation of Black Caribbean pupils in permanent school exclusions.** As in other London boroughs, there is over-representation of Black Caribbean pupils in those permanently excluded, lining up with overrepresentation in criminal justice system. This is being addressed through the Inclusion Strategy (Ref: Review by CYP Select Committee reported 12th June 2019)
- **Increasing BME representation in senior management in schools.** Data is not good but this issue has been identified as a priority by Lewisham Learning, the school-led school improvement partnership.
- **Increasing the numbers of BME governors.** Data collection undertaken spring 2019 to establish baseline. (Ref: Report to CYP Select in September 2019)
- **Reducing childhood obesity which disproportionately affects BME and disadvantaged groups.** Rates for obesity and excess weight in Reception are the lowest recorded and now lower than England. A reduction in obesity prevalence for the fourth consecutive year was also seen in Year 6, but remains significantly higher than England. Rates higher in BME children and in the most deprived wards (Ref: Whole Systems Obesity action plan 2019-21. Reports to WSO project board)

- **Ensuring disadvantaged 2 year olds access free early years provision** – accessing early years provision improves the life chances of children and improves parents access to work. Lewisham has increased take up by 12% to 64% (Ref: Early Years Strategy).

Brexit

38. The Directorate is represented on the Council's Brexit Working Group. For children and young people, one of the major challenges is to ensure that the Council fulfils its role, as a Corporate Parent, to assist children and young people currently in care and those who have left care (who are EU nationals) to apply for Settled Status if they so wish. It should be noted that the Directorate is already taking active steps to address this issue.

data analysis

39. The Directorate holds a wide range of equalities data across protected characteristics. The data is collected across the range of services provided by the Directorate and provides it with a critical view through which to better understand the impact of its actions upon children and young people living in the borough. However, an area where services in the Directorate could be more effective is with regard to data analysis. The main constraint here is the limited capacity available at service or corporate level that can be devoted to this activity.

robustness of systems and processes

40. The Children and Young People's Directorate is the business systems owner of the Liquid Logic Children's Casework System. The system is the primary tool used by Children's Social Care to manage records for children and young people who come to the attention of the local authority. The variants of information held on the system include demographic data eg: age, ethnicity, gender, race and disability. Currently there is a major programme of transformation that that will deliver the end-to-end reconfiguration of the system and improve data recording on the system. This in turn will also improve both data recording, reliability and social work practice.

externally commissioned services

41. The Directorate commissions a wide range of services from external providers. These services are crucial in terms of meeting the needs of vulnerable children and young people in the borough. As part of the Early Help Strategy, the Directorate is strengthening the consistency in our approach to data gathering from service providers.

Resources Directorate

Introduction

42. This briefing summarises some of the main equality issues facing the Resources Directorate. The briefing covers both policy and practical process management issues.

43. The Resources Directorate is comprised of the following service divisions:

- Public Services
- ICT and Digital Services
- Corporate Resources
- Financial Services

Chief Executive direct reports, who attend Resources Directorate Management Team

- Strategy and Communications
- Policy and Governance
- Human Resources
- Legal Services

Overview

44. Although Resources is comprised almost exclusively of back office service areas, there are a significant number of equality issues affecting the Directorate. A summary of these issues are set out under the sub-headers below.

Understanding the changing borough demographics

45. There are significant issues here for support services in terms of helping frontline service areas to ensure that the Council continues to meet the needs of our diverse borough, whether that be in terms of strategic planning, or establishing the corporate approach to promoting equality and fairness in the provision of services and performance of functions. This is mainly addressed through the business planning and performance reporting frameworks the Council operates.

Impact of budget cuts on support services and financial monitoring

46. Public sector austerity continues to impact on the most vulnerable households and disadvantaged groups in the borough. The Council has sought to protect frontline service areas from the worst of the cuts programme. In order to do so the Resources Directorate has, as a proportion of its budget, borne the greatest burden of spending

cuts with more to come. Between 2010/11 and 2018/19, the Resources Directorate has seen its revenue budget reduced by £30.8m.

47. However, the reduction in support service spend is not without consequence for the Council. This is because limited back office capacity (whether in terms of ICT support, workforce development, strategic planning or data analysis) has a negative impact on the ability of services to function effectively.
48. In terms of process, the impact of budget savings proposals is assessed as part of the consideration of equalities in all cuts proposals, presented to Members for pre-scrutiny before Mayor & Cabinet decision. If agreed, services are then responsible for completing and monitoring the equalities impact as cuts are implemented.

Brexit

49. The Division is actively involved in co-ordinating the Council's response to the implications of Brexit on Lewisham. The Director of Policy and Governance chairs the cross-directorate Brexit Working Group and liaises with London as the Council's designated Single Point of Contact. The Director of Public Services chairs the Lewisham Resilience Planning and co-ordinates both emergency and business continuity planning across the Council. The effective performance of this function is crucial if the Council is to be able to ensure continuity of service, particularly for the most vulnerable residents and protect cohesion in borough from those who would want to foment community tensions.

Public facing services supported by the directorate

50. Public Services is the only resident-facing Division in the Directorate. The Division performs a wide range of functions with significant equalities implications including the collection of revenues and the award of benefits to vulnerable residents. The service also provides a first point of contact to the residents of the borough.
51. In addition, the Division manages the Council's information requests and complaints service and parking service. Equalities are considered when making any changes to these services, whether imposed by central government policy change or through service enhancements (e.g. technology).

Digitalisation of public facing services

52. The impact of spending cuts has seen a number of customer facing services move from face-to-face channels to online. Whilst such an approach has been necessary to generate cost savings, there remains the risk that communities who are at risk of digital exclusion such as the elderly, street homeless and others without ready access to ICT could become marginalised. There is a work to do here to follow-through the impact of

decisions to 'channel shift' both in the past and ensure that we carefully consider proposals to do so again in the future.

Corporate assurance

53. The Resources Directorate performs a number of functions across the organisation that are geared towards corporate assurance in the area of equalities. For example, the work of Human Resources ensures rigour and fairness in the recruitment process, monitors the diversity of the Council's work force, collects data on issues such as the gender pay gap and supports employee engagement such as through the LGBT and Disability forums. The wealth of data collected by the Human Resources Division forms the basis of an annual employment report presented to Members each July.
54. As part of the Directorate's corporate health and safety role, we co-ordinate work-place accessibility assessments, to ensure that reasonable adjustments can be made to the equipment used by Council staff. This is a key equality role and responsibility not least because it is part of the Council's broader duty of care responsibility for its employees.
55. The corporate audit function helps takes a helicopter view of the discharge of all Council functions and services to ensure that they are compliant with policy standards and holds services to account for addressing areas for improvement.
56. Through the exercise of the corporate performance management function, the Resources Directorate produces a suite of reports for services across the Council. The data contained in these reports supports services in adults and children's social care and is necessary to inform management action and safeguard the well-being of vulnerable service users. The Directorate has also been leading on a wide-ranging programme of data quality management.
57. Legal Services provides advice to services across the organisation, with specialist and helps to ensure that decision are consistent with legislation and regulation, in particular where this relates to Children's, Health & Social Care, Equality and Human Rights legislation. Legal Services also review and comment on equalities as part of the legal implications in all written decision reports, whether to Mayor & Cabinet or delegated to officers. In addition, the Director of Law delivers an equality briefing to senior managers to ensure that they understand their roles and responsibilities under the law.
58. In terms of business governance on equalities agenda, the Resources Directorate convenes the cross-directorate Corporate Equalities Board. The Board, which is chaired by the Executive Director for Community Services, oversees the programme of work as it relates to service and employee-related equality issues.
59. However, it is recognised that more can and should be done to enhance the way in which services operating within the Resources Directorate discharge their roles and functions. In particular, the extent to which all services discharge those functions through the prism of equalities, rather than with equalities as a broader contextual consideration.

Data capture

60. With the unrelenting pace of public sector austerity, the need for reliable equality data to inform decision-making has never been more important. The Council needs to satisfy itself that decisions regarding redesign or targeting of services do not unreasonably impact specific groups or communities and that, where such impacts have been identified, consideration is given to mitigating actions. The Resources Directorate recognises that there is more work to do here in terms of relationship-building with colleagues across the organisation to establish even more effective ways of working as it relates to the capturing equalities data.

Robustness of systems and processes

61. The Resources Directorate has the lead role in developing the Council's strategic and policy framework on equalities. However, it is also recognised that the purpose and focus of strategy and policy should not simply be to establish standards, it should be to effect ways of working. In this regard, there is a greater role for business governance, whether that be at directorate, service or corporate level in ensuring that business standards are exemplified through custom and practice. To ensure that this happens the Directorate continues to work on improving its approach to governance and oversight.

Gaps in data breadth and depth

62. It is acknowledged that for some protected characteristics, data capture is better than for others. For example, race, disability, gender and age are characteristics where this information is more readily available (subject people being willing to declare). By contrast gender reassignment and sexual orientation are examples of protected characteristics where the volume and variability of data for analysis and decision-making is limited.

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	Safer Stronger Communities Select Committee	Item No	6
Title	A Briefing on the 2018/19 Employment Profile		
Wards			
Contributors	Adam Bowles, Director of OD & HR		
Class	Part 1	Date	16 July 2019

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 (separate document).

2 Recommendation

- 2.1 The Safer Stronger Select Committee are asked to note the contents of the report.

3 Policy Context

- 3.1 The Council's Employment Profile connects to all the priorities within the Council's Corporate Strategy 2018-2022 as it relates to the Council workforce who are the main resources that delivers services for the Council. The two Corporate Priority areas that the Employee Profile particularly connect, as we are one of the largest employers in the Borough with 51% our workforce being residents, are:-

- Open Lewisham – Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated
- Building an inclusive local economy – Everyone can access high quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

4 Background

- 4.1 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 inform the people management priorities of the Council.

5 Employment Profile 2018/19 – Headline Figures and Trends

5.1 The Council employed as at 31st March 2019, a headcount of;

- 2363 non-schools employees
- 4446 schools employees
- 124 (excluding schools) casuals/claims employees and
- 652 agency based workers.

5.2 This is an increase of 68 employees from last year's total of 2295, which represents a 3% to the workforce. School based employee headcount decreased in the last year from 4617 to 4446; this is the second year numbers have decreased in Schools since 2011/12.

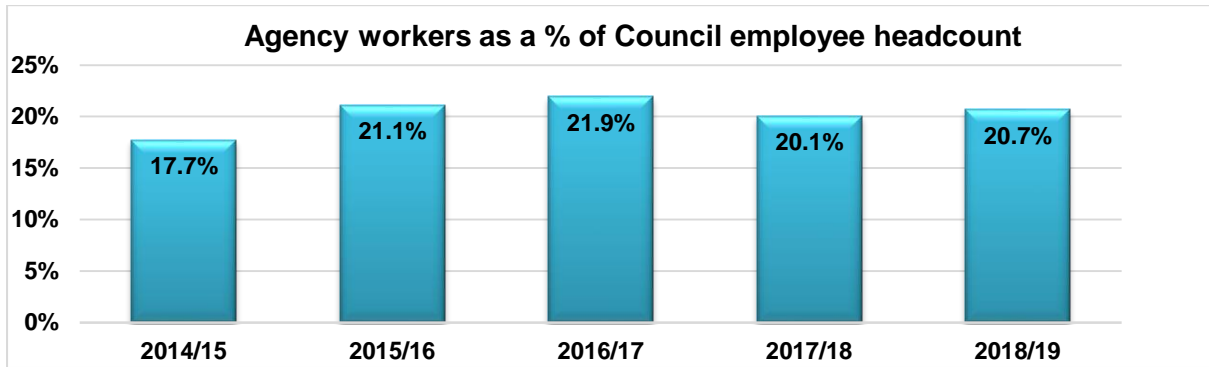
Total Council Non Schools Workforce at 1.04.2018	2295
No. of employees leaving on redundancy terms	16
Less Total Leavers 18/19 (Inc. Redundancies)	223
Add New Starters 18/19	291
Total No of employees at 31.03.19	2363

5.3 During 018/19, 188 voluntary leavers/others left the Council, representing an 8.2% turnover, compared to 8.4% turnover the previous year.

5.4 Analysis of the 188 voluntary leavers, identifies that Directorate turnover is highest in Children and Young People Directorate (12%). The grade band with the highest number of leavers (84) is the PO1 to PO5 band, which, coupled with the percentage of leavers (11.4%) in the length of service band '0 to 4.99 years' which shows the industry issue of ability to maintain longer term service in the areas against a competitive agency market place.

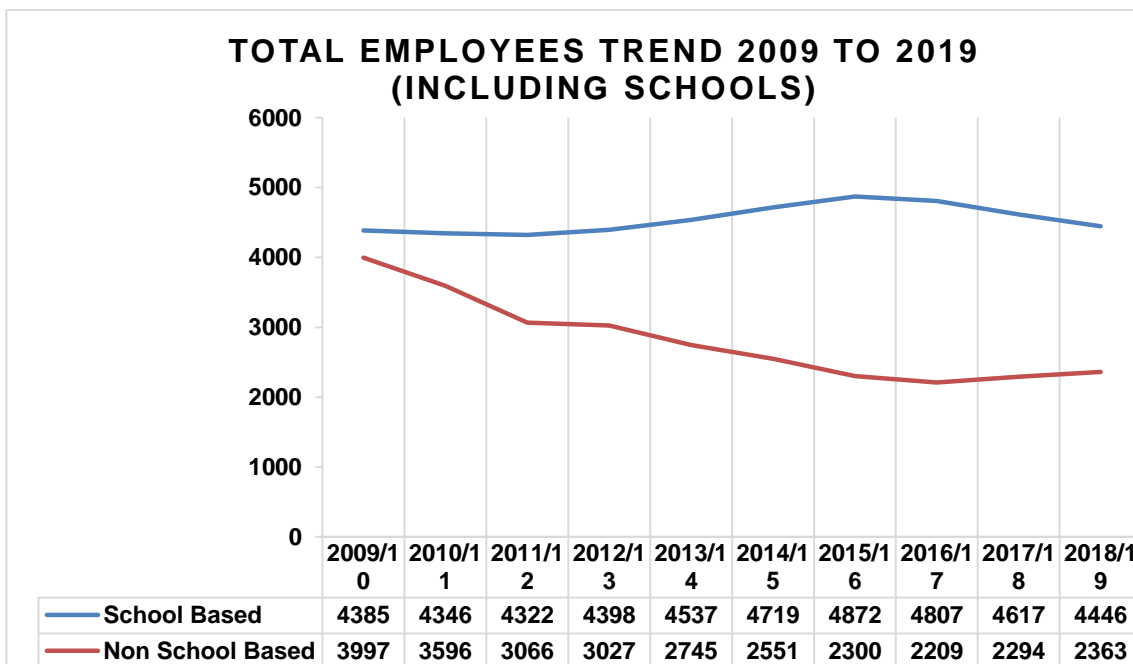
Agency Figures

5.5 Agency employee numbers fluctuated throughout the year but the total number of agency personnel employed as at March 2019 was 652 (or 559 FTE) compared to 664 at March 2018. A trend of agency workers as a percentage of Council employee headcount can be seen below; showing that this rate has remained consistent over the last 4 years at between 20% to 21%. During 2018/19 over 50 workers moved from agency to permanent employment. Work continues in services to reduce the number of agency workers, and look at opportunities to move people into permanent positions.



Employee Trends

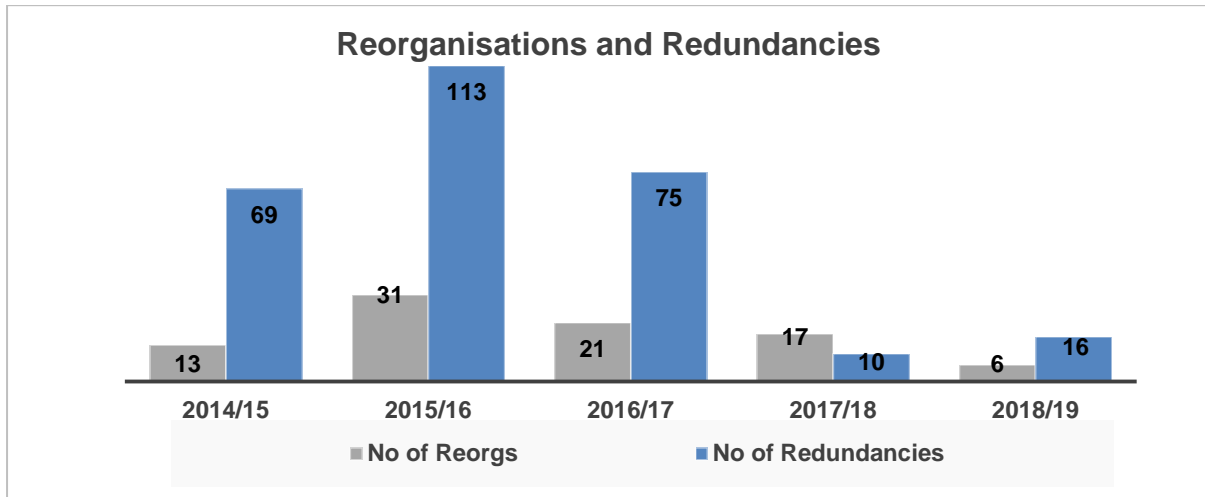
5.6 Outlined below is a trend of the total number of employees between 2009 to 2018/19 (these figures include schools)



6 Organisational Change

Redundancies

6.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 6 reorganisations in the last financial year which resulted in 16 employees being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years.



6.2 This table below outlines the numbers of redundancies by Directorate following the 6 reorganisations during 2018/19.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations /redundancies
Community Services	0	0.00%	0
Customer Services	10	62.50%	2
Children & Young People	4	25.00%	3
Resources & Regeneration	2	12.50%	1
Total	16	100.00%	6

6.3 The table below provides a breakdown of employees made redundant by gender and shows that the percentage of women made redundant in 2018/19 was 68.75% which is broadly similar to the female percentage of the workforce which is 61.2%.

Breakdown of Redundancies by Gender		
Gender	Total Redundancies	% Total Staff Redundant
Male	5	31.25%
Female	11	68.75%
Total	16	100.00%

6.4 The next table below provides a breakdown of redundancies by ethnicity which reflects the ethnicity of the workforce. BAME redundancy at 43.75% compares to a BAME workforce ethnicity of 42.9% and white redundancy percentage of 50% compares to a white workforce representation of 52.2%. The Council continues to monitor the impact of reorganisations on all staff and will take appropriate action as necessary.

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Staff Redundant
BAME	7	43.75%
White	8	50.00%
Not disclosed	1	6.25%
Total	16	100.00%

- 6.5 The highest percentage of redundancies was in the age band '55+' which is not unexpected given the numbers of employees in that age band (658).

Breakdown of Redundancies by Age		
Age	Total Redundancies	% of Total Staff Redundant
2 1- 25	1	6.25%
31 - 35	1	6.25%
36 - 40	1	6.25%
46 - 50	1	6.25%
51-55	3	18.75%
55+	9	56.25%
Total	16	100.00%

7. Representation

Ethnicity

- 7.1 Of the non-schools employees who declared their ethnicity, 1014 are BAME, representing 42.9% of the Council's workforce, an increase of 1.2 percentage points on 2017/18. This is consistent with the median across London Councils of 42% of employees from a BAME background.
- 7.2 Of the 7.2% of the workforce who were promoted during 2018/19 (171 employees), 71 employees were from a BAME background representing 41.5% of all promoted employees, a similar figure to that in 2017/18 (43%) and the percentage of BAME employees in the workforce (42.9%).
- 7.3 The percentage of senior BAME employees (those in grades SMG1 –SMG3) is 18% - a slight increase on last year's reported 17%.
- 7.4 The BAME workforce in 2018/19 makes up 42.9% of all employees, a slight increase of 1.2% 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 later this year 2019, is expected to reduce the percentage of "unknown" further as employees will be encouraged to provide this information.

- 7.5 The Council strives to ensure that its workforce reflects the community it serves. It is encouraging to note that the percentage of BAME appointments during 2018/19 rose to 53.3%, an increase of almost 15 percentage points on the 2017/18 figure. This figure compares to 42.9% of the non-schools workforce declaring they are from a BAME background which is similar to the median percentage rate of 42% BAME employees across all London Councils. By comparison, the percentage of 16 – 64 year olds in Lewisham that are from a BAME background is BAME is 34.5%.
- 7.6 BAME employees account for 16% of the top 5% of earners in Lewisham (those in the grade bands SMG1 – SMG3 and JNC). This compares to a median figure of 17% across all London Councils. However, further work needs to be taken, particularly in recruitment activities to ensure that there is more BAME representation at Director and above level to better reflect our community. With senior vacancies due to their higher salary, both attracting people from a wider geographic area and people who can afford to commute a further distance, against a BAME profile of only 10% in some areas of the south east.
- 7.7 The Council is to provide unconscious bias sessions across all protected characteristics, to managers and a range of further supporting activities is being considered in conjunction with the Mayor's adviser on BAME career development.

Gender

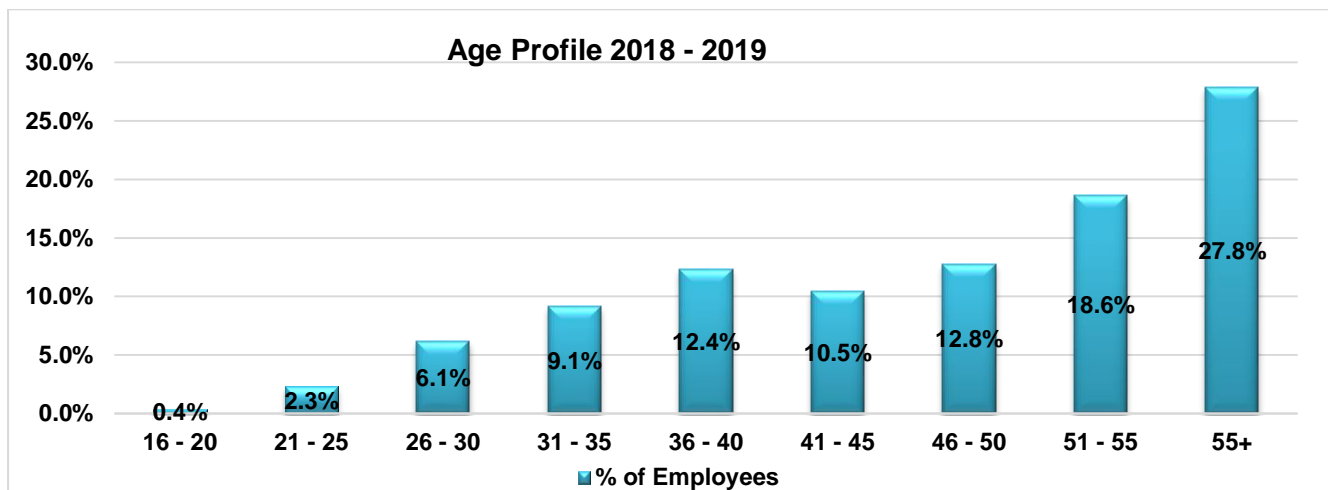
- 7.8 The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. The majority (61.2%) of the Council's employees are women who are well represented at all grades, and compares to the median figure of 63% for all London Boroughs. Lewisham was one of 9 London Boroughs who reported a negative mean (-10.6%) gender pay gap in 2018.
- 7.9 The Council's female staff has increased by 3.2 percentage points on last year's figure and compares to the median figure of 63% for all London Boroughs. Women are well represented at all grades including senior levels, with women making up 59.1% of senior grades (top 5% of earners) which is an increase of 4.1 %age points on the 2017/18 figure.
- 7.10 The Council reported its second Gender Pay Gap report for 2018/19. This showed a pay gap in favour of women at -10.6%, compared to a difference of -11.4% in 2017/18. This is due to having a predominantly high level of female employees (61.2% during 2018/19). A minus figures means that women have the highest level of pay compared to men in the workforce. This is the second highest negative gender pay gap of London Councils. The London mean gender pay gap is 3.5% in favour of men in 2018 and the whole economy GPG is 14.2%.
- 7.11 The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders for 2018/19. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -10.6% (mean) and -12.6% (median). This is the second largest pay gap towards women across Councils in London. The pay quartile information in the lower part of the table 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.

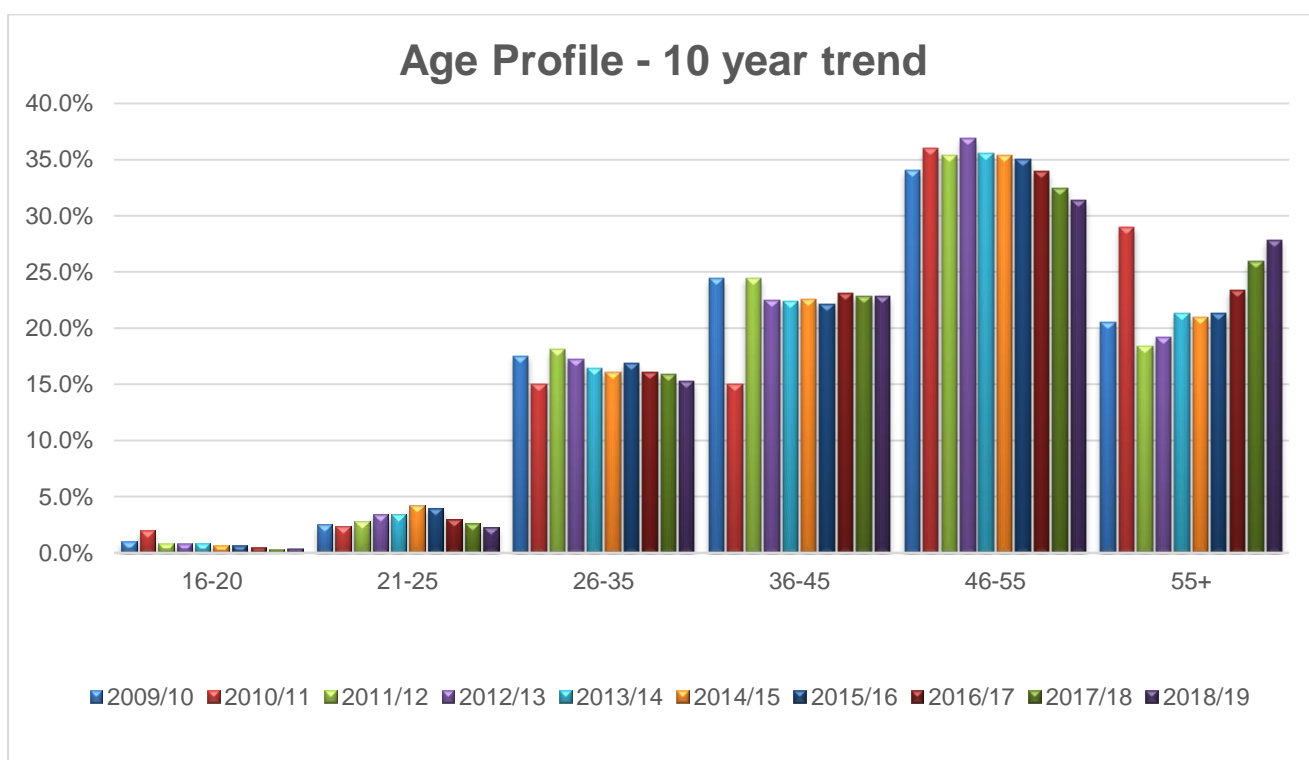
Statutory part of template (data that must be provided under the Equalities Act)				Possible extra data for local collection by London Councils for local benchmarking*			
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay) 2018/19			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	-10.6%			110.6%	£20.78	£18.78	£2.00
Gender pay gap comparison figure Median hourly rate (as above calc but for median hourly rates)	-12.6%			112.6%	£19.60	£17.40	£2.20
Pay quartiles information				Workforce composition			
Pay Quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount	
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66%	34%	100%	390	199	589	
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	70%	30%	100%	420	183	603	
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%	399	192	591	
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	41%	59%	100%	236	344	580	

Age

7.12 The age profile of the Council is outlined below, demonstrating that 46.4% of employees are aged over 50 which compares to a median of 43.7% across London Councils. The average age of the workforce in Lewisham is 44.7 years, compared to a pan London Councils figure of 46 years. The percentage of the workforce aged under 25 is 2.7% which has decreased from 3% in 2017/18. The median figure for employees aged under 25 across London Boroughs is 3.0%.

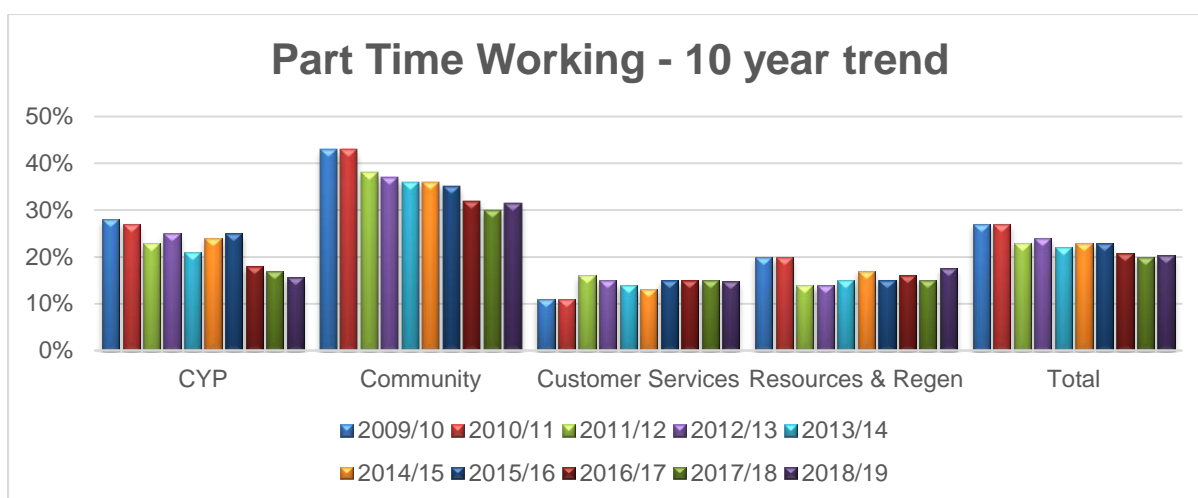


7.13 The chart below shows that over the past 10 years the percentage of staff in age band '21-25' rose from 2.5% to 4.2% during 2014/15 and has fallen during the preceding 4 years to 2.3% in 2018/19. The percentages of employees in the age group 55+ have steadily increased over the past 10 years from a low of 18.4% in 2011/12 to a high of 27.8% in 2018/19.

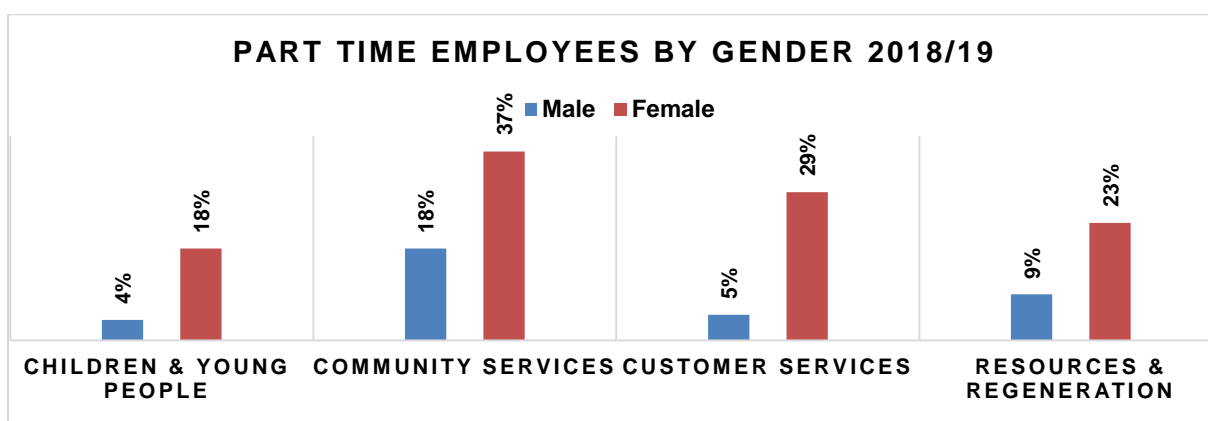


Flexible Working

7.14 The Council continues to encourage the take up of flexible working. In 2018/10 part time employees represented 20% of the Council's workforce. Although the Council encourages part time working, as can be seen in the chart below, the percentage of part time workers across the Council has decreased from 27% to 20% over the past 10 years. The biggest decreases have been in Community (43% part time workers in 2009/10 down to 31% in 2018/19) and CYP (28% in 2009/10 down to 16% in 2018/19). In the other two Directorates the percentage of part time workers has been broadly similar over the past 10 years. Despite this fall in numbers there are significant numbers of employees undertaking other flexible working options such as agile working, term time only patterns and flexi time.



7.15 The chart below outlines the percentage of part time workers as a percentage of all employees in each gender. For example of all women employees in the Children & Young People Directorate, 18% are part time employees.



Sexual Orientation

7.16 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: 67% of employees responded to this question. Of those who responded, 27% declared they were married or in a civil partnership

Sexual Orientation: 62% of Council employees responded to this question, an increase of 2 percentage points on the response level last year. Of those who responded 2.2% identified as Gay/Lesbian/Bisexual/Transgender.

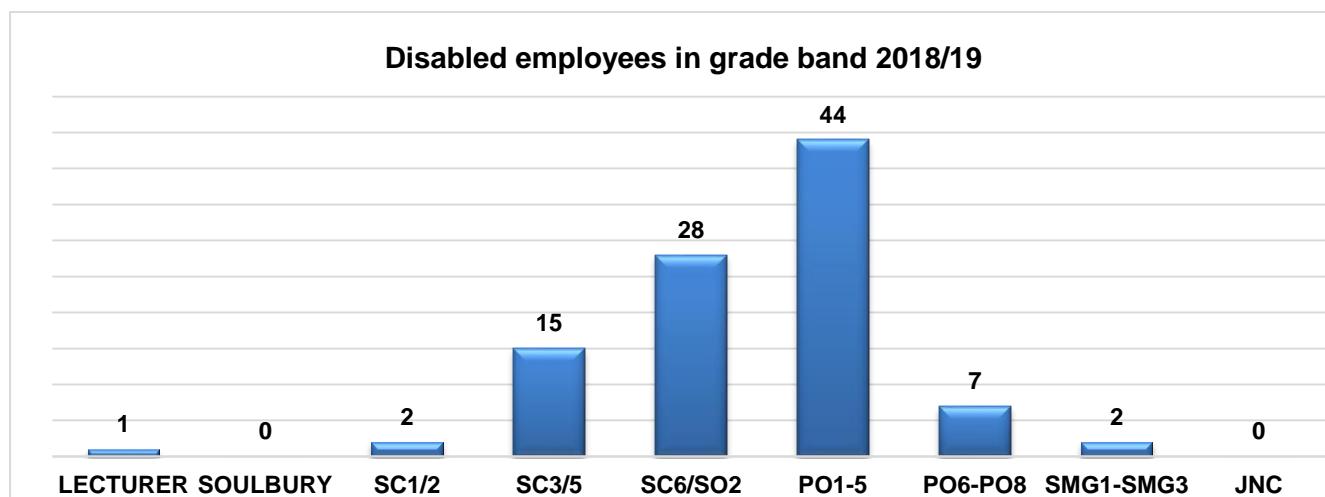
Religion/Belief: 67% of employees responded to this question, an increase of 7 percentage points on the response level last year. Of these responses, 33% identified as being Christian.

Pregnancy and Maternity: 41 employees took maternity leave, 13 employees took paternity leave.

7.17 The Council continues to work with the Trade Unions, Disabled Employees forum and LGBTQ+ forum. The Council is in the process of setting up a BAME forum. These employee forums provide a route through which our employees can meet with like-minded colleagues and help to inform the development and feedback of policies in a way that promotes access, choice and fairness.

Disability

7.18 The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.2% of non-schools employees have declared that they consider themselves to have a disability. This is based on a response rate of 58% of the employee workforce. The rate compares to a median of 4.75% disabled employees across all London Councils



8. Agency Workers

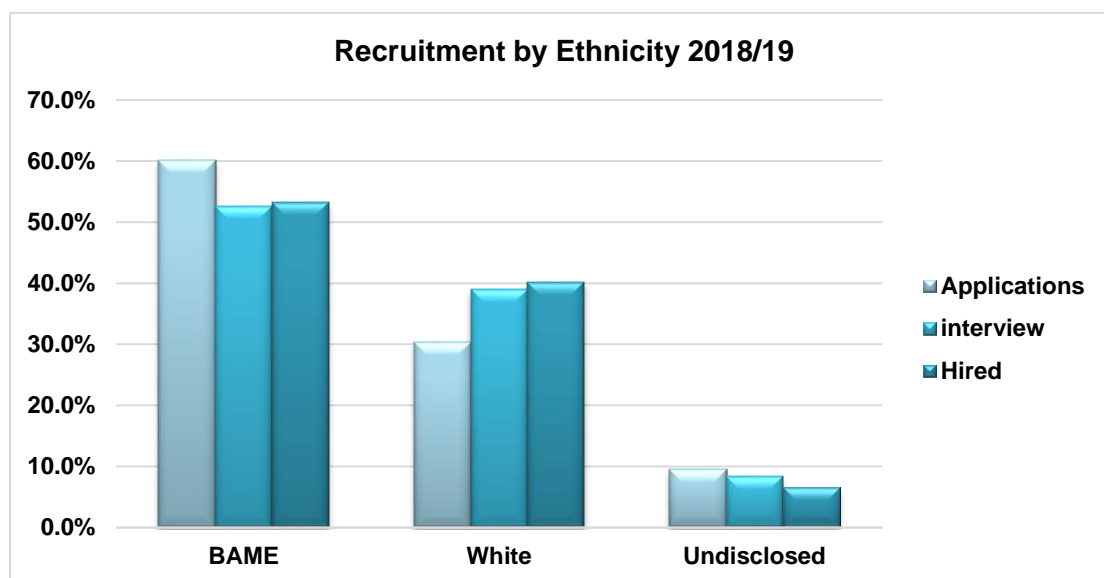
8.1 Agency employee numbers fluctuate throughout the year and the average headcount of agency personnel for the year 2018/19, using a snapshot as at 31 March 2018, was 652 agency workers (or 559 FTE) compared to 2017/18 of 664 FTE.

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

9. Recruitment

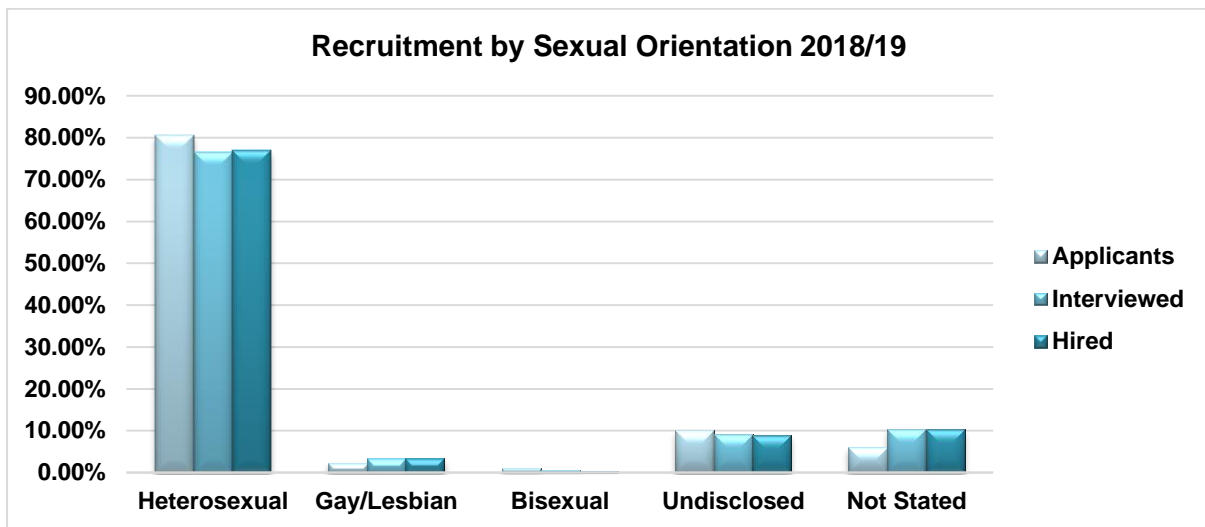
9.1 The Council received 4252 job applications and appointed to 291 posts during 2018/19. 58.8% of applications were from women, an increase of 5.9 percentage points on last year's figure. 68.7% of hires were women which is broadly comparable to the female workforce percentage. 7.7% of applicants did not disclose their gender at application stage although all those subsequently hired did disclose their gender as part of the clearance process.

9.2 During 2018/19, 60.01% of applications were made by applicants who identify as BAME, which was broadly similar to 2017/18 data. 53.3% of appointments made during 2018/19 were to BAME candidates which compares to 53.1% during 2017/18. There was a 6.8% drop off between BAME applicants and those that were interviewed, work will be carried out to investigate this and possibly trial anonymising applicant cvs.

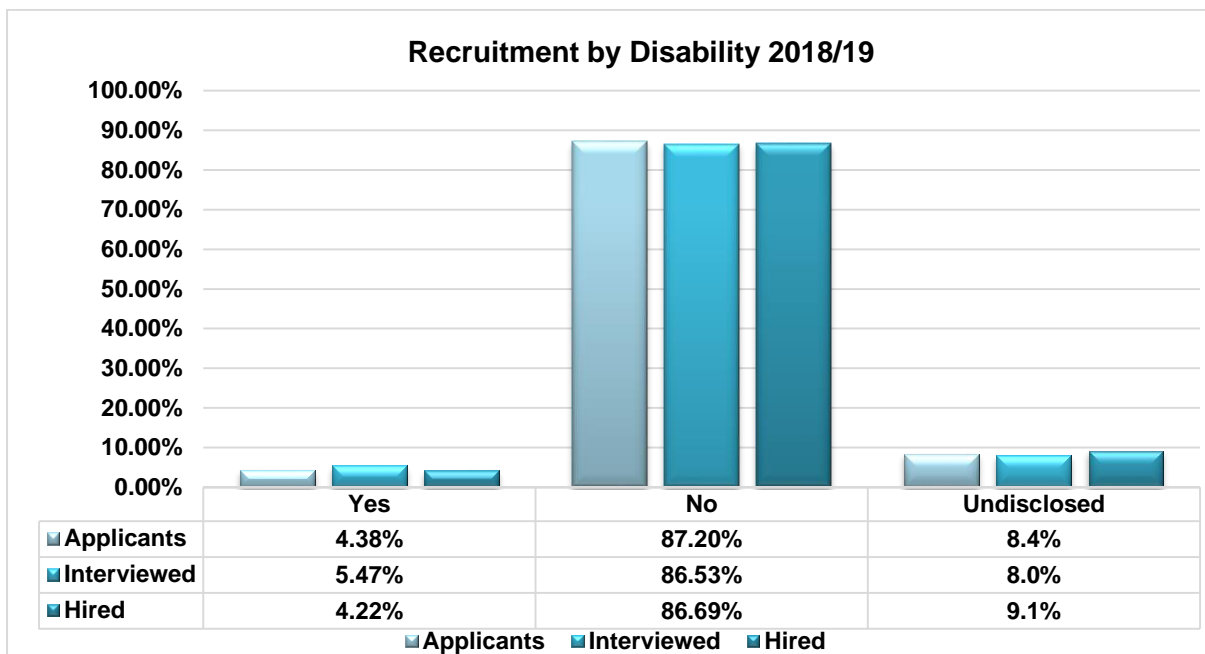


9.3 3.45% of all job applications made during 2018/19 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is slightly higher than the rate of 2.92% during 2017/18. 3.74% of total appointments made during 2018/19 were candidates who identify as LGBT, which is consistent with last year's figure. Although new starters are more willing to provide data on other protected characteristics, they are less willing to provide this non-mandatory

information on sexual orientation. For this reason there is currently no comparator data from London Councils.



9.4 During 2018/19 4.38% of applications were made by candidates who considered themselves to have a disability. 4.22% of these candidates were subsequently hired which is similar to the percentage of the workforce who have declared themselves to have a disability (4.2%).

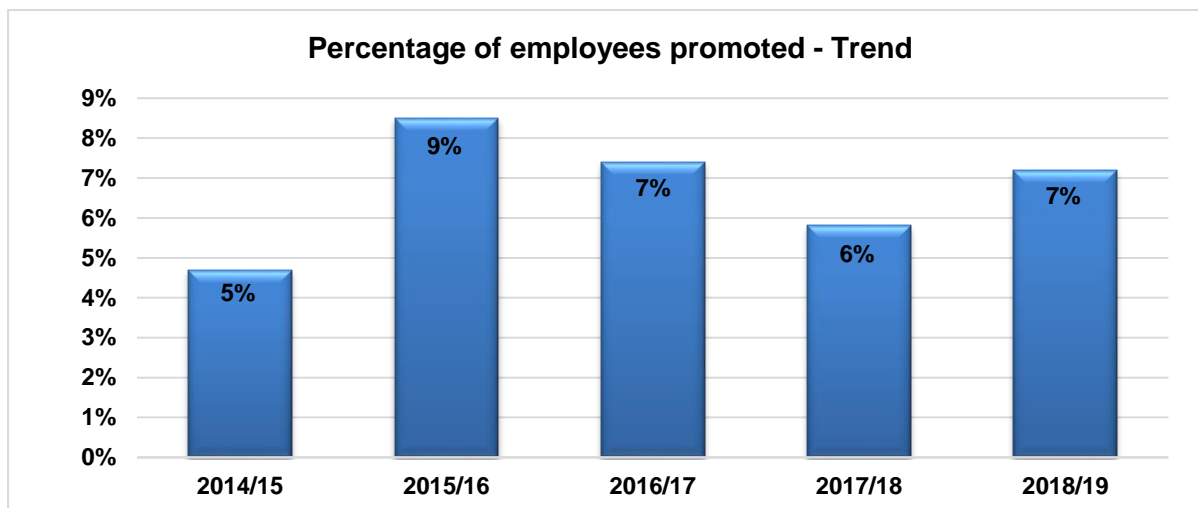


10. Promotions

10.1 The percentage of promoted non-schools employees during 2018/19 is 7.2% (171 employees) which is broadly similar to the rate for the past 3 years. Promotion is defined as those employees who have had their post re-graded or achieved promotion through appointment to a more senior position and it also includes employees appointed to higher grades as a result of the restructures.

10.2 Of those promoted;

- 123 (or 72% of those promoted) were women which is higher than the female percentage workforce rate of 61.2%.
- 57 of those promoted were from a BAME background. This represents 41.5% of promoted employees and is slightly lower than the wider BAME workforce (42.9%)
- 9 of those that applied for promotion and who declared that they had a disability, 100% of these were successful in being promoted. This represent 9.8% of promoted employees. 4.2% of the total number of employees in the workforce have declared they have a disability.



11. Leavers

11.1 During 2018/19, a total of 223 employees left Lewisham Council's employment of which:

- 16 left for reasons of redundancy
- 19 were 'other' non-voluntary leavers
- 188 were voluntary leavers

11.2 The 188 voluntary leavers represent a voluntary turnover of 8.2%, which is higher than the figure in 2017/18 (7.5%) but less than the average pan London Councils voluntary turnover rate for 2017/18 (8.7%). There were no significant differences of leavers when considering by gender or ethnicity.

12 Equality Implications

12.1 The Council has a public sector equality duty (the equality duty or the duty - The Equality Act 2010, or the Act). 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. 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.

12.2 The monitoring of the workforce as per employment profile enables the Council the opportunity to take any corrective action to address any negative characteristics. EMT are provided with updates and actions are also fed into the Corporate Equalities Group.

13 Legal Implications

13.1 As noted under the Equality Implications section of this report the Council has statutory equalities obligations.

13.1.1 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a public sector equality duty (the equality duty or the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6th April 2011. The duty 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.

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

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

13.1.3 As was the case for the original separate duties, the duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

13.1.4 The Equality and Human Rights Commission issued guides in January 2011 providing an overview of the new equality duty, including the general equality duty, the specific duties and who they apply to. The guides cover what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guides were based on the then draft specific duties so are no longer fully up-to-date, although regard may still be had to them until the revised guides are produced. The guides do not have legal standing unlike the statutory Code of Practice on the public sector equality duty, the guides can be found at:

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/new-public-sector-equality-duty-guidance/>

13.2 Specific obligations on local authorities with regard to the provision of information

13.2.1 Public authorities have an obligation under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the 2017 Regulations) to publish not later than 30 March each year information to show they are complying with the public sector equality duty under section 149 of the Equality Act 2010. This must include information in relation to persons who share a relevant protected characteristic who are its employees and other persons affected by its policies and practices.

13.2.2 Information should also be published in accordance with the 2017 Regulations, no later than 30 March 2018 and then every four years, on specific and measurable equality objectives.

13.2.3 Obligations are also set out under the 2017 Regulations to report annually on any gender pay gap.

14 Financial Implications

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

15 Conclusion

The Council continues to ensure that its workforce represents the community it serves. It is encouraging to note that there has been a range of improvements in the workforce profile as set out in the report. Work and further action in addressing any imbalances will continue and be fed, where relevant to the work of the Mayoral adviser on BAME career development and the Executive Management Team.

Appendix 1

ATTACHED EMPLOYMENT PROFILE 2018- 2019; Separate document

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**EMPLOYMENT PROFILE
2018-2019**

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Total Employees By Directorate 2018/19

The Council's total workforce includes 7585 people as at 31/03/2019.

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

Total Employees Headcount By Directorate 2018/19					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount*	Total Headcount
Community Services Directorate	696	5	19	175	895
Customer Services Directorate	809	13		234	1056
Children & Young People Directorate	450	18	3	161	632
Resources & Regeneration Directorate	408	66		82	556
Excluding Schools	2363	102	22	652	3139
Schools	4446			*	4446
Total Including Schools :	6809	102	22	652	7585

*Agency headcount is as at March 2019

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

The agency headcount and FTE listed only include agency staff who are employed via the Council's agency managed service (reed). Lewisham Council does not record FTE for casuals and claims based employees as they do not have regular hours; these include Electoral Canvassers, Life Models, Exam Invigilators

* No data is held on the numbers of agency workers in schools, 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 2018/19			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	568.45	113.00	681.45
Customer Services Directorate	772.46	234.00	1006.46
Children & Young People Directorate	422.21	130.00	552.21
Resources & Regeneration Directorate	375.41	82.00	457.41
Total Excluding Schools	2138.53	559.00	2697.53
Schools	3532.80		
Total Including Schools :	5671.33		

Total Employees FTE By Directorate 2017/18			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	559.95	111.00	670.95
Customer Services Directorate	776.90	222.00	998.90
Children & Young People Directorate	389.91	123.00	512.91
Resources & Regeneration Directorate	353.17	66.00	419.17
Total Excluding Schools	2079.93	522.00	2601.93
Schools	3655.05		
Total Including Schools :	5734.98		

Total No of employees at 1.04.2018	2295
No. of employees leaving on redundancy terms	16
Less Total Leavers 18/19 (Inc Redundancies)	223
Add New Starters 18/19	291
Total No of employees at 31.03.19	2363

PAY FOR NON-SCHOOLS EMPLOYEES 2017/18

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 - 11.4% (mean) and -14.2% (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	-11.4%	111.4%	£20.27	£18.19	£2.08
Gender pay gap comparison figure Median hourly rate (as above calc but for median hourly rates)	-14.2%	114.2%	£19.22	£16.83	£2.39

Pay Quartile Information				Workforce composition		
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66%	34%	100%	375	196	571
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	70%	30%	100%	326	141	467
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	67%	33%	100%	420	205	625
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	38%	62%	100%	231	384	615

PAY FOR NON-SCHOOLS EMPLOYEES 2018/19

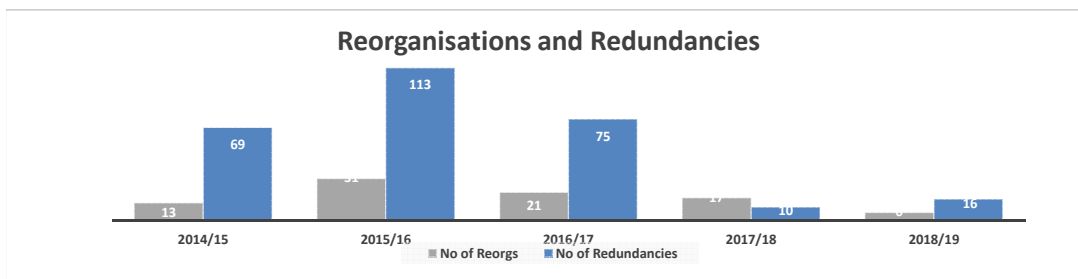
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is - 10.6% (mean) and -12.6% (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	-10.6%	110.6%	£20.78	£18.78	£2.00
Gender pay gap comparison figure Median hourly rate (as above calc but for median hourly rates)	-12.6%	112.6%	£19.60	£17.40	£2.20

Pay Quartile Information				Workforce composition		
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66%	34%	100%	390	199	589
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	70%	30%	100%	420	183	603
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%	399	192	591
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	41%	59%	100%	236	344	580

Reorganisations 2018/19

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 6 reorganisations in the last financial year which resulted in 16 employees being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years



In 2018/19 the largest proportion of redundancies occurred in the Customer Services Directorate, followed by the Children and Young People Directorate

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 6 reorganisations during 2018/19

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/ redundancies
Community Services Directorate	0	0.00%	0
Customer Services Directorate	10	62.50%	2
Children & Young People Directorate	4	25.00%	3
Resources & Regeneration Directorate	2	12.50%	1
Total	16	100.00%	6

Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	5	31.25%
Female	11	68.75%
Total	16	100.00%

The percentage of women made redundant in 2018/19 (68.75%) was higher than the workforce profile (61%). 10 of the 16 employees made redundant worked within the Customer Service Centre. 11 of the 16 were female and 9 of the 16 were aged over 55. Employees were given the option to volunteer to leave which could explain the high proportion of 55+ staff whose redundancy benefits would be more generous.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	0	0.00%
No	10	62.50%
Not Declared	6	37.50%
Total	16	100.00%

The percentage of disabled employees made redundant in 2018/19 (0%)

Breakdown of Redundancies by Age

Age	Total Redundancies	% of Total Staff Redundant
21 - 25	1	6.25%
31 - 35	1	6.25%
36 - 40	1	6.25%
46 - 50	1	6.25%
51-55	3	18.75%
55+	9	56.25%
Total	16	100.00%

The highest percentage of redundancies was in the age band '55+' which is not unexpected given the numbers of employees in that age band.

Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BAME	7	43.75%
White	8	50.00%
Not disclosed	1	6.25%
Total	16	100.00%

The table overleaf provides a breakdown of redundancies by ethnicity which reflects the ethnicity of the workforce. BAME redundancy at 43.75% compares to a BAME workforce ethnicity of 42.9% and white redundancy percentage of 50% compares to a white workforce representation of 52.2%. The Council continues to monitor the impact of reorganisations on all staff and will take appropriate action as necessary.

Reorganisations 2018/19 (continued)

Breakdown of Redundancies by Ethnicity and Gender				
Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BAME	4	57.1%	3	42.9%
White	1	12.5%	7	87.5%
Not disclosed	0	0.0%	1	100.0%
Total	5		11	

Breakdown of Redundancies by Grade		
Grade	Total Redundancies	% of Total staff redundant
SC1-2		0.0%
SC3-5	6	37.5%
SC6-SO2	4	25.0%
PO1-PO5	2	12.5%
PO6-PO8	2	12.5%
SMG1-SMG3	1	6.3%
Teacher/Leacturer	1	6.3%
Total	16	100.0%

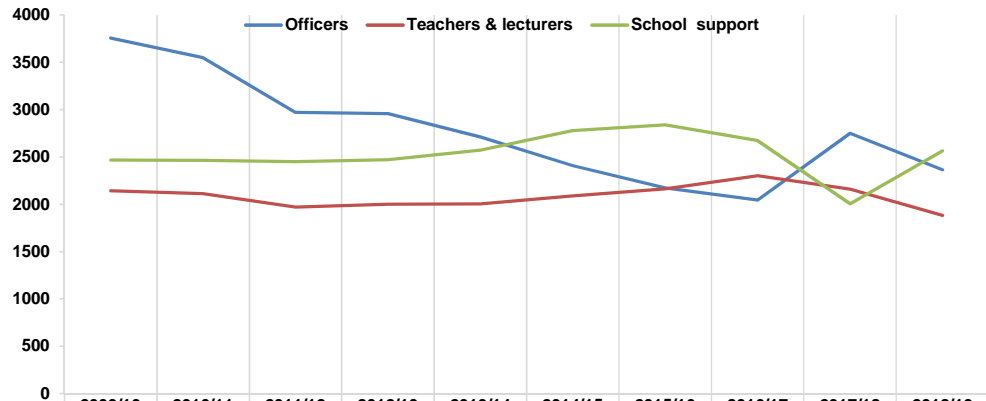
Breakdown of Redundancies by Grade and Gender				
Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.0%	0	0.0%
SC3-5	1	16.7%	5	83.3%
SC6-SO2	2	50.0%	2	50.0%
PO1-PO5	0	0.0%	2	100.0%
PO6-PO8	1	50.0%	1	50.0%
SMG1-SMG3	1	100.0%	0	0.0%
Teacher/Leacturer	0	0.0%	1	0.0%
Total	5	31.3%	11	68.8%

Breakdown by Grade and Ethnicity						
Grade	BAME	% 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	2	40.0%	3	75.0%	1	100.0%
SC6 - SO2	1	25.0%	3	100.0%	0	0.0%
PO1 - PO5	0	0.0%	2	100.0%	0	0.0%
PO6 - PO8	2	100.0%	0	0.0%	0	0.0%
SMG1 - SMG3	1	100.0%	0	0.0%	0	0.0%
Teacher/Leacturer	1	100.0%	0	0.0%	0	0.0%
Total	7		8		1	

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP
(including Schools)

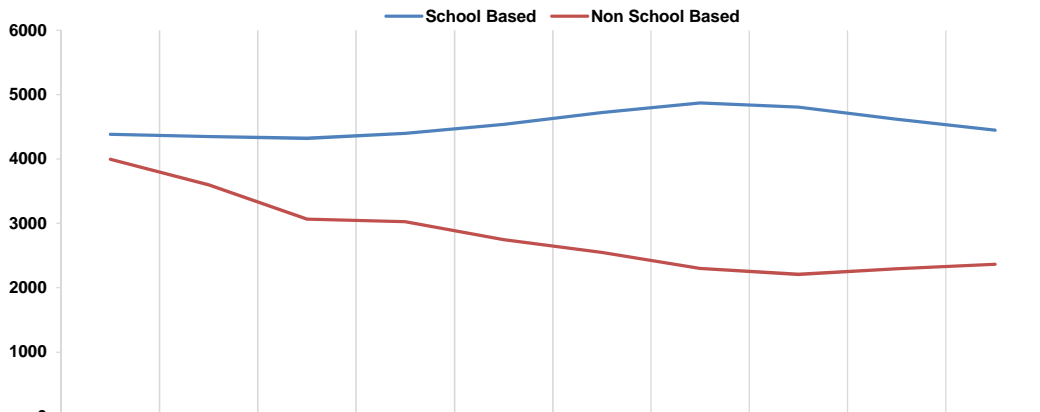
The trend chart below demonstrates that since 2009/10 the number of officer staff has generally decreased apart from during 2017/18 when there was an increase of 704 employees. The number of teachers and school support staff have remained broadly similar.

**TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2007 - 2019
(INCLUDING SCHOOLS)**



Officers	3756	3547	2970	2956	2710	2408	2172	2044	2748	2363
Teachers & lecturers	2142	2110	1970	1999	2001	2086	2162	2300	2158	1883
School support	2465	2462	2448	2470	2571	2776	2838	2672	2005	2563

TOTAL EMPLOYEES TREND 2009 TO 2019 (INCL SCHOOLS)



School Based	4385	4346	4322	4398	4537	4719	4872	4807	4617	4446
Non School Based	3997	3596	3066	3027	2745	2551	2300	2209	2294	2363

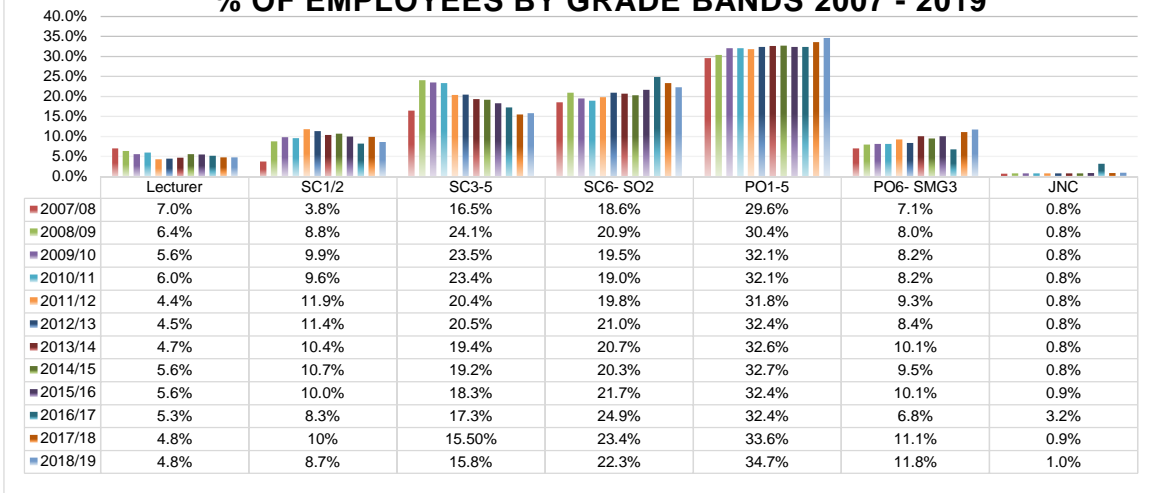
The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2009. The trend outlines that non-schools employees has dropped significantly whereas schools employees have risen.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2018/19

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	13	20	5	13	63	235	76	22	3	450
Community Services	101		12	118	144	255	40	20	6	696
Customer Services			157	210	252	145	26	15	4	809
Resources & Regeneration Directorate			31	33	69	184	50	32	9	408
18/19 Total	114	20	205	374	528	819	192	89	22	2363
17/18 Total	111	19	228	355	537	770	174	80	21	2295

BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.9%	4.4%	1.1%	2.9%	14.0%	52.2%	16.9%	4.9%	0.7%	100%
Community Services	14.5%	0.0%	1.7%	17.0%	20.7%	36.6%	5.7%	2.9%	0.9%	100%
Customer Services	0.0%	0.0%	19.4%	26.0%	31.1%	17.9%	3.2%	1.9%	0.5%	100%
Resources & Regeneration Directorate	0.0%	0.0%	7.6%	8.1%	16.9%	45.1%	12.3%	7.8%	2.2%	100%
18/19 Total	4.8%	0.8%	8.7%	15.8%	22.3%	34.7%	8.1%	3.8%	0.9%	100%
17/18 Total	4.8%	0.8%	9.9%	15.5%	23.4%	33.6%	7.6%	3.5%	0.9%	100%

% OF EMPLOYEES BY GRADE BANDS 2007 - 2019



In grade band Sc3-5 numbers has generally decreased which could be due to staff redundancies over the past few years. Generally the trend in bands Sc6-SO2 and PO1-PO5 have shown an increase which could be explained by employees being promoted.

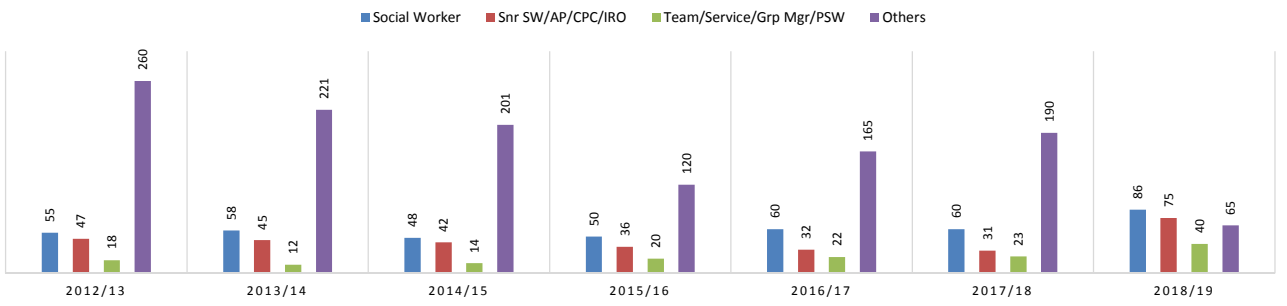
Grades	Employees 18/19	Employees 17/18
Lecturers	114	111
Soulbury	20	19
SC1A	0	0
SC1B	25	20
SC1C	0	4
SC2	180	204
SC3	121	96
SC4	73	100
SC5	180	159
SC6	188	194
SO1	273	255
SO2	67	88
PO1	144	93
PO2	244	325
PO3	198	135
PO4	139	129
PO5	94	88
PO6	89	71
PO7	52	67
PO8	51	36
SMG1	32	26
SMG2	24	23
SMG3	31	31
DIR1	3	3
DIR2	2	2
DIR3	18	16
CEO	1	1
Total	2363	2296

Although these figures show occupied posts, the establishment is for 4 Executive Director posts. 1 Executive Director acted into the CE role during 2017/18 and also in 2018/19 which is why the numbers show as 3 each year. The establishment for HOS Services (Assistant Directors) (DIR3) is 21 FTE. 2 of these posts were permanently recruited to during 2018/19 hence the increase from 16 to 18. 3x Vacant post as follows:
 1x Joint commissioning & Early Help
 1x Service Change & Digital Transformation
 1x Strategy

Numbers of Permanent and Agency Social Workers 2018/19

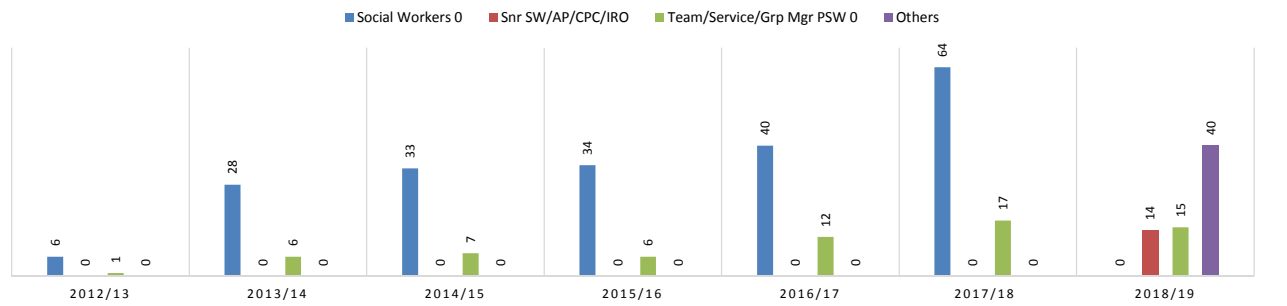
*in previous years "others" have included IRO, CPC, etc hence the high numbers. Categories of roles in CSC have been changed so that "others" now only includes non SW roles eg Business Support Officers which explains the decrease in those numbers

CHILDRENS SOCIAL CARE EMPLOYEE NUMBERS BY GRADE



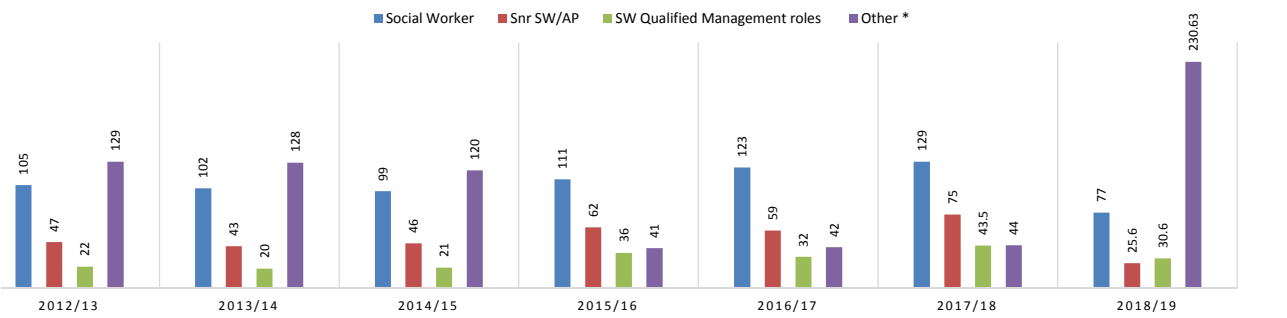
*changed categories of SW employees - others now includes just non SW roles

CHILDRENS SOCIAL CARE AGENCY NUMBERS BY GRADE



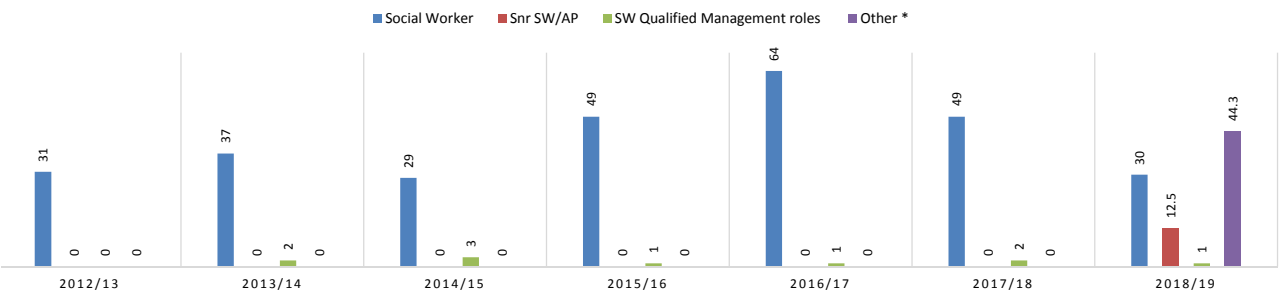
*changed categories of SW employees - others now includes just non SW roles

ADULTS SOCIAL CARE EMPLOYEE NUMBERS BY GRADE



In Adults Social Care the numbers in the "other" category have increased as we are now including Senior OT's and OT's and the Business Support Officers have moved back into the service. Categories of workers have also been changed - SSW and SW used to be recorded together.

ADULTS SOCIAL CARE AGENCY NUMBERS BY GRADE



NB SSW and SW used to be recorded together * Others category, not previously recorded, includes S/OT's

The agency worker information for Adult Social Care has also been re-categorised to show a split in SSW and SW and the "other" category of agency staff was not previously recorded..

TOTAL AMOUNT SPENT BY THE COUNCIL ON AGENCY SOCIAL WORKERS

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

2018 - 2019						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Children Social Worker	£400,668	£436,227	£464,676	£387,007	£386,726	£469,659
Adult Social Worker	£228,003	£230,339	£279,564	£260,376	£234,167	£299,276
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Children Social Worker	£440,641	£403,784	£492,495	£341,324	£459,072	£532,874
Adult Social Worker	£263,964	£261,900	£354,056	£229,595	£300,576	£360,020

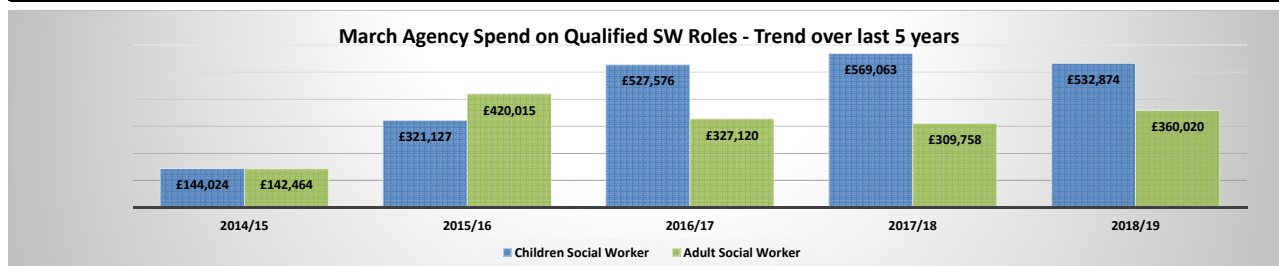
2017 - 2018						
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children Social Worker	£319,115	£349,638	£461,126	£311,996	£415,313	£466,449
Adult Social Worker	£243,750	£243,789	£261,912	£195,795	£180,962	£283,751
	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Children Social Worker	£346,285	£421,106	£534,030	£355,250	£418,073	£569,063
Adult Social Worker	£202,396	£236,853	£268,018	£195,305	£244,754	£309,758

2016 - 2017						
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Children Social Worker	£319,115	£349,638	£461,126	£311,996	£415,313	£466,449
Adult Social Worker	£243,750	£243,789	£261,912	£195,795	£180,962	£283,751
	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



As can be seen in the chart above, agency spend on social workers has increased in Childrens Services over the last 5 years but has decreased in Adult Services.

Pay rates Adults Social Care with effect from 1.4.2019

Adults Social Care	Grade	Spinal points	Salary	Additional Benefits
Newly Qualified Social Worker	NQSW	26	33,162	
Social Worker	SW	31 to 33	36,486 to 38,403	
Senior Social Worker	SSW	35 to 37	40,491 to 42,432	
Operations Manager	PO6	42 to 44	47,274 to 49,203	
Lead Operations Manager	PO8	48 to 50	53,133 to 55,233	

Pay rates Childrens Social Care with effect from 1.4.2019

Childrens Social Care	Grade	Spinal points	Salary	Additional Benefits
Newly Qualified Social Worker	NQSW	26	33,162	Parking Permit
Social Worker	SW	31 to 33	36,486 to 38,403	Parking Permit
Senior Social Worker	SSW	35 to 37	40,491 to 42,432	Parking Permit
Child Protection Co-ordinator	CPC	41 to 42	46,293 to 47,274	
Independent Reviewing Officer	IRO	41 to 42	46,293 to 47,274	
Advanced Practitioner	AP	41 to 42	46,293 to 47,274	
Team Manager	TM	50 to 52	50,184 to 52,140	

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
Quality Assurance
Business Support

Adult Assessment & Care Management, Laurence House, Catford, SE6 4RU

Joint Health & Social Care (Hospital)
Integrated Neighbourhoods
SLaM
Safeguarding & Quality
Lewisham Safeguarding Adults Board
Adults with Learning Disabilities
Joint Commissioning
Service Development Unit
Internal Provider Service

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

PART-TIME EMPLOYEES 2018/19

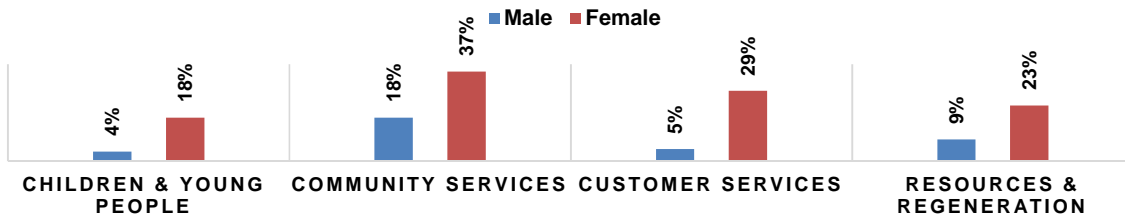
The Council continues to encourage the take up of flexible working. Part time staff represent 20.3% of the Council's workforce, a slight increase of 0.4 percentage points on the figure for last year. The percentage of male and female part time workers is similar to the percentage last year.

Part - Time Employees		Total Employees	
480	20.31%	2363	100%

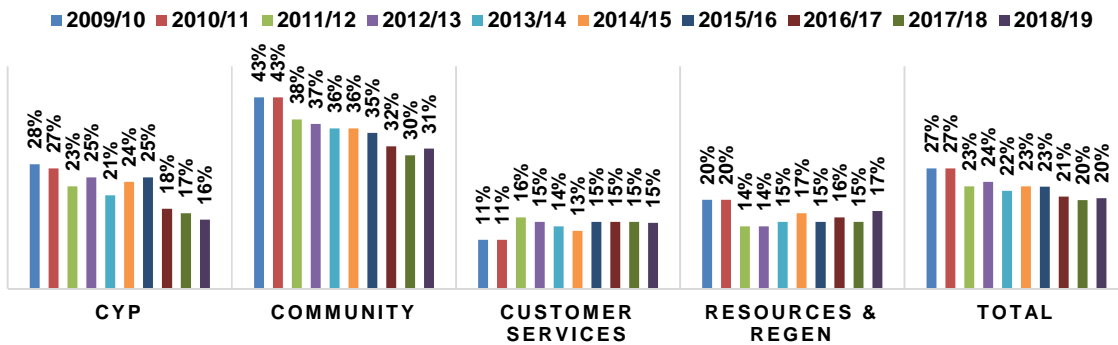
Gender	Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	%
Female	67 18%	182 37%	95 29%	56 23%	400	27.70%
Male	3 4%	37 18%	25 5%	15 9%	80	8.71%
All	70 16%	219 31%	120 15%	71 17%	480	20.32%

The table above and the chart below outline the % 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 , 18% are part time employees.

PART TIME EMPLOYEES BY GENDER 2018/19

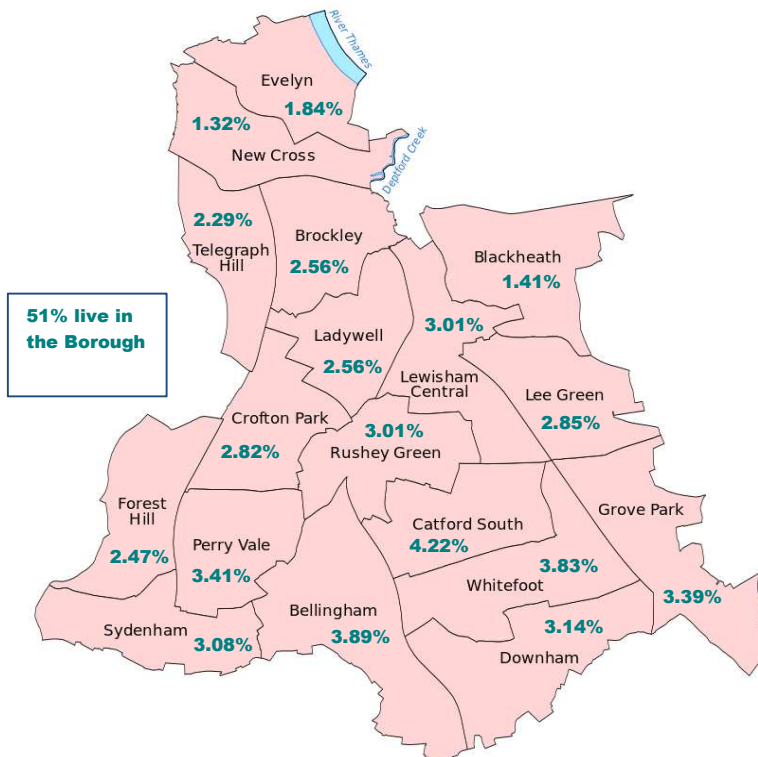


10 YEAR TREND OF PART TIME WORKING



The Council encourages part time working but as can be seen in the trend chart above, the percentage of part time workers across the Council has decreased from 27% to 20% over the past 10 years. The biggest decreases have been in Community and CYP where the percentages of part time workers have dropped by 12 percentage points over the 10 years. There has been a slight drop in the percentage of part time workers in Resources and Regen (3 percentage points) and a slight increase of 4 percentage points in Customer Services.

Employees who live within the Borough 2018/19



The Council is proud to be supporting the local Borough economy with 51% of the staff live within the Borough. 49% of staff live outside the London Borough of Lewisham.

Representation 2018/19

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. 42.9% of the Council's workforce is from a BAME background; which compares to a median across London Councils of 42% BAME employees. The percentage of 16 – 64 year olds in Lewisham that are BAME is 34.5%

(Source: ONS Annual Population Survey / Mid-Year Population Estimates)

Of the 7.2% of employees (171 employees) promoted during 2018/19, 6% of BAME staff were promoted, an increase of 2.9 percentage points on last year's figure. The percentage of senior BAME staff (SMG1-SMG3 & JNC grades) is 17.6%. By comparison the median for London Councils percentage of top 5% earners BAME is 17%

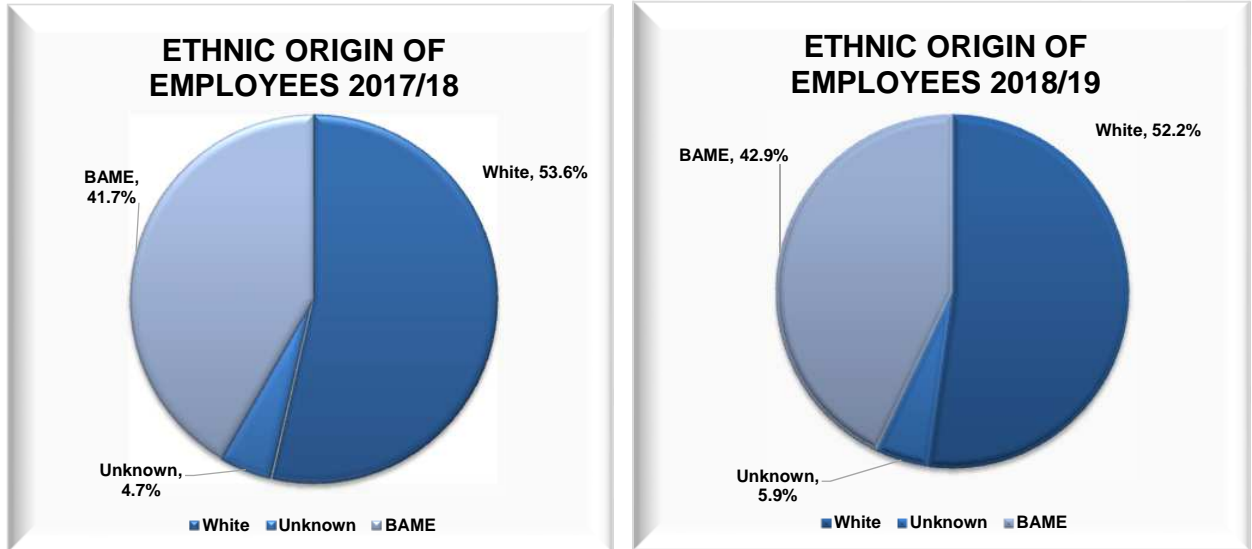
The majority (61.2%) of the Council's staff are women - an increase of 3.1 %age points on last years figure. Women are well represented at all grades including senior levels, with women making up 59.1% of senior grades (top 5% of earners) which is an increase of 4.1 %age points on the 2017/18 figure. This compares to a median figure pan London Councils of 51%

The age profile of the Council shows that 46.4% of employees are aged over 50 which compares to a median of 43.7% median for London Councils. The average age of the workforce in Lewisham is 44.7 years, compared to a pan London Councils figure of 46 years. The percentage of the workforce aged under 25 is 2.7% which has decreased from 3% in 2017/18. The median figure for employees aged under 25 across London Boroughs is 3.0%.

The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.2% of non-schools employees have declared that they consider themselves to have a disability, this compares to an average across all London Councils of 4.75%

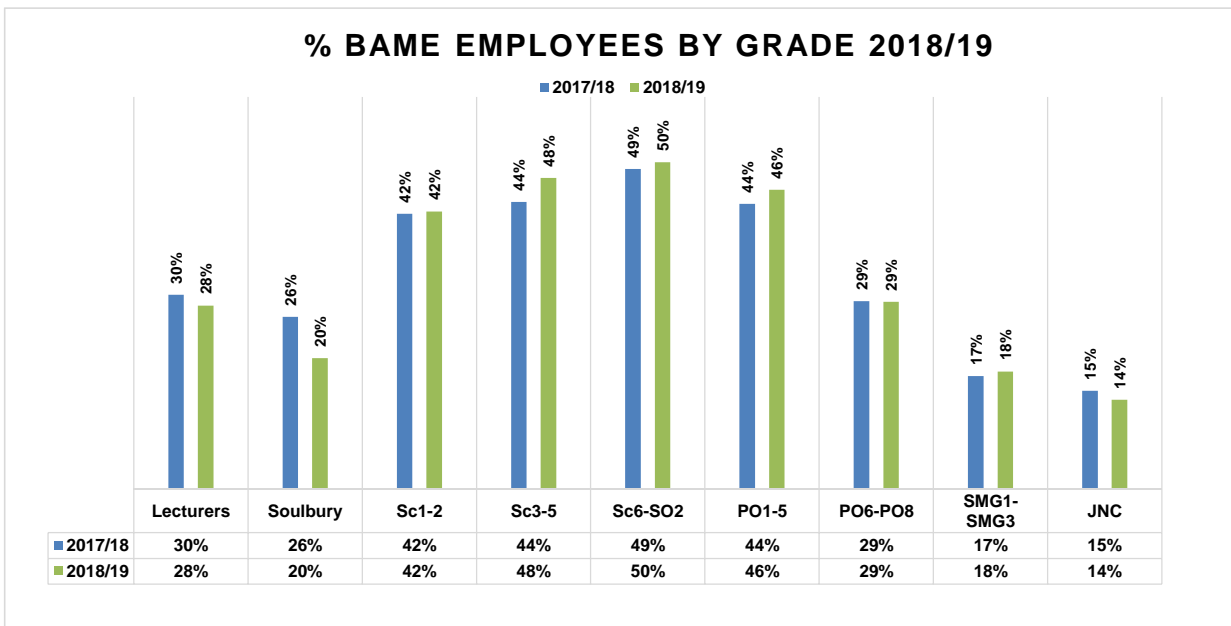
The Council reported its second Gender Pay Gap report in 2018/19. This showed a pay gap in favour of women at -10.6%, compared to a difference of -11.4% in 2017 /18. This is due to having a predominantly high level of female employees. This is the second highest negative gender pay gap of London Councils. The London mean gender pay gap is 3.5% in 2018 and the whole economy GPG is 14.2%

ETHNIC ORIGIN OF EMPLOYEES 2018/19



There has been a slight increase of 1.2% in the BAME workforce compared to last year, a slight reduction in the white workforce and a slight increase in the 'unknown' category

Grade	Lecturer	Soulbury	SC1 - 2	SC3 - 5	SC6 - SO2	PO1 - 5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 18/19	32	4	87	178	264	375	55	16	3	1014
Headcount 17/18	33	5	96	156	263	336	50	14	3	956



2018/19 saw a 4 % point increase of BAME employees in grade band 'Sc3 to Sc5', a 1 % point increase in grade band 'Sc6 to SO2' and a 2 % point increase in grade band 'PO1 to PO5', and a 1 % point increase in grade band 'SMG1 to SMG3'.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2018/19

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	3	0.43%	3	0.37%	1	0.22%	1	0.25%	8	0.34%
Asian Bangladeshi	2	0.29%	2	0.25%	8	1.78%	2	0.49%	14	0.59%
Asian Chinese	5	0.72%	1	0.12%	1	0.22%	3	0.74%	10	0.42%
Asian Indian	11	1.58%	15	1.85%	5	1.11%	8	1.96%	39	1.65%
Asian Other	10	1.44%	4	0.49%	3	0.67%	7	1.72%	24	1.02%
Asian Pakistani		0.00%		0.00%	3	0.67%	4	0.98%	7	0.30%
Black African	77	11.06%	75	9.27%	51	11.33%	42	10.29%	245	10.37%
Black Caribbean	130	18.68%	182	22.50%	110	24.44%	50	12.25%	472	19.97%
Black Other	21	3.02%	25	3.09%	15	3.33%	8	1.96%	69	2.92%
Mixed Other	10	1.44%	5	0.62%	9	2.00%	6	1.47%	30	1.27%
Mixed White and Asian	4	0.57%	5	0.62%	4	0.89%	2	0.49%	15	0.63%
Mixed White and Black African	2	0.29%	2	0.25%	3	0.67%	3	0.74%	10	0.42%
Mixed White and Black Caribbean	15	2.16%	17	2.10%	6	1.33%	9	2.21%	47	1.99%
Other Ethnic group	10	1.44%	9	1.11%	3	0.67%	2	0.49%	24	1.02%
Prefer not to say	12	1.72%	23	2.84%	6	1.33%	3	0.74%	44	1.86%
UnKnown	43	6.18%	10	1.24%	13	2.89%	5	1.23%	71	3.00%
White British/Eng/Welsh/Scot/NIrish	294	42.24%	366	45.24%	177	39.33%	221	54.17%	1058	44.77%
White Irish	7	1.01%	14	1.73%	11	2.44%	8	1.96%	40	1.69%
White Other	38	5.46%	50	6.18%	21	4.67%	24	5.88%	133	5.63%
White Turkish / Turkish Cypriot	2	0.29%	1	0.12%		0.00%		0.00%	3	0.13%
Total all employees	696	100.0%	809	100.0%	450	100.0%	408	100.0%	2363	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	300	43.10%	345	42.65%	222	49.33%	147	36.03%	1014	42.91%

WOMEN EMPLOYEES 2018/19

Women	Men	Total employees
1445	918	2363
61.2%	38.8%	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	380	84.4%	493	70.8%	332	41.0%	240	58.8%	1445	61.2%
Men	70	15.6%	203	29.2%	477	59.0%	168	41.2%	918	38.8%
Total	450	100.0%	696	100.0%	809	100.0%	408	100.0%	2363	100.0%

BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
90	78.9%	19	95.0%	39	19.0%	197	52.0%	345	65.1%	570	69.6%
PO6-8		SMG1-3		JNC		Total					
121	63.0%	51	57.3%	13	59.1%	1445	61.2%				

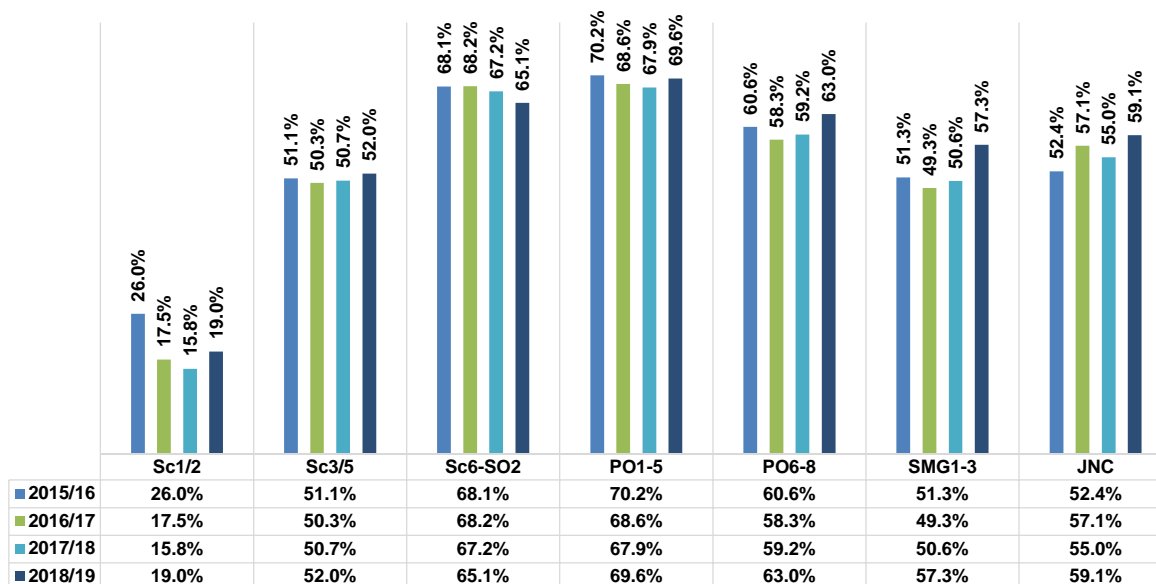
BY LENGTH OF SERVICE										
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total		
601	63.1%	198	59.5%	411	60.1%	235	59.6%	1445	61.2%	

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
3	33.3%	33	61.1%	82	56.6%	126	58.3%	182	61.9%	160	64.8%
46 - 50		51 - 55		55 +		Total					
182	60.3%	270	61.4%	407	61.9%	1445	61.2%				

BY ETHNICITY										
BAME		Unknown		White		Total				
672	66.3%	65	56.5%	708	57.4%	1445	61.2%			

Disabled
58
4.0%

% FEMALE EMPLOYEES BY GRADE



The majority (61.2%) of the Council's staff are women - an increase of 3.2 %age points on last years figure. Women are well represented at all grades including senior levels, with women making up 59.1% of senior grades (top 5% of earners) which is an increase of 4.1 %age points on the 2017/18 figure

DISABLED EMPLOYEES 2018/19

Yes		No		Unknown	
99	4.2%	1268	53.7%	996	42.1%

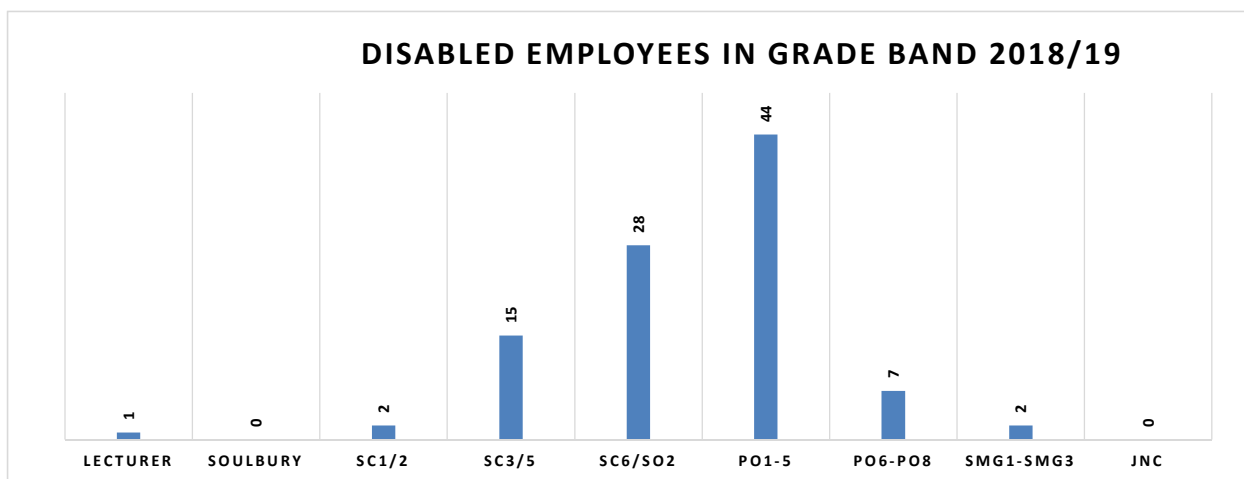
DIRECTORATE					
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	
21	4.7%	31	4.5%	29	3.6%
				18	4.4%
				99	4.2%

BY GRADE					
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5
1	0.0%	0	0.0%	10	12.8%
				13	3.4%
				23	3.7%
				45	5.6%
PO6-8	SMG1-3	JNC	Total		
6	3.0%	1	0.7%	0	0.0%
				99	4.2%

BY LENGTH OF SERVICE					
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total	
40	4.2%	13	3.9%	23	3.4%
				23	5.8%
				99	4.2%

BY AGE RANGE					
16 - 20	21 - 25	26 - 30	31 - 25	36 - 40	41 - 45
0	0.0%	6	11.1%	7	4.8%
				4	1.9%
				7	2.4%
				8	3.2%
46 - 50	51 - 55	55 +	Total		
12	4.0%	26	5.9%	29	4.4%
				99	4.2%

BY ETHNICITY					
BAME	Unknown	White	Total		
38	3.7%	3	2.6%	58	4.7%
				99	4.2%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.2% of non-schools employees have declared that they consider themselves to have a disability, this compares to an average across all London Councils of 4.75%

Protected Characteristics 2018/19

Religion			
Any other	0.97%	Muslim	1.82%
Buddhist	0.47%	None	19.59%
Christian (all denominations)	32.75%	Prefer not to say	6.60%
Hindu	0.38%	Sikh	0.42%
Jewish	0.08%	Unknown	33.05%
Blank	3.85%	Total all employees	100.00%

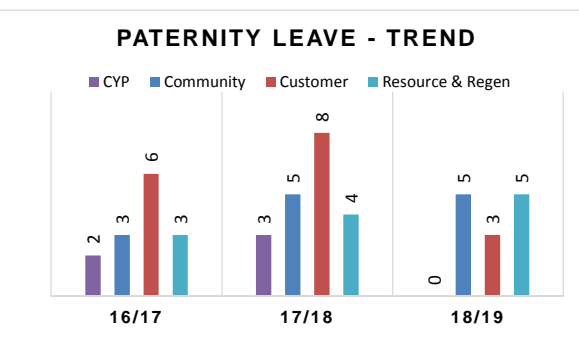
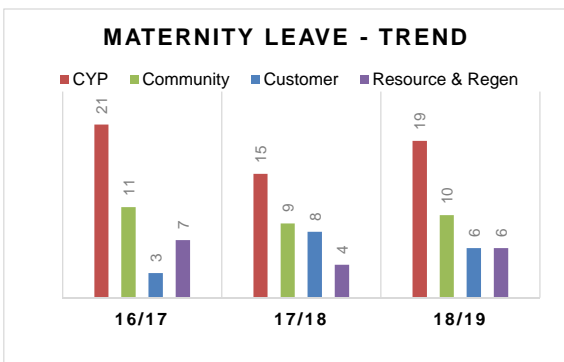
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.42%
Gay/lesbian	1.78%
Other	0.17%
Prefer not to say	5.54%
Straight/Heterosexual	54.46%
Unknown	33.31%
Blank	4.32%
Total all employees	100.00%

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

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

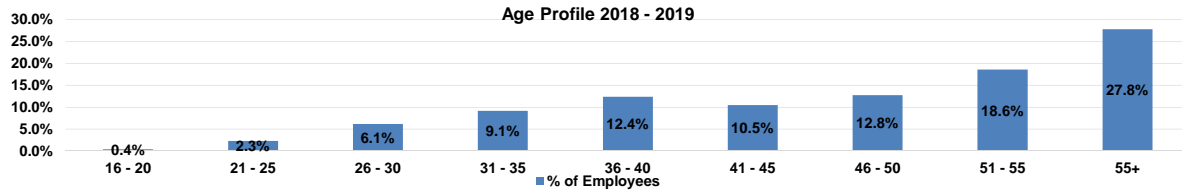
High number of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status



AGE PROFILE 2018 - 2019

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	2	0.4%	14	3.1%	40	8.9%	57	12.7%	71	15.8%	49	10.9%	50	11.1%	83	18.4%	84	18.7%	450	19.0%
Community Services Directorate	2	0.3%	10	1.4%	30	4.3%	63	9.1%	77	11.1%	84	12.1%	89	12.8%	137	19.7%	204	29.3%	696	29.5%
Customer Services Directorate	1	0.1%	15	1.9%	46	5.7%	61	7.5%	94	11.6%	80	9.9%	115	14.2%	148	18.3%	249	30.8%	809	34.2%
Resources & Regeneration Directorate	4	1.0%	15	3.7%	29	7.1%	35	8.6%	50	12.3%	34	8.3%	48	11.8%	72	17.6%	121	29.7%	408	17.3%
Total	9	0.4%	54	2.3%	145	6.1%	216	9.1%	292	12.4%	247	10.5%	302	12.8%	440	18.6%	658	27.8%	2363	100%



The age profile of the Council is outlined above, demonstrating that 46.4% of employees are aged over 50 which compares to a median of 43.7% across London Councils. The average age of the workforce in Lewisham is 44.7 years, compared to a pan London Councils figure of 46 years. The percentage of the workforce aged under 25 is 2.7% which has decreased from 3% in 2017/18. The median figure for employees aged under 25 across London Boroughs is 3.0%.

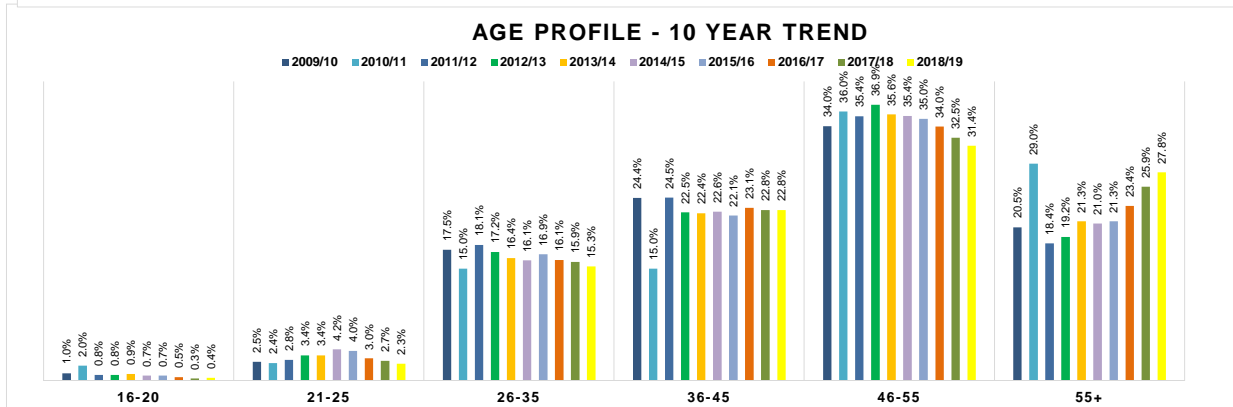
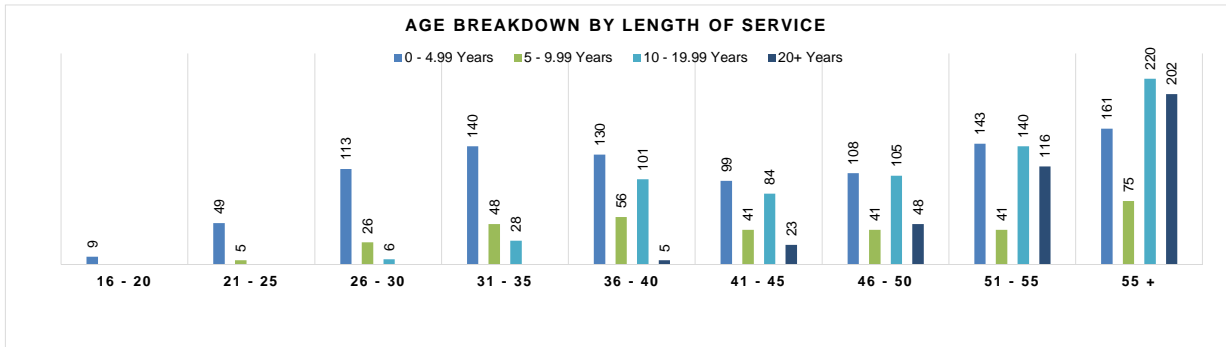
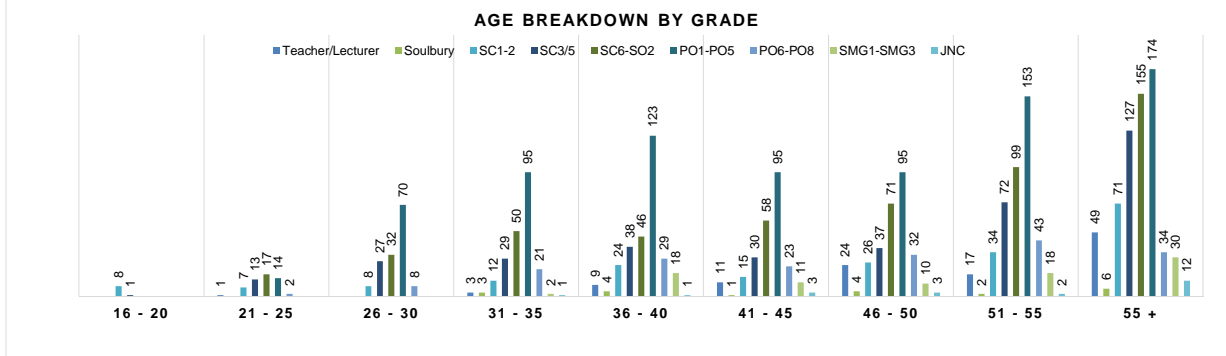
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BAME	7	0.7%	28	2.8%	74	7.3%	98	9.7%	134	13.2%	112	11.0%	131	12.9%	191	18.8%	239	23.6%	1014	42.9%
Unknown	0	0.0%	1	0.9%	7	6.1%	7	6.1%	12	10.4%	16	13.9%	18	15.7%	26	22.6%	28	24.3%	115	4.9%
White	2	0.2%	25	2.0%	64	5.2%	111	9.0%	146	11.8%	119	9.6%	153	12.4%	223	18.1%	391	31.7%	1234	52.2%
Total	9	0.4%	54	2.3%	145	6.1%	216	9.1%	292	12.4%	247	10.5%	302	12.8%	440	18.6%	658	27.8%	2363	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%	6	6.1%	7	7.1%	4	4.0%	7	7.1%	8	8.1%	12	12.1%	26	26.3%	29	29.3%	99	100%

AGE PROFILE 2018 - 2019



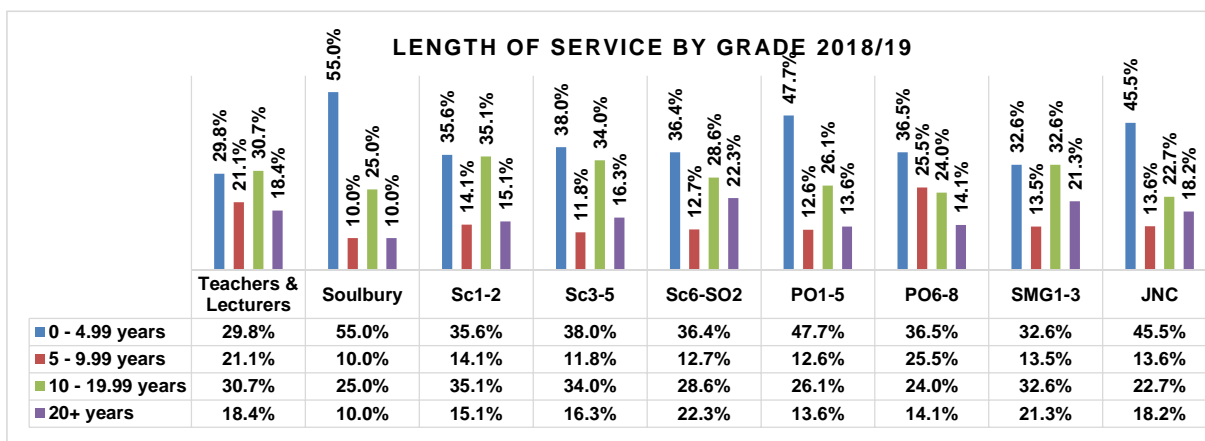
Over the past 10 years the percentage of staff in age band '21-25' rose from 2.5% to 4.2% during 2014/15 and has fallen during the preceding 4 years to 2.3% in 2018/19. This could be explained because of the increased number of apprentices working at the Council during that time, but apprentice numbers have fallen and the scheme age limits have been lifted which could explain the drop in numbers. The percentages of employees in the age group 55+ have steadily increased over the past 10 years from a low of 18.4% in 2011/12 to a high of 27.8% in 2018/19.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2018/19

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	253	56.2%	67	14.9%	94	20.9%	36	8.0%	450	19.0%
Community Services	265	38.1%	124	17.8%	221	31.8%	86	12.4%	696	29.5%
Customer Service	260	32.1%	80	9.9%	277	34.2%	192	23.7%	809	34.2%
Resources & Regeneration	174	42.6%	62	15.2%	92	22.5%	80	19.6%	408	17.3%
Total	952	40.3%	333	14.1%	684	28.9%	394	16.7%	2363	100.0%

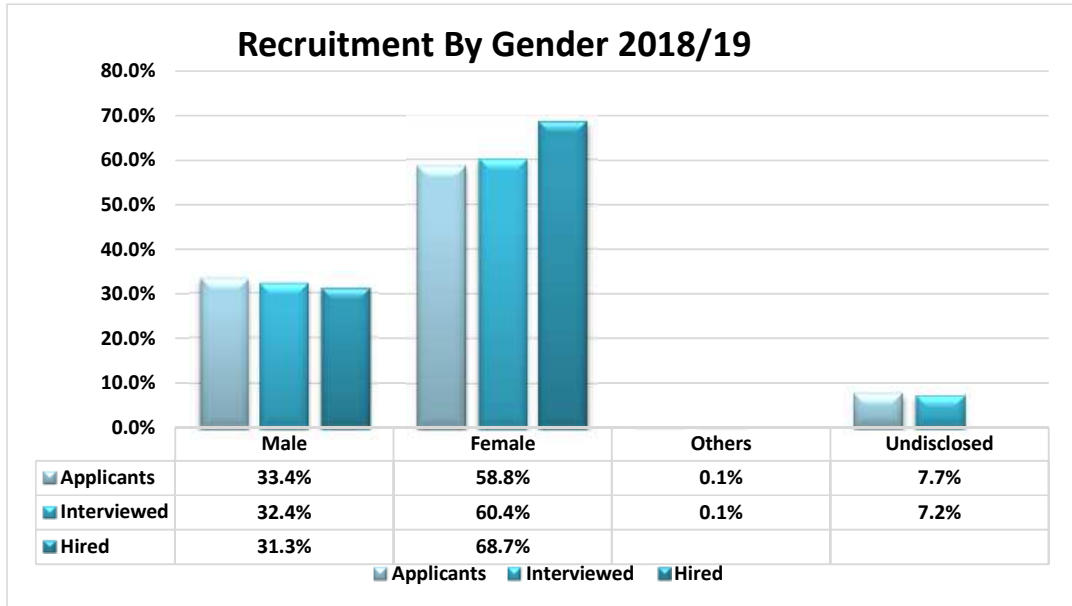
CYP Directorate have the highest proportion of employees with less than 5 years service. This could be explained by increased numbers of Newly Qualified Social Workers joining the Directorate.

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	34	29.8%	24	21.1%	35	30.7%	21	18.4%	114	4.8%
Soulbury	11	55.0%	2	10.0%	5	25.0%	2	10.0%	20	0.8%
Sc1 - 2	73	35.6%	29	14.1%	72	35.1%	31	15.1%	205	8.7%
Sc3 - 5	142	38.0%	44	11.8%	127	34.0%	61	16.3%	374	15.8%
Sc6 - SO2	192	36.4%	67	12.7%	151	28.6%	118	22.3%	528	22.3%
PO1 - 5	391	47.7%	103	12.6%	214	26.1%	111	13.6%	819	34.7%
PO6 - 8	70	36.5%	49	25.5%	46	24.0%	27	14.1%	192	8.1%
SMG1 - 3	29	32.6%	12	13.5%	29	32.6%	19	21.3%	89	3.8%
JNC	10	45.5%	3	13.6%	5	22.7%	4	18.2%	22	0.9%
Total	952	40.3%	333	14.1%	684	28.9%	394	16.7%	2363	100.0%



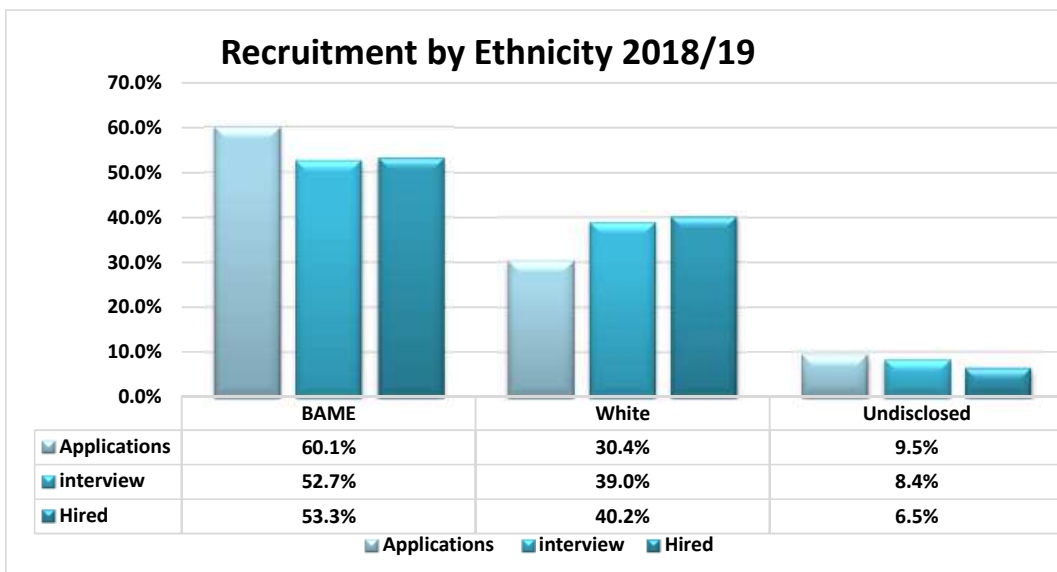
The table above demonstrates that there is a direct correlation between seniority and length of service. The high percentage of employees in the PO1 to PO5 grade band can be partly attributed to different grades of Social Workers within both Childrens and Adults Social Care who fall within this grade band

Recruitment by Gender 2018/19



Although the requirement to provide protected characteristics as part of the application process is not mandatory, once candidates are at offer stage, they are asked to provide this information as part of their 'new starter' information. This explains why, once at hire stage, we have lower percentages of undisclosed information.

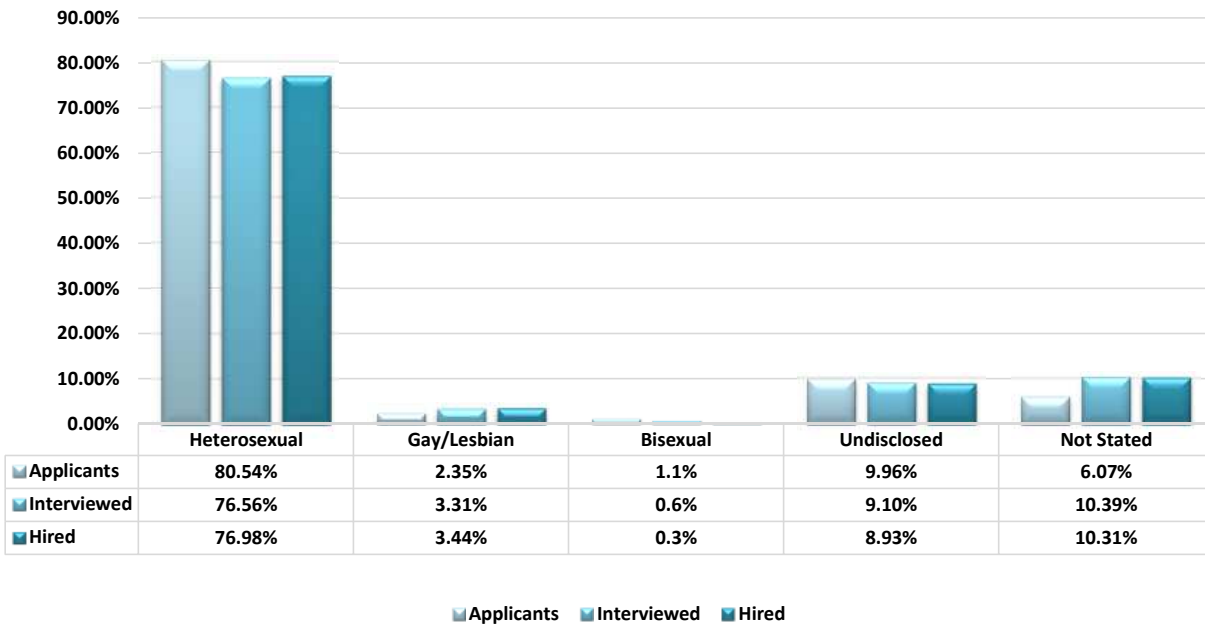
Recruitment by Ethnicity 2018/19



During 2018/19, 60.01% of applications were made by applicants who identify as BAME, which was broadly similar to 2017/18 data. 53.3% of appointments made during 2018/19 were to BAME candidates which compares to 53.10% during 2017/18 and is above our workforce breakdown of 42.9% BAME staff.

Recruitment by Sexual Orientation 2018/19

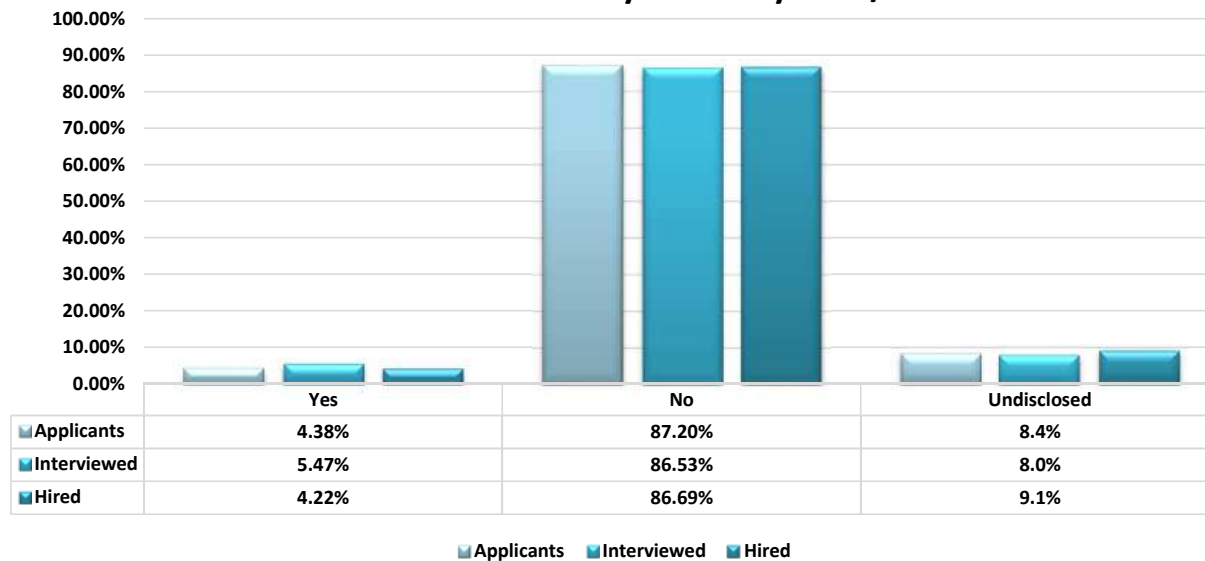
Recruitment by Sexual Orientation 2018/19



3.45% of all job applications made during 2018/19 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is slightly higher than the rate of 2.92% during 2017/18. 3.74% of total appointments made during 2018/19 were candidates who identify as LGBT, which is consistent with last year's figure. Although new starters are more willing to provide data on other protected characteristics, they are less willing to provide this non-mandatory information on sexual orientation. There is no comparator data from London Councils for this reason as figures are so low.

Recruitment by Disability 2018/19

Recruitment by Disability 2018/19

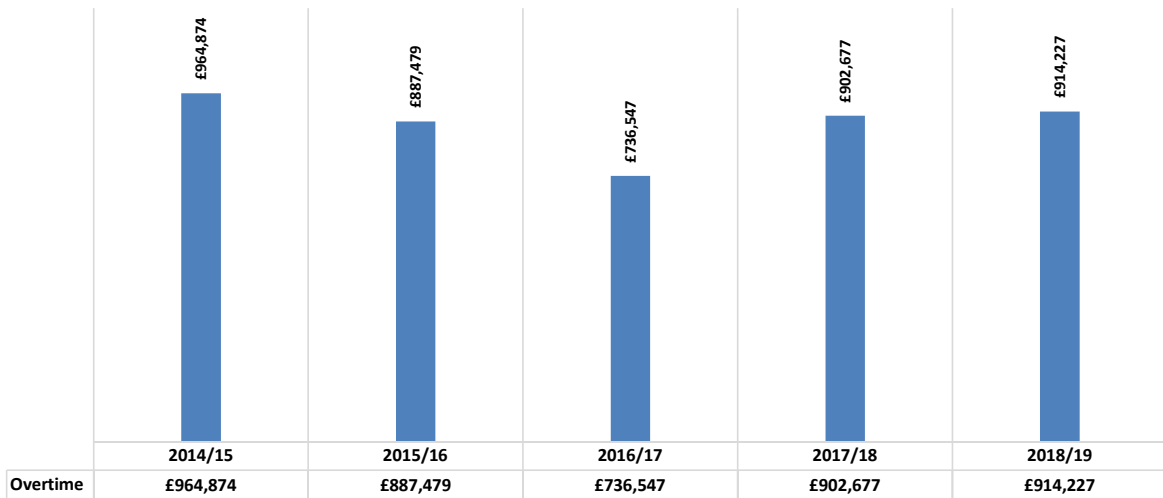


During 2018/19 4.38% of applications were made by candidates who considered themselves to have a disability. 4.22% of these candidates were subsequently hired which is similar to the percentage of the workforce who have declared themselves to have a disability (4.2%).

OVERTIME/ADDITIONAL HOURS 2018/19

	Overtime 2018/19	Overtime 2017/18	Differences
Children and Young People	£27,483	£51,968	-£24,485
Community Services	£166,242	£115,649	£50,593
Customer Services	£704,575	£720,338	-£15,763
Resources & Regeneration	£15,927	£14,723	£1,204
Total	£914,227	£902,678	£11,549

OVERTIME TREND

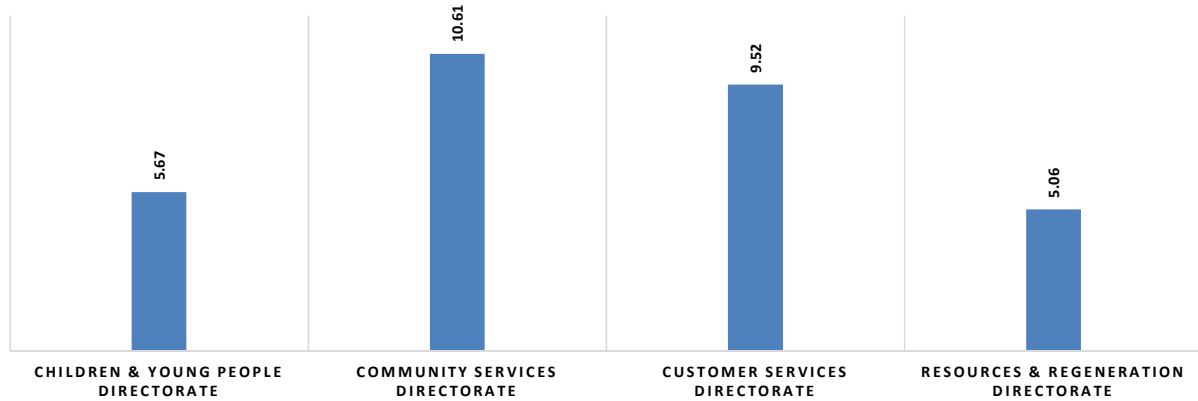


The 5 year overtime trend above shows that spend decreased over the 3 years (2013/14 to 2016/17) but has increased over the last 2 years with spend during 2018/19 showing an increase of £11.5k. Overtime continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2018/19

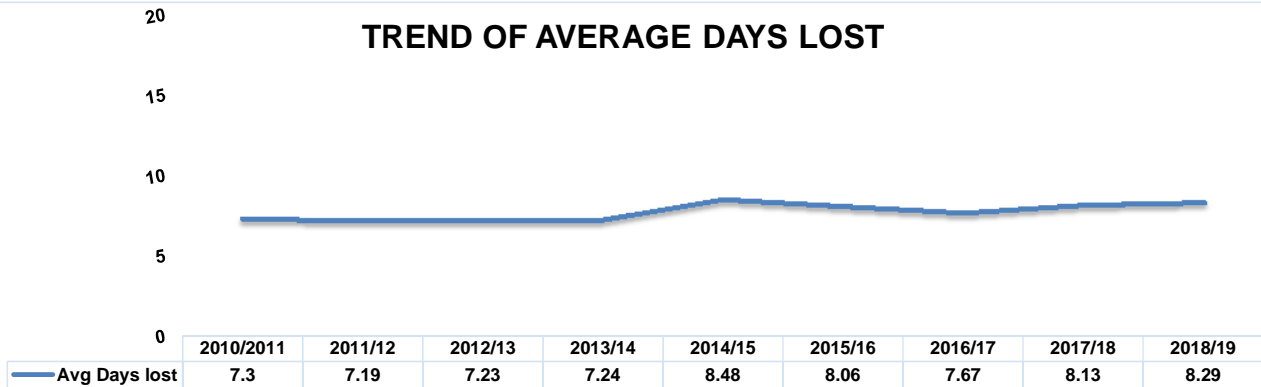
Directorate	Actual Days	Average FTE	Avg Days Lost 17/18	Avg Days Lost 18/19
Children & Young People Directorate	2286.83	403.17	5.81	5.67
Community Services Directorate	6032.11	568.33	10.05	10.61
Customer Services Directorate	7372.06	774.11	9.35	9.52
Resources & Regeneration Directorate	1897.56	375.04	5.04	5.06
Lewisham Council excluding Schools	17588.55	2120.65	8.13	8.29

AVERAGE DAYS LOST PER EMPLOYEE 2018/19



The average days lost per employee has slightly increased since 2017/18 by 0.16 of a day to 8.29 days in 2018/19 which is similar to the median number of days lost per employee across London Councils at 8.2 days. The average number of days lost has decreased in Children & Young People from the 2017/18 figure but has increased in the other three Directorates. Resources and Regeneration Directorate and Children and Young People Directorate have a lower average days lost than the other two Directorates.

TREND OF AVERAGE DAYS LOST



The chart above outlines the trend of average days lost to sickness over the last 9 years

PROMOTED EMPLOYEES - 2018/19

Promoted Employees		Total Employees	
171	7.2%	2363	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
67	14.89%	27	3.88%	59	7.29%	18	4.42%	171	7.24%

BY GENDER					
Male		Female		Total	
48	5.23%	123	8.51%	171	7.2%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.00%	0	0.00%	0	0.00%	22	6.20%	30	5.59%	70	9.09%
PO6-8		SMG1-SMG3		JNC		Total					
29	16.67%	15	6.17%	5	25.0%	171	7.2%				

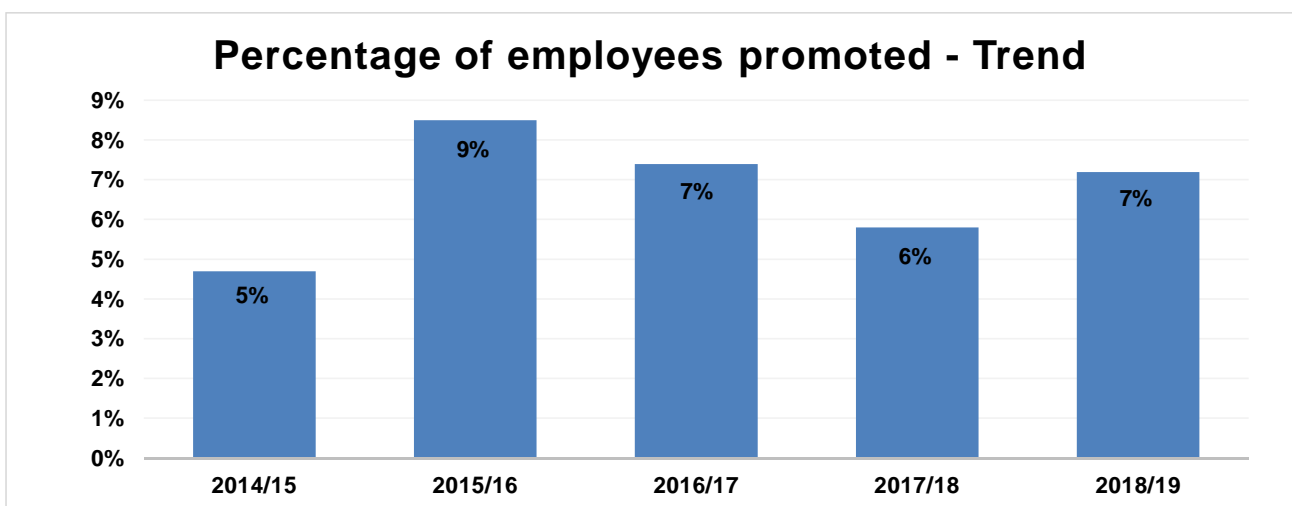
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
88	10.1%	37	10.2%	32	4.7%	14	3.6%	171	7.2%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	0.0%	11	11.5%	20	14.0%	31	9.7%	29	12.2%	23	5.3%
46-50		51-55		55+		Total					
17	6.0%	19	2.6%	20	1.0%	171	7.2%				

BY ETHNICITY							
BAME		Unknown		White		Total	
71	6.0%	7	3.7%	93	5.8%	171	7.2%

BY DISABILITY	
Disabled	
9	9.8%

The percentage of promoted non-schools employees during 2018/19 is 7.2% which is broadly similar to the rate for the past 3 years. Promotion is defined as those employees who have had their post re-graded or achieved promotion through appointment to a more senior position and it also includes employees appointed to higher grades as a result of the restructures.



Agency Profile 2018/19

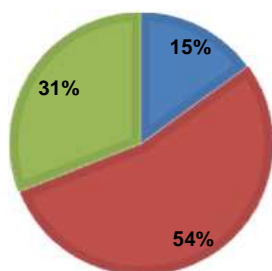
Agency Gender Profile 2018/19 *

Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
Women	125	122	54	39	340
Men	36	53	180	43	312
Total	161	175	234	82	652

*Snap shot data as of 31st March 2019

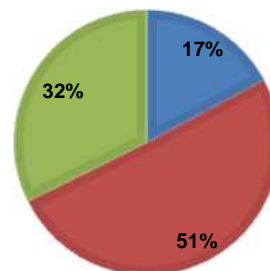
AGENCY ETHNICITY PROFILE 2018/19

■ White ■ Unknown ■ BAME



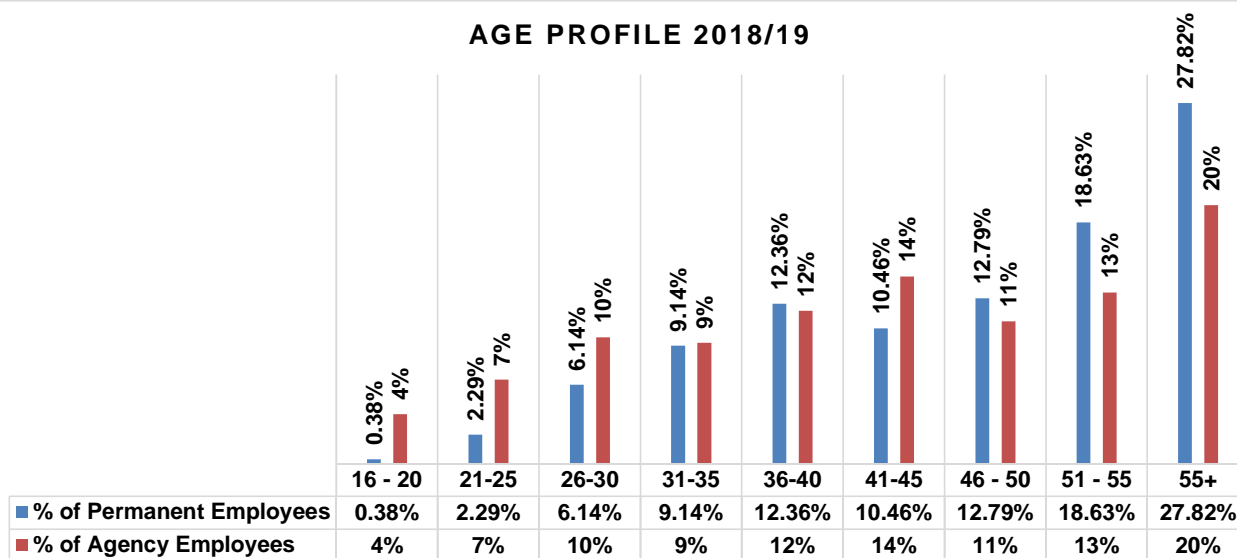
AGENCY ETHNICITY PROFILE 2017/18

■ White ■ Unknown ■ BAME



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

AGE PROFILE 2018/19



The age bands of agency workers generally correlate to the age bands of permanent staff up to age band '46 to 50'. In age bands '51 to 55' and '55+' permanent employee rates are higher which could be due to the fact that Lewisham has an experienced workforce.

AGENCY STAFF EXPENDITURE

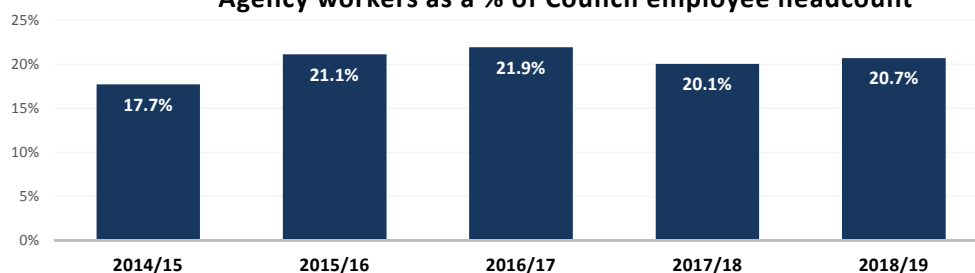
April 2018 to March 2019

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

Directorate	2018/19		2017/18	
	£'000	%	£'000	%
Children & Young People	7628	31.9%	7295	30.1%
Community Services	5249	22.0%	5616	23.2%
Customer Services	6871	28.7%	7272	30.0%
Resources & Regeneration	4158	17.4%	4034	16.7%
TOTAL	£23,906	100.0%	£24,217	100.0%

Agency rate definition is "agency FTE as a percentage of permanent staff FTE + agency FTE " as per London council Human Capital Metrics definition

Agency workers as a % of Council employee headcount



Looking at the trend above, the percentage of agency workers as a % of employees peaked in 2016/17 at 21.9%. This rate has decreased over the last two years to 20.7% in 2018/19 and compares to a median of 13% across London Councils. Agency spend has also reduced by £311k during the last 12 months. 50 former agency workers moved off agency contracts into permanent roles during the last year. The Council will continue to review the use of agency workers.

AVERAGE NUMBER FOR THE 3 MOST POPULAR ROLES BY DIRECTORATE COVERED BY AGENCY WORKERS 2018/19

Directorate	Job Role	No.
Community Services	Bar steward	57
	Social Worker	21
	Support Worker	16
Customer Services	Loader/Sweeper	139
	LGV Driver	38
	Passenger attendant	15
Children & Young People	Social Worker	20
	Business Support Officer	16
	Senior Business Support Officer	10
Resources & Regeneration	Planning Officers/Technicians	11
	Payroll/Senior Payroll Officer	6
	HR Officer	4

The figures above show the average number of agency workers per month. 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.

Voluntary Leavers between April 2018 - March 2019

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 19	Employed March 18	Average Employees	Net Voluntary Leavers	Directorate Turnover
Children & Young People	450	415	432.5	52	12.0%
Community Services	696	683	689.5	46	6.7%
Customer Services	809	810	809.5	53	6.5%
Resources & Regeneration	408	387	397.5	37	9.3%
Total	2363	2295	2329	188	8.1%
BY GENDER	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
Female	1445	1363	1404	106	7.5%
Male	918	932	925	82	8.9%
Total	2363	2295	2329	188	8.1%
BY ETHNICITY	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
BAME	1014	956	985	77	7.8%
Unknown	115	108	112	14	12.6%
White	1234	1231	1233	97	7.9%
Total	2363	2295	2329	188	8.1%

BY LENGTH OF SERVICE	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
0 - 4.99 Years	952	868	910	104	11.4%
5 - 9.99 Years	333	361	347	31	8.9%
10 - 19.99 Years	684	680	682	37	5.4%
20+ Years	394	386	390	16	4.1%
Total	2363	2295	2329	188	8.1%

Turnover is highest amongst those with less than 5 years service which could be explained by Social Workers leaving after an average 4.2 years of service

BY AGE	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
16 - 20	9	7	8	2	25.0%
21 - 25	54	61	58	9	15.7%
26 - 30	145	157	151	29	19.2%
31 - 35	216	207	212	26	12.3%
36 - 40	292	295	294	28	9.5%
41 - 45	247	228	238	20	8.4%
46 - 50	302	317	310	21	6.8%
51 - 55	440	428	434	15	3.5%
55 +	658	595	627	38	6.1%
Total	2363	2295	2329	188	8.1%

Again turnover by age band is the highest amongst those in 16 - 20 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 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
Lect	114	98	106	7	6.6%
Soulbury	20	13	17	2	12.1%
Sc1 - 2	205	239	222	21	9.5%
Sc3 - 5	374	353	364	22	6.1%
Sc6 - SO2	528	554	541	22	4.1%
PO1 - 5	819	759	789	84	10.6%
PO6 - 8	192	148	170	17	10.0%
SMG1 - 3	89	111	100	8	8.0%
JNC	22	20	21	5	23.8%
Total	2363	2295	2329	188	8.1%

LEAVERS 2018/19

In 2018/19 the number of non-schools employees increased from 2295 at the beginning of the financial year to 2363 by the year's end, a net increase of 68 employees or 2.91% of non-schools workforce

Total No of employees at April 2018	2295
Minus number of employees leaving on redundancy terms	16
Minus number of employees leaving on Voluntary Severance terms	0
Minus number of Voluntary Leavers during 2018/19	188
Minus number of non Voluntary Leavers during 18/19	19
Plus New Starters during 2018/19	291
Total No of employees at March 2019	2363

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SAFER STRONGER COMMUNITIES SELECT COMMITTEE		
Report Title	Exclusion of the Press and Public	
Key Decision	No	Item No. 7
Ward	All	
Contributors	Chief Executive	
Class	Part 1	Date 16 July 2019

Council's Employment Profile and Staff Survey Results

Recommendation

It is recommended that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during discussion of part of this item because it involves the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Act as set out below and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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SAFER STRONGER COMMUNITIES SELECT COMMITTEE			
Report Title	Vision and support for the Third Sector in Lewisham		
Contributors	Director of Culture and Community Development		
Class	Part 1	Item: 9	Date: 16.07.19

1. Purpose and summary of the report

1.1 This report (to be completed once report is finalised)

2. Recommendations

2.1 It is recommended that (to be completed once report is finalised)

3. Policy Context

3.1 Lewisham’s Corporate Strategy 2018-2022, sets out the borough’s ambitions through seven corporate priorities which are:

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

3.2 The strategy recognises the importance of the community and voluntary sector in all areas of public life. It recognises that the sector plays a significant part in Lewisham’s ongoing success and states that ‘it is only through strong and effective partnership working that we will deliver better outcomes for our citizens.

3.3 Lewisham has a strong history of working with the voluntary and community sector and empowering residents and communities. Lewisham is fortunate to have a strong and thriving sector which ranges from very small organisations with no paid staff through to local branches of national charities. The sector includes charities, not for profit companies limited by guarantee, faith organisations, civic amenity societies as well as social enterprises. There are estimated to be around 800 community and voluntary sector organisations in the borough.

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

4. Vision and support for the Third Sector in Lewisham

- 4.1 As highlighted above Lewisham has a long and proud record of working with and supporting the third sector. The landscape within which Local Government operates has changed significantly since the Compact was last refreshed in 2010 with the Central Government austerity agenda stripping over £170m from the Council's budget. Despite this Lewisham has remained committed to supporting the third sector and does this in a range of ways including:
- Direct funding through grants and other means
 - Infrastructure and capacity building support
 - Support to access Council Contracts and other commercial opportunities

- 4.2 It is important to note that this support is not provided in an altruistic or romantic way but rather in recognition of the fact that the third sector is more important than ever in times of constrained public spending. The sector is the first port of call for many people directly impacted by austerity and it continues to support many people who may have previously received a service directly from the state. Equally as importantly, the sector is also able to respond rapidly to emerging needs and provide preventative interventions that reduce the demand on increasingly stretched council and health services. As such, the Council's partnership with, and support for, the sector remains as strong as ever despite reduced financial resources to demonstrate this with.
- 4.3 However, it is vital that this support is provided within the context of the ever moving service, funding and administrative landscape so a number of changes and initiatives have been developed recently to ensure that the Council's relationship remains relevant and collaborative including introducing core funding to the Main Grants programme, changing the approach to infrastructure support and developing the Social Value policy. These initiatives, alongside the on-going partnership working with, and support to, the sector are set out in the sections below.

5. Direct funding through grants and other means

- 5.1 The most obvious and direct way that the Council supports the Third Sector is via a range of funding initiatives aimed directly at charitable and not for profit community organisations.
- 5.2 These funding initiatives recognise the power of the sector to not only provide services but to harness assets in the local community and deliver community led solutions often with better outcomes than directly commissioned or centrally prescribed provision.
- 5.3 The most significant of these, in budgetary terms, is Lewisham's Main Grant Programme; this was recently re-let with the new grants due to begin on 1 August 2019. Despite recent, and significant, reductions¹ the programme with the annual budget of £2,562,102 (with a further £428,456 provided from the Better Care Fund) remains one of the largest in London. Many other boroughs provide similar services but these are directly commissioned and often provided by more commercial businesses with Lewisham's approach demonstrating the on-going commitment to the sector.
- 5.4 Funding with the Main Grants programme is provided over four themes recognising the diversity and depth of the third sector in the borough. These are:

Strong and Cohesive Communities – this theme seeks to develop and maintain strong communities and build a more inclusive and cohesive borough. With the reduction in statutory resources, residents and communities are being asked to do more for themselves. This theme seeks to ensure that there is an infrastructure across the borough that can encourage and capitalise on active citizenship, supporting grass roots activity. The theme also funds services that provide equalities support to ensure equal access to services.

Communities that Care – the overall intention of this theme is to fund a range of organisations that together provide support to vulnerable adults to assist them in accessing services, prevent their needs from escalating, reduce the burden on statutory services and provide links between statutory services, VCS and communities in relation to working together to support vulnerable adults. The activities funded through this theme form an important part of the borough's preventative strategy.

¹ The Main Grants budget has been reduced by £3,100,000 since 2015

Access to Advice Services – the advice sector provides an essential service to some of the borough’s most vulnerable and marginalised residents. Advice organisations provide independent, high quality advice to individuals to ensure that they have access to the benefits they are entitled to, are supported to manage debts, address financial exclusion and deal with housing issues. Statutory services work closely with the advice sector as addressing these issues are of mutual benefit.

Widening Access to Arts and Sports - this theme seeks to ensure that the rich and diverse contribution that the borough’s Arts and Sports organisations make to the quality of life of residents is maintained. The Arts and Sports sectors are adept at attracting resources from external funding, earned income and volunteers. However, the sectors still require a level of core funding to enable them to continue to attract these resources that would otherwise be lost to the borough. The focus of our support is on increasing participation particularly by those who are less able to participate due to disability, economic disadvantage and age.

- 5.5 One of the innovations of this round of the programme was the council's commitment to providing core funding to support key partners to realise their ambitions in the borough as well as project funding for specific activities.
- 5.6 This meant that funding was made available for 'back office' functions such as administration, fundraising, central management and office costs that others funders are reluctant to finance. This was intended to allow other funding bids to concentrate on project delivery offering better value for money and increasing the success rates of bids and therefore the overall income for the organisation and the borough.
- 5.7 For this funding the council was seeking to evaluate the magnitude of the step change that the core funding will realise across the whole organisation, so applicants were made aware that applying for this funding would mean they have de facto agreed to the council considering their whole output as part of the grant making process.
- 5.8 However, there was a mixed response from applicants to the challenge set out in the application process, with a number of applicants describing the details of the services that would be funded rather than how core funding would transform delivery models.
- 5.9 As such officers will work with recommended groups to better understand how Lewisham funding can be used to transform delivery models and increase the value realised by this funding.
- 5.10 This demonstrates the commitment of the Council to work in partnership with the sector to ensure that services are developed in partnership with the sector, and the wider community, and that the relationship between the parties is one of mutual trust and respect rather than onerous, bureaucratic and counter-productive.
- 5.11 The arrangements will also be proportionate, with groups receiving small amount of funding not being subject to the same level of monitoring as organisations receiving larger amounts. Those organisations receiving more than £100,000 per annum (Citizens Advice Lewisham, Age UK Lewisham and Southwark, The Albany, Rushey Green Timebank and Voluntary Services Lewisham) will be subject to bespoke arrangements as agreed by Mayor and Cabinet in response to a referral from Safer, Stronger Communities Select Committee arising from discussions held on the Main Grants Programme at the meeting on 12 March 2019.
- 5.12 Taken together, both the scale of budget for the Main Grants and the collaborative, flexible and proportionate approach to the monitoring of the sector demonstrates the Council's vision for a proactive and confident sector, well equipped to take a positive,

asset based approach to delivery in the borough. This is further supported by the revised vision for sector support set out in section 6 below.

- 5.13 While the Main Grants Programme is the single largest way in which the Council directly supports the sector it is far from the only one.
- 5.14 Other direct funding sources include the small grants programme (£55,000 per annum), the Local Assemblies Councillors' discretionary fund (£2,500 per ward per annum) and local grants provided via the Neighbourhood Community Development Partnerships (£90,000 per annum) which are described in more detail in section 6 below.
- 5.15 In addition to this the Council is currently developing an innovative, community led, approach to the allocation of the Neighbourhood portion of Lewisham's Community Infrastructure Levy (CIL).
- 5.16 CIL is a charge that is collected by Lewisham Council since April 2015 when development in the borough meets certain requirements. These requirements are outlined in the CIL regulations 2010 and through its subsequent amendments. It is charged on all developments that add one or more new dwellings or more than 100sqm of floor space. CIL is charged at a rate per square metre and varies according to land use and location. There are currently 2 CIL charging areas in Lewisham that span the entire borough split between the north of the borough and the south.
- 5.17 The Neighbourhood portion of the CIL (NCIL) amount to 25% (currently in excess of £2,000,000) and will be allocated in line with community priorities identified through the Local Assemblies programme. While this approach will not limit the allocation of funds to the third sector local organisations may be well placed to respond to the local needs identified by the communities that they work with and serve.
- 5.18 Finally, the Council is committed to working in partnership, including the distribution of funding received, with the third sector around strategic projects and initiatives such as the bid to become Borough of Culture or work with central government and other bodies relating to specific issues.

6. Infrastructure and capacity building support

- 6.1 In addition to funding the Council provides direct capacity building support to the sector in a number of ways.
- 6.2 Firstly, a huge range of Council departments and officers provide support and advice to the sector on service developments, funding sources and partnership opportunities. This is most concentrated within the Cultural and Community Development service but is also provided in some form by the variety of other departments including Economic Development, Greenscene (Parks), CYP Commissioning and the Mayor's Office.
- 6.3 In addition to this the Council directly funds a range of organisations (through the Main Grants programme) to provide local support to develop and maintaining strong communities and building a more inclusive and cohesive borough through the provision of third sector infrastructure and equalities support. In order to achieve this, the Council funds organisations that provide both strategic, borough-wide support and local community development support.
- 6.4 Organisations that will be funded to undertake this work from 1 August are:

Organisation	Funding	Ward/Area
Community Development/Infrastructure Support		

Rushey Green Timebank	£212,000	Borough-wide
Bellingham Community Project	£25,000	Bellingham
Goldsmiths Community Association	£25,000	Whitefoot
Lee Green Lives	£25,000	Lee Green
Somerville	£25,000	Telegraph Hill/New Cross
The 2000 Community Action Centre	£25,000	Evelyn
St Luke's Downham (Front Room)	£12,715	Downham
Equalities		
Lewisham Pensioners Forum	£35,000	Older People
LRMN	£35,000 ²	Refugees/migrants
Lewisham refugee welcome	£20,000	Refugees
Stephen Lawrence Charitable Trust	£35,000	BAME
Metro	£35,000	LGBT/Overall co-ordination
TBC	£35,000	Disabilities
LEAN	£35,000	Young People ³ (WATAS)

- 6.5 Rushey Green Timebank is to receive funding to provide strategic voluntary and community sector support delivering support to organisations and encouraging greater collaboration across the sector. This will be delivered in a different way to the previous service offer through taking a 'assets based approach' in working with individuals to increase volunteering and the giving and exchanging of time and skills; engaging with businesses in promoting giving to local communities and causes.
- 6.6 The new approach will be to focus on what assets already exist in the community, including time, skills, expertise, knowledge, resources and physical assets. The service will encourage partnership working, making the most of what we already have in Lewisham, supporting all to contribute and receive benefit from others in reciprocity.
- 6.7 Engaging with new communities that have not traditionally been involved will be key. Encouraging businesses, employers, students and new residents, will help boost local involvement and giving contributions in Lewisham. The activities will be dynamic, responsive, engaging and visible, being localised where possible and focusing on connecting the assets already here, networking with others and share knowledge and expertise to focus on what works.
- 6.8 The focus of the activity is to add value where possible rather than duplicate and work with established networks and partners. This work will build upon the Lewisham Local brand to encourage all in Lewisham to give and share to increase support to the voluntary and community sector and to make our borough a better place. Specialist support will also be available for existing groups who find themselves in crisis for whatever reason. Further information relating to the new offer is attached as Appendix 1.
- 6.9 Rushey Green Timebank will also work with the Council to review and update the Compact and, as appropriate, the Lewisham Compact Code of Practice Commissioning Guidelines – attached as Appendices 2 and 3 respectively. Both of these documents were developed before the period of austerity and it is important that they are appropriate and useful for the new landscape and reflect wider developments such as

² LRMN will receive a minimum of £71,000 including Advice Lewisham funding

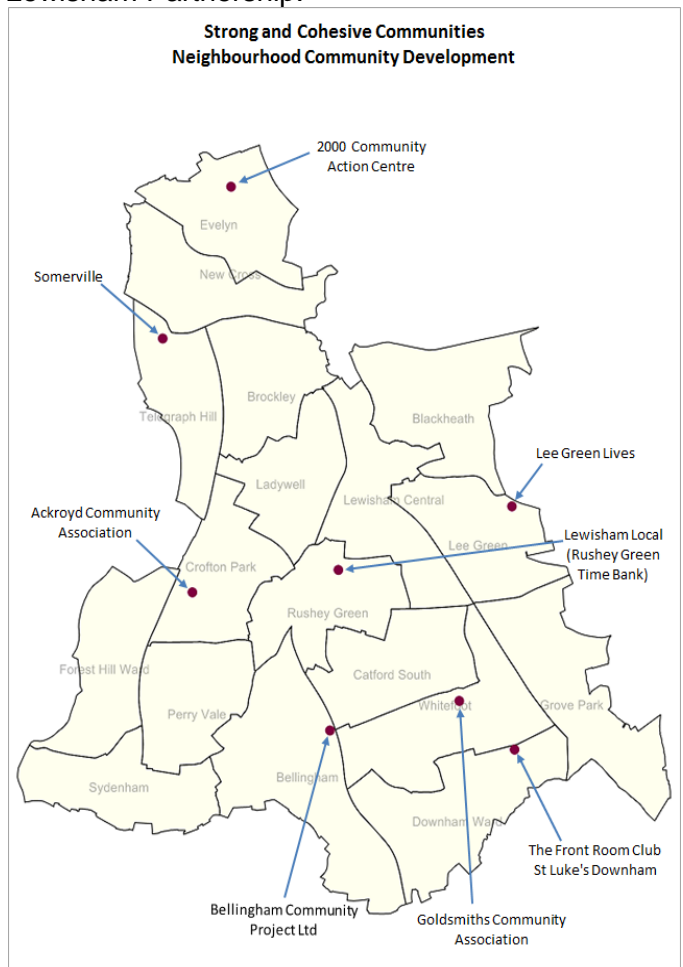
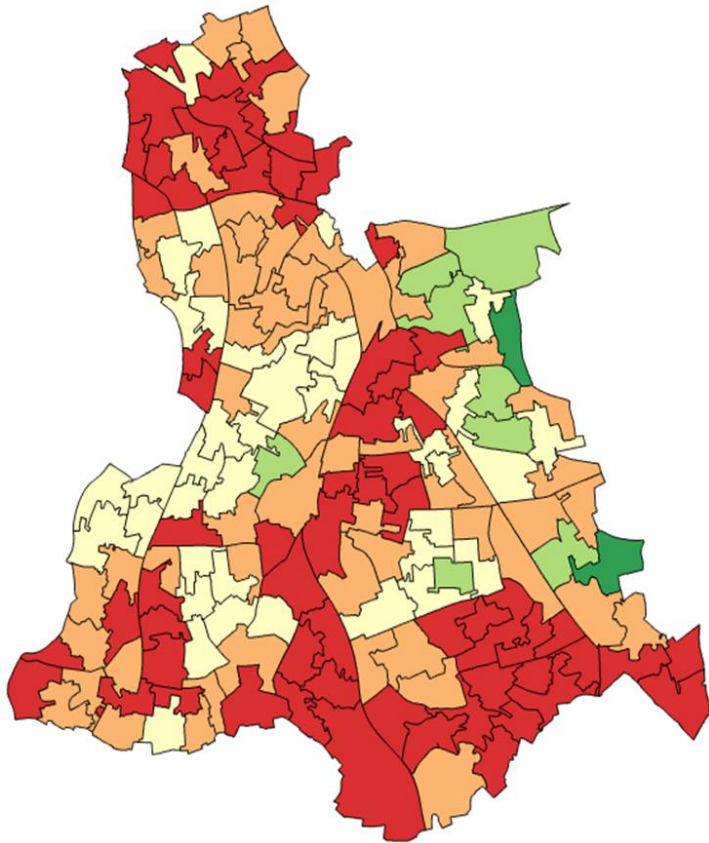
³ The overall Main Grants criteria were agreed by Mayor and Cabinet on 12 November 2014 with the subsequent grants being let at Mayor and Cabinet on 13 May 2015. Since 2015 the focus for youth activity within the main grants programme has been cultural provision as the Youth Service provides for generic youth work through both its direct and commissioned services.

the asset based approach to third sector support outlined above and changes in commissioning practice as detailed in section 7 below.

- 6.10 A further network of organisations are funded to take a lead in identifying and addressing barriers to engagement of communities that do not traditionally access services or have a disproportionate representation within particular services. This will support the third sector to develop their services and speak collectively on specific issues:
- Metro Centre to provide a strategic equalities lead as well as working with LGBT communities
 - Stephen Lawrence Centre to work with black and minority ethnic communities
 - Lewisham Refugee and Migrant Network to work with refugee and migrant communities⁴
 - Lewisham Pensioners Forum to work with older people
 - Lewisham Education Arts Network (LEAN) to work with young people (in recognition that the focus of services for young people within the programme is access to cultural activities)
- 6.10 In attempting to ensure a comprehensive network of organisations to coordinate activity across a number of the protected characteristics assessed through the Equalities Analysis Assessment officers were mindful that no applications were received in this area from Disability Groups. This was identified as a potential gap in the new programme representing a disproportionate impact on disabled people, partially due to the closure of the Lewisham Disability Coalition at the end of 2018. As such a commensurate allocation of £35,000 has been held back pending the establishment of the Accessibility Commission, which will be led by disabled people that is committed to in the Council's Corporate Strategy 2018-22. It is hoped that the Commission will identify both priorities and delivery partners for whom this funding will be appropriate.
- 6.11 The Commission will not provide direct services but be a vehicle to engage disabled people and ensure the coordination of services provided for them are defined by them. Officers cannot define exactly what the Commission will look like as it will be led by disabled people. Recruitment for the Chair of the Commission will take place during the autumn and this individual will have a key role in setting out the roadmap for this activity.
- 6.12 Neighbourhood Community Development organisations mainly focussed around the borough's most deprived wards each receiving £25,000 p.a. These organisation will work with individuals, groups and the local assembly to coordinate third sector responses to local issues. Organisations funded to undertake this work are:
- Bellingham Community Project (Bellingham)
 - Goldsmiths Community Association (Whitefoot)
 - Lee Green Lives (Lee Green)
 - Somerville Youth and Play Provision (Telegraph Hill/New Cross)
 - The Front Room Club (Downham) – funded at a lower level due to the nature of the project
 - Ackroyd Community Association also received community development funding as part of their overall allocation under Communities that Care but this was at a lower level recognising the overall pattern of their delivery and associated economies of scale.
- 6.13 As can be seen below these service correlate reasonably well with the most deprived areas of the borough (the dark red areas in the map on the left represent areas

⁴ Lewisham Refugee Welcome are also recommended for project funding under this theme and the expectation is that they work in partnership with LRMN and other services to provide a comprehensive service offer. However, as Refugee Welcome provide volunteer led direct support rather than coordination and oversight services this funding is recommended at a lower level.

amongst the 20% most deprived in the country using the Index of Multiple Deprivation) providing an excellent network of support for local individuals and third sector groups who wish to mobilise local assets to address emerging needs. The main outlier in this network is Lee Green Lives which is not located in an area of significant deprivation. However, in recommending funding for this group officers have recognised the paucity of other services in this area and that Lee Green Lives has also been highlighted as a site for outreach provision by the Advice Lewisham Partnership.



- 6.14 While the explicit funding to support infrastructure is the main focus of the work it is not the only way the Council funds support for the sector. Another example is the Community development aspect of the Main grant funding to Community Connections which is provided through the Council's partnership with the local NHS in the form of the Better Care fund. The Neighbourhood Community Development Partnerships (NCDPs), referred to in paragraph 5.14 above, were established following the development of the Lewisham Community Development Charter. One of the aims of the Charter was to effectively engage the third sector to promote health and wellbeing across the borough and reduce the need for formal health and social care provision.
- 6.15 The NCDPs were established across the borough in early 2017 working closely with key voluntary and community (VCS) stakeholders across Lewisham at a localised (neighbourhood) level in order to facilitate a joined up approach towards the development of community resources.
- 6.16 The development of the four NCDPs builds on existing assets and take different forms in each of the areas, facilitated by Community Connections, based on the history and infrastructure of the local area. A key task of the partnerships is to identify local health and wellbeing priorities and put forward joint solutions to meet local needs usually

delivered within the third sector. From 1 August they will also work closely with Rushey Green Timebank to ensure that these different elements of support are effectively joined up.

- 6.17 The partnerships deliver benefits to local communities over and above those directly related to health and social care as they will provide vehicles for local people and organisations to take control of their areas and circumstances.
- 6.18 Each Neighbourhood brings a different approach to their NCDP but collectively they have:
- Provided a vehicle to bring local community and statutory health and care partners together to jointly develop local health and wellbeing priorities in order to inform neighbourhood development plans
 - Provided an opportunity for shared learning and networking.
 - Promoted the voice of the community and community organisations.
 - Provided a platform for public health fund allocation to the sum of £22,500 per NCDP.
 - Developed a bidding system to allocate Public Health grants to each NCDP based on a participatory budgeting model.
 - Developed a governance structure to oversee the shortlisting of Public Health grants to ensure that applications for funding are linked to locally agreed health and wellbeing outcomes.
 - Developed outcomes reporting mechanisms to ensure that funded groups are delivering projects linked to local health and wellbeing outcomes.
- 6.19 The NCDPs also work closely with the Council and Lewisham Clinical Commissioning Group (CCG) to promote Social Prescribing. Social Prescribing recognises that an individual may often approach the health service with a condition or issue that is more appropriately dealt with via a social, rather than a medical, intervention and the most likely place that this need will be met is within the third sector.
- 6.20 Lewisham's work on Social Prescribing is well advanced through the funding of the Safe and Independent Living (SAIL) service, again via Age UK. This service acts as a link between the health service, and other bodies, supporting the sector by ensuring that services are well used but also that areas of un-met need are highlighted.
- 6.21 This area of work has recently received a boost through the direct NHS funding of 'Link Workers' within Primary Care Networks and the Council is working closely with the CCG to ensure this funding is appropriately used to get the best out of Lewisham's vibrant third sector.
- 6.22 Other initiatives supporting the sector include the Starts ups in Libraries initiative which can be accessed by those looking to start either a commercial business or third sector provision. The programme is free and is designed to help aspiring entrepreneurs (social or otherwise) gain the skills, information and know-how to build a viable business or charity.
- 6.23 Support will include free quarterly workshops for and early stage start-ups, one-to-one business information sessions with borough SME champions and a programme of events, including live screenings from the British Library's Business & IP Centre. In addition there will be walk-in access to business resources and databases like COBRA (the 'Complete Business Reference Advisor'). COBRA is essentially an online encyclopaedia of practical information for starting, running and managing a small business or charity and includes over 4,000 fact sheets and local area profiles. It's often

the first stop for entrepreneurs (social or otherwise) looking at setting up their business, as it provides lots of helpful hints for start-ups and is very easy to search.

6.24 The third sector is also supported through a range of means across the Council Directorates. Voluntary Action Lewisham (VAL) continue to receive funding to facilitate the Children and Young People Forum with a review underway on the future of this group along with the role of the third sector in delivering mentoring and SEND provision across the borough.

6.25 Aside from the work with VAL, a significant number of VCS providers (local and national) are commissioned to deliver against a range of CYP work programmes such as: early help; maternity; mental health and wellbeing; and SEND. Contracts are being monitored and reviewed in light of local priorities. Further work is also being undertaken in partnership with the Youth Offending Service to provide co-ordination of community groups and the delivery of community conversations in relation to the public health approach to violence.

7. Support to access Council contracts and other commercial opportunities

7.1 While the Council is unable to specifically limit contractual opportunities to third sector organisations there are an number of initiatives that have recently been developed/proposed that seek to better recognise the value delivered by local groups than can often be overlooked in large scale procurement and tendering activity. This includes the Council's Social Value in Procurement Policy and the Keep it Local initiative.

7.2 The Social Value policy – attached as Appendix 4 - is a step change in that it now provides for a weighting for social value within all tenders in excess of £50k, ranging from 5% - 10% and which clearly identifies a range of Key Performance Indicators (KPIs) under the four objectives set out below which we would expect providers to meet as part of the service delivery. This is coupled with the requirement that for all contracts below £50k where a quotes process is used that officers seek to ensure that at least one quote is from a local provider. The Public Services (Social Value) Act 2012 is only required to be applied to those contracts in excess of the current OJEU thresholds, therefore both the new Social Value policy and the requirement for a local quote demonstrates a significantly increased focus on social value. The 4 objectives and associated KPIs, and their context within Lewisham in order to capture the value delivered through social means that is not always accurately captured in procurement terms:

- Employment, Skills & Economy
- Creating a greener Lewisham
- Training Lewisham's future
- Making Lewisham healthier

7.3 In particular, the third sector is well placed to make the case for its work in the borough under the Employment, Skills & Economy and Training Lewisham's future objectives as these are measured in areas in which they should excel including indicators such as:

- Employment of LBL residents
- Work experience for Residents
- Use of local businesses
- Volunteering
- Work experience and support for young people with addition needs
- Information and guidance session for schools and youth services

- 7.4 In addition to this the Council is also in the process of supporting Locality's Keep it Local initiative with a motion at Full Council on 24th July 2019.
- 7.5 Through this initiative the Council will commit to capacity build the local third sector to support the following:
1. Think about the whole system, not individual service silos.
 2. Co-design services with our communities at both a borough and ward level.
 3. Focus on early intervention now to save costs tomorrow.
 4. Commit to our community and proactively support local organisations.
 5. Believe in bringing services in-house, but where appropriate thinking local
 6. Convene a discussion with the local community and local trade unions to co-design what it means to Keep it Local in the Lewisham setting.
 7. Continue to work with Locality and peer councils in the Keep it Local Network to assess and improve our current practice.
- 7.6 Finally the Lewisham Deal is a common commitment by local public sector institutions to promoting inclusive growth in the borough. Based on the principles of community wealth building, the Lewisham Deal seeks to ensure that we build an economy that works for the many. The anchor institutions involved in the Lewisham Deal are Lewisham Council, Goldsmiths, University of London, Lewisham College, Lewisham Homes, Phoenix Community Housing and Lewisham & Greenwich NHS Trust.
- 7.7 The annual “Meet the Buyer” event facilitated by the Lewisham Deal partnership brings together public sector commissioners, the pipeline of contracts coming up over a two year period and local businesses and third sector organisations with the aim of supporting our local organisations to be successful in securing public sector contracts. In addition the Council is looking to provide more local businesses with the chance to win council contracts by making it a requirement that every contract under £50,000 includes at least one quote from a local business (which would include a third sector organisation if relevant)

8. Equalities Implications

- 8.1 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 8.3 The Council considers the role of the third sector as crucial in the delivery of these functions and the wider promotion of equality. As local, community led organisations members of the third sector are well placed to identify, and address, specific needs and the council considers this an important role for the sector.
- 8.4 As such it is important that direct council funding is targeted and takes account of specific equalities issues. The assessment of each of the main grant applications

included a range of equalities elements including how well the individual services will seek to engage those who do not traditionally access services.

8.5 An overarching Equalities Analysis Assessment was then undertaken against the entirety of the draft recommendations with a number amended to ensure that the spread of services recommended for funding under the main grants programme was considered to be fair and equitable and did not disproportionately affect any one particular group. The awarding of grants to a wide variety of organisations that work with and support Lewisham's diverse communities will help to promote equal opportunities.

8.6 As part of this process specific funding was provided to groups who seek to support and develop third sector organisations who work with particular groups who share a protected characteristic or in areas where there are high levels of deprivation and inequality as set out in section 6 of this report.

9. Environmental Implications

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

10. Conclusion

10.1 The Council recognises the important part that the third sector plays in the lives of our residents and is committed to providing strong and on-going support for its development.

10.2 The continued awarding of main grant funding will enable the sector to continue to deliver much needed services across the borough but also provide a network of support to groups and individuals who do not directly receive funding.

10.3 This paper sets out a range of that support and demonstrates the Council's vision of a vibrant and well supported sector. Indeed, it is acknowledged that the totality of that support cannot be captured in a single report as both elected members and officers provide countless hours of informal and ad-hoc advice and support to the sector through day to day contacts or service specific projects. This spirit of open partnership is fundamental to the Council's relationship with the sector and reflects the nature of Lewisham's collegiate communities.

If there are any queries on this report please contact James Lee, Director of Culture and Community Development - james.lee@lewisham.gov.uk, 020 8314 6548.

Lewisham Compact

Introduction

The Compact between Lewisham Council and the local voluntary and community sector has operated in Lewisham since 2001, when the Council became one of the first in the country to adopt it. The Compact has proved to be an effective framework for partnership building and has contributed to the voluntary sector playing an important part in service delivery in the borough.

Local authorities and the VCS currently face many challenges and an agreed framework for partnership building and collaboration can contribute to the development of effective local services and also contribute to community development initiatives which will be critical in addressing local needs and developing the resilience of local communities.

What is the Compact?

The Compact is a framework for partnership working. It is a voluntary agreement between those partners that sign up to it. By operating within the Compact, it is expected that all partners – statutory providers, the voluntary and community sector, and chambers of commerce – will enjoy more positive relationships and achieve greater outcomes for the benefit of the community.

The Compact recognises the significant role played by the voluntary and community sector, not only in providing services but also in generating income, adding to the local economy, developing and utilising the skills of local people and strengthening local communities. By linking these achievements to the responsibilities of statutory providers, as well as to the local chambers of commerce, the work of all partners is enhanced.

The Compact Standards

1. Committed to the Compact aims and ways of working collaboratively
2. Equal relationship of partners
3. Be engaged in peer review of collaborative working
4. Collective responsibility to deliver and to meet needs
5. Responsive to local needs (outcome focused)
6. Open and transparent
7. Promoting effective practice

Agreed commitments for Lewisham's Partners

- The independence of all partners should be respected and it is recognised that everyone has a right to campaign within the law in order to advance its aims.
- When campaigning or advocating, ensure that robust evidence is provided, including information about the source and range of people and communities represented.
- Transparency across all partners in the design and commissioning/funding of services, using accessible and easy to understand language.
- Monitoring and reporting that is appropriate to evidence.
- Standard timeframe for consultation. Where it is appropriate; and enables meaningful engagement, conduct 12 week formal written consultations, with clear explanations and rationale for shorter time-frames or a more informal approach.
- Commitment to Compact Steering Group and Attendance. It is fully expected that all representatives from the different agencies attend, or arrange for someone to deputise on their behalf.
- Ensuring effective engagement by involving all partners from the earliest possible stage to co-produce policies, programmes, services and commissioning.
- Diversity of providers in scale/sector/locality.
- Proportionate resources to support compact working, including a Compact forum / network to engage on issues when reviewing the effectiveness, as well as a dedicated Compact good practice website.
- All stakeholders contribute towards identifying needs and solutions.
- Equal ownership and influence in partnership structures including influencing speaking and contributing.
- Opportunities to deliver public services that are fairly advertised and promoted.
- Responsibility to raise challenges/problems but willingness to work towards a solution.
- Collaborative approach to commissioning and decommissioning services including looking for alternative financial solutions/options.

A Lewisham Compact Code of Practice

Commissioning Guidelines





Following extensive consultations involving LB Lewisham officers and Voluntary Action Lewisham, these Guidelines were approved by Mayor and Cabinet in January 2010.

Our thanks to Ed Knowles, who drafted much of the material, and members of the Lewisham Compact Steering Group who oversaw the development process.

The Lewisham Compact is an agreement between LB Lewisham and local voluntary and community organisations about how they will work together. NHS Lewisham and SLAM (South London & Maudesley Mental Health Trust) are also signatories to the Compact. Lewisham's Local Strategic Partnership has endorsed the Compact's values and principles.

Copies of a revised edition of the Compact are available from the Council's Community Directorate (or Community Sector Unit) and Voluntary Action Lewisham, or can be downloaded from www.valewisham.org.uk

Compact Codes of Practice, like the Compact itself, are not legally binding, but are an agreement about the good practice that should be followed to enable effective working between the statutory and voluntary sectors.

Foreword

Mayor of Lewisham, Sir Steve Bullock



I am delighted to welcome the publication of these Commissioning Guidelines.

Lewisham Council is proud of its relationship with the many voluntary and community organisations in the borough.

By working together we are able to achieve so much more for the people of Lewisham than either of us can do alone. The Lewisham Compact, launched in 2001, continues to provide the foundations for our relationship, which has developed hugely over recent years.

The development of the Commissioning Guidelines is a further step forward in our partnership. Within the Council we are working hard to ensure the greatest possible consistency across all our departments and services; these Guidelines will contribute to that work. Equally important, however, is that organisations within the voluntary, community and social enterprise sector know what is expected of them and what can be expected from us when we work together on the delivery of services.

Accordingly, I commend these Guidelines to you; I am sure you will find them helpful. They have been developed through consultation between Council officers and voluntary and community sector representatives, with additional input from the Lewisham Compact Steering Group. As you will see, we have adopted a broad view of commissioning, to include all varieties of funding for activity that provides services and facilities for the people of Lewisham.

As we move forward, the work of voluntary and community organisations and social enterprises is likely to become ever more important. I look forward confidently to our work together.

Steve Bullock

1. Introduction

Supporting citizens and delivering excellent public services is a key challenge for the Lewisham Strategic Partnership (LSP). If the LSP is to deliver its vision, that 'Together, we will make Lewisham the best place in London to live, work and learn' it needs to draw upon the expertise and experience that exists across its partners. Within this, nurturing and developing the relationship between the statutory sector and the third sector is particularly important. In *Shaping our future* – Lewisham's Sustainable Community Strategy, the LSP agreed that the development of third sector organisations is one of the key ways of making Lewisham a better place to live, work and learn.

There are over 800 voluntary, community and third sector organisations in the borough, ranging in size and scope and involving a large number of local people and communities. Many of these organisations have specialist knowledge and experience: whether for their own neighbourhood; a particular part of the borough; or around a specific condition, problem or subject. This specialist knowledge is made even more effective by their closeness to citizens and their ability to work directly with some of the most vulnerable groups in society. This often means that third sector organisations can respond to local need effectively and make a real difference to the lives and the life-chances of local people.

There are many ways in which the statutory public agencies (the Council, the Police, the fire brigade, the local NHS) work with the third sector. By actively involving these organisations in the commissioning of services, public agencies have the opportunity to improve the quality and effectiveness of these services and third sector organisations have the chance to grow and to bring their benefits to a wider group of people.

This paper aims to make commissioning meaningful and understandable for organisations throughout the borough. It looks to improve the effectiveness of commissioning between the local authority, the Lewisham Strategic Partnership and third sector organisations by establishing a set of principles and expectations for both commissioners and for third sector partners. It also feeds into the broader review of commissioning being undertaken across the LSP.

The Treasury's 2004 report 'Exploring the role of the third sector in public service delivery and reform' defines a third sector organisation as one that is non-governmental, value-driven i.e. primarily motivated by the desire to further social, environmental and cultural objectives rather than to make a profit per se and principally reinvest their surpluses to further their social, environmental or cultural objectives.

2. Understanding Commissioning

There are many different types of relationships and funding arrangements that can exist between statutory and third sector organisations and this can often cause confusion. Terms like grant-aid, procurement and tendering mean different things to different people.

This document sees all of these relationships as elements of commissioning. This is also a word that can cause confusion. However this document proposes a single, broad definition of commissioning as 'the strategic allocation of resources to improve outcomes in Lewisham.'

Such a broad definition means that commissioning is a lot more than just contracts and tenders. It incorporates the range of different activities and processes that go towards achieving improved outcomes for Lewisham's citizens. This local definition is in line with the recent definition of commissioning released by the Institute of Commissioning Professionals and endorsed by the National Association for Voluntary and Community Action. It is clear from the definition that commissioning is not the same as contracting. There is absolutely no reason why commissioners should not secure the services that "improve outcomes in Lewisham" through grants rather than contracts. Grants will often be much more effective, efficient and low cost than competitive tendering processes leading to contracts and are often more effective when a VCS organisation is being asked to undertake community development rather than to provide a specific service.

When setting up the funding relationship between the statutory agency and the third sector organisation, it is important to decide whether it is more suitable to go through a grant-aid or tendering route. In order to make that decision, a number of factors need to be considered such as the state of the provider market, the desired future state of the provider market, is the funding to invest in ensuring a vibrant third sector or, is it for capacity building etc. Guidelines are being developed by the National Audit Office to assist with this, which will be available from spring 2010.

Commissioning typically starts with a needs assessment looking at the issues at hand and the possible interventions. It moves onto an appraisal of how to deliver these interventions and, where appropriate, putting a contract out to tender. Finally it looks at whether the intervention is successful and what lessons can be learnt for future activity. The whole process is often referred to as the commissioning cycle. An example of the commissioning cycle is shown in diagram 1. (page 7)

Commissioning takes place across the LSP and the organisations involved. Many of the processes that make up commissioning will often take place as part of everyday business. For example, consultation work all feeds into an understanding of local challenges and needs even if it is not advertised or promoted as a formal 'needs assessment.'

For commissioning in Lewisham to be effective, third sector organisations need to be involved at all stages in the cycle. Some organisations will be able to bid for contracts to deliver services. Others will be able to represent and advocate the views of specific groups or neighbourhoods. Others still will have specialist knowledge about how best a service can deliver to the most vulnerable sections of our society. Indeed, in many situations the expertise and knowledge of the sector will be crucial in helping to develop the initial needs analysis, in advising how best to invite tenders or in providing monitoring and outcome analysis.

A distinction is often made between establishing a contract with a third sector organisation to provide or support services and the relationship established through the grant aid process. Lewisham maintains a grants programme, coordinated by its Community Sector Unit (CSU) with a clear remit to support the capacity and development of Lewisham's third sector organisations. While this grants programme has its own criteria for allocating grants, it nonetheless shares the same principles as other commissioning arrangements, i.e. it establishes a working relationship that allows both organisations to better contribute to improved outcomes. As such grant aid can be understood as a particular element of commissioning.

This means that there is a great deal of commissioning all ready underway and many organisations all ready involved in the commissioning process. It also means that commissioning is not just a top down process. It is one that relies on the everyday interaction of organisations and individuals. To make commissioning effective and deliver real improvements to citizens and communities in Lewisham, we need to ensure that partners on the LSP and Lewisham's diverse third sector understand each other, learn from the good practice that already exists and develop new ways of working and delivering together.

Commissioning Principles

Before looking at the different ways of being involved in commissioning, there are some clear principles that should underline all activity. The principles set out below should underline all commissioning in the LAA and the borough more widely.

- All commissioning activities and decisions must be based on the clear rationale of improving the life chances of people in the borough and deliver against the overarching outcomes of *Shaping our future* - Lewisham's Sustainable Community Strategy and its supporting strategies
- Commissioning activity should be based upon the achievement of outcomes
- Funding relationships and contractual agreements should focus on the contribution that provider organisations can make in achieving these outcomes as well as the processes by which existing provision can be improved or enhanced
- The commissioning process will be transparent and fair, seeking to ensure long-term, sustainable relationships to achieve practical, successful outcomes
- A standard and transparent commissioning approach should be adopted with sufficient flexibility to encourage innovation and to allow for personalised and tailored interventions
- Commissioning should focus on developing early intervention and preventative services which help to improve outcomes and reduce future costs
- The entire commissioning process and all those involved in the process will recognise the value of diversity and will in no way discriminate against people on the grounds of race, faith, age, gender, sexual orientation or disability

2. Commissioning Compact

In 2001 Voluntary Action Lewisham and Lewisham Council signed the Lewisham Compact, a voluntary agreement to improve the working relationship between the two sectors. The Compact sets out clear principles on how the two sectors can work together better and what each sector could expect from the other. The Lewisham Strategic Partnership has also signed up to the values and principles of the Lewisham Compact.

The Compact commits all organisations to work together for the benefit of the people of Lewisham and to engage in dialogue to develop effective working relationships. It places an expectation on the Council and the LSP to recognise the role played by third sector organisations in representing and providing services to the community.

The Compact also outlines clear expectations on funding relationships. Improving commissioning in Lewisham requires actions from both those commissioning and those able to contribute to their expertise and services. In addition to the existing Compact agreement, commissioners and the third sector should recognise that they have their own roles to play in making commissioning activity effective.

Commissioners Will:	The Third Sector Will:
<ul style="list-style-type: none"> Understand the role that third sector organisations and the Third Sector more widely, can play in commissioning. Ensure that third sector organisations have the opportunity to be involved at all stages of the commissioning cycle and are able to compete on an equal footing to other organisations. 	<ul style="list-style-type: none"> Understand the role of commissioning and commissioners in providing local services Work jointly with commissioners in developing services that benefit local people.
<p>Together we will help to achieve the aims of Shaping our future – Lewisham’s Sustainable Community Strategy by:</p>	
<ul style="list-style-type: none"> Enhancing the effectiveness of the Lewisham Strategic Partnership, the Council and third sector organisations in meeting the needs of the community Developing the third sector’s capacity to contribute to the development and delivery of services to the community and to the achievement of high quality and sustainable outcomes 	

4. The Commissioning Process

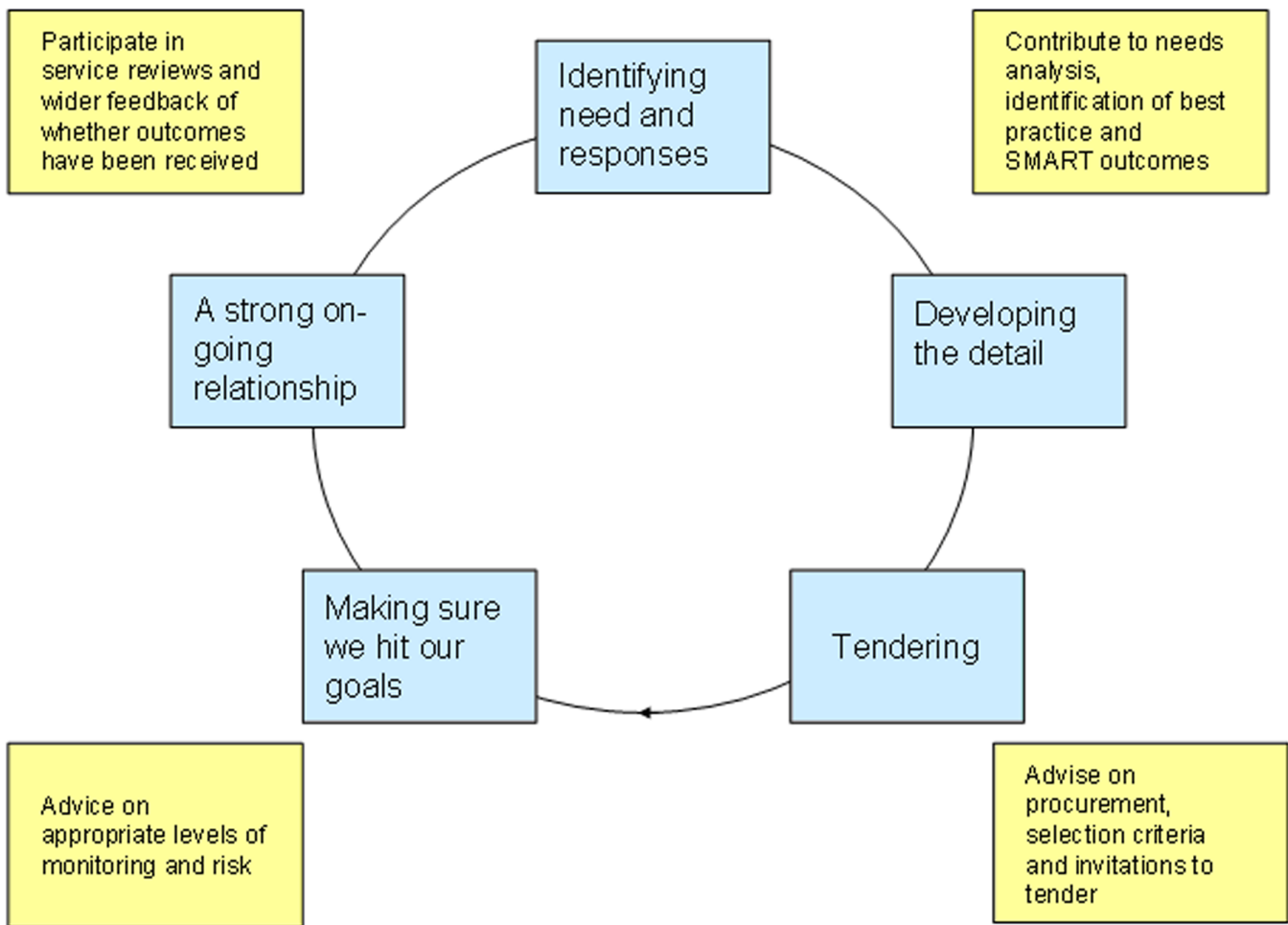
Now that we have defined commissioning, it is important to recognise some of the processes and activities involved. The following sections look at five different stages in a commissioning cycle.

- Identifying need and responses
- Developing the detail
- Tendering
- Making sure we hit our goals
- A strong on-going relationship

Each section explains what happens at each stage and what commissioners and third sector organisations can do, to ensure more open and effective commissioning activity. The role of the third sector isn't restricted to bidding for contracts nor is commissioning only relevant to those organisations that have the capacity to provide services. There are valuable roles that third sector organisations can play at all stages in the commissioning cycle, from contributing to the needs assessment and service development to helping disseminate information and monitor outputs.

As noted earlier, much of this already takes place as part of everyday business. However, all processes and services undertake a similar process of review development and delivery even if they don't think of it as a commissioning cycle. This means that all commissioners and managers of services should look at their own activities and explore how they can apply these commissioning principles. The diagram on page 7 shows this commissioning cycle. It also outlines some of the ways in which third sector organisations that do not have the capacity to deliver services could be involved at different stages of the cycle.

Diagram 1: A commissioning cycle and potential roles for non-service delivery third sector organisations



4.1 Identifying need and responses

Commissioners	Third Sector Organisations
Involve third sector organisations in the needs assessment process, both as potential suppliers and as key sources of specialist knowledge	Understand the strategies and frameworks which public agencies are working to deliver and look to contribute experience and knowledge in the needs assessment process

Effective commissioning requires the LSP and its partner organisations to identify and understand the needs that exist in Lewisham. The better we understand the problem the more likely that we can develop an appropriate and sustainable response.

The public agencies in Lewisham have a lot of information on the local area. Based upon this information they have developed strategies and organisational plans, setting out how they intend to tackle these challenges and deliver improvements for citizens and the local area. The key strategy for the local area is *Shaping our future* – Lewisham’s Sustainable Community Strategy which outlines the strategic vision for the borough and sets out six key outcomes. All plans and strategies should look to deliver these outcomes. (For detail of the Sustainable Community Strategy and the LAA see Appendix A.)

Supporting *Shaping our future* are other strategies and plans which provide more detail on how improvements in the local area will be delivered. Key supporting strategies include:

- Children and Young People’s plan
- Safer Lewisham Strategy
- Volunteering Strategy
- Lewisham Housing Strategy
- Health Inequalities Strategy

Identifying needs doesn’t just rely upon statistics and data held by the public agencies. To ensure that the response to need is effective way, it is important to listen to the voices of our communities and to those who use services. This process also benefits from hearing from providers or organisations with specialist experience/expertise in the particular area who can provide an idea of what services are available and practical. This is sometimes called ‘soft market testing.’

Case Study

Supplier Open Days are often held where the Council and other public agencies explain to interested parties what service is being tendered and asks for their views, this can relate to length of contract, sub-contracting opportunities etc.

At the end of the needs assessment a decision will be made as to the best way forward. Sometimes this might be keeping existing arrangements, if they are delivering effectively. In other situations it might require additional support for an existing service or in some cases developing a new service entirely.

If a change is necessary the next decision is where the change will come from. It could be carried out 'in-house' by the organisation in question or 'externally' through the support, services and expertise of another organisation. Consideration will need to be given as to how the change will be funded since this will inform the type of funding relationship employed.

Therefore in identifying needs and responses:

Commissioners will:

- Effectively communicate their strategic intentions and overarching priorities
- Ensure early supplier involvement, including third sector organisations, to gain a supplier perspective when shaping policies and programmes
- Recognise the role of advocacy and non-service third sector organisations in contributing to the needs assessment
- Ensure that all staff involved in the commissioning process have training and a good understanding of the role of the third sector in Lewisham
- Consider 'Meet the Buyer' events – good for third sector organisations to form alliances with prime contractors

Third sector organisations will:

- Actively contribute their knowledge and expertise in the needs assessment, planning and service design elements of commissioning
- Recognise the benefits of joint-working e.g. in consortia, to enable organisations to bid for larger contracts



4.2 Pre Tender Stage

Where services are being commissioned through a contracting and tendering process both commissioners and third sector organisations have a role in making the process a success.

Key messages and responsibilities	
Commissioners	Third Sector Organisations
Ensure that service specifications do not present barriers to allowing all potential suppliers, including third sector organisations, to compete.	Develop robust governance and financial management procedures in order to ensure that they are in a position to bid for public sector contracts and/or apply for grants.

Developing the detail is sometimes referred to as the 'pre-tender' phase, where the specifics of the service or intervention identified by the needs assessment are developed. If the service/intervention is going to be tendered externally i.e. offered out for other organisations to deliver, this is the stage where the contract details and the criteria by which competing organisations will be judged are developed. It is also at this stage that consideration will be given as to how the change/service will be funded since this will inform the type of funding relationship employed.

There is a role for relevant organisations, including those in the Third Sector, to provide advice and input to the development of service/contract specifications (this process is sometimes called soft- market testing.) This could involve the same organisations that were involved in the needs assessment or other providers that are experienced in this particular area or type of delivery.

This is also the opportunity for commissioners to consider different models of provision. For example, even in areas not traditionally covered by third sector organisations there might be opportunities to involve them and their expertise. For example, a commissioner might set an expectation that the eventual contractor would look to involve/sub-contract with local third sector organisations.

There are a number of elements of the service/contract specification that can often be seen to present unnecessary hurdles to third sector organisations looking to deliver public services. Where circumstances allow, the contract specifications should be:

- Multi- year contracts (minimum three years)
- Written with a minimal amount of jargon
- State clearly how the service will deliver against organisational priorities and the overarching outcomes of *Shaping our future* – Lewisham's Sustainable Community Strategy.

Before an organisation can look to bid for work or look to deliver a service or part of a service, it needs to meet certain minimum standards (eligibility criteria) that show that it is a legal, accountable and trustworthy organisation. These number and scope of these qualification criteria will depend on the nature of the contract, for example anyone bidding to provide services to children and young people should have a child protection policy, but as a minimum all organisations should be able to provide:

- Organisational details including information of directors, registration, staffing etc.
- Constitution
- Business Plan
- Annual Reports
- Financial information including audited accounts, insurance etc.
- Equality and Diversity policy
- Health and Safety Policy
- Recognised Quality Standard Award and/or evidence of working towards a quality assurance system.
- Equal opportunities policy
- Child Protection Policy (where the contract involves working with children and young people)
- Protection of vulnerable adults policy

Case Study

The devolved nature of procurement and contracting on the part of the Council in the LAA, can result in the same organisation being asked to submit the same pre-qualification information on multiple occasions.

This represents a duplication of effort on the parts of both the commissioned and the commissioner.

Local authorities are looking to develop standard documentation

Within the local authority this will be achieved through sharing information from Corporate Procurement's Contracts register and the Community Sector Unit's Grants register. In the future, the use of the electronic resource, Guidestar, will allow commissioners to check on pre-qualification criteria from a single source.

In encouraging an organisation to get involved:

Commissioners will:

- Involve relevant stakeholders in drawing up specification and consider how this process is resourced and facilitated to allow this
- Publish contract opportunities widely, including the third sector press
- Give early signal to market that third sector involvement in supply chain would be welcomed
- Commit to multi-year funding agreements unless there are constraining financial circumstances
- Where possible commissioning agencies will work with each other's records to ensure that those organisations that have successfully completed pre-qualification are not required to do so again
- Design specifications on externally tendered contracts which allow third sector organisations to be able to tender on an equal basis to other organisations
- Where appropriate develop models in which aspects of delivery are sub-contracted to small third sector organisations under the direction of the contractor

Third sector organisations will:

- Put in place appropriate structures and mechanisms to achieve adequate standards of governance, staff and financial management, quality standards and performance improvement
- Develop strategies and business plans to ensure long-term sustainability of the organisation and its services and recognise that projects and services may be time limited.
- Consider working with other providers to be competitive for larger projects and tenders



4.3 Tendering

Key messages and responsibilities	
Commissioners	Third Sector Organisations
Explain the evaluation process to tenderers at the outset, including the criteria to be used and their relative importance	Submit bids to support the delivery of local outcomes, where this is in line with the organisation's mission and in its capacity to do so effectively

Tendering is the process by which service contracts are put out for competition and awarded according to which bid best meets the criteria.

Having put out a tender, public agencies receive bids and evaluate them according to selected criteria. These criteria will be clearly mentioned in the tender information.

The evaluation criteria will depend upon the nature of the contract. However, typical criteria include cost, sustainability and a strong case as to how the organisation will deliver the required service i.e. what the outcomes will be. In situations where a number of bids are received the best will be placed in a shortlist and assessed against the specific requirements of the contract.

In some cases third sector organisations can be involved in the evaluation process, helping to ensure that service users' views are better represented.

Case Study

The Integrated Community Equipment Service evaluation team included the Director of the Lewisham Disability Coalition, this person evaluated the tender submissions and was part of the team that carried out site visits to the service providers to assess actual service delivery

A key criticism of the existing contracting arrangements with third sector organisations is that the customer (the body supplying the funding) does not purchase services based on price but on cost. If these organisations are to have the confidence to engage in the commissioning cycle they need to be assured that the terms of any contract will not threaten their sustainability or their ability to meet their overarching objectives.

Full cost recovery means funding or recovering the full cost of a service or project. In addition to the costs directly associated with the project, such as staff and equipment, projects will also draw on the rest of the organisation. Full cost recovery will ensure that the value of the contract and the money received from the public sector organisation covers all the costs of delivering the service or project. In other words, the third sector organisation is not subsidising the service.

In commissioning arrangements with Lewisham, third sector organisations should incorporate within their costs appropriate provision for the following, in proportion to the size of the contract:

- Chief officer/co-coordinator
- Finance management
- Telephone, fax, postage
- Premises (rent/mortgage)
- Associated premises cost (heat/light)
- Insurance
- Associated staff costs including insurance, pension, contractual rights cover
- Equipment (IT, printing etc)
- Premises management
- Research and Development
- Fund raising
- Membership – support of the membership infrastructure
- Governance – support of the trustee structure
- Project Management

When drawing up budgets and submitting tenders, organisations should demonstrate how their proposal represents good value for money in the way the work is managed and delivered.

Entering into a contractual, service-delivery relationship entails a number of risks for both the contracting organisation and the organisation providing the services. In certain fields, notably those dealing with vulnerable people, the level of risk is heightened.

Risks need to be recognised, discussed up front and shared appropriately between the commissioner and the organisation providing a service. In addition the cost of risks need to be understood by both sides and risk transfer funded appropriately.

In tendering:

Commissioners will:

- Effectively communicate an expectation that providers should include all relevant elements of overhead costs in their bids, using a commonly understood definition of full cost recovery
- Consider offering training to potential suppliers, outside of any particular procurement, to enable them to improve tenders
- Allocate risk to those best placed to deal with it
- Explain the evaluation process to tenderers at the outset, including the criteria to be used and their relative importance
- Let tenderers know that feedback will be provided. Offer feedback that is as helpful as possible and designed to promote future improvement

Third sector organisations will:

- Submit bids to help deliver local services, where this is in line with the organisation's mission and in its capacity to do so effectively
- Ensure that all bids include relevant overhead costs using a commonly held definition of full cost recovery and incorporate start-up costs where appropriate and costs related to training

4.4 Making sure we hit our goals

Delivering a service or awarding a contract is not the end of the commissioning process. To ensure that outcomes are being met and that public money is being spent effectively, organisations need to be monitored.

As with many elements of the commissioning cycle, specific monitoring arrangements will depend on the nature of the relationship and the contract/service in question.

In some cases the monitoring may be nationally determined, where services are regulated by law and subject to inspection regimes (e.g. those services regulated by the Commission for Social Care Inspection (CSCI). However for most grants and contracts monitoring requirements can be determined locally. The scope and scale of the monitoring will depend on the level of risk involved and third sector organisations should recognise their responsibility to share this risk with the commissioning body. Project specification should define what aspects are to be monitored and those bidding for the contract should be expected to include required resources for such monitoring within their project costs.

In general monitoring requirements for a project ought to be in proportion to the scale and importance of the project and avoid an overly bureaucratic approach that might distract the contracted organisation from the delivery of the actual outcomes.

There is a role for the Third Sector at this stage of the commissioning cycle with representatives of the Sector being asked to provide an assessment of contract performance

Case Study

Example (Local Involvement Network Host Organisation has to report to the LINKs executive on performance against local indicators and national benchmarks. The LINKs executive includes representatives of the Third Sector.

Commissioners will:

- Ensure clear ownership of monitoring and work towards more standardised and non-onerous models
- Where third sector organisations are funded from a number of sources, funders should consider coordinating their monitoring requirements to reduce the administration required
- Seek supplier involvement in the design of contract management procedures and ensure they are proportionate
- Focus management reporting on measuring key outcomes

4.5 A strong on-going relationship

The relationship between commissioners and third sector organisations is not just restricted to specific phases of the commissioning. For the cycle to work effectively, both sectors need to understand the changing context and situation in which each other operate. This is a process that requires continual dialogue using fora such as Voluntary Action Lewisham's Health and Social Care forum and Children and Young People forum.

There is a great deal of joint activity that could be undertaken to improve understanding and relationships on both sides. Joint training activity is a key area where both commissioners and third sector organisations can develop a better understanding of each other's work.

There is also a responsibility for both sectors to continue to examine their working practices and their long term arrangements to see how they involvement of the third sector in shaping public services can be improved.

In on-going work:

Commissioners will:

- Develop and maintain an understanding of the third sector, how it operates and its key drivers and challenges
- Encourage new entrants into the market, including third sector organisations, to ensure that it remains diverse, innovative and competitive
- Regularly review the commissioning process and identify future improvements
- Agree a process whereby groups can be remunerated for their part in the commissioning process
- Undertake joint training to improve understanding between the sectors and encourage greater communication
- Review current contracts with prime suppliers to see if there is any scope for involving the Third Sector

Third sector organisations will:

- Develop an understanding of the public sector, how it works, and how its strategic outcomes can align with the work of third sector organisations
- Demonstrate the skills and strengths of the borough's third sector and its capacity to support and/or deliver public services

Key Contacts

Voluntary Action Lewisham

Tel: 020 8314 9411

E-mail: info@valewisham.org.uk

Voluntary Action Lewisham (VAL) provides information and development support to local voluntary groups.

It also facilitates network building for a strong, dynamic and independent voluntary sector in Lewisham.

VAL produces a monthly newsletter called Grapevine, organises several forums for voluntary groups and provides training and development advice to new and established voluntary and community groups in the borough.

Community Sector Unit – London Borough of Lewisham

Tel: 020 8314 6579

E-mail: sandra.jones@lewisham.gov.uk

The Community Sector Unit (CSU) provides one of the Council's strategic links with voluntary and community sector organisations across the borough.

The CSU develops partnerships with organisations that reflect our key priority areas. It provides a range of support to community and voluntary organisations in the borough including:

- funding for voluntary and community sector projects
- advice on organisation management and fundraising
- community centres, offices and other premises for community activities
- assistance to develop new initiatives and services
- support to help you engage with key central and local government policies.

Procurement Unit – London Borough of Lewisham

Tel: 020 8314 8458

E-mail: procurement@lewisham.gov.uk

The Procurement Unit maintains a strategic overview of corporate procurement activity and ensure that contracts and purchasing arrangements are carried out in line with legal requirements and the Council's policies and procedures.

The Unit also provides advice and guidance on all aspects of the Council's contractual procedures, including Standing Orders, Financial Regulations and Lewisham's Procurement Guide, undertaking liaison as necessary to keep clients and service groups fully informed on contracting arrangements undertaken on their behalf.

Other resources

ELN toolkit

The East London Network of CVS has produced a toolkit to help organisations look at the 'health' of their organisation and get in shape to be able to bid for contracts. The toolkit comprises a CD and booklet.

Price: £10.00 on CD, + £5.00 for 3 hard copies (booklet)

www.elcvnetwork.org.uk

*** Special offer! A small number of the booklets are available from VAL, free of charge to VAL members. Limited stocks – apply now!

East Tenders

East Tenders is a consortium of third sector training providers, developed and managed for ELN by Redbridge CVS. Its main work is partnership development and contract management but East Tenders also offer a range of support services for organisations that provide training or employment services.

www.easttenders.com

or email: admin@easttenders.com

National Compact Commissioning Guidance

One of a series of Compact guidance booklets, this document sets out the principles and good practice that is expected of government departments, local authorities and voluntary and community organisations.

Download at www.thecompact.org.uk

or email info@thecompact.org.uk to request a hard copy

Futurebuilders

A government sponsored scheme providing access to loans and grants to help voluntary and community organisations tender successfully for public sector contracts.

See details at www.futurebuilders-england.org.uk

Lewisham's Sustainable Community Strategy and Local Area Agreement

At the core of all commissioning activity is the imperative to improve outcomes for local people. In line with *Shaping our future* – Lewisham's Sustainable Community Strategy, all activity should look to reduce inequality and deliver outcomes in an efficient, effective and equitable manner. All local partners have signed up to the Sustainable Community Strategy.

Each commissioned activity will have its own specific outcomes and outputs. However, it should also be able to demonstrate how it is helping to meet the overarching priorities of *Shaping our future*, supporting communities that are:

- **Ambitious and achieving** – where people are inspired and supported to fulfil their potential
- **Safer** – where people live free from crime, antisocial behaviour and abuse
- **Empowered and responsible** – where people are actively involved in their local area and contribute to supportive communities
- **Clean, green and liveable** – where people live in high quality housing and can care for and enjoy their environment
- **Healthy, active and enjoyable** – where people can actively participate in maintaining and improving their health and well-being
- **Dynamic and prosperous** – where people are part of vibrant communities and town centres, well connected to London and beyond

The Lewisham Local Area Agreement (LAA) Opportunity and Well-being for All establishes 70 indicators and targets to measure how well we are tackling some of Lewisham's key challenges. The LAA was developed alongside *Shaping our future* and reflects its priorities. To meet these targets, commissioners will have to devise new methods of developing and delivering services and will require providers and partners to help innovate.

**A Lewisham
Compact Code of Practice**

Commissioning Guidelines

London Borough of Lewisham Social Value Policy for Procurement

1. Purpose

This policy sets out the legal and strategic and policy context for social value and the approach the London Borough of Lewisham (LBL) will adopt to deliver social value through commissioning and procurement activities.

The key performance indicators (KPI) sets out the expected outcomes for each objective and provides examples of how suppliers could contribute towards these outcomes.

2. Background and Scope

The Public Services (Social Value) Act 2012 came into force on 31st January 2013. It is now a legal obligation in certain circumstances for local authorities and other public bodies to consider the social good that could come from the procurement of services before they embark upon it.

The aim of the Act is not to alter the commissioning and procurement processes, but to ensure that as part of these processes, councils give due consideration to the wider impact of the service's delivery. It allows local authorities to, for example, choose a supplier under a tendering process who not only provides the most economically advantageous service, but one which secures wider benefits for the community and which furthers the achievement of the Council's strategic aims and objectives.

LBL has incorporated the requirements of the Act in its procurement processes but the implementation across contracts has lacked consistency; and the statutory requirements of the Public Services (Social Value) Act 2012 only apply to public service contracts above EU threshold. LBL wishes to consider social value in a wider context as well where it is able to do so.

This policy will provide an opportunity for the Council to deliver a consistent, cohesive and flexible approach to generating increased social value through public procurement. This policy statements sets out LBLs aims in this regard. In particular it seeks to:

- Set out a definition of social value
- Set out the priority KPIs
- Set out a method to capture and monitor social value

3. Defining Social Value

Social Value is the additional economic, social and environmental benefits that can be created when LBL purchases a service from outside the organisation.

4. Social Value Objectives and Key Performance Indicators

The following KPIs reflect the Council's approach to setting objective measures for defining how social value (defined in Section 3) can be incorporated into, and further deliver, the broader Council's corporate strategies and the Mayor's key commitments. The 4 objectives and associated KPIs, and their context within Lewisham, are set out below:

Employment, Skills & Economy – Lewisham contributes to the diversity and energy of the capital, supporting its growing economy whilst gaining significant benefits from being a part of a world class city. Lewisham's own economy, though relatively small by London standards, is well placed to grow, encouraging new enterprises and allowing existing businesses to prosper. Lewisham was the first Living Wage council in the country and has increased the number of Living Wage employers in the borough by 800% since 2015. Our Mayor's Apprenticeship Scheme has supported over 150 residents into apprenticeships since 2014. Unemployment has halved since 2013 and our Pathways to Work service has supports over 600 residents. Lewisham has 183,000 economically active residents of working age (16-64) with 175,000 in employment. Economic activity rates in Lewisham are high 86.8% of the working age population are economically active compared with 78.2% for London as a whole. Lewisham has the highest of any comparator borough in terms of employment rate at 83.2% and is well above the London average of 74%. The key objectives of this KPI will be: the promotion of the London living wage, creating jobs for LBL residents, creating apprenticeships, providing training opportunities for residents, work experience as well as facilitating the development of skills. Another key outcome will be the improvement of opportunities for LBL SMEs and the wider improvement of working conditions.

Creating a greener Lewisham – Lewisham is one of the greenest parts of south-east London. Over a fifth of the borough is parkland or open space. Fifteen 'Green Flag' parks, attractive residential neighbourhoods and Lewisham's waterway network all combine to create a relaxing and pleasant environment in the midst of bustling city life. We have developed and implemented the 'healthy streets' initiative. We have introduced a borough wide 20mph speed limit making streets safer for pedestrians and cyclists and reducing air pollution. We actively support cycling and the introduction of Cycling Quietways and working with TfL on the development on the Cycle Super Highway 4 and the A21 cycle spine. In terms of waste management, rates of household waste sent for recycling, reuse and composting in Lewisham have reached their highest level for four years (27.8%) against a target of 20% (March 2018). The key objectives of this KPI will be: to tackle and further reduce carbon emissions, reduce wastage, protect and enhance the natural environment, and the procurement of supplies or goods from sustainable sources.

Training Lewisham's future – Lewisham has a lower percentage of pupils achieving GCSE passes in Maths and English than the London average. In 2016/17 58.7% of Lewisham pupils achieved a standard 9-4 pass and 37.9% achieved a strong 9-5 pass. This compares to 67.9% and 48.2% respectively for London as a whole. Lewisham also had a lower percentage attaining these pass rates than any of the comparator boroughs. In 2015/16 Lewisham had 2180 young people progressing to higher education this is a 5.5% increase

from 2014/15. Lewisham has very similar levels to neighbouring boroughs with Lambeth (2235), Southwark (2275) and Greenwich slightly lower on 1990 young people progressing to higher education. The key objectives of this KPI will be; access for Lewisham pupils to information and guidance sessions, positive school engagement, work experience for school aged residents, and ultimately growing Lewisham's GCSE pass rate.

Making Lewisham healthier At 79.1 years average life expectancy for males is in line with the England average of 79.5 years, whilst average life expectancy for females (83.3 years) is also line with the England average of 83.1 years. However, underlying indicators show that Lewisham performs significantly worse than the England average as it relates to all-cause mortality; mortality due to cardio-vascular disease; cancer; diabetes diagnosis 17 plus and childhood obesity. More generally we have improved air quality by introducing air quality accreditation for schools, rolling out the Lewisham Air app and supporting low emission bus routes. Measures of air quality monitoring sites across Lewisham, show that the borough performs well, compared to statistical neighbours, in terms of nitrogen and particulate levels in the air. The key objectives of this KPI will be: increased support for all community groups especially for those with complex needs, improving air quality, supporting the Council's commitment to a SugarSmart borough, promoting the safeguarding and welfare of children, young people and vulnerable adults.

5. How will Social Value be achieved in Lewisham

The incorporation of Social Value into Lewisham contracts will significantly help the Council to deliver on its strategic corporate and Mayoral priorities and deliver added value for the borough as a whole. Officers will need to refer to the matters set out in 'Social Value Objectives and Key Performance Indicators' above and 'Social Value Key Performance Indicators' below, and then ensure that on a case by case basis they clearly identify which of those social value objectives and social benefits are relevant to the subject matter of the contract. The purpose is to ensure that the benefits derived from the chosen KPIs link to a core requirement of the contract, as it is unlawful to take issues into account in a procurement process which aren't relevant to the subject matter of the contract.

A record should be kept of the social value objectives which are relevant to the subject matter of the contract, and the reasons why they are considered to be relevant.

If there are no social value objectives which are relevant to the subject matter of the contract, then the social value weightings below will not apply: note that only the Corporate Procurement Board can decide that no social value weightings should be applied.

There has previously been no mandated weighting for social value within procurement evaluation criteria, but it is now proposed that for all procurements of a value in excess of £50k, either 5% or 10% of the evaluation weighting be allocated to social value, and assessed as set out below, unless otherwise agreed by the Corporate Procurement Board.

In order to determine whether 5% or 10% of the evaluation weighting should be applied, each procurement will need to consider:

- Additional impact of social value

- how many KPIs under each of the 4 key objectives set out in part 6 can be delivered
- the geographical impact of the contract

	Additional impact of SV added	Objectives delivered against	Area impacted
10%	Significant	More than 2	More than 3 wards
5%	Some	2 or less	Less than 3 wards

The exact weighting will be determined during discussions with the Procurement team.

If you have any questions around measuring any of the above the Procurement Team, Social Value Officer and Local Labour & Business Scheme team will be able to assist.

6. Social Value Key Performance Indicators

The Council has identified a number of KPIs grouped under the 4 key objectives that can be used in the procurement process as part of the evaluation and then to be measured and tracked through the lifetime of the contract.

The intended outcomes and ambition for each of the 4 key objectives and associated KPIs is set out below. The clear identification and measurement of individual KPIs will enable the achievement of these and the broader corporate strategies and Mayoral commitments, together making Lewisham the best place in London to live, work and learn.

Employment, Skills & Economy – Lewisham aims to be one of the fastest growing parts of the London economy. It will achieve this through 3 aims. To boost Lewisham’s contribution to the London economy by enhancing the ability of new and existing businesses to thrive and grow. To accelerate the expansion of the Lewisham economy by capitalising on major physical regeneration in the borough to create the right environment for business growth. To diversify and expand the Lewisham economy by inspiring, nurturing and promoting the creativity and entrepreneurship of Lewisham residents.

Creating a greener Lewisham – Lewisham has identified a number of long term aims to create a greener and more sustainable Lewisham and its intended that the social value key performance indicators set out in this policy and achieved through the procurement process will actively contribute to the achievement of these. These aims are: i) to minimise the growth in waste and keep landfill to a minimum by reducing, reusing and recycling resources, ii) promote opportunities for people to make environmentally friendly choices and minimise their personal impact on the environment, iii) ensure that new developments and new homes are built to a high environmental standard and, where possible, support on-site renewable energy measures, iv) encourage the use of sustainable forms of transport and minimise the need for people to rely upon car travel by making it easier and safer to walk or cycle around the borough, v) procure energy from sustainable sources, and vi) work

alongside the South East London Combined Heat and Power (SELCHP) plant to progress sustainable measures for heating and powering local developments.

Training Lewisham's future – Lewisham has identified 7 priority aims to ensure that our children and young people achieve the best that they can supported by the best education, employment and training opportunities and its intended that the social value key performance indicators set out in this policy and achieved through the procurement process will actively contribute to the achievement of these. These aims are: i) ensuring there are sufficient school places for every Lewisham child, ii) ensuring all our children are ready to participate fully in school, iii) improving and maintaining attendance and engagement in school at all key stages, including at transition points, iv) raise participation in education and training, reducing the number of people who are NEET at 16 – 19, v) raising achievement and progress for all our children at key stages 1 – 4 and closing the gaps between under-achieving groups at primary and secondary school, vi) raising achievement and progress for all our children and closing gaps between the under-achieving groups at KS5 and post-16 so that all young people are well prepared for adulthood and able to access the best education and employment opportunities for them, and vii) raising achievement and attainment for our looked after children at all key stages and post 16.

Making Lewisham healthier – Lewisham has identified 9 long term outcomes as part of its 2013 strategy and its intended that the social value key performance indicators set out in this policy and achieved through the procurement process will actively contribute to the achievement of these: i) achieving a healthy weight; ii) increasing the number of people who survive colorectal, breast and lung cancer at 1 and 5 years, iii) improving immunisation uptake, iv) reducing alcohol harm, v) preventing the uptake of smoking among children and young people and reducing the numbers of people smoking, vi) improving mental health and wellbeing, vii) improving sexual health, viii) delaying and reducing the need for long term care and support, and ix) reducing the number of emergency admissions for people with long term conditions.

The objectives and key performance indicators are set out in Appendix A.

7. Monitoring and Evaluation

The monitoring of the KPIs should be built into the contract management of the service, and where appropriate financial or commercial penalties can be associated with these. There is a simple tool for commissioners and contract managers to use to enable a complete picture of Social Value outputs to be recorded correctly.

All KPIs identified should be reported by contractors/providers on a quarterly basis using the Councils reporting tool. Contract managers will be responsible for linking into the Social Value Report for Lewisham at the end of each financial year – this will be a mix of the data collected as well as qualitative data.

Appendix A – Objectives and Key Performance Indicators

Objective	KPI
Employment, Skills and Economy	
Employment of LBL residents	No. of LBL residents employed
Modern Slavery Statement	Company to have one
Work experience for Residents	No. of LBL residents on work experience (elderly, disabled, most vulnerable) No. of LBL residents on work experience (minimum time)
Use of local businesses	No. of local businesses accessing sub-contracting opportunities No. within supply chain Amount of £ spent locally
No of local business accessing sub-contracting opportunities	Amount of money to be spent locally Amount within supply chain
Volunteering	No. of volunteers in an organised/supportive programme of training, hours of volunteering, average time span volunteers stay an organisation?

Objective	KPI
Creating a Greener Lewisham	
Minimise energy and fuel consumption in the provision of the service	Reduce carbon footprint
Improve air quality	FORS accreditation Silver Zero emissions for light vehicles Reducing and consolidating deliveries Last mile deliveries - look to include cargo bikes, electric vans, micro vehicles All non-road mobile machinery to comply with NRMM Low Emission Zone Standards
Secure suppliers from sustainable sources	No. of sustainable sources used on contract (insert from sustainable Procurement policy and refresh)
Efficient use of resources by minimising waste	Reduction in waste sent to landfill / reduced packaging / recycling rates
Provide initiatives which retain, protect or enhance the character of Lewisham's natural environment for the benefit of local people and wildlife	Amount of new green spaces created as part of the project / amount of green space brought back into use as part of the project / increased biodiversity
Water fountains	Provision of water fountains
Cycling	Support the delivery of the Cycle Strategy and various initiatives

Commitment to broader improvements	<p>Any accreditation suitable for the area</p> <ul style="list-style-type: none"> Publicly reported energy and/or carbon emissions based on an accredited methodology A corporate target for reducing carbon emissions that has been set and is published and reported on
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Objective	KPI
Healthier Lewisham	
Community access to facilities / resources	Provision of facilities / resources, for use by the wider community, which facilitate healthier lifestyles or social connectedness
Information and guidance session for service users and/ or staff	Promotion of general healthy living information and advice to service users and/or staff in line with the Public Health England “One You” and “Change4Life” campaigns
Support for specific healthy living initiatives in Lewisham	Support for specific healthy living initiatives in Lewisham such as Sugar Smart
Commitment to healthy work practices	Demonstrate commitment to work practices that improve staff physical and mental wellbeing and reduce absenteeism due to ill health
Commitment to broader improvements	Achieving or working towards accreditation for schemes that promote the health and wellbeing of service users, staff and/or the wider community i.e. Dementia Friendly, Breastfeeding Friendly

Objective	KPI
Training Lewisham’s Future	
Work experience and support for young people - young offenders - care leavers - children with SEND - children with complex health needs	<p>No. of LBL young people in receipt of [support]</p> <p>No. of LBL young people achieving [appropriate] accreditation</p> <p>No. of LBL young people on work experience</p>
Work experience for school students and youth service users	No. of LBL school children on work experience
Information and guidance session for schools and youth services	No. of LBL school children in receipt of IAG
Engaging with schools both primary and secondary	No. of school engagement offers delivered to LBL schools
Commitment to broader improvements	Any accreditation that is suitable for the area

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Safer Stronger Communities Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	10
Class	Part 1 (open)	16 July 2019	

1. Purpose

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

2. Summary

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

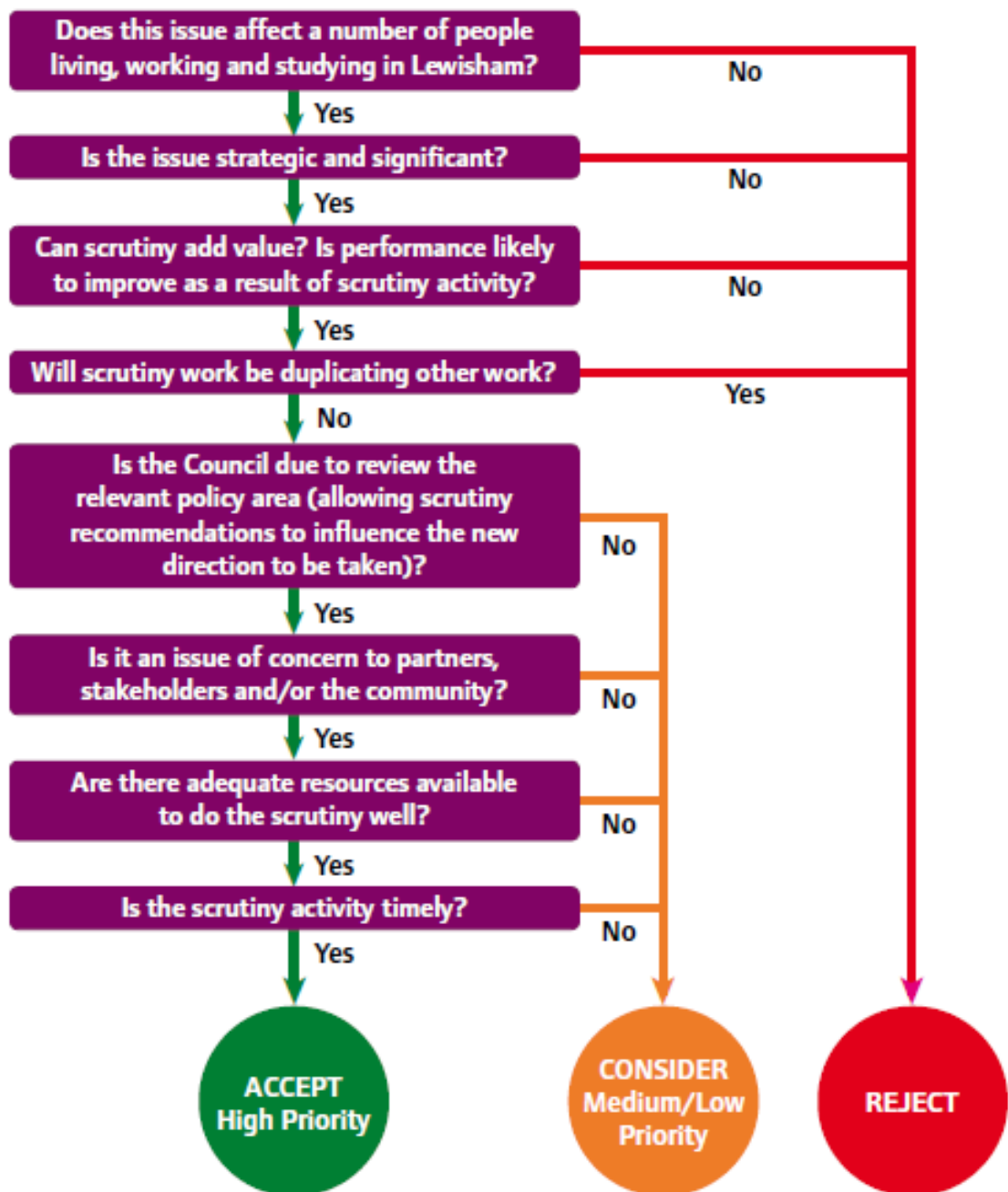
3. Recommendations

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

4. The work programme

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

Scrutiny work programme – prioritisation process



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

5. The next meeting

5.1 The following items are scheduled for the next meeting on 12th September 2019.

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

Agenda item	Review type	Relevant Corporate Priority	Priority
Budget Cuts	Pre-decision	CP1 and CP7	High
Violence against women and girls	Pre-decision	CP7	High
Lewisham Libraries – future and transformation inc. annual report	Performance monitoring	CP1	High

6. Referrals

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

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee
Select Committee Work Programme	30.04.19	Considered at Business Panel on 7.5.19	N/A	N/A

7. Information items (optional depending on committee approach)

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

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

Item	Date received
Public Health Approach to Violence Reduction	TBC

8. Financial Implications

There are no financial implications arising from this report.

9. Legal Implications

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

10. Equalities Implications

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

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

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

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

11. Date of next meeting

The date of the next meeting is 12 September 2019.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

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Safer Stronger Communities Select Committee 2019/20

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

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe

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