

Overview and Scrutiny



Safer Stronger Communities Select Committee Agenda

Wednesday, 16 June 2021

7.00 pm, Council Chamber, Civic Suite - the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

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

Part 1

Item	Pages
1. Confirmation of Chair and Vice-Chair	5 - 8
2. Minutes of the meeting held on 1st March 2021	9 - 12
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4. Response to Referrals from this Committee There are no responses to referrals due at this meeting.	
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7.	Domestic Abuse and Violence Against Women and Girls Strategy	67 - 104
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Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 16 June 2021.

Kim Wright, Chief Executive
Tuesday, 8 June 2021

Councillor Juliet Campbell (Chair)	
Councillor James Rathbone (Vice-Chair)	
Councillor Bill Brown	
Councillor Liam Curran	
Councillor Pauline Morrison	
Councillor Rachel Onikosi	
Councillor Octavia Holland (ex-Officio)	
Councillor Paul Maslin (ex-Officio)	

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Safer Stronger Communities Select Committee

Confirmation of Chair & Vice Chair of the Safer Stronger Communities Select Committee

Date: 16 June 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Scrutiny Manager

Outline and recommendations

Further to the Annual General Meeting of Council on 26 May 2021, this report informs the Select Committee of the appointment of a Chair and Vice Chair of the Safer Stronger Communities Select Committee.

- To Confirm the election of Councillor Juliet Campbell as Chair of the Safer Stronger Communities Select Committee
- To Confirm the election of Councillor James Rathbone as Vice Chair of the Safer Stronger Communities Select Committee

1 Summary

1.1. On 26 May 2021, the Annual General Meeting of the Council considered a report setting out an allocation of seats on committees to political groups on the Council in compliance with the requirements of the Local Government and Housing Act 1989.

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

Labour: 6

2. Recommendation

2.1. The Select Committee is recommended to:

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

3. **Policy Context**

3.1. The strategic priorities of the Council's [Corporate Strategy for 2018-2022](#) 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 and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.

[Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

4. **Financial implications**

4.1. There are no direct financial implications arising from the implementation of the recommendation in this report.

5. **Legal implications**

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

6. **Equalities implications**

6.1. 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.

6.2. 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.

7. **Climate change and environmental implications**

7.1. There are no direct climate change or environmental implications arising from the implementation of the recommendation in this report.

8. **Crime and disorder implications**

8.1. There are no direct crime and disorder implications arising from the implementation of the recommendation in this report.

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9. **Health and wellbeing implications**

9.1. There are no direct health and wellbeing implications arising from the implementation of the recommendation in this report.

10. **Background papers**

10.1. [Agenda for Lewisham Council AGM – 26 May 2021](#)

11. **Report contact**

11.1. *Katie Wood, Scrutiny Manager, katie.wood@lewisham.gov.uk 020 8314 9446*

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MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Monday, 1 March 2021 at 6.00 pm

PRESENT: Councillors Juliet Campbell (Chair), James Rathbone (Vice-Chair), Carl Handley, Jim Mallory, Pauline Morrison and Sakina Sheikh

APOLOGIES: Councillor Davis

ALSO PRESENT: Councillor Kevin Bonavia (Cabinet Member for Democracy, Refugees & Accountability), Councillor Brenda Dacres (Deputy Mayor and Cabinet Member for Safer Communities), Councillor Jonathan Slater (Cabinet Member for Community Sector), Councillor Liz Johnston-Franklin, Councillor Caroline Kalu, Councillor Jacq Paschoud, Monsignor N Rothon (Roman Catholic Church), Councillor Luke Sorba, Kirsty Addicott (Interim Head of Service, Lewisham and Southwark LDU) (National Probation Service), Phil Baker (Borough of Sanctuary Programme Manager), Keith Cohen (Head of Lewisham YOS), Jannet Hall (Head of Safer Communities, Public Protection and Safety), James Lee (Director of Communities, Partnerships and Leisure) and Katie Wood (Scrutiny Manager)

1. Minutes of the meeting held on 14 January 2021

1.1 RESOLVED:

That the minutes be confirmed as an accurate record of proceedings.

2. Declarations of interest

2.1 There were no declarations of interest.

3. Response to Referrals from this Committee

3.1 There were no responses to referrals due to be considered at this meeting.

4. Youth Offending Service and update on changes to the probation service

4.1 Keith Cohen, Head of Lewisham Youth Offending Service, (YOS) and Kirsty Addicott, Interim Head of Service, Lewisham and Southwark LDU, National Probation Service (NPS), gave presentations to the Committee, copies of which can be found in the agenda documentation. Cllr Juliet Campbell, Chair of Safer Stronger Communities Select Committee invited guests from Children and Young People Select Committee to participate in the questions and discussion. During the discussion the following key points were raised:

- There were 8 schools in the borough that were involved in the restorative justice approach pilot. This linked with a trauma-informed network helping to build up intelligence and capability within the borough.
- Members of the Committee were interested in the anti-racism and anti-discrimination training that the YOS was involved in and would be keen to hear more about that at a future occasion.
- It was really positive that in the surveys 100% of the young people felt they trusted YOS staff and reflected really well on the whole service.
- Prevention and early intervention were key focuses for the YOS.
- There were concerns that rates of offending could rise in the future as restrictions eased following the pandemic.
- The trauma-informed approach worked best if it was considered at the earliest stage possible as the best outcome for children and young people was not going into custody.
- Members of the Committee were concerned that the government privatisation of the probation system had not been a success but were pleased it was now being re-nationalised.
- Members of the Committee would be keen to see local performance data from the NPS.
- There were concerns raised by Members of the Committee that the probation area of Lewisham and Bromley was different to the Borough Command Unit and they were unclear of the logic behind the pairings.

4.2 RESOLVED:

That Keith Cohen and Kirsty Addicott be thanked for their presentations and for attending and the information be noted.

5. Q & A with the Cabinet Member for Democracy, Refugees and Accountability - Borough of Sanctuary

5.1 Cllr Kevin Bonavia, Cabinet Member for Democracy, Refugees and Accountability, presented the report to the Committee. Phil Baker, Borough of Sanctuary Programme Manager, was also in attendance. During the discussion the following key points were raised:

- Lewisham was sharing learning and experiences with its twin town of Charlottesburg-Willmersdorf in Berlin.
- Being a borough of sanctuary helped link residents to support.
- Members of the Committee congratulated the Cabinet Member and officers for the work being done.

5.2 RESOLVED:

That the report and presentation be noted.

6. Prevent and Stop & Search update

6.1 James Lee, Director of Communities, Partnerships and Leisure and Jannet Hall, Head of Safer Communities, Public Protection and Safety introduced

the report to the Committee. During the discussion and questions, the following key points were raised:

- The issues raised by the Committee in the review were prescient and ahead of their time. Recently published reviews from the Mayor of London and the IOPC included similar findings.
- A data scientist post and a Community Coordinator post was being created in Jannet's team to support data analysis and work with community groups.
- Members of the Committee were keen to keep up to date on work the Council was doing on the Public Health Approach to violence reduction.
- Members of the Committee requested that the Director of Communities, Partnerships and Leisure, look into the data gaps in the local Prevent data available to Councillors that were highlighted in the Committee's report to establish if they still existed. They requested being updated on this and if necessary referral 9 still be actioned as originally requested.
- Members of the Committee requested that the terms of reference of the National Prevent Review once they have been agreed, should be added to the list of possible items for the Committee's 2021/22 work programme.

6.2 **RESOLVED:**

- 1) That the original concerns of lack of access to local data on referrals to Prevent that were highlighted in the Committee's report and referenced under referral 9, be further investigated and if the issues still exist, the Director of Communities, Partnerships and Leisure be requested to action referral 9 as originally requested. An update on the outcome should be provided to the Committee.
- 2) That referral 12, requesting the Committee further consider the terms of reference of the National Prevent Review once they have been agreed, be added to the list of possible items for the Committee's 2021/22 work programme.

7. **Select Committee work programme**

7.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee and highlighted the items that had been suggested to be considered on the Committee's 2021/22 work programme.

- Cllr Juliet Campbell, Chair, thanked officers and colleagues for their work on the Committee over the last municipal year.

7.2 **RESOLVED:**

That the following items be considered for the Safer Stronger Communities Select Committee Work Programme for 2021/22: Violence against women and girls Strategy; Safe Lewisham Plan; Local Assemblies Review; Lewisham Libraries; Consideration of the Council's cultural events; information on the Government Prevent review.

The meeting ended at 7.52 pm

Chair:

Date:



Safer Stronger Communities Select Committee

Declarations of Interest

Date: 16 June 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law, Governance and HR)

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. 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.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These 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; and
 - (b) 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.

4. Other registerable interests

4.1 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.

5. Non registerable interests

- 5.1. 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).

6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

7. Sensitive information

- 7.1. 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.

8. Exempt categories

- 8.1. 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).

9. Report author and contact

- 9.1. Suki Binjal, Director of Law, Governance and HR, suki.binjal@lewisham.gov.uk, 020 83147648



Safer Stronger Communities Select Committee

Report title: Select Committee work programme report

Date: June 2021

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

To ask members to discuss the committee's priorities for the 2021/22 municipal year and to agree an annual work programme.

The Committee is asked to:

- Consider the themes set out in the draft work programme at **appendix E**.
- Note the four strategic themes of the borough's recovery plan: *Future Lewisham*
- Discuss the committee's priorities and agree a work programme for 2021/22.
- Consider opportunities for public engagement throughout the work programme.

Timeline of engagement and decision-making

The meeting dates below were agreed at the Council AGM on 26 May 2021:

- Wednesday 16th June 2021
- Tuesday 21st September 2021
- Thursday 4th November 2021
- Thursday 13th January 2022
- Wednesday 3rd March 2022

1. Summary

- 1.1. This report asks members to discuss and agree priorities for the committee's work programme for the year ahead and describes the process for approval by the business panel and ongoing monitoring by the committee.

2. Recommendations

- 2.1. The Committee is asked to:
- Consider the themes set out in the draft work programme at **appendix E**.
 - Note the strategic themes of the borough's Covid recovery plan: *Future Lewisham*
 - Discuss the committee's priorities and agree a work programme for 2021-22.
 - Consider opportunities for public engagement throughout the work programme.

3. The role of the select committee

- 3.1. The Safer Stronger Communities Select Committee scrutinises the Council's statutory crime and disorder function and has a responsibility for reviewing and developing policy in relation to crime and disorder, equality of opportunity within the borough, community development and the voluntary sector. The scrutiny function includes holding decision makers to account and monitoring the Council's performance.
- 3.2. The Committee's full terms of reference are set out in **appendix A**.

4. Agreeing the committee's work programme

- 4.1. A draft work programme is attached at appendix E. It currently includes suggestions made by last year's committee; suggestions from council officers; and issues arising as a result of previous scrutiny.
- 4.2. It is for the committee, however, to set its own work programme and agree any other priority issues it would like to include – the committee does not have to look into everything officers, the public or other members suggest.
- 4.3. When deciding on issues to include in the work programme, the committee should consider the key services and programmes within the committee's remit, the criteria for selecting and prioritising topics (see flowchart below), upcoming Mayor & Cabinet decisions (appendix D) and avoid duplicating the work of any agreed task and finish groups (TFGs).
- 4.4. The committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, *Future Lewisham*, which support what we want for every single resident and that we know are what we need to focus on locally:

4.5. **An economically sound future**

We are working to get the borough back in business, with a future where everyone has the jobs and skills they need to get the best that London has to offer.

We are a borough with businesses that are adaptable and prepared for change, a thriving local economy that sees 'local' as the first and best choice, with digital inclusion at the heart of our plans. We do all we can to support residents into jobs that pay fairly and provide families with the opportunities and security they deserve.

4.6. **A healthy and well future**

Good health and wellbeing should be something we can all depend on, something that

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is equally accessible to everyone.

We know this is much wider than ‘medicine’ and the NHS. Our health and well-being is also dependent on our housing, the air we breathe, our support networks and more. We will make sure to pay as much attention and invest as much effort into improving these wider factors and taking action on inequality at every turn. Rectifying health inequalities and developing good mental health & wellbeing for everyone drives what we do.

4.7. **A greener future**

Our next steps will be our greenest yet, continuing our efforts to preserve our climate for future generations and ensuring everyone can enjoy the place we call home.

We will capture and build on the best of what we saw from the increase in walking and cycling locally, and all the other ways our environment benefitted from behaviour changes over the last year. We will nurture and protect the place we call home so that we can continue to appreciate its benefits for generations to come.

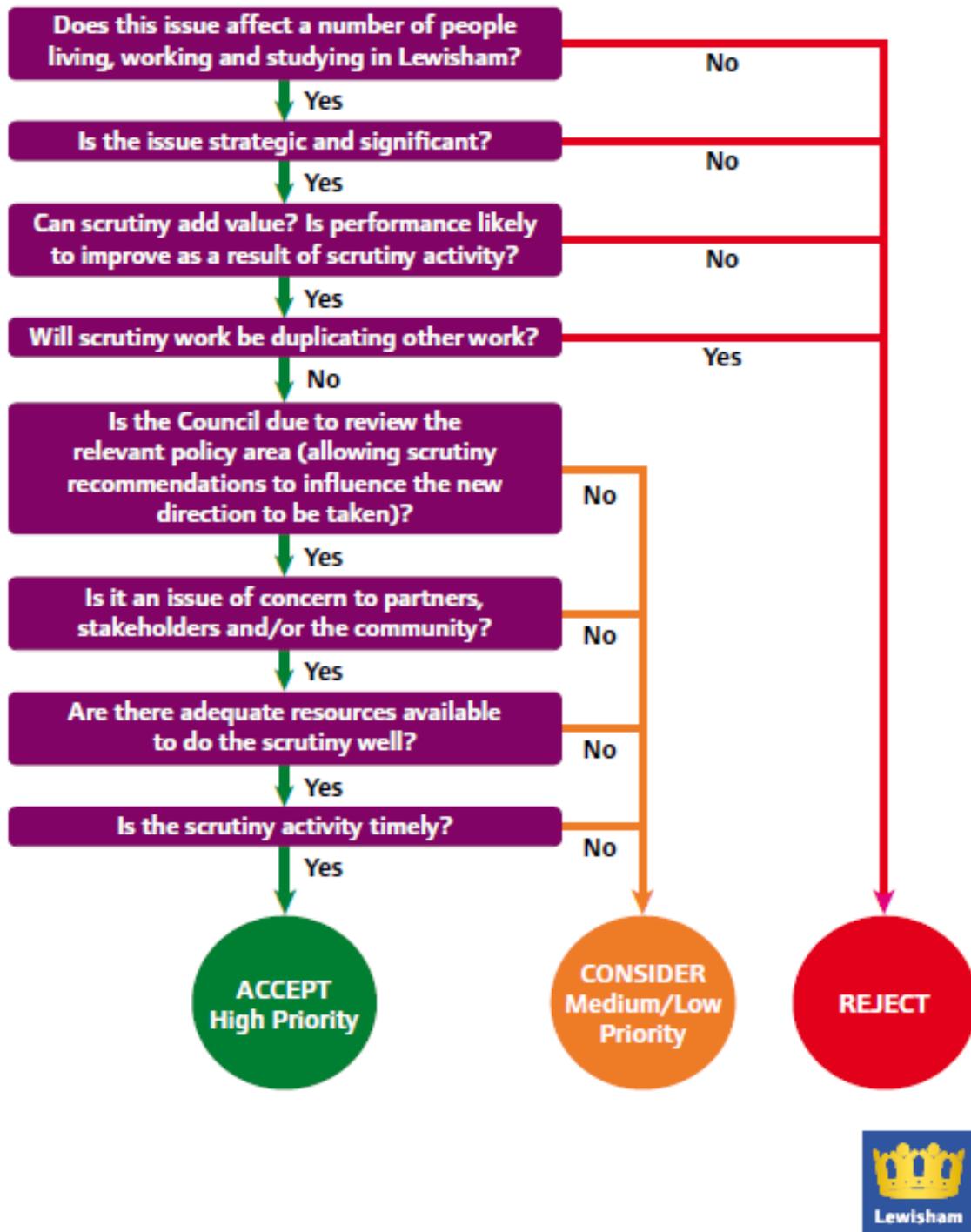
4.8. **A future we all have a part in**

We work together as one borough, within our communities and identities, to harness the power of volunteering and community spirit that has helped get us through the last year.

We will work alongside our strongest asset – our community – to strengthen and enhance our borough for everyone. We achieve more together and being connected and taking an active role in our borough benefits us all. Our year as Borough of Culture 2022 will be Lewisham’s best year yet, celebrating our fantastic part of London and providing opportunities for everyone to connect and get involved in our local community.

- 4.9. Items within the work programme should also be linked to the priorities of the Council’s Corporate Strategy for 2018-2022.
- 4.10. The committee is recommended to schedule **two substantive items per meeting**, leaving space available for Mayor & Cabinet responses and other urgent business as the need arises throughout the year.
- 4.11. Provision is made for meetings to last for up to 2.5 hours, but the committee should aim to **manage its business within 2 hours**. In exceptional cases the committee may decide to suspend standing orders and extend the meeting for a further 30 minutes to conclude any urgent business.
- 4.12. The committee should specify the information it would like for each item to ensure that officer reports and other evidence meets its needs. This should be done under the work programme item at every meeting.
- 4.13. There is no provision at committee for the discussion of information items (reports to note). If required, they will be circulated to members by email with questions put to the report author for a written response.

Scrutiny work programme – prioritisation process



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- 4.14. Some of the regular reports that fall under the committee's remit, which are usually presented as reports to note and therefore likely to be circulated by email in the first instance, include:
- Equalities Data Digest
 - Updates on the trauma-informed approach to serious youth violence
- 4.15. It's the Chair's responsibility to keep abreast of other developments within the committee's remit and escalate any issues that require action by the committee to the work programme as appropriate.
- 4.16. Suggestions made by the committee at the last meeting of 2020-21
- The following items were suggested for inclusion in the Committee's 2021-22 work programme at the last meeting of Safer Stronger Communities Select Committee in March 2021: Violence against women and girls Strategy; Safe Lewisham Plan; Local Assemblies Review; Lewisham Libraries; Consideration of the Council's cultural events; information on the Government Prevent review. These have provisionally been included in the attached work programme.
- 4.17. Suggestions from officers in view of forthcoming developments
- 4.18. Main Grants Programme
- 4.19. Issues arising as a result of previous scrutiny
- 4.20. Equalities Review updates
- 4.21. Prevent update

5. Different types of scrutiny

- 5.1. It's important to think early on about the most effective way to scrutinise each item on the work programme. Some issues may only require an initial briefing, circulated by email, for information, some may require site visits and public engagement, and others may require detailed questioning at a formal committee meeting and input from stakeholders
- 5.2. The *Effective Scrutiny Guidelines* at **appendix C** sets out 5 key principles to take into account when carrying out scrutiny: *Prioritise; Be independent; Work Collectively; Engage; make SMART recommendations*. This will help the committee decide on the most appropriate approach for the issue at hand.
- 5.3. Members should also note the comments in the [Local Democracy Review](#) about how scrutiny can be even more effective, participative and open. Suggestions included:
- Focusing on fewer issues more closely linked to council priorities
 - More engagement with the public outside of formal meetings
 - Individual scrutiny members leading on defined topic areas
 - Contributing to new policy proposals at an early stage
- 5.4. Some of the most common scrutiny methods are described below, but members are encouraged to try new ways of gathering evidence and engaging the public.
- 5.5. "Standard items"
- 5.6. The majority of work programme items tend to be "standard items", where scrutiny is carried out as part of a single meeting with members:
- agreeing in advance the information and analysis needed
 - receiving an officer report presenting the relevant information

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- gathering additional evidence from activity outside of meetings
- asking questions of the presenting officers or expert guests
- agreeing recommendations to Mayor and Cabinet and partners.

5.7. Policy development

5.8. When the council is due to renew a policy the committee may be asked to consider the options available and officer recommendations before a decision by Mayor and Cabinet. Select committees should be engaged at an early enough stage to be able to influence and contribute to the new policy.

5.9. Performance monitoring

5.10. Scrutiny can request a wide range of performance information to examine the effectiveness of council services. This includes monitoring data on key performance indicators and outcomes and assessing the delivery of particular programme or projects against set targets or timescales.

5.11. Task and Finish Groups

5.12. For issues that require more extensive evidence gathering, members may put forward a proposal for a Task and Finish Group (TFG). The Overview & Scrutiny Committee will agree which TFGs should be established, their membership, terms of reference and duration. TFGs are independent of select committees and make recommendations directly to Mayor & Cabinet.

5.13. Information items

5.14. Some low-priority items may only require a briefing report to be circulated to committee members by email, with questions put to the report author for written response. There is no provision for discussion of information items at committee meetings.

6. Approval and ongoing monitoring of the work programme

6.1. Each select committee is required to submit its work programme to the Overview and Scrutiny Business Panel for approval. This is to ensure a coordinated overview and scrutiny work programme across select committees that avoids duplication of effort and supports effective scrutiny. The Business Panel will meet on 20th July 2021.

6.2. The committee's work programme can be reviewed at each meeting to allow urgent items to be added and lower priority issues to be removed. Any potential items should be considered against the priority criteria outlined earlier in this report. If a high-priority item is included, a lower-priority item should be removed. The committee's work programme must be achievable in the time available.

7. Financial implications

7.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items

8. Legal implications

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

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9. Equalities implications

- 9.1. 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.
- 9.2. 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.
- 9.3. 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.

10. Climate change and environmental implications

- 10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be considered as part of the reports on those items.

11. Crime and disorder implications

- 11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

12. Health and wellbeing implications

- 12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

13. Report author and contact

- 13.1. If you have any questions about this report please contact: Katie Wood, 020 8314 9446 katie.wood@lewisham.gov.uk.

14. Appendices

Appendix A – [Committee terms of reference](#) (see below)

Appendix B – [Council corporate priorities](#) (see below)

Appendix C – Effective scrutiny principles (see below)

Appendix D – Notice of forthcoming executive decisions (see attached)

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Appendix A

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in

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the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.

- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced
- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

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

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

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

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

(i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
(ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and

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

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all or part of the electoral area for which the member is elected or any person who lives or works there.

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

1. to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
2. to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
3. to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
4. to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
5. to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
6. to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
7. to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

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

Appendix B

Council corporate priorities 2018-2022

Items within the work programme should be linked to the priorities of the Council's Corporate Strategy for 2018-2022 (set out below):

Open Lewisham - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

Tackling the housing crisis - Everyone has a decent home that is secure and affordable.

Giving children and young people the best start in life - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

Building an inclusive local economy - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.

Making Lewisham greener - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

Building safer communities - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

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Appendix C

Effective Scrutiny Guidelines

1. **Prioritise**

It is more effective to look at one or two key issues per meeting in an in-depth way, than skim the surface of everything falling within the committee's remit. Try to focus on issues of concern to the community and/or matters that are linked to corporate priorities. Only add items to the work programme if you are certain your consideration of the matter will make a real and tangible difference.

2. **Be independent**

Scrutiny is led by Scrutiny Members. You are in charge of the work programme and, for every item, you should specify what evidence you require and what information you would like to see in any officer reports that are prepared. You should not be whipped by your political party or unduly influenced by the Cabinet or senior officers.

3. **Work collectively**

If you collectively agree in advance what you want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, you can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. **Engage**

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. **Make SMART evidence-based recommendations**

Scrutiny has the most impact when its recommendations are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. Recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).

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- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

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FORWARD PLAN OF KEY DECISIONS

Forward Plan May 2021 - August 2021

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

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
June 2020	Conversion of 114-116 Manor Avenue to temporary housing parts 1 & 2	19/05/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2021	Building for Lewisham Programme Requirements parts 1 & 2	19/05/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Local Democracy Review Report	19/05/21 Mayor and Cabinet	Rosalind Jeffrey and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
April 2021	Refugee Resettlement Programme	19/05/21 Mayor and Cabinet	Jack Skelly, Housing Projects and Strategy Development Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
April 2021	Pay calculation for staff and for staff employed in schools on term time only contracts	19/05/21 Mayor and Cabinet	Sherene Russell-Alexander and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
April 2021	Local Democracy Review	26/05/21	Rosalind Jeffrey and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Report	Council	Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
April 2021	Annual Pay Statement	26/05/21 Council	Sherene Russell- Alexander and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2021	Constitutional Changes	26/05/21 Council	Katherine Kazantzis, Principal Lawyer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
April 2021	Morton House - Works Contract Award report	01/06/21 Executive Director for Housing, Regeneration & Environment	Joe Gillam and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2021	Film Location Service Contract Award	01/06/21 Executive Director for Community Services	Nancy Stridgen, Local Assembly Coordinator and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
May 2021	Making of Instrument of Government The Phoenix Federation	01/06/21 Executive Director for Children and Young People	Suhaib Saeed, Strategic Lead Governors' Services and School Leadership and Councillor Chris		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Barnham, Cabinet Member for Children's Services and School Performance		
May 2021	Making of Instrument of Government The Leathersellers' Federation	01/06/21 Executive Director for Children and Young People	Suhaib Saeed, Strategic Lead Governors' Services and School Leadership and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
April 2021	Provision of a textile bring bank collection service	01/06/21 Executive Director for Housing, Regeneration & Environment	Luke Ellis, Support and Engagement Officer Strategic Waste and Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2021	Shaftesbury Centre Approval of S106 funding for Housing Development parts 1 & 2	09/06/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Organic waste disposal contract	09/06/21 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	09/06/21 Mayor and Cabinet	Gavin Plaskitt, Programme Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
April 2021	Enforcement and regulation of the private rented sector in Lewisham	09/06/21 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Reginald Road Land Assembly parts 1 & 2	09/06/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Addition of new building to Local List St Lukes Church	09/06/21 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Libraries Consortium - Courier Service Framework Agreement reprourement.	09/06/21 Mayor and Cabinet	and Councillor Jonathan Slater, Cabinet Member for Community Sector		
April 2021	GLA Affordable Housing Grant 2021-26	09/06/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing & Planning		
December 2020	Approval of a new Housing Allocations Scheme'	09/06/21 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2021	Thames Water Rebates	09/06/21 Mayor and Cabinet	Rachel Dunn, Service Group Manager - Partnerships and Service Improvement and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2021	Permission to tender Adults "Core" Substance Misuse Contract	09/06/21 Mayor and Cabinet	and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
April 2021	Hong Kong British Nationals Overseas Programme	09/06/21 Mayor and Cabinet	Paul Aladenika, Service Group Manager, Policy Development and Analytical Insight and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
May 2021	M365 (Agile & Collaborative working) business case	09/06/21 Mayor and Cabinet	Jamie Parris, IT Procurement Specialist and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Accountability		
May 2021	Financial Results 2020/21	09/06/21 Mayor and Cabinet	Selwyn Thompson, Director of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2021	Besson Street Land Transfer	09/06/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
May 2021	Building for Lewisham - Enabling Works	09/06/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
May 2021	DfE Healthy Activities and Food Programme - grants process for 2021 delivery	09/06/21 Mayor and Cabinet	Catherine Buntin, Commissioning Manager and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2021	Supported housing and floating support permissions to procure	09/06/21 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best, Deputy Mayor and Cabinet Member for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Health and Adult Social Care		
May 2021	Increase of learner fees and café prices for Adult Learning Lewisham centres and courses	09/06/21 Mayor and Cabinet	Sidra Hill-Reid, Head of Adult Learning and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
April 2021	The Calabash Improvement Project Contract Award	22/06/21 Executive Director for Community Services	and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
May 2021	Brockley Rise Adult Learning Centre Works	22/06/21 Executive Director for Housing, Regeneration & Environment	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
May 2021	Insurance Reserves and Provisions	22/06/21 Executive Director for Corporate Services	Karen Eaton, Group Manager, Insurance and Risk and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2021	Procurement to deliver the M365 programme	16/06/21 Executive Director for Corporate	Jamie Parris, IT Procurement Specialist and Councillor Kevin		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Services	Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
September 2020	Catford Regeneration Partnership Ltd Business Plan 2020-21	14/07/21 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2021	Catford Town Centre Framework	14/07/21 Mayor and Cabinet	Paul Moore, Interim Director for Regeneration and Place and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2021	Libraries' Update	14/07/21 Mayor and Cabinet	Antonio Rizzo, Library and Information Services Manager and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	14/07/21 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
April 2021	Emission based short-stay parking and motorcycle parking charges	14/07/21 Mayor and Cabinet	Seamus Adams, Parking Service Manager and Councillor Sophie		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			McGeevor, Cabinet Member for Environment and Transport		
April 2021	Waste Strategy	14/07/21 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
April 2021	Emission based Parking Savings and motorcycle re-charges	14/07/21 Mayor and Cabinet	Katie Wood, Scrutiny Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
May 2021	LGSCO public report into complaint about Children's Social Care	14/07/21 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2021	Financial Monitoring Report 2021/22 - Period 2	14/07/21 Mayor and Cabinet	Selwyn Thompson, Director of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2021	Achilles Street	14/07/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
May 2021	Medium Term Financial Strategy	14/07/21 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2021	Sustainable Procurement Strategy 2021-25	14/07/21 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials

Safer Stronger Communities Select Committee 2020/21

Work Item	Type of review	Strategic Priority	Delivery deadline	16-Jun	21-Sep	04-Nov	13-Jan	03-Mar
Budget	Standard Item	CP1-CP7	Sep-20					
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Jun-21					
Select Committee Work Programme 2021/22	Constitutional requirement	CP1 and CP7	Jun-21					
Violence Against Women and Girls Strategy	Pre-decision	CP1 and CP7	Jun-21					
Main Grants Programme	Pre-decision	All	Jun-21					
Borough of Culture	Performance monitoring	CP1	Jun-21					
Libraries	Performance monitoring	CP1	Sep-21					
Local Assemblies Review and future inc. NCIL	Performance monitoring	CP1	Sep-21					
Equalities Review - 6- month update	Performance monitoring	CP1 and CP7	Nov-21					
Equalities	performance monitoring	All	Nov-21					
Safe Lewisham Plan	Performance monitoring	CP7	Jan-21					
Update from local Police and Fire	performance monitoring	CP7	Jan-21					
Prevent TBC	performance monitoring	CP7	Jan-21					
TBC	performance monitoring	TBC	Mar-21					TBC
TBC	performance monitoring	TBC	Mar-21					TBC

Information Reports, briefings and minutes

Equalities Data Digest	Performance monitoring	CP1 + CP7	on-going					
Public Health Approach to Violence Reduction	Performance monitoring	CP7	on-going					

	Item completed
	Item on-going
	Proposed timeframe

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Safer Stronger Select Committee

Report title: Borough of Culture

Date: 16 June 2021

Key decision: No.

Class: Part 1

Ward(s) affected: All Wards

Contributors: Liz Dart, Director of Culture, Libraries and Learning

Outline and recommendations

The purpose of the report is to update Safer Stronger Select Committee on preparations for Borough of Culture 2022 to inform a discussion at the meeting about the programme.

Timeline of engagement and decision-making

Borough of Culture Bid submitted October 2019

Lewisham awarded Borough of Culture 2021 – Feb 2020

Decision to postpone to 2022 – Mar 2020

1. Summary

- 1.1. The council's Culture Team has been enhanced and delivery partners appointed to develop, plan and deliver a year long cultural programme for Lewisham Borough of Culture 2022. This report provides an update on our approach to delivery and the outcomes we are working to. We will look in more detail at three programme strands to

demonstrate how we are seeking to work with Lewisham's communities:

- In Living Memory
- Creative Futures
- With One Voice

2. Policy Context

- 2.1. London Borough of Culture supports all of Lewisham's four strategic themes:
- 2.2. An economically sound future – Borough of Culture will provide a fantastic vehicle to showcase Lewisham to the rest of London. Changing perceptions of the borough and putting us on the map. It will also deliver events across the borough encouraging residents to rediscover our local high streets.
- 2.3. A healthy and well future – the programme has a strong focus on participation. Encouraging people to be actively involved, supporting their physical and mental well being.
- 2.4. A greener future – climate emergency is one of the key programme themes for the year. We will have a number of events including a Climate Carnival focussed on raising awareness of climate justice issues, stimulating debate and encouraging people to take personal action to reduce carbon emissions and improve air quality.
- 2.5. A future we all have a part in – Borough of Culture will connect people in a myriad of ways. There are projects specifically designed to engage with communities that might not otherwise take part as well as mass participation projects linking people and celebrating together.

3. Background

- 3.1. In May 2019 the GLA put out a call for applications to the second round of their Borough of Culture Scheme. Waltham Forest was the first council to be named London Borough of Culture in 2019 followed by Brent in 2020. After an extensive engagement and bid development period, Lewisham Council submitted a bid in October 2019. On 11 Feb 2020 the GLA announced that Lewisham Council had won the title of London Borough of Culture 2021 and would be awarded £1.35m of GLA funding towards delivery of a year of cultural activity as outlined in the bid.
- 3.2. In late March 2020 as the impact of Covid 19 became clearer, a joint decision was taken by the GLA and Lewisham Council to postpone Lewisham Borough of Culture to 2022. Mobilisation for the year was paused so that the Culture Team could support Covid response.
- 3.3. The team are now fully mobilised with additional posts added to the in-house Culture Team and a number of delivery partners being appointed; The Albany as Programme Delivery Partner, Lewisham Education Arts Network as Education Delivery Partner and Lewisham Local as Volunteers Delivery Partner. We are also working closely with Goldsmiths University who are providing in kind support to the programme as the Heritage Delivery Partner.
- 3.4. A key focus for the team has been fundraising. There is a minimum £1million fundraising target to enable the programme to be delivered. Many strategic funders were focussed on Covid response but have now turned their sights to recovery and re-opened for applications. There are a number of strategic funders that have been strong supporters of the GLAs Borough of Culture initiative and are encouraging bids from us.

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4. Artistic Programme Development

- 4.1. The programme for Lewisham's Borough of Culture year emerged from an intensive period of stakeholder engagement, as well as some focused work with a small group of experienced curators and programmers from Lewisham organisations. This led to an outline programme that formed the basis of our successful Bid to become Borough of Culture. You can read a summary of this at <https://www.iamlewisham.uk/about> .
- 4.2. There continues to be high levels of interest in the programme and we are committed to being open and transparent about how we allocate funds and commission organisations and artists. We also intend to adopt the principles of Cultural Democracy wherever possible and involve communities directly as projects develop. In April we published a framework for our commissioning with different approaches proposed for different aspects of the programme. It is attached at appendix A.
- 4.3. We developed the bid before Covid and have revisited the programme to ensure that it is still relevant which we believe it is. However, we have updated our outcomes for the year to reflect the Covid Recovery context and are considering covid contingency plans as we develop the programme. The outcomes that we are working to are:
- (1) Feeling Better** – Individuals, communities and the whole borough are provided with a platform for celebration, re-booting our sense of joy and collective confidence post-COVID.
- (2) Looking Better** – There is a strengthened sense of pride and ambition for Lewisham the place, with a re-energised local economy and a more compelling profile of the borough as a destination of choice.
- (3) Doing Better** – People unite with a shared sense of purpose, harnessing cultural activism to self-organise around issues of climate change and sanctuary with an enduring impact and legacy.
- (4) Hearing Better** – The sense of understanding and support that exists between our communities is strengthened through a programme of cultural activities that provide new and positive insights into the diversity that defines us as a borough.
- 4.4. The programme is still in the developmental stage and we don't have time to take you through every aspect but we are presenting three of the programme strands that are focussed on engaging with different parts of Lewisham's communities to give a flavour of what's to come and we would welcome your ideas and feedback. These programme strands are:
- In Living Memory
 - Creative Futures
 - With One Voice

5. Financial implications

- 5.1. Lewisham was awarded £1.3m funding from the GLA for Borough of Culture. The council is aligning budgets of £200k and making a one off investment of £500k. There is a £1m fundraising target from external funders to complete the budget.

6. Legal implications

- 6.1. There are no specific legal implications relating to this report.

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7. Equalities implications

- 7.1. The Borough of Culture programme is being designed to reach all sections of Lewisham’s communities. A Culture and Diversity Advisory Forum has been established to advise on programme development and delivery. The council will also be hosting Liberty; the Mayor of London’s flagship programme celebrating D/deaf, disabled and neurodiverse artists and are working closely with their advisory panel. Attracting diverse participation across the year is one of our key indicators of success.

8. Climate change and environmental implications

- 8.1. The culture team are working closely with colleagues in Lewisham and the GLA to inform the development of the Climate Strand of the programme. It will be designed to raise awareness of climate issues, encourage debate and inspire residents to take personal actions to support carbon reduction. We are also developing a carbon reduction toolkit for events.

9. Crime and disorder implications

- 9.1. All large scale public events will be considered by the multi agency Event Safety Advisory Group (ESAG) to ensure that they can be delivered in a safe manner taking into account any crime and disorder implications.

10. Health and wellbeing implications

- 10.1. The programme has a strong focus on participation. Encouraging people to be actively involved, supporting their physical and mental well being.

11. Background papers

- 11.1. Lewisham Borough of Culture manifesto - <https://www.iamlewisham.uk/about>

12. Glossary

Term	Definition
GLA	Greater London Authority

13. Report author(s) and contact

- 13.1. Liz Dart, Director of Culture, Libraries and Learning. To contact the Borough of Culture Team please email cultural.development@lewisham.gov.uk

14. Appendices

- 14.1. Appendix A – Commissioning Framework Lewisham Borough of Culture 2022
14.2. Appendix B – Safer Stronger Select Committee Lewisham Borough of Culture Powerpoint Presentation

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Commissioning Framework Lewisham Borough Of Culture 2022



Introduction

The programme for Lewisham's Borough of Culture year emerged from an intensive period of stakeholder engagement, as well as some focused work with a small group of experienced curators and programmers from Lewisham organisations. This led to an outline programme that formed the basis of our successful Bid to become Borough of Culture. You can read a summary of this [here](#).

There continues to be high levels of interest in the programme and we are committed to being open and transparent about how we allocate funds and commission organisations and artists. We also intend to adopt the principles of Cultural Democracy wherever possible and involve communities directly as projects develop. Set out below is a framework for our commissioning with different approaches proposed for different aspects of the programme. Please note that the titles of the projects and strands may evolve as they develop.

1) Open Calls

Artists and organisations will be invited to respond to a published brief, widely publicised as an open call. Successful applicants will be chosen via a shortlisting and interview process conducted by a panel of experts and key stakeholders. Projects that will be commissioned in this way include:

In Living Memory

Our diverse communities will narrate the untold history of post-war Lewisham, a striking new story of Lewisham's past.

A call for project proposals aimed at residents and community groups is now open, with up to £7,500 funding available for each project. Successful expressions of interest will be developed in more detail through a series of workshops, where they will be paired with Goldsmiths researchers and creative practitioners.

Now Open >> (until 31 May)

Liberty Festival

Liberty is the Mayor of London's flagship programme celebrating D/deaf, disabled and neurodiverse artists. Since 2019, it has developed into a touring festival and, as part of the Borough of Culture programme, Lewisham will be hosting Liberty Festival 2022.

The Mayor of London is offering new funding for Research & Development projects. Successful applicants will be invited to share their project's work-in-progress as part of Lewisham's Borough of Culture Opening event in January 2022.

Now Open >> (until 30 June)

Climate Carnival

Lewisham's first low carbon carnival, showcasing the power of culture to highlight issues, increase understanding, promote debate and stimulate action within our communities.

A production team, including an artistic director will support the creation of several carnival hubs across the borough. These will be led by partners such as voluntary organisations, housing associations, creatives, academic institutions, community and carnival groups. Each hub will create content for their carnival group through a process, which could include workshops, co-creation or open calls. Technical advice on the Climate Emergency and production support will be available.

Open Call for hub partners: August 2021

Open Call for artists and creative content: September 2021 onwards

With One Voice

Drawing on the power of art and culture to reflect on and transform lives, this programme strand will bring together artists with communities whose voices are less heard. It will amplify different perspectives and shine a light on the needs and aspirations of Lewisham.

Open Calls: June/July and September/October 2021

Revolution Through Music

Celebrating Lewisham's musical and activist heritage with events across the borough that use music to raise issues, bring people together and inspire change. As well as open calls, there will be direct approaches made to high profile artists and partnership arrangements.

Open Call: September/October 2021

Climate Commissions

Large scale artist commissions, community commissions and a year-long conversation will inspire and shock us into action on the climate emergency. As well as open calls, there will be direct approaches made to high profile artists and partnership arrangements.

Open Calls: June/July and September/October 2021

Artists of Change

Artists will take up residence in Lewisham Council teams to facilitate dialogue with communities and explore creative solutions. Commissioning will reach out to lead artists and/or artist collectives through both direct approaches and open calls.

Open Call: September 2021

Creative Futures

A programme to showcase inclusive careers in the creative industries. It will address the underrepresentation of Lewisham's diverse communities in the creative and cultural workforce, with a range of opportunities 16-24 year olds.

Open Call for organisations: October 2021

2) Micro-commissions

Small grants will be made available to community organisations, schools and individual artists. We will publish criteria for funding and successful applications will be identified by a panel of experts and key stakeholders.

Applicants will need to show how they are connected to the community they will work with and how this is directly shaping the project. We are keen to see collaborations between community groups and artists; we can help create matches where this support is needed.

Open Calls: May 2021 and January 2022

3) Direct approaches to high profile artists

Where national and international artists can make a significant contribution to our Borough of Culture themes, raise the profile of the programme, open it up to new audiences or bring opportunities for learning, a direct approach may be made and involve a paid commission. We may approach a shortlist of artists or one specific individual. Projects that will use this method include:

- Climate Commissions
- Aspects of Revolution Through Music
- Aspects of Mass Dance
- Aspects of Creative Challenges

4) Partnership Arrangements

During the Borough of Culture engagement process, there were some organisations that submitted ideas to us that then became part of the successful Bid. In some instances, these were distinct and discreet ideas and the organisation is taking a lead role in developing the projects with us. In other instances, the initial idea was a seed that helped shape an aspect of the programme and we are working collaboratively with organisations and partners to develop and realise the projects. Projects being developed with partners include:

Climate Home

Climate Home blends culture, climate justice and community asset building in a programme of work led by Sounds Like Chaos, a company of teenagers who specialise in making new, devised theatre and creative, community focused projects. This project will see young people co-design, build and perform in a low carbon temporary cultural space. We anticipate that some of the community commissions will be linked to Climate Home.

Mass Dance

A large scale public performance and dance party exploring the impact of migration and diversity on South East London's dance scene. The project will bring together participants from schools, communities and professional dancers to create together – following a participation programme across the borough. The project is being developed with IRIE! Dance Theatre who are based at the Moonshot Centre in New Cross where they deliver the UKs only BA Honour Degree in Diverse Dance Styles.

With One Voice

The With One Voice project was partly inspired by a proposal from Spare Tyre Theatre Company. Their proposal called 'We Will Be Happy Here' also inspired us to create our manifesto. We will be working with Spare Tyre Theatre Company on one aspect of the With One Voice project.

Creative Challenges

Much of this strand will be delivered in partnership with local and national organisations and initiatives to maximise the impact of the work. Some of these partnerships will also provide opportunities for local freelancers and we will announce these throughout the year.

5) Projects that fall outside of the Core Programme

We have had many approaches from individuals and organisations with ideas and seeking funding. In some instances, it is possible to align these to one of the core projects with an invitation to respond to an open call. Others may be suitable for micro-commissions. However, in many instances we will not be in a position to directly fund projects that fall outside the scope of the core programme but we may be able to assist in other ways:

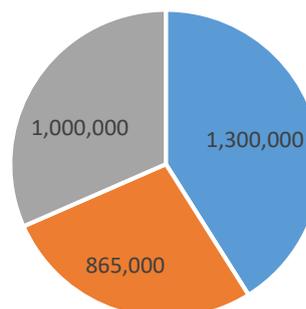
- linking projects to potential venues
- providing endorsement for funding bids
- including in the Borough of Culture marketing and publicity

Bid Budget

We are committed to delivering our ambitious Borough of Culture programme, however the budget is tight, with significant fundraising and earned income targets. These targets will be reviewed as the programme develops; they are a shared responsibility between Lewisham Council and our lead delivery partner, the Albany.

Income

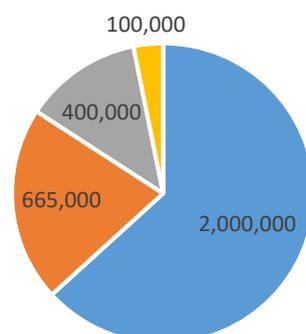
Greater London Authority (GLA)	£1,300,000
Lewisham Council	£865,000
Fundraising / ticket sales	£1,000,000
Total	£3,165,000



- Greater London Authority (GLA)
- Lewisham Council
- Fundraising/ticket sales

Expenditure

Programme	£2,000,000
Project Management /Staff Costs	£665,000
PR/Marketing	£400,000
Evaluation	£100,000
Overheads (absorbed by Lewisham Council)	£0
Total	£3,165,000



- Programme
- Project Management/Staff Costs
- PR/Marketing
- Evaluation

WE ARE

LEWISHAM

What difference will make?



- Optimism
- Ambition
- No one left behind
- Standing up for what's right

Borough of Culture – What difference will it make?

Feeling Better - Individuals, communities and the whole borough are provided with a platform for celebration, re-booting our sense of joy and collective confidence post-COVID.

Looking Better – There is a strengthened sense of pride and ambition for Lewisham the place, with a re-energised local economy and a more compelling profile of the borough as a destination of choice.

Hearing Better – The sense of understanding and support that exists between our communities is strengthened through a programme of cultural activities that provide new and positive insights into the diversity that defines us as a borough

Doing Better – People unite with a shared sense of purpose, harnessing cultural activism to self-organise around issues of climate change and sanctuary with an enduring impact and legacy.

tistic Programme Development

Our Bid – we developed an outline programme following an extensive engagement process and it forms the framework for 2022. [Our Manifesto for London Borough of Culture \(iamlewisham.uk\)](https://iamlewisham.uk)

Opportunities – we have a number of open calls to help us deliver core projects and more planned. We are also providing endorsement for other projects that complement the programme. [Apply For An Open Call | wearelewisham \(iamlewisham.uk\)](https://wearelewisham.iamlewisham.uk)

Programme Launch – As with Waltham Forest and Brent, we will be launching our programme in the Autumn, unveiling key moments which will continue to be added to throughout 2022.

Engaging communities – our programme is inspired by Lewisham and our communities. Their involvement is the key to making our Borough of Culture year a success.



In Living Memory



In Living Memory

- Up to £7.5k funding.
- Training and support to gather the stories and memories of Lewisham's communities.
- Professional and practical support to help realise the creative vision.





WE ARE

reative Futures

Young people will have different entry points

Link and communicate the current offers & pathways –
link to Creative Skills Highway (ALL)

Increased training and placement opportunities and
Information Advice and Guidance

Create pathways & connections that will continue their
impact as legacy after the Borough of Culture Year.



th One Voice

iving on the power of art and culture to both reflect and to transform lives, this
ramme strand will connect incredible artists with communities in Lewisham. Creating a
orm for expression and understanding of our complex communities, to share stories or
riences, to unleash our radical imaginations through creative interventions.

Remember
Me

*"We need a new story that explains the present and guides the
future"*

-George Mo



The Peoples Tower in Deptford 2015

- Our focus will be commissioning a number of artist led works – which connect with the communities in Lewisham
- Local, National and International voices – to work in socially engaged ways – over a long period of time
- Artists who's lived experience connects with communities will be a priority
- Working across artforms and for all ages, spanning theatre, live art, visual arts, music, dance, circus, spoken word
- The creation of a new pioneering arts projects beginning development from June 2021 with public facing outputs between March and September in 2022



Lyre - We will be happy here



Entelechy Arts - Theatre of Wondering

missions fall into 2 key categories

Direct Invite - Projects or Artists are invited through existing relationships or known work – by The Albany to create a work to be part of the programme. These may include commitments outlined and referenced in the Bid.

Open Call - Projects are sourced through direct and open invitations to communities, local and regional artists to submit proposals. Briefs will be developed – supported by advisory panels – and released in July and Sept/Oct.

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Safer Stronger Communities Committee

Development of a new Domestic Abuse and Violence against Women and Girls Strategy for Lewisham

Date: 1 January 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Emily Newell, CYP Joint Commissioner, and Charlene Noel, Strategic Lead for Violence against Women and Girls

Outline and recommendations

The purpose of this report is to provide an overview of the new Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021-26. The report outlines the engagement work undertaken, the priorities, values and aims of the strategy, and how success of the strategy will be measured. The report also provides an update on performance of our local integrated VAWG service, Athena.

Timeline of engagement and decision-making

September 2020: Engagement with survivors of abuse via interview

October – November 2020: Engagement with local professionals via workshops

February 2021: Review of draft strategy via survey with local professionals

24th May – 1st July 2021: Public consultation on draft strategy via survey

1. Summary

- 1.1. Lewisham Council are launching a new five-year Domestic Abuse and Violence against Women and Girls (VAWG) Strategy, which sets out our partnership approach to ending domestic abuse and all forms of VAWG in Lewisham. The strategy aims to ensure that everyone living and working in Lewisham is able to contribute to making the borough a safer place for victims of abuse. It builds on our existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse, with clear priorities that can be embedded into strategic plans across partner agencies.
- 1.2. The priorities of the strategy have been developed in partnership with a wider range of statutory, community and voluntary organisations across Lewisham. Council officers have undertaken a number of consultation exercises engaging with local survivors of

domestic abuse and professionals working in local services. We have built on our experience of what works in tackling domestic abuse and VAWG in Lewisham, and will continue to ensure our work is evidence-based and meaningful.

- 1.3. The strategy is currently in the final consultation phase, which will end on the 1st of July, and will launch later in 2021.
- 1.4. The strategy is centred around five strategic priorities:
 - PREVENT: Preventing violence and abuse through early intervention and education
 - PROTECT: Providing support that keeps individuals and their families safe from harm
 - REPAIR: Providing longer-term support to enable recovery following abuse
 - PURSUE: Holding perpetrators to account whilst providing opportunity for change and support
 - PEOPLE: Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive
- 1.5. As well as working towards the priorities of this new strategy, we will continue to ensure we provide a safe and effective integrated VAWG service for survivors and their families in Lewisham, as outlined in section 6.

2. Recommendations

- 2.1. For the Safer Stronger Communities Committee to note the content of this report.

3. Policy Context

- 3.1. The Domestic Abuse and Violence against Women and Girls (VAWG) Strategy contributes towards the 'Building safer communities' priority within the Council's Corporate Strategy 2018-2022, which includes commitments to: *'focus on combating sexual violence and domestic abuse'*, *'support all survivors who are able, and choose to, flee violence and domestic abuse through our work with the voluntary sector'*, and *'give survivors priority in social housing allocation'*.
- 3.2. In 2019/20, Lewisham recorded the second highest levels of domestic abuse-related crime in London, and this figure appears to be increasing year on year. During the 12 months between June 2019 and May 2020, there were over 9,500 incidents and offences of domestic abuse reported to the Police in Lewisham. We only have a partial picture of the levels of abuse that residents are experiencing as much will go unreported, but data suggests that approximately 7.5% of Lewisham adults experience domestic abuse or other forms of VAWG.
- 3.3. The Domestic Abuse Bill was enacted into law in April 2021. This Act will for the first time create a cross-Government statutory definition of domestic abuse, to ensure that domestic abuse is properly understood, considered unacceptable, and actively challenged, across statutory agencies and in public attitudes. The measures brought in by the Act are welcomed in Lewisham, and many align with the work that has already been underway locally for a number of years. However the Act further increases the need for co-operation across public services, particularly when it comes to meeting the new duties placed on the local authority around housing provision. Responding to the implications of the Domestic Abuse Bill is a key part of this strategy, and will be a priority for the first year of the Strategic Action Plan.

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4. Background – Strategy development

- 4.1. In April 2020 a new Domestic Abuse and VAWG Partnership Board was established with membership from officers across Children’s and Adult Social Care, Community Safety, the Met Police, the CCG, Lewisham housing services and Lewisham Homes. One of the key aims of this group was the development of a new Domestic Abuse and Violence against Women and Girls strategy for the borough. The previous Lewisham VAWG Strategy expired on 31st March 2021.
- 4.2. The initial step in developing the strategy was to undertake in-depth interviews with survivors of domestic abuse in Lewisham. There were a number of common themes that arose through this process, which set the values and priorities of the strategy. There were:
- A lack of understanding within the community and by professionals of coercive control and emotional abuse, including how this exhibits and the impact that this can have on victims
 - A lack of understanding in the community about what abuse looks like, and how to get support if you are experiencing abuse
 - A gap in the support available to aid recovery from abuse, for survivors and their children
 - The importance of professional curiosity for supporting disclosures
 - How impactful the relationship with professionals is for survivors
- 4.3. Following this, officers held seven co-production workshops with professionals across organisations in Lewisham. Each workshop looked in-depth at a different aspect of the response to domestic abuse and VAWG in Lewisham, namely housing, children’s social care, adult social care, education, criminal justice, health and voluntary and community sector. Each of the sessions included real case studies and particular focus was given to the feedback raised by survivors. 83 different professionals attended these workshops and there were a number of areas for improvement that emerged, namely:
- A need to build the skills, capacity and understanding of practitioners through training.
 - A need to raise awareness at a community level
 - A need for support to enable multi-agency working
 - A need to strengthen our response to perpetrators of abuse
 - A need to better recognise the long-term impact of abuse
- 4.4. A public consultation on the draft strategy is currently live, and will close on the 1st July. This consultation aims to help to prioritise the proposed actions within the strategy; ensure that the language used within the strategy document is acceptable and appropriate; ensure that we have captured all of the resident and community groups that require services; and help us to target and deliver promotional campaigns.
- 4.5. The questions within the consultation survey all respondents to:
- Rate the importance of the proposed actions under each of the strategic priorities
 - Suggest any priorities or actions that are missing from the draft strategy
 - Give feedback on the language used to describe the five priorities – Prevent, Protect, Repair, Pursue and People
 - Suggest any particular groups within the community that should be prioritised for

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support

- Tell us where they would go if they or a friend or family member needed support
- Tell us the best way of providing information to the public about services to support people affected by domestic abuse and VAWG

5. Strategy outline

- 5.1. The draft strategy document and a one page summary are available in Appendices A and B. The sections below set out the key priorities, values and ambitions of the strategy. It should be noted that the strategy is currently in draft due to the ongoing public consultation. Whilst we don't expect the overall priorities to change as extensive engagement work has been carried out on these already, there may be some amendments.
- 5.2. The new Domestic Abuse and VAWG Strategy 2021-26 sets out our partnership approach to ending domestic abuse and all forms of VAWG in Lewisham. The strategy aims to ensure that everyone living and working in Lewisham is able to contribute to making the borough a safer place for victims of abuse, whether this is through supporting victims and their families, or through empowering victims to seek support themselves.
- 5.3. The strategy builds on our existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse, with clear priorities that can be embedded into strategic plans across partner agencies.

Strategic priorities

- 5.4. The strategy is centred around five strategic priorities:
 - PREVENT: Preventing violence and abuse through early intervention and education
 - PROTECT: Providing support that keeps individuals and their families safe from harm
 - REPAIR: Providing longer-term support to enable recovery following abuse
 - PURSUE: Holding perpetrators to account whilst providing opportunity for change and support
 - PEOPLE: Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive

Our values

- 5.5. Through our engagement with service users and stakeholders, it was clear that how professionals and services work in responding to domestic abuse and VAWG is of critical importance, and that there are key behaviours, values and attitudes that should be adopted across the partnership, in order to deliver an effective response. These are:
 - COMPASSION: We will value, respect and be compassionate with every professional, adult, child and family. We will seek to intervene and support individuals and families no matter their behaviours, and be trauma-informed in our approach.
 - CURIOSITY: We will listen to victims and their families with genuine curiosity to enable trust to be built. We will have the curiosity to understand the problem, and the courage and integrity to do all we can to achieve the best solution.
 - FLEXIBILITY: We will work in a way that is informative, reflective, and adaptive to the needs of children, adults, whole families and whole communities.

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- SAFETY: We will be innovative in our approach and interventions, but keep the wellbeing and safety of victims and children as our priority.

Strategy Action Plan

- 5.6. Under each of the five priority areas listed in 5.4, there are a number of outcomes that we are seeking to achieve through this strategy. The draft strategy document includes a Strategic Action Plan which sets out the intended outcomes, and the actions that will be taken to achieve these over the next five years.

Measuring success

- 5.7. A new VAWG Partnership Dashboard has been drafted, which includes a wide range of Key Performance Indicators. This will be monitored regularly throughout the life of the strategy, and used to assess the impact of the Strategic Action Plan on improving our response to domestic abuse and VAWG in Lewisham.
- 5.8. The Dashboard is included in Appendix C. As the core aim of this strategy is to increase awareness and understanding of domestic abuse and VAWG, we expect reporting, referrals and access to services for related issues, to increase over years 1-3. We then expect to see these numbers decrease in years 4-5 as the prevalence of domestic abuse and VAWG decreases, in response to the actions put in place.

Governance

- 5.9. The Domestic Abuse and VAWG Strategic Board will be responsible for monitoring our progress against the aims of the strategy and the Strategic Action Plan. As well as this, the aim of the Board is to continue to secure high-level commitment to the strategy across multiple agencies, and ensure that domestic abuse and VAWG is included in wider policy and strategy developments across Lewisham.
- 5.10. Underneath this, a small number of task and finish groups will be formed to drive forward change in specific areas of the strategy. These will be short-term and focused groups of multi-agency professionals, formed to address a particular issue, need or challenge as it arises. The focus and membership of these groups will be decided by the Domestic Abuse and VAWG Strategic Board.
- 5.11. We will continue to deliver the successful VAWG Forum. This is an opportunity for professionals across Lewisham agencies to share best practice and reflect on the experience of supporting victims and perpetrators.
- 5.12. The Domestic Abuse and VAWG Strategic Board will be accountable to the Safer Lewisham Partnership. It will also report to the Lewisham Safeguarding Children's Partnership and Adults Board.

6. Services in Lewisham

- 6.1. Lewisham Council commission the Athena service to provide confidential, non-judgmental support to those living in Lewisham who are experiencing any form of gender-based violence. The Athena service, run by Refuge, provides outreach programmes, independent advocacy, group support, a specialist service for young women, and refuge accommodation.
- 6.2. During April to December 2020, Athena community services received 921 referrals. 34% of these (321) were self referrals, making this the most common referral source and demonstrating a strong awareness of the service amongst the local community. 46% of total referrals (426) were admitted for ongoing support from Athena.
- 6.3. In terms of impact, Athena reports on a wide range (50+) of outcomes across areas of safety, health and economic wellbeing. During April to December 2020, 67% of clients exiting the service reported feeling somewhat or much safer. 93% had achieved their desired outcomes around safety, 83% had achieved their desired outcomes around

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health and wellbeing, and 72% had achieved their desired economic outcomes.

Impact of the COVID-19 pandemic

- 6.4. National evidence has shown that the restrictions enforced during the COVID-19 pandemic have had a negative impact on victims' freedom to access support services, and has increased the severity of abuse suffered.
- 6.5. Overall there has been a steady increase in the number of referrals to the Athena Service over the course of the year since the pandemic began. Referrals were low during the initial lockdown in April – June 2020, and there was a noticeable peak in July and August 2020 which coincided with a loosening of the lockdown restrictions. There was a further peak in late November – early December, which again coincided with the losing of restrictions following the second lockdown. We saw a particular increase in self-referrals in this period, which would indicate a greater ability of victims to seek help.
- 6.6. We anticipate that there will be a further increase in the demand for support from victims as the lockdown restrictions continue to ease, and it is acknowledged that there is un-expressed demand for services from the initial lockdown that is, and will continue to, put additional pressure on services. National evidence shows that the impact and of the lockdown on victims of abuse will have lasting effects that local services will need to respond to for some time afterwards.
- 6.7. The Athena Service has secured funding for an additional Independent Gender Violence Advocate post, however the increased referrals mean the service is still operating at capacity.
- 6.8. Reports of domestic abuse incidents made to the Police have varied over the course of 2020/21, again with peaks in incidents during July and August 2020. The number of reports has been lower from November onwards, which is in line with usual trajectories for the year. In terms of total Domestic Abuse Hate Crime recorded by the Met Police, Lewisham rates were actually slightly lower in 2020/21 than in the previous year.

Wider programmes

- 6.9. In December 2018 the Council successfully bid, in partnership with existing VAWG and domestic abuse partners, for Home Office funding to work with Children Affected by Domestic Abuse (CADA). The CADA programme continues until March 2022 and focuses on improving outcomes for children who are or have suffered domestic abuse through a three step pathway; PREVENT-PROTECT-REPAIR. The Council is supporting key partners to deliver a range of interventions to support children and their families, including training, awareness raising, delivery of group programmes, a Domestic Abuse Advisory Hub, and new specialist family-focused staff posts. This has included commissioning an awareness-raising film 'The Timekeeper', that utilises empathy and emotion to raise awareness about coercive and controlling behaviour amongst professionals and residents.
- 6.10. In 2020 the Council successfully bid for funding from the What Works Centre for Children's Social Care to run an innovative new programme aimed at building the skills, confidence and capacity of Children's Social Care to respond to families affected by domestic abuse. The aim of the programme is to support Children's Social Care to; identify, record and report domestic abuse; understand the impacts on children and families; directly offer evidence-based support; and fully consider the role of fathers for risk and protective factors. The programme will run from January – December 2021 and will be led by the Lewisham CYP Directorate in partnership with the Youth Offending Service, Early Years Alliance, Athena, Future Men and Positive Parenting Company.
- 6.11. Lewisham Council co-commission a project called the South London Alliance with six other London boroughs, which provides a Whole System Approach to women in

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contact or at risk of contact with the criminal justice system. The service supports up to 275 women per year with 1-2-1 keyworkers, and receives referrals from probation, statutory partners and voluntary organisations, and women can also self-refer. Support is based on women's individual needs, including advice and advocacy around housing, health and wellbeing, harmful substance misuse, financial management, education and employment, parenting support and domestic abuse. The Women's Centre also offers a comprehensive group workshop timetable where women can be creative, learn independent living skills and develop positive social networks.

7. Equalities implications

- 7.1. This strategy recognises that domestic abuse and VAWG can affect anyone, although women and children carry the highest burden. It highlights that a number of groups face additional barriers to accessing help, and also may be at increased risk of certain types of abuse, and takes account of these intersecting needs. This includes older people, LGBTQ+ people, Black, Asian and minority ethnic communities, refugees, and adults with care and support needs. We are committed to ensuring that our services are inclusive and accessible to all.
- 7.2. A core outcome within the Strategic Action Plan is to ensure that victims of abuse have access to integrated VAWG services that fully meet their needs, and provide support to all victims and their families, regardless of their gender, sexual orientation, race, religion and care and support needs.
- 7.3. Our commissioned community-based specialist VAWG service, Athena, provides support across all strands of VAWG, to all victims regardless of their gender and whether or not they have children. We undertake regular monitoring to ensure all commissioned services are meeting needs of residents from diverse groups, and delivering an impactful and high quality service.
- 7.4. Through the new strategy we will work in partnership across health and community services to ensure that victims facing additional barriers to accessing help, such as those identifying as LGBTQ+, are able to get the support they need.

8. Crime and disorder implications

- 8.1. The new Domestic Abuse and VAWG Strategy aims to prevent and reduce the impact of crime and violence, and reduce the fear of domestic abuse and other violent crimes against women and girls, amongst the local community. There are a number of actions within the strategy which directly relate to the prevention of such crimes and the protection of victims, which will be delivered in partnership between the Met Police, Community Safety and other partner organisations.

9. Health and wellbeing implications

- 9.1. The new Domestic Abuse and VAWG Strategy aims to improve the health and wellbeing of residents experiencing or at risk of experiencing domestic abuse and VAWG, and their families. The community VAWG Service if commissioned to deliver a wide range of health and wellbeing outcomes for service users, and also ensure that victims are linked with local mental and physical health services.

10. Glossary

Term	Definition
Domestic abuse	An incident or pattern of incidents of controlling, coercive, threatening, degrading and violent behaviour, including sexual violence, in the majority of

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Term	Definition
	cases by a partner or ex-partner, but also by a family member or carer. Domestic abuse can include, but is not limited to, coercive control, psychological and/or emotional abuse, physical or sexual abuse, financial or economic abuse, harassment and stalking, and online or digital abuse.
Violence against women and girls (VAWG)	Any act of gender-based violence that is directed at a woman because she is a woman, or acts of violence which are suffered disproportionately by women. This includes domestic violence, sexual violence, stalking, trafficking for sexual exploitation, prostitution, female genital mutilation, forced marriage, and crimes said to be committed in the name of 'honour.' (United Nations)
Coercive control	A pattern of intimidation, degradation, isolation and control with the use or threat of physical or sexual violence.

11. Report author(s) and contact

- 11.1. Emily Newell - CYP Joint Commissioner, emily.newell@lewisham.gov.uk, 07825 456559

12. Appendices

- 12.1. Appendix A – One-page summary of Domestic Abuse and VAWG Strategy
 12.2. Appendix B – Draft Domestic Abuse and VAWG Strategy
 12.3. Appendix C – Strategy measures of success

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Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021-26

Summary

Our five priorities for tackling domestic abuse and violence against women and girls (VAWG) are:



Survivors of abuse in Lewisham told us that:

- There isn't enough understanding of coercive control amongst professional and in the community, including what this looks like and the huge impact it can have
- There is a lack of awareness in the community about how to get support for victims
- There is not enough support to help survivors and children to recover from abuse
- It is really important for professionals to have the courage to ask difficult questions and genuinely understand the problem
- Empathy, compassion and respect are valuable qualities for professionals to hold when working with victims and their families

Our action plan for the next five years is:

<p>Priority 1: PREVENT</p> <p><i>We will:</i></p> <ul style="list-style-type: none"> ✓ Deliver public campaigns which raise awareness of abuse and how to get support ✓ Produce a specific campaign focused on coercive control highlighting our zero-tolerance approach ✓ Develop a toolkit for primary and secondary schools to strengthen their delivery of healthy relationships education ✓ Deliver training to staff working in Lewisham on spotting the signs of abuse and responding safely ✓ Work with community organisations to deliver training that recognises cultural difference in identifying and responding to VAWG 	<p>Priority 2: PROTECT</p> <p><i>We will:</i></p> <ul style="list-style-type: none"> ✓ Continue to commission a community-based specialist VAWG service, including refuge provision for victims feeling abuse ✓ Continue to deliver gold-standard Multi-Agency Risk Assessment Conferences for high-risk victims ✓ Enact the changes within the Domestic Abuse Bill ✓ Ensure that domestic abuse is a priority for our new Early Help Service – Family Thrive ✓ Ensure implementation of Domestic Abuse Housing Alliance Accreditation within Lewisham Housing ✓ Ensure services across Lewisham use routine screening for domestic abuse, and develop a process for auditing this, in partnership with survivors
<p>Priority 3: REPAIR</p> <p><i>We will:</i></p> <ul style="list-style-type: none"> ✓ Ensure all services respond in a trauma-informed way when supporting victims of abuse, to prevent repeat victimisation ✓ Maintain provision of evidence-based recovery programmes for victims and their children ✓ Create forums for professionals to enable peer supervision and reflection ✓ Develop a practical tool to be used by agencies when ending their involvement with victims, to enable access to follow-up support ✓ Work with the specialist VAWG service to facilitate the development of survivor peer support networks 	<p>Priority 4: PURSUE</p> <p><i>We will:</i></p> <ul style="list-style-type: none"> ✓ Continue the use of tenancy enforcement tools and Sanctuary Schemes, to create safety for victims within their homes ✓ Increase the use of protection orders, including Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders ✓ Establish an advisory hub for professionals to provide them the skills and confidence to work with perpetrators ✓ Seek external funding to commission holistic support programmes for perpetrators of abuse ✓ Develop a toolkit for non-specialist staff focusing on working with fathers and partners that are perpetrators of abuse
<p>Priority 5: PEOPLE</p> <p><i>We will:</i></p> <ul style="list-style-type: none"> ✓ Establish a Survivor Advisory Group responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools ✓ Create a space for professionals to share best practice tools and techniques and reflect on the experience of supporting victims and perpetrators ✓ Evaluate the impact of the Domestic Abuse Advisory Hub pilot within Children's Social Care, and aim for long-term delivery ✓ Use tools and processes to capture the voices of children and young people affected by domestic abuse, when evaluating services and programmes ✓ Ensure that Lewisham Council and other key partner agencies have a Domestic Abuse Policy for staff affected by domestic abuse 	

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Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021-26

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DRAFT

1. Introduction

The purpose of this strategy is to set out our partnership approach to ending domestic abuse and Violence against Women and Girls (VAWG) in Lewisham. The strategy aims to ensure that everyone living and working in Lewisham is able to contribute to making the borough a safer place for victims of abuse, whether this is through supporting victims and their families, or through empowering victims to seek support themselves. The strategy builds on our existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse, with clear priorities that can be embedded into strategic plans across partner agencies.

We recognise that the causes and consequences of domestic abuse and VAWG are complex and multi-faceted, and can only be tackled through a strong multi-agency response, and in partnership with the local community. The priorities of the strategy have been developed in partnership with a wider range of statutory, community and voluntary organisations across Lewisham. We have undertaken a number of consultation exercises engaging with local survivors of domestic abuse and professionals working in local services. We have built on our experience of what works in tackling domestic abuse and VAWG in Lewisham, and will continue to ensure our work is evidence-based and meaningful.

This strategy recognises that domestic abuse and VAWG can affect anyone, although women and children carry the highest burden. It highlights that a number of groups face additional barriers to accessing help, and also may be at increased risk of certain types of abuse, and takes account of these intersecting needs. This includes older people, LGBTQ+ people, Black, Asian and minority ethnic communities, refugees, and adults with care and support needs. We are committed to ensuring that our services are inclusive and accessible to all.

2. Our priorities

Our strategic priorities for domestic abuse and VAWG for 2021-26 are:

PREVENT

Preventing violence and abuse through early intervention and education

PROTECT

Providing support that keeps individuals and their families safe from harm

REPAIR

Providing longer-term support to enable recovery following abuse

PURSUE

Holding perpetrators to account whilst providing opportunity for change and support

PEOPLE

Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive

Priority 1: PREVENT

Preventing violence and abuse through early intervention and education

We want to ensure that everyone living and working in Lewisham knows where to go get help if they are experiencing violence and abuse, at the earliest opportunity. Our aim is that family, friends and the wider community are able to recognise abuse in all its forms, and know how to support victims. This should include a widespread awareness and understanding of coercive control and its impact on victims and children.

We are committed to preventing violence and abuse happening in the first place. We recognise the influence that early relationships and attachment have on the risk of future violence and abuse, and want to ensure that children and young people in Lewisham are educated around safe and healthy relationships, and understand that violence and abuse is not normalised behaviour.

Priority 2: PROTECT

Providing support that keeps individuals and their families safe from harm

We will continue to ensure that all victims of violence and abuse have access to a high quality integrated VAWG service, including safe accommodation. We are committed to improving the co-ordination of our multi-agency response to victims. This includes agencies working together to protect those at highest risk, as well as intervening early in cases of violence and abuse to prevent escalation.

We aim to ensure that all agencies across Lewisham use routine screening and enquiry for VAWG, and provide an appropriate and safe response following disclosure, ensuring opportunities for victims to easily access safe help in their day to day lives.

Priority 3: REPAIR

Providing longer-term support to enable recovery following abuse

We recognise the long-term harm caused by VAWG and understand the lasting impacts experienced by individuals beyond the incident of abuse. We will aim for agencies across Lewisham to be trauma-

informed in their response to violence and abuse, particularly for victims with multiple vulnerabilities. We will ensure that survivors and their families have access to support to enable recovery from abuse, to prevent repeat incidents and re-victimisation.

Priority 4: PURSUE

Holding perpetrators to account whilst providing opportunity for change and support

We want to ensure that perpetrators of VAWG, not victims, are held accountable for their actions, whilst building capacity to change. We will have a zero-tolerance approach to abuse, and are also committed to being trauma-informed in our response to perpetrators where this is appropriate.

We recognise the challenges that come with working with perpetrators of abuse, and will ensure that professionals in Lewisham have the confidence, skills and support to safely respond to perpetrators of abuse that come into contact with their services. We will support and develop aspirational approaches to masculinity and fatherhood.

Priority 5: PEOPLE

Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive

We will lead a coordinated response to domestic abuse and VAWG, creating opportunities for better partnership working and support, encouraging continuous learning and innovation and sharing accountability reducing the impact of violence and abuse. We use our relationships and network to proactively build consensus and a shared understanding of how and why we work.

We will ensure that the voice of survivors informs all of our decision making, and within this priority we recognise that many professionals working in Lewisham will be personally affected by domestic abuse, and so support should be welcoming and accessible to them too.

A more unified response to families affected by domestic abuse

We also wish to address the differences in approach adopted by agencies when working with families affected by domestic abuse. We know that, whilst all agencies are committed to reducing the prevalence and impact of abuse, organisational priorities, duties and processes can mean that there is sometimes conflict between how these issues are approached.

There are a number of circumstances in which these differences can become evident, and this can ultimately impact on the experience and effectiveness of services for victims of abuse. There is no easy solution to this, but there are a number of actions that we will take as part of this strategy to support multi-agency professionals to work together with greater compassion and openness, and with shared understanding and accountability.

As an example, we are currently piloting a new multi-agency team of staff that will work within Children's Social Care to support families affected by domestic abuse. This team consists of a Social Worker, Independent Gender Violence Advocate and Father's Worker, all of whom bring their different perspectives, but will share their skills and knowledge to best support families.

3. Scope of the strategy

In developing this strategy we are clear that women and children make up the majority of victims of domestic abuse and VAWG. However we wish to recognise that men can also be victims, and that they are likely to be under-represented in statistics and in access to services. We also want to recognise that, although all forms of VAWG will be addressed through this strategy, domestic abuse is the most prevalent crime impacting on Lewisham residents, and so should be the primary focus of our resources. For these reasons we have taken the decision to develop a 'Domestic Abuse and Violence against Women and Girls' strategy for Lewisham.

The strategy will cover on the following types of abuse:

- Sexual violence, abuse and exploitation
- Sexual harassment, bullying and technological abuse
- Stalking
- Trafficking
- Domestic abuse
- Coercive and controlling behaviour
- Harmful cultural practices (female genital mutilation and breast ironing)
- Forced marriage
- Crimes committed in the name of "honour" (so called honour based violence)

Other forms of violence

In developing this strategy we acknowledge that not all violence experienced in relationships is the same, both in terms of its causes or its intentions. It is important to distinguish between domestic abuse, as defined by patterns of controlling and coercive behaviour perpetrated by one party onto another, and violence that occurs in relationships due to conflict caused by a specific situation, such as a stressful life event. This is commonly known as 'situational couple violence'.

Given the known prevalence of situational couple violence within households in Lewisham, and the huge detrimental impact that this has on individuals and their families¹, we feel it is important to also include this within the scope of this strategy. Led by Children's Services, we will to explore the evidence base and solutions to situational couple violence, focusing specifically on reducing parental conflict and promoting healthy relationships. This work will focus on known stressful life transitions such as pregnancy and early parenthood.

¹ 'What works to enhance inter-parental relationships and improve outcomes for children?', Early Intervention Foundation (2016) <https://www.eif.org.uk/report/what-works-to-enhance-interparental-relationships-and-improve-outcomes-for-children>

4. Local and national context

The Domestic Abuse Bill

The Domestic Abuse Bill was introduced by the Government into the House of Parliament in July 2020, and is scheduled to receive Royal Assent in 2021. This Bill will for the first time create a cross-Government statutory definition of domestic abuse, to ensure that domestic abuse is properly understood, considered unacceptable, and actively challenged, across statutory agencies and in public attitudes.

In Lewisham welcome the measures brought in by the Bill, many of which align with the work that has already been underway locally for a number of years. However the Bill further increases the need for co-operation across public services, particularly when it comes to meeting the new duties placed on the local authority. Responding to the implications of the Domestic Abuse Bill is a key part of this strategy, and will be a priority for the first year of the Strategic Action Plan.

The national picture

Domestic abuse affects millions of people in the UK every year. An estimated 7.3% of women (1.6 million) and 3.6% of men (757,000) experienced domestic abuse in the year April 2019 to March 2020². We expect this to be an underestimate, as domestic abuse and VAWG are often referred to as 'hidden crimes', as they are not always reported to the Police.

Statistics consistently illustrate the gendered nature of domestic abuse; that victims are disproportionately female and perpetrators are disproportionately male. In the year ending March 2020, the victim was female in 74% of domestic abuse-related crimes³. It is estimated that one in four women will become a victim of domestic abuse in their lifetime⁴ and two women in the UK will be killed each week by an intimate partner⁵.

Domestic abuse is more prevalent amongst younger women. In the year ending March 2020, women aged 16 to 19 years were more likely to be victims of any domestic abuse, than women aged 25 years and over⁶.

Overall, people from a Black, Asian or Minority Ethnic background are more likely to experience domestic abuse. For the year ending March 2020, those in the 'mixed' ethnic group were significantly more likely to experience domestic abuse (7.6%) within the last year than those of White (5.7%), Black (3.7%) or Asian (3.6%) background⁷.

There is limited national data on the number of people that identify as LGBTQ+ affected by domestic abuse. We know that those who identify as LGBTQ+ face additional barriers to accessing support, and evidence suggests that LGBTQ+ victims and survivors are not accessing services at the same rate

² Crime Survey for England and Wales (2020)

³ Crime Survey for England and Wales (2020)

⁴ Office for National Statistics (2018)

⁵ Femicide Census (2017)

⁶ Crime Survey for England and Wales (2020)

⁷ Crime Survey for England and Wales (2020)

as others in the population⁸. It is likely therefore that many LGBT+ victims and survivors remain hidden from services.

Domestic abuse costs the UK economy £66 billion annually, making the cost for a single victim of abuse, £34,015. These figures illustrate the extent of domestic abuse and the impact and cost felt across society.

The Lewisham picture

In Lewisham we have a partial picture of the levels of abuse that people are experiencing, which suggests that 7.5% of adults have experienced domestic abuse or related VAWG. In 2019/20, Lewisham recorded the second highest levels of DA related crime in London, and this appears to be increasing. During the 12 months between June 2019 and May 2020, there were over 9,500 incidents and offences of domestic abuse reported to the Police in Lewisham.

Lewisham Council commission the Athena service to provide confidential, non-judgmental support to those living in Lewisham who are experiencing any form of gender-based violence. The Athena service, run by Refuge, provides outreach programmes, independent advocacy, group support, a specialist service for young women, and refuge accommodation.

In 2019/20, the Athena service received 1,448 referrals for Lewisham residents experiencing domestic abuse or other forms of VAWG. Of these, 702 engaged with and received support from the service, 583 going on to receive long-term support. 85% of these clients were experiencing violence from an intimate partner, 8% were experiencing abuse from a family member and 7% were victims of culturally harmful practices. 97% of these were female victims, and 1% were male. The most common forms of abuse seen were psychological abuse or coercive control (experienced by 75% of clients), (experienced by 60% of clients), financial abuse (experienced by 39% of victims), sexual violence (experienced by 26% of victims) and stalking by an intimate partner (experienced by 15% of victims). The majority of victims supported were aged between 31-40 years old (38%) followed by those aged 21-30 (25%) and 41-50 (19%).

⁸ Strengthening advocacy for LGBT+ survivors of domestic abuse, Safelives (2019)

6. Engagement with survivors of abuse

In writing this strategy we undertook in-depth interviews with survivors of domestic abuse in Lewisham. The page below sets out the common themes that arose through this process. We have used this process to inform the values and priorities of this strategy.

Theme 1: Lack of understanding of coercive control and emotional abuse - how this exhibits and its impact

All of the survivors felt that overall there was a lack of understanding of the dynamics of coercive control and psychological abuse, and the impact that this had on them and their families. Though there were a few good examples of individual professionals identifying and responding to this form of abuse, coercive control was not given the precedence that physical abuse was, and this caused issues in all areas of the survivors' experience, including; them recognising themselves as being abused, professionals ability to identify this as abuse, and systems and services being set up to recognise and respond to this form of abuse appropriately.

“Perpetrators never need to punch you... It’s too convenient for everyone to say that it might not be real, or that it is less serious, if there aren’t broken bones”

Theme 2: Lack of understanding in the community about what abuse looks like, and how to get support

Many of the survivors spoke of not recognising themselves as being victims of abuse, particularly where this abuse didn't involve physical violence. When they had reached a point where they were ready to seek help, it was clear that none of them had a good awareness of the support that exists for people in their situation. Most survivors commented that better understanding of abuse and awareness of support, may have helped them to leave their abusive relationships at an earlier stage.

“If there was more information about what abuse really looks like in a relationship, maybe I would have identified it quicker”

“Because you don't know what support is available you don't know how to ask for it”

Theme 3: A gap in support with recovery from abuse

It was clear from speaking to survivors that recovery from abuse is a long and difficult journey, both emotionally and practically. Following the initial crisis response, where agencies like the Police, crisis intervention and social services were involved, the survivors had found very little support available for them, and some felt that this left them vulnerable when they inevitably experienced setbacks. They spoke of the need for support to recover from trauma from peers and professionals, and also practical support to rebuild their lives.

“You need support afterwards, not just in the immediate aftermath of the relationship breakdown... anything can happen and trigger and then you're in pieces again”

“Things got so much worse after left relationship. I kept thinking 'what have I done?' and 'why didn't I just stay with him?'”

Theme 4: The importance of professional curiosity

On all occasions the survivors found the initial disclosure of the abuse very difficult, because of the lack of trust, shame, and fear that had been engrained in them by the perpetrators or by previous negative experience of disclosure. So when a professional identified that something was not right, or recognised the abuse in the smallest way, this was a huge step forwards for them. In some cases this was a turning point that led to them disclosing, or even just recognising, the abuse for the first time. There were some really good examples of this happening, particularly by the Police and in schools, but also examples of where opportunities for identifying and responding to abuse were missed.

“They looked at the house and looked at me and knew something wasn’t right”

“They opened my eyes to the abuse”

Theme 5: The impact of the relationship with professionals

The attitude of professionals, either positive or negative, was very impactful on the survivors, and this impact was heightened by the shame, distrust and fear that had been engrained in them throughout their abuse. Survivors placed most value on empathy, compassion and respect, and it was clear that these behaviours were valued even when the professional was unable to intervene any further. The survivors also really valued having a consistent professional working with them that they could trust, and that reduced the number of times they had to repeat their story, which was clearly a very traumatic experience for them.

“I always had a fear of being judged by professionals, which made me reluctant to talk”

“She made me feel like a human rather than a tick box”

7. Engagement with stakeholders

To help us to develop this strategy we held seven co-production workshops with professionals across organisations in Lewisham. Each workshop looked in-depth at a different aspect of the response to VAWG in Lewisham, namely housing, children’s social care, adult social care, education, criminal justice, health and voluntary and community sector.

The purpose of the workshops was to review the current response to VAWG; to understand what is working well and where there is a need for improvement, and start to generate a set of solutions to form the Strategic Action Plan. We also tested the PREVENT-PROTECT-REPAIR-PURSUE-PEOPLE strategic framework as a way of describing our collective response to VAWG.

83 different professionals attended across the seven workshops. Professionals in attendance represented the wide partnership of services responding to VAWG in Lewisham, including the Met Police, community safety, adult and children’s social care, health services, schools and colleges, and voluntary and community sector providers.

There were a number of areas for improvement that emerged through these workshops, which are highlighted below.

PREVENT

1. A need to build the skills, capacity and understanding of practitioners through training.

PROTECT

There was concern and lack of confidence from professionals about how to recognise and respond to abuse, and the risk and responsibility that comes with supporting residents affected by VAWG.

PEOPLE

Professionals called for a multi-level training programme across Lewisham agencies to build a shared understanding of what we perceive as VAWG and our local response to this. This should include basic-level training that is standardised and delivers our key messages, plus a range of bespoke training programmes that are tailored to the role of each agency or professional.

PREVENT

2. A need to raise awareness at a community level

PROTECT

There was a feeling that there is still a lack of awareness and understanding of VAWG within the community, which then impacts on the ability and willingness of residents to identify and report incidents.

PEOPLE

Professionals felt that public awareness raising should focus on understanding of coercive control, and that community education should be embedded from an early age. Any public campaigns should use everyday language that is relatable, and be culturally aware.

PROTECT

3. A need for support to enable multi-agency working

PURSUE

There were a number of ideas put forward about how we establish the structures and support to facilitate multi-agency working in response to VAWG. Professionals felt that this was particularly needed at an earlier stage where abuse is first

identified, so that there is a timely response for victims, particularly where there is no further action from statutory services.

PURSUE

4. A need to strengthen our response to perpetrators of abuse

It was clear that there is a lack of confidence amongst professionals in working with perpetrators of abuse. There was agreement that greater accountability and responsibility for change should be held by perpetrators, rather than victims.

Professionals called for specialist training and support around working with perpetrators as service users. Professionals called for a suite of options for perpetrators, which includes the approach and intervention from support staff, programmes that they can be referred to, and the criminal justice response from the police. Police colleagues emphasised their ambition to increase the use of enforcement and other powers to hold perpetrators to account and limit their space for action.

REPAIR

5. A recognition of the long-term impact of abuse

Professionals were unsure of the support available for survivors of abuse following the initial crisis response. There was agreement that agencies should aim to provide step-down support through advice, guidance and signposting, and that there is a need for more capacity in existing therapeutic and recovery interventions.

8. Our values

Through our engagement with service users and stakeholders, it was clear that **how** we work responding to domestic abuse and VAWG is of critical importance, and that there are key behaviours, values and attitudes that we need to adopt as a partnership, in order to deliver an effective response.

From this we have developed a set of values and guiding principles that set out how we will work over the next five years:

COMPASSION

We will value, respect and be compassionate with every professional, adult, child and family. We will seek to intervene and support individuals and families no matter their behaviours, and be trauma-informed in our approach.

CURIOSITY

We will listen to victims and their families with genuine curiosity to enable trust to be built. We will have the curiosity to understand the problem, and the courage and integrity to do all we can to achieve the best solution.

FLEXIBILITY

We will work in a way that is informative, reflective, and adaptive to the needs of children, adults, whole families and whole communities.

SAFETY

We will be innovative in our approach and interventions, but keep the wellbeing and safety of victims and children as our priority.

9. Strategic Action Plan

Under each of the five priority areas, there are a number of outcomes that we are seeking to achieve through this strategy. The Strategic Action Plan below sets out these outcomes, and the actions that we will take to achieve these over the next five years.

Priority 1: PREVENT

Preventing violence and abuse through early intervention and education

Outcomes	Actions
Lewisham residents know where to go to get help if they are experiencing violence and abuse, at the earliest opportunity	1.1 Deliver a programme of public-facing campaigns and culturally-relevant communications, which raise awareness of abuse in all its forms and educate on how to get support from local and national services. Ensure this is driven by data to focus on specific locations and populations.
Family, friends and the wider community are able to recognise abuse in all its forms, and know how to support victims	
There is a widespread awareness and understanding of coercive control and its impact on victims and children, amongst people living and working in Lewisham	1.2 Deliver a specific campaign focused on coercive control, designed in partnership with survivors, that highlights our zero-tolerance approach to this form of abuse
Children and young people in Lewisham are educated around safe and healthy relationships and understand that violence and abuse is not normalised behaviour	1.3 Develop a toolkit for primary and secondary schools to strengthen their delivery of healthy relationships education as part of the RSE curriculum, including to give them the confidence and skills to discuss issues of domestic abuse.
Practitioners working in services across Lewisham are able to identify the signs of abuse, and have the confidence and skills to respond safely. This includes recognising abuse in colleagues as well as service users	1.4 Design and deliver a package of VAWG awareness training with bespoke programmes tailored to individual services, enabling professionals to spot the signs of abuse and respond safely, regardless of their working environment.
	1.5 Ensure that a consistent approach to VAWG training is introduced and rolled out across the entire council, including via induction processes. This should be corporately funded and supported so as to ensure it reaches all the services that need this.
All training around VAWG recognises cultural differences and the implications this has for identifying and responding to abuse	1.6 Work in partnership with community organisations and representatives to design training that recognises cultural differences in how VAWG presents and how professionals should respond

	1.7	Continue to work with local and national organisations to deliver training on culturally harmful practice, including Female Genital Mutilation, Honor-Based Violence and Forced Marriage
We have a deeper understanding of the prevalence and impact of situational couple violence and parental conflict in Lewisham, and how best to respond to this	1.8	Explore the evidence base and solutions to situational couple violence, focusing on parental conflict at key life stages. Consider delivery of programmes of couple and relationship education at key life stages, such as pregnancy and early parenthood.

Priority 2: PROTECT

Providing support that keeps individuals and their families safe from harm

Outcomes	Actions	
Victims have access to integrated VAWG services that fully meet their needs, and provide support to all victims of VAWG and their families, regardless of their gender, sexual orientation, race, religion and care and support needs.	2.1	Continue to commission a community-based specialist VAWG service. Support will be provided across all strands of VAWG, to all victims regardless of their gender and whether or not they have children
	2.2	Continue to commission domestic violence refuge provision for victims of VAWG and their families
	2.3	Undertake monitoring to ensure all commissioned services are meeting needs of residents from diverse groups, and delivering an impactful and high quality service
	2.4	Work in partnership across health and community services to ensure that victims facing additional barriers to accessing help, such as those identifying as LGBTQ+, are able to get the support they need
Agencies work together to protect those at highest risk and prevent repeat incidents	2.4	Continue to co-ordinate and deliver a gold standard Multi-Agency Risk Assessment Conference process
	2.5	Evaluate the impact of the PREVENT-PROTECT-REPAIR programme on Children's Social Care

		capacity and outcomes, and consider longer-term implementation
	2.6	Enact the changes within the Domestic Abuse Bill, ensuring that eligible homeless victims of domestic abuse automatically have priority need for homelessness assistance, and are provided with support when living in safe accommodation.
Intervene early in cases of violence and abuse to prevent escalation	2.7	Work with the Children’s and Adult MASH, to establish a process for multi-agency reviews of cases that do not reach MARAC thresholds
	2.8	Ensure that domestic abuse is a priority area of focus for the new Family Thrive Targeted Family Support Team, including identifying Domestic Abuse Champions within each neighbourhood unit and training staff to directly deliver support
Professionals working in agencies across Lewisham have a shared understanding of thresholds, provision and processes in relation to VAWG	2.8	Create and regularly update a handbook for professionals which sets out service offers, including eligibility and exclusion criteria, limitations and other points to consider when making onwards referrals
Services are accessible and welcoming to victims and respond in a timely manner to reports of VAWG	2.10	Ensure implementation of Domestic Abuse Housing Alliance (DAHA) Accreditation within Lewisham Housing and Lewisham Homes
Data and evaluation is used intelligently to identify trends, needs and gaps across services, and inform service commissioning and delivery	2.11	Use the multi-agency VAWG dashboard to measure impact of the strategy on a quarterly basis
	2.12	Fully evaluate the impact of existing services and programmes, to inform future commissioning
Agencies across Lewisham use routine screening and enquiry for VAWG, and provide an appropriate and safe response following disclosure, ensuring opportunities for victims to easily access safe help in their day to day lives	2.13	Develop an auditing framework, in partnership with service users, to assess the use of routine enquiry into VAWG and effectiveness of response to disclosures, and support agencies across Lewisham to deliver this annually
	2.14	Create a template for a school VAWG policy, which details how they will respond to children, parents

and staff affected by VAWG, and ensure every school in Lewisham implements this

Priority 3: REPAIR

Providing longer-term support to enable recovery following abuse

Outcomes	Actions
<p>Professionals in Lewisham recognise the long-term harm caused by VAWG and understand the lasting impacts experienced by individuals beyond the incident of abuse. Trauma-informed approaches are embedded across agencies in Lewisham working with individuals and families affected by abuse.</p>	<p>3.1 Deliver and evaluate the impact of trauma-informed training to professionals across the partnership as part of the PREVENT-PROTECT-REPAIR programme</p>
	<p>3.2 Identify lead staff within each partner agency that will facilitate support forums for professionals, providing a space for peer supervision and reflection, and enabling them to embed learning within their practice</p>
<p>Survivors have access to evidence-based programmes to support recovery following abuse, including for children who witness or are victims of VAWG. This includes survivors with multiple vulnerabilities having access to the right therapeutic and recovery support, to help address the vulnerabilities that lead to re-victimisation.</p>	<p>3.3 Maintain provision of evidence-based recovery programmes for children and their families</p>
	<p>3.4 Ensure that enquiry into previous experience of abuse is included in assessments determining access to psychological interventions</p>
	<p>3.5 Ensure that staff working in services for vulnerable adults (such as substance misuse and homelessness services) have the skills and understanding to support survivors of VAWG.</p>
	<p>3.6 Evaluate the effectiveness of existing short-term initiatives focused on children, including the Children Affected by Domestic Abuse and PREVENT-PROTECT-REPAIR programmes.</p>
<p>Services supporting victims and their families in a crisis provide step-down support ahead of case closure to create stability and provide additional safeguarding.</p>	<p>3.7 Develop a practical tool to be used by agencies when ending their involvement with victims, to enable access to follow-up support and safeguarding</p>

Survivors recovering from abuse are provided with opportunities to build strong peer networks	3.8	Work with the specialist VAWG service to facilitate the development of survivor peer support networks
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Priority 4: PURSUE

Holding perpetrators to account whilst providing opportunity for change and support

Outcomes	Actions	
Perpetrators of VAWG, not victims, are held accountable for their actions and responsible for making changes, by all Lewisham agencies, using whatever measures are available	4.1	Where appropriate and safe to do so, continue the use of tenancy enforcement tools, such as injunctions, breaches and orders, to remove the perpetrator from the victim's home, and create safety using the Sanctuary Scheme
	4.2	Where appropriate and safe to do so, ensure perpetrators of intimate partner violence who are parents, are considered within child safeguarding processes and decision-making
	4.3	Review and increase the use of protection orders, including Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders, as an effective tool for limiting a perpetrators space for action
	4.4	Continue to monitor Operation Dauntless
	4.5	Use intelligence to cross reference domestic abuse offences with other violent offences, to increase prosecution of VAWG perpetrators
Professionals in Lewisham have the confidence and skills to safely respond to perpetrators of abuse that come into contact with their services	4.6	Establish an advisory hub for staff to discuss their cases with specialist practitioners to provide them with the skills and confidence to work with perpetrators
	4.7	Develop a toolkit for non-specialist staff focusing on engaging and working with fathers and partners, including in substance misuse and homelessness services
Perpetrators are offered help to address their behaviour at the earliest opportunity, to prevent ongoing violence	4.8	Work in partnership with CRC and Probation to support their work with perpetrators of abuse, based on the principles of rehabilitation

	4.9	Seek external funding to commission holistic support programmes for perpetrators of abuse in Lewisham
Victims and partner agencies have confidence in the criminal justice system in responding to VAWG	4.10	Develop a practical tool to be used by agencies when ending their involvement, to enable access to following up support and safeguarding, including by the Police where there is no further criminal justice action

Priority 5: PEOPLE

Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive

Outcomes	Actions	
Multi-agency professionals work together with openness and compassion, sharing accountability for protecting victims of abuse and their families, whilst recognising service limitations	5.1	Review governance and communication across the VAWG partnership, establishing focused multi-agency task and finish groups to make improvements in areas where this is most needed
There are regular opportunities for professionals to share good practice, encourage innovation and learning, and reflect on their experiences of supporting victims and perpetrators	5.2	Review membership of the VAWG Forum, and ensure this is a space for professionals to share best practice tools and techniques and reflect on the experience of supporting victims and perpetrators
Non-specialist staff are able to access advice and expertise from specialist professionals as needed, to support their own capacity to respond to VAWG	5.3	Evaluate the impact of the Domestic Abuse Advisory Hub pilot within Children's Social Care, and aim for long-term delivery
The voice and experience of victims, survivors and their families will inform our commissioning and service delivery	5.4	Establish a Survivor Advisory Group responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools
	5.5	Routinely collect feedback from service users on programmes and service delivery, and act on any concerns in a timely manner
	5.6	Ensure that we use tools and processes to capture the voice of children and young people affected by domestic abuse when evaluating services and programmes.
There is a commitment to reducing VAWG from senior leadership across the partnership of services in Lewisham	5.6	Ensure that the multi-agency Domestic Abuse and VAWG Partnership Board continues to have good representation from across agencies, and meets the requirements of the Domestic Abuse Bill

It is recognised that many professionals working in Lewisham will be personally affected by domestic abuse, and appropriate support is provided	5.7	Ensure that recommendations from Domestic Homicide Reviews (DHR), Child Safeguarding Practice Reviews (CSPR) and Safeguarding Adults Reviews (SAR), are routinely considered by senior leaders as part of the Domestic Abuse and VAWG Partnership Board, so they can be used as an evidence base to inform service delivery
	5.8	Ensure that Lewisham Council and other key partner agencies have a Domestic Abuse Policy for staff that outlines how managers will raise concerns, respond to disclosures and provide onwards support

10. Measuring success

The Key Performance Indicators in Appendix 3 will form a new VAWG Partnership Dashboard. This will be monitored regularly throughout the life of the strategy, and used to assess the impact of the Strategic Action Plan on improving our response to domestic abuse and VAWG in Lewisham.

The indicators under Priority 1: 'Prevent', are separated into years 1-3 and 4-5. As the core aim of this strategy is to increase awareness and understanding of domestic abuse and VAWG, we expect reporting, referrals and access to services for related issues to increase over years 1-3. We then expect to see these numbers decrease in years 4-5 as the prevalence of domestic abuse and VAWG decreases, in response to the actions put in place through this strategy.

11. Governance

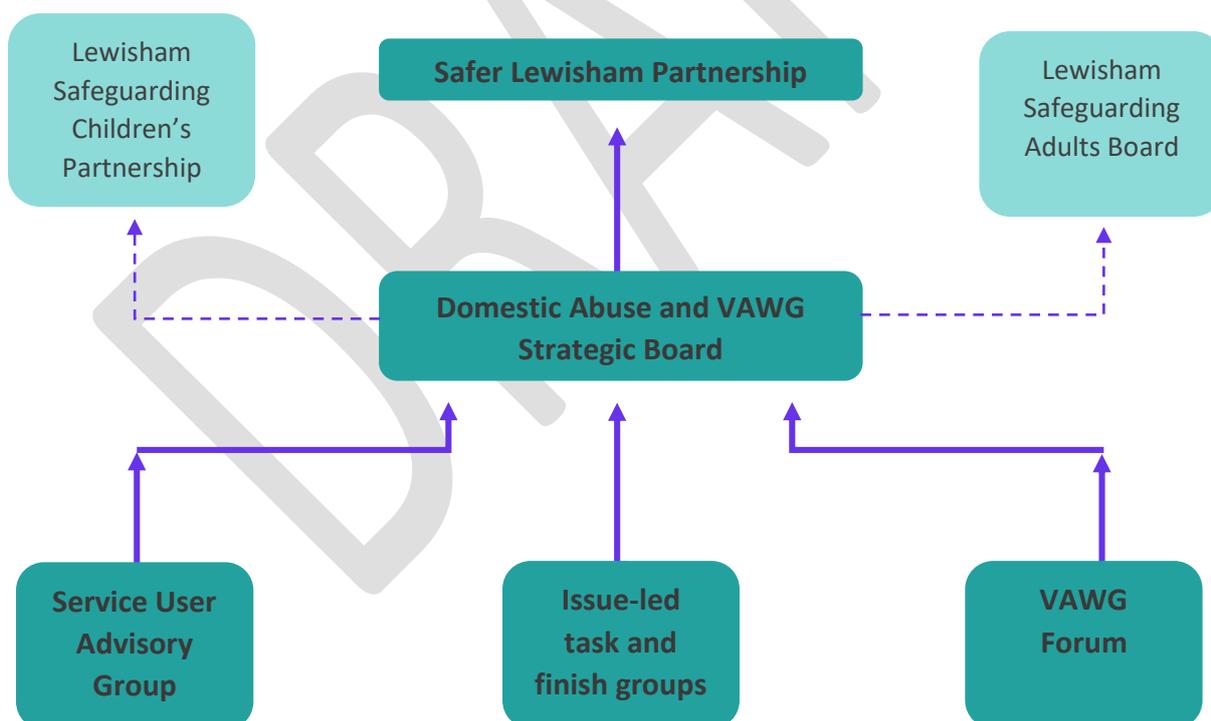
The Domestic Abuse and VAWG Strategic Board will be responsible for monitoring our progress against the Strategic Action Plan. As well as this, the aim of the Board is to continue to secure high-level commitment to the strategy across multiple agencies, and ensure that domestic abuse and VAWG is included in wider policy and strategy developments across Lewisham.

Underneath this, we will form a small number of task and finish groups to drive forward change in specific areas of the strategy. These will be short-term and focused groups of multi-agency professionals, formed to address a particular issue, need or challenge as it arises. The focus and membership of these groups will be decided by the Domestic Abuse and VAWG Strategic Board.

We will establish a Service User Advisory Group that will be responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools.

We will continue to deliver the successful VAWG Forum. This is an opportunity for professionals across Lewisham agencies to share best practice and reflect on the experience of supporting victims and perpetrators.

The Domestic Abuse and VAWG Strategic Board will be accountable to the Safer Lewisham Partnership. It will also report to the Lewisham Safeguarding Children's Partnership and Adults Board.



12. Appendices

Appendix 1: List of stakeholders (to be completed)

Appendix 2: Consultation findings (to be completed)

Appendix 3: VAWG Partnership Dashboard

Priority 1: PREVENT		
	Short-term indicators (years 1-3)	Long term indicators (years 4-5)
1.1	Increase in number of self-referrals or referrals from family and friends to the integrated VAWG service	<p>Due a lower prevalence of VAWG in Lewisham:</p> <p>Reduction in number of incidents of domestic abuse crime responded to by the Police</p> <p>Reduction in the number of MARAC referrals reaching 'high risk' threshold</p> <p>Reduction in the number of homeless victims of abuse presenting to Lewisham Housing Options</p> <p>Reduction in the number of Strategy Discussions and Child and Family Assessments completed where domestic abuse is a concern</p> <p>Reduction in the number of Adult Safeguarding Concerns being submitted to, and Section 42 Enquiries being concluded by the Local Authority, where domestic abuse is the source of the Concern</p>
1.2	Increase in number of domestic abuse incidents reported to the Police	
1.3	Increase in number of referrals to MARAC	
1.4	Increase in number of MARAC referrals where coercive control or psychological abuse is identified	
1.5	Increase in number of domestic abuse incidents reported to the Police where coercive control is identified	
	Increase in number of referrals to Athena where coercive control or psychological abuse is the primary concern	
1.6	Increase in the number of primary and secondary schools delivering healthy relationships education	
1.7	Increase in number of referrals to integrated VAWG service from professionals	
1.8	Increase in number of professionals attending training culturally harmful practices	
Priority 2: PROTECT		
2.1	Increase in the percentage of VAWG service users reporting an end to all types of abuse and controlling behaviours	
2.2	Increase in positive safety, health, economic and social outcomes after accessing community VAWG or refuge services.	
2.3	Increase in the percentage of referrals to the integrated VAWG service for victims of familial abuse	
2.4	Increase in the percentage of VAWG service users reporting they feel safer, less frightened, have improved quality of life and ability access help	
2.5	Increase in the percentage of referrals to the integrated VAWG service for victims that are male, LGBTQ+, from a BAME background, are aged 60+, and/or have a long term health condition (including substance	

	misuse), and/or a physical, mental, sensory, learning or cognitive illness or disability.	
2.6	Increase in number of MARAC referrals where familial abuse is identified	
2.7	Decrease in number of repeat cases discussed at MARAC	
2.8	Decrease in number of repeat victims (Police data)	
2.9	Increase in percentage of referrals to MARAC for victims that are male, LGBTQ+, from a BAME background, are aged 60+, and/or have a long term health condition (including substance misuse), and/or a physical, mental, sensory, learning or cognitive illness or disability.	
2.10	Decrease in the number of CIN and CP reviews where domestic abuse is a concern	
2.11	Decrease in the number of LAC reviews where domestic abuse is a concern	
2.12	Increase in the number of children referred for domestic abuse support following presentation at A&E	
2.13	Decrease in the number of presentations at A&E with injuries related to domestic abuse	
2.14	Number of households prevented or relieved where the reason for homelessness was fleeing domestic abuse	
2.15	Number of households accepted as emergency housing move on cases by EHP where domestic abuse is the reason for their referral	
2.16	Number of victims of domestic that are fleeing a social tenancy to access alternative social accommodation on the same basis	
2.17	Increase in the number of notifications to schools as part of Operation Encompass	
2.18	Decrease in repeat presentations to Lewisham Housing for victims of domestic abuse	
2.19	Increase in the number of Strategy Discussions and Child and Family Assessments completed where domestic abuse is a concern	
2.20	Increase in the number of Adult Safeguarding Concerns being submitted to the Local Authority where domestic abuse is the source of concern	
2.21	Increase in the number of Section 42 Enquiries concluded by the Local Authority where domestic abuse is the source of the concern	
2.22	Decrease in repeat referrals to CSC and ASC of individuals where domestic abuse is a concern	
2.23	Increase in the number of families referred to and supported by the Family Thrive Team, where domestic abuse is a concern	
2.24	Increase in the number of agencies using routine screening and enquiry into VAWG	
Priority 3: REPAIR		
3.1	Increase in number of survivors and children attending recovery programmes for domestic abuse	
3.2	Increase in number of survivors accessing peer support	
Priority 4: PURSUE		

4.1	Increase in use of Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders
4.2	Decrease in number of repeat offences of domestic abuse, including decrease in offences by Persistent Prolific Offenders
4.3	Increase in the percentage of domestic abuse incidents where the perpetrator is charged
4.4	Increase in the number of perpetrators discussed as part of an 'advisory hub'
4.5	Decrease in percentage of domestic abuse allegations withdrawn



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Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021-26

Measures of success

The Key Performance Indicators below will form a new VAWG Partnership Dashboard. This will be monitored regularly throughout the life of the strategy, and used to assess the impact of the Strategic Action Plan on improving our response to domestic abuse and VAWG in Lewisham.

The indicators under Priority 1: 'Prevent', are separated into years 1-3 and 4-5. As the core aim of this strategy is to increase awareness and understanding of domestic abuse and VAWG, we expect reporting, referrals and access to services for related issues to increase over years 1-3. We then expect to see these numbers decrease in years 4-5 as the prevalence of domestic abuse and VAWG decreases, in response to the actions put in place through this strategy.

Priority 1: PREVENT		
	Short-term indicators (years 1-3)	Long term indicators (years 4-5)
1.1	Increase in number of self-referrals or referrals from family and friends to the integrated VAWG service	Due a lower prevalence of VAWG in Lewisham:
1.2	Increase in number of domestic abuse incidents reported to the Police	
1.3	Increase in number of referrals to MARAC	Reduction in number of incidents of domestic abuse crime responded to by the Police
1.4	Increase in number of MARAC referrals where coercive control or psychological abuse is identified	
1.5	Increase in number of domestic abuse incidents reported to the Police where coercive control is identified	Reduction in the number of MARAC referrals reaching 'high risk' threshold
	Increase in number of referrals to Athena where coercive control or psychological abuse is the primary concern	
1.6	Increase in the number of primary and secondary schools delivering healthy relationships education	Reduction in the number of homeless victims of abuse presenting to Lewisham Housing Options
1.7	Increase in number of referrals to integrated VAWG service from professionals	
1.8	Increase in number of professionals attending training culturally harmful practices	Reduction in the number of Strategy Discussions and Child and Family Assessments completed where domestic abuse is a concern
		Reduction in the number of Adult Safeguarding Concerns being submitted to, and Section 42 Enquiries being concluded by the Local Authority, where domestic abuse is the source of the Concern
Priority 2: PROTECT		

2.1	Increase in the percentage of VAWG service users reporting an end to all types of abuse and controlling behaviours
2.2	Increase in positive safety, health, economic and social outcomes after accessing community VAWG or refuge services.
2.3	Increase in the percentage of referrals to the integrated VAWG service for victims of familial abuse
2.4	Increase in the percentage of VAWG service users reporting they feel safer, less frightened, have improved quality of life and ability access help
2.5	Increase in the percentage of referrals to the integrated VAWG service for victims that are male, LGBTQ+, from a BAME background, are aged 60+, and/or have a long term health condition (including substance misuse), and/or a physical, mental, sensory, learning or cognitive illness or disability.
2.6	Increase in number of MARAC referrals where familial abuse is identified
2.7	Decrease in number of repeat cases discussed at MARAC
2.8	Decrease in number of repeat victims (Police data)
2.9	Increase in percentage of referrals to MARAC for victims that are male, LGBTQ+, from a BAME background, are aged 60+, and/or have a long term health condition (including substance misuse), and/or a physical, mental, sensory, learning or cognitive illness or disability.
2.10	Decrease in the number of CIN and CP reviews where domestic abuse is a concern
2.11	Decrease in the number of LAC reviews where domestic abuse is a concern
2.12	Increase in the number of children referred for domestic abuse support following presentation at A&E
2.13	Decrease in the number of presentations at A&E with injuries related to domestic abuse
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2.17	Increase in the number of notifications to schools as part of Operation Encompass
2.18	Decrease in repeat presentations to Lewisham Housing for victims of domestic abuse
2.19	Increase in the number of Strategy Discussions and Child and Family Assessments completed where domestic abuse is a concern
2.20	Increase in the number of Adult Safeguarding Concerns being submitted to the Local Authority where domestic abuse is the source of concern
2.21	Increase in the number of Section 42 Enquiries concluded by the Local Authority where domestic abuse is the source of the concern
2.22	Decrease in repeat referrals to CSC and ASC of individuals where domestic abuse is a concern

2.23	Increase in the number of families referred to and supported by the Family Thrive Team, where domestic abuse is a concern	
2.24	Increase in the number of agencies using routine screening and enquiry into VAWG	

Priority 3: REPAIR

3.1	Increase in number of survivors and children attending recovery programmes for domestic abuse	
3.2	Increase in number of survivors accessing peer support	

Priority 4: PURSUE

4.1	Increase in use of Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders	
4.2	Decrease in number of repeat offences of domestic abuse, including decrease in offences by Persistent Prolific Offenders	
4.3	Increase in the percentage of domestic abuse incidents where the perpetrator is charged	
4.4	Increase in the number of perpetrators discussed as part of an 'advisory hub'	
4.5	Decrease in percentage of domestic abuse allegations withdrawn	

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Safer Stronger Communities Committee

Consultation on priorities for, and approach to, the main grants programme 2022-25

Date: 16th June 2021

Key decision: No

Ward(s) affected: All

Contributors:

Sakthi Suriyaprakasam, Community Development Service Manager

James Lee, Director of Communities, Partnerships and Leisure

Outline and recommendations

The purpose of this report is to consult with the Safer Stronger Communities Select Committee as part of an overall public consultation being undertaken with the voluntary and community sector (VCS) and residents in Lewisham on the proposals for the main grants programme 2022-25, following the decision to cut the main grants budget by £800,000.

It is recommended that the Committee review and comment on the proposals set out in the consultation for the main grants programme 2022-25 – attached as Annex A.

It is also recommended that the Committee consider the overall consultation process and provide feedback or raise any issues of concern that would need to be addressed in the report to Mayor and Cabinet in September.

Timeline of engagement and decision-making

27th May 2021: Launch of consultation via online survey and two engagement events with the VCS

22nd July 2021: Close of consultation (8 weeks)

September 2021: Revised proposals post-consultation to Safer, Stronger Select Committee and Mayor and Cabinet

23rd September – 8th November 2021: Programme open for applications (8 weeks)

December 2021: Provisional allocation letters sent – notice of change in funding to existing groups

12th Jan 2022: Mayor and Cabinet – recommended allocations for agreement

January 2022: Overview and Scrutiny Business Panel – potential call in

April 2022: New grants begin

1. Summary

- 1.1. Proposals for the main grants programme for 2022-25 went out to consultation on 27th May 2021.
- 1.2. The consultation is about the proposed priorities for, and approach to, Lewisham Council's main grants programme 2022 - 2025. We want to seek views on the proposed criteria for the grants and the process for letting them.
- 1.3. The consultation is aimed at voluntary and community organisations that provide services in the borough but also all individual residents. We are also seeking the views of other public or private sector partners who work with the voluntary and community sector in Lewisham.
- 1.4. The consultation will be open for 8 weeks from 27th May to 22nd July. The length of this consultation is shorter than the usual 12 weeks but has been shaped by the on-going impact of COVID, the pre-election restrictions relating to the Mayor of London election and the need to ensure that provisional allocations are made before Christmas 2021 to ensure that current grant recipients receive a full 3 months' notice to the changes in funding.
- 1.5. Due to the impact of COVID and wider financial pressures the Council is having to cut at least £40m from its budget in the next three years (to April 2024) with up to £24m being cut in 2021/22 alone. In this context that the budget for the main grants will be reduced by £800,000 from 1 April 2022. However, support for voluntary and community sector groups remains a core priority for Lewisham Council and, in partnership with the NHS, we will continue to invest £2,361,308 per annum through the main grants programme.
- 1.6. In order to set the priorities for this spend the Council has undertaken a thorough review of all of the available evidence on the impact of COVID and the needs of the Borough during the recovery phase.
- 1.7. As such we are consulting on the replacing the current main grants priorities with new ones in line with the Council's overall approach to recovery. The proposed new priorities are:

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- **An economically sound future (specifically Advice Services and Enabling Digital Access for All)**
 - **A healthy and well future**
 - **A future we all have a part in**
- 1.8. Overall we propose to focus on supporting the sector as a whole through strong infrastructure, coordination and fundraising services rather than trying to directly fund everything that is needed in the borough. We propose to provide some level of project funding but that greater relative weight is given to services that strengthen the sector and allow it to benefit from the wider funding landscape across London and locally with funding available for borough wide and ward based Neighbourhood Community Infrastructure Levy (NCIL) in Lewisham in the coming months. As previously the vast majority of the funding will be for services for adults.
- 1.9. Lewisham will be London Borough of Culture in 2022 and we feel that the best way to protect investment in our cultural services is to align the current level of funding to these organisations (with a proportionate cut) with the Borough of Culture programme rather than retaining it within the main grants programme.
- 1.10. Taken together we believe that these proposals (the new priorities, the focus on infrastructure and a bespoke approach to London Borough of Culture) will help ensure that the available funding best meets the needs of our Borough over the coming three years (2022-2025) but we are keen to hear the views of the sector and Lewisham residents.
- 1.11. The consultation asks for responses on the 6 key proposals outlined for the programme:
- Priorities and activities to be funded by the grants programme 2022-25
 - Community fundraisers
 - Larger grants to strategic partnerships
 - Smaller partnership grants
 - Separate programme of funding for the culture sector to align with the London Borough of Culture
 - Our approach to equalities and equity
- 1.12. This consultation will run from 27th May to 22th July. The results and final proposals for the programme will be presented to Mayor and Cabinet on 15th September and the application process launched soon after that. All applicants will be provisionally notified of the outcome before Christmas to allow for a full three months' notice on existing grants
- 1.13. The Committee is asked to consider the consultation questions, but also the process of the consultation itself, and provide feedback to be included in the final report to Mayor and Cabinet in September.

2. Recommendations

- 2.1. For the Safer Stronger Communities Committee to:
- review and comment on the proposals set out in the consultation for the main grants programme 2022-25 – attached as Annex A.
 - consider the overall consultation process and provide feedback or highlight issues of concern that would need to be addressed in the report to Mayor and Cabinet in September.

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3. Policy Context

- 3.1. The consultation takes place in the context of a reduction to the main grants budget which has been agreed as part of a major review of the council's budget in order to make cuts of at least £40m for the next three years (to April 2024) with up to £24m being cut in 2021/22 alone. It has been agreed by Mayor and Cabinet that the budget for the main grants (excluding contribution from the Better Care Fund) will be cut by £800,000 from 1 April 2022. However, with an increase BCF element the overall budget will still remain at £2,361,308 per annum.
- 3.2. The last year has presented us with unprecedented challenges but the spirit of Lewisham residents has been more important than ever. Throughout this time, the Council and Voluntary and Community Sector (VCS) partners have worked together in close partnership to develop the Community Response Hub, which supported over 11,000 residents through the first lockdown and has continued to re-purpose to meet the needs of residents during subsequent lockdowns. The backbone of this response was the countless hours volunteered by local residents – many of whom had never volunteered before. The wider voluntary sector, alongside mutual aid groups and many of our small, neighbourhood based groups, have been invaluable in providing a safety net for residents during this period.
- 3.3. The Council recognises the massive contribution that the VCS has made to the lives of residents, and the potential for the sector's significant role in recovery. For this reason, we are committed to maintaining a main grants programme, even with the significant cuts that are proposed. It is recognised that investment in VCS leadership benefits Lewisham as a whole.
- 3.4. The Council recognises that demand on the voluntary sector will increase post-Covid and post-Brexit, at the same time that local government faces significant cuts – the time when the Council could expect to directly fund all of the activity that its residents need are long gone. For this reason, we want to design a main grants programme that focuses on infrastructure support to the sector (i.e. fundraising, coordination, the provision of data) to ensure that it is supported to take advantage of the wide range of opportunities that are afforded by Lewisham's place as part of London.
- 3.5. Following a review of the evidence of the impact of Covid on Lewisham residents, and our learning from the pandemic we are proposing to align the criteria for the main grants programme with three of the Council's four key recovery priorities:
 - **An economically sound future** (specifically Advice Services and Enabling Digital Access for All)
 - **A healthy and well future**
 - **A future we all have a part in**

4. Equalities implications

- 4.1. The consultation contains a number of questions specifically related to equalities issues. Any changes to the grants criteria will be subject to an Equalities Impact Assessment as will the proposed grant allocations.

5. Crime and disorder implications

- 5.1. There are no direct crime and disorder implications from this consultation. Safety and other partner organisations.

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6. Health and wellbeing implications

- 6.1. Many of the activities of the existing and proposed new grants programme address the health and well-being of Lewisham residents and one of the criteria specifically proposes social prescribing and voluntary sector services to support physical and mental health and wellbeing.

7. Report author(s) and contact

- 7.1 James Lee, Director of Communities, Partnerships and Leisure,
James.Lee@lewisham.gov.uk Tel: 020 8314 6548

8. Appendices

- 8.1. Appendix A – Consultation on priorities for, and approach to, the main grants programme

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London Borough of Lewisham

Consultation on priorities for, and approach to, the main grants programme

May 2021

Community Development Service
2nd Floor, Laurence House
1 Catford Road, London SE6 4RU
main.grants@lewisham.gov.uk

Executive Summary

- ES.1 Due to the impact of COVID and wider financial pressures the Council is having to cut at least £40m from its budget in the next three years (to April 2024) with up to £24m being cut in 2021/22 alone. In this context that the budget for the main grants will be reduced by £800,000 from 1 April 2022. However, support for voluntary and community sector groups remains a core priority for Lewisham Council and, in partnership with the NHS, we will continue to invest £2,361,308 per annum through the main grants programme.
- ES.2 In order to set the priorities for this spend the Council has undertaken a thorough review of all of the available evidence on the impact of COVID and the needs of the Borough during the recovery phase.
- ES.3 As such we are consulting on replacing the current main grants priorities with new ones in line with the Council's overall approach to recovery. The proposed new priorities are:
- **An economically sound future** (specifically Advice Services and Enabling Digital Access for All)
 - **A healthy and well future**
 - **A future we all have a part in**
- ES.4 Overall we propose to focus on supporting the sector as a whole through strong infrastructure, coordination and fundraising services rather than trying to directly fund everything that is needed in the borough. We propose to provide some level of project funding but that greater relative weight is given to services that strengthen the sector and allow it to benefit from the wider funding landscape across London and locally with funding available for borough wide and ward based Neighbourhood Community Infrastructure Levy (NCIL) in Lewisham in the coming months. As previously the vast majority of the funding will be for services for adults.
- ES.5 Lewisham will be London Borough of Culture in 2022 and we feel that the best way to protect investment in our cultural services is to align the current level of funding to these organisations (with a proportionate cut) with the Borough of Culture programme rather than retaining it within the main grants programme.
- ES.6 Taken together we believe that these proposals (the new priorities, the focus on infrastructure and a bespoke approach to London Borough of Culture) will help ensure that the available funding best meets the needs of our Borough over the coming three years (2022-2025) but we are keen to hear the views of the sector and Lewisham residents.
- ES7 This consultation will run from 27th May to 22th July. The results and final proposals for the programme will be presented to Mayor and Cabinet on 15th September and the application process launched soon after that. All applicants will be provisionally notified of the outcome before Christmas to allow for a full three months' notice on existing grants.

Part 1 – About this Consultation

1. About this consultation

- 1.1 This consultation is about the proposed priorities for, and approach to, Lewisham Council's main grants programme 2022 - 2025. We want to seek views on the proposed criteria for the grants and the process for letting them.
- 1.2 The consultation takes place in the context of a reduction to the main grants budget which has been agreed as part of a major review of the council's budget in order to make cuts of at least £40m for the next three years (to April 2024) with up to £24m being cut in 2021/22 alone. It has been agreed by Mayor and Cabinet that the budget for the main grants (excluding contribution from the Better Care Fund) will be cut by £800,000 from 1 April 2022. However, with an increased BCF element the overall budget will still remain at £2,361,308 per annum.
- 1.3 The consultation is aimed at voluntary and community organisations that provide services in the borough but also all individual residents. We want their views on our proposals. We would also welcome the views of other public or private sector partners who work with the voluntary and community sector in Lewisham.
- 1.4 The consultation will be open for 8 weeks from 27th May to 22nd July. The length of this consultation is shorter than the usual 12 weeks but has been shaped by the on-going impact of COVID, the pre-election restrictions relating to the Mayor of London election and the need to ensure that provisional allocations are made before Christmas 2021 to ensure that current grant recipients receive a full 3 months' notice to the changes in funding.
- 1.5 There are several ways to respond to this consultation:
- Via the online portal (preferred option)
 - By post to: Community Development Team, 2nd Floor, Laurence House, 1 Catford Road, London SE6 4RU
 - By attending an online consultation meeting

There will be consultation meetings via MS Teams on:

- Wednesday 9 June 2:00 – 3:30pm
 - Thursday 17th June 6:00 - 7:30pm
- 1.6 Places at these consultation meetings must be booked in advance by emailing main.grants@lewisham.gov.uk.
- 1.7 We want to ensure that this consultation is accessible to all organisations and individuals who want to take part. We will therefore ensure that any residents or representatives of the VCS who need support to fill in the responses can do so by speaking directly with a member of our team. Please e-mail us at main.grants@lewisham.gov.uk or call us on 020 8314 7249 and we will get back to you to arrange a suitable time.
- 1.8 Once the consultation has closed all responses will be considered and a summary of responses collated and included in a report to Mayor and Cabinet on 15th September 2021. This report will seek approval for the main grants programme 2022 - 2025 criteria and approach and to invite applications for funding.

Part 2 – The Consultation

1. Background

- 1.1 Over the past year, the Council's business, and the day to day lives of Lewisham's residents, has been turned on its head. In March 2020, Council activity simultaneously ground to a halt and ramped up in equal measure. With many traditional services wound down almost overnight and a new, urgent focus on critical COVID response services the Council's staff, Councillors and partners faced new demands, challenges, pressures and opportunities.
- 1.2 While we do not yet fully understand what all of the long-term implications of COVID will mean for the borough, there have been many clear and visible impacts of the pandemic on our residents, Lewisham the place and also the Council. We know that coronavirus has disproportionately affected certain population groups in Lewisham, matching patterns that have been identified nationally and internationally: older and disabled residents, residents born in the Americas and the Caribbean, Africa or the Middle East and Asia, and residents in the most deprived areas of the borough have considerably higher death rates. We know that more Lewisham residents are claiming unemployment benefits compared to the beginning of this year and that food insecurity has increased in the borough.
- 1.3 The Council's finances have also been severely affected by the ongoing pandemic. The cost of coronavirus for Lewisham is estimated to be over £60m this year and, with the risk of a return of high levels of infections and further restrictions imposed, the impacts will continue into 2021/22. How these costs will be funded in this financial year (2021/22) and the budget pressures for future years will be met is not clear.
- 1.4 As such, in the midst of the COVID response we have had to begin the long, difficult process of identifying cuts of at least £40m for the next three years (to April 2024) with up to £24m being cut in 2021/22 alone. In this context it has been agreed by Mayor and Cabinet that the budget for the main grants (excluding contribution from the Better Care Fund) will be cut by £800,000 (approximately one third) from 1 April 2022.
- 1.5 We now face the challenge of needing to simultaneously respond to the ongoing impact of the pandemic (and possible future waves), plan for the long-term recovery of the place and set a balanced budget, setting the financial basis for the internal recovery of the Council in the coming years. While it seems clear that the Council will have to rely on its reserves for some of the impact of COVID-19, reserves by their nature are gone once used. They cannot therefore also be relied on to delay or avoid the difficult budget task of bringing spending into line with available resources.
- 1.6 Lewisham's recovery from coronavirus will be underpinned by the following anchoring principles which will be at the heart of all decision-making, planning and action over the coming months:
 - Tackling widening social, economic and health inequalities;
 - Protecting and empowering our most vulnerable residents;
 - Ensuring the Council's continued resilience, stability and sustainability;
 - Enabling residents to make the most of Lewisham the place; and
 - Collaborating and working together with our communities and partnership across the borough.

1.7 The recovery is to be driven by the lessons learned from responding to COVID-19, the known and emerging impacts on our communities and the need to deliver transformation at the scale needed to meet the current financial challenge.

2. Our Priorities for Recovery

2.1 Lewisham Council's Corporate Strategy, developed in 2018, agreed the following priorities for supporting our residents:

- Open Lewisham
- Tackling the housing crisis
- Giving children and young people the best start in life
- Building an inclusive local economy
- Delivering and defending: health, social care and support
- Making Lewisham greener
- Building safer communities

2.1 The Council has also reflected on what has worked well and what hasn't worked so well over the pandemic, learning from it, nurturing and developing the new relationships and community networks that have built up and recognising things that stand in the way of a future where we can all benefit equally from what Lewisham and London has to offer.

2.2 This has led to the development of four themes which will focus our efforts on building a future for all residents – we are Lewisham, and this is our future. The themes are based on evidence of what our residents need – from all the rich data gathered and analysed during the pandemic, and residents experiences in their own words as part of the Voices of Lewisham project. They are:

- An economically sound future
- A healthy and well future
- A greener future
- A future we all have a part in

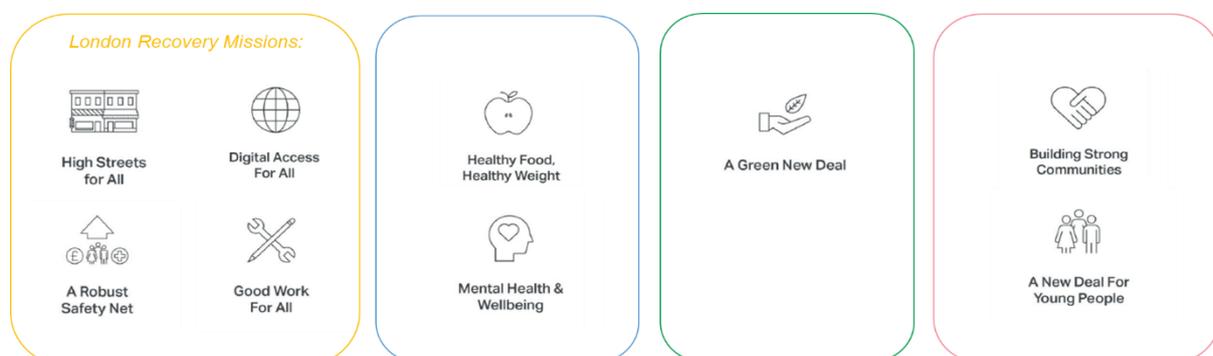
2.3 We are also proud of our place and our role in London and you can see the Mayor of London's nine recovery missions clearly in our four strategic recovery themes:

*Lewisham's recovery focus:
An economically sound future*

*Lewisham's recovery focus:
A healthy and well future*

*Lewisham's recovery focus:
A green future*

*Lewisham's recovery focus:
A future we all have a part in*



2.4 The delivery of each of these themes will be supported by the activities of our residents through local community action, both formally organised and otherwise. It is the power of Lewisham's community spirit which makes living and working in the borough so rewarding.

3. Lewisham Council's commitment to the Voluntary and Community Sector

3.1 The last year has presented us with unprecedented challenges but the spirit of Lewisham residents has been more important than ever. Throughout this time, the Council and Voluntary and Community Sector (VCS) partners have worked together in close partnership to develop the Community Response Hub, which supported over 11,000 residents through the first lockdown and has continued to re-purpose to meet the needs of residents during subsequent lockdowns. The backbone of this response was the countless hours volunteered by local residents – many of whom had never volunteered before. The wider voluntary sector, alongside mutual aid groups and many of our small, neighbourhood based groups, have been invaluable in providing a safety net for residents during this period.

3.2 The Council recognises the massive contribution that the VCS has made to the lives of residents, and the potential for the sector's significant role in recovery. For this reason, we are committed to maintaining a main grants programme, even with the significant cuts that are proposed. It is recognised that investment in VCS leadership benefits Lewisham as a whole.

3.3 Additionally, we continue to see the value of grants to the VCS for the following reasons:

- The VCS has strong relationships with residents and this is exemplified by the support work that has been undertaken during the Covid-19 crisis. VCS organisations supported local communities to develop mutual aid-based responses to meeting basic residents' needs such as food deliveries, medicine collections and befriending services.
- The sector has reach into diverse communities, and plays a key role 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.
- The sector's potential to take risks, innovate and be agile in response to need; qualities that have been critical in supporting residents through the pandemic.

3.4 The Council recognises that demand on the voluntary sector will increase post-Covid and post-Brexit, at the same time that local government faces significant cuts – the time when the Council could expect to directly fund all of the activity that its residents need are long gone. For this reason, we want to design a main grants programme that focuses on infrastructure support to the sector (i.e. fundraising, coordination, the provision of data) to ensure that it is supported to take advantage of the wide range of opportunities that are afforded by Lewisham's place as part of London.

4. Current Main Grants Programme

4.1 The 2019-2021 main grants programme allocation totals £3,064,308 per year made up of £2,636,308 core Council funding and £428,000 from the Better Care Fund (BCF).

- 4.2 The BCF is a joint programme between the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life. The use of the BCF must be jointly agreed between the Council and South East London CCG and signed off by the Health and Wellbeing Board. Over the last few years the BCF funds in Lewisham has funded voluntary and community sector providers to support independence in the community and to prevent people from being admitted to hospital.
- 4.3 Following consultation in 2018, the main grants programme retained the 4 themes that had been the basis of the programme in 2015. These are:
- *Strong and Cohesive Communities*
 - *Communities that Care*
 - *Access to Advice Services*
 - *Widening Access to Arts and Sports*
- 4.4 The impact of COVID has been significant and it is likely this impact will continue for several years. We are therefore not proposing to retain the existing criteria as they are. We must put forward criteria based on need that has emerged for residents during the pandemic and evidence for what will be needed going forward. However, we are retaining the focus on services for adults although we do recognise the importance of families and will provide some flexibility to organisations that work across all ages e.g. sports clubs.

5. The population of Lewisham and the impact of COVID-19

- 5.1 Lewisham has a population of more than 305,800 people. Lewisham is densely populated and has the 6th highest rate of household overcrowding in London. Nearly 10% of households in the borough are classed as overcrowded. The borough has a relatively young population profile. Residents aged 0-19 make up nearly 25% of the total population. About 70% of the borough's population is of working age (16-64), whilst older residents, aged 65+, make up about 10% of the population. Lewisham has an ethnically diverse population. 46% of the total population are of Black and Minority Ethnic (BAME) heritage. This differs with age. Over 65% of Lewisham residents aged 0-19 are from BAME heritage.
- 5.2 There are big variations in life expectancy throughout the borough mirroring deprivation: men in Crofton Park ward can expect to live for 6 years longer than those in New Cross ward, and women in Perry Vale ward can be expected to live 8.5 years more than women in New Cross ward.
- 5.3 18.2% of households in Lewisham are in fuel poverty according to the Government's latest figures.
- 5.4 Population Health Risks and inequalities faced by the borough's residents include:
- The rate of premature death from cardiovascular and respiratory diseases in Lewisham is higher than the average for London and England.
 - Lewisham has a higher proportion of smokers and higher levels of adult obesity than most areas in London.

- Nearly 1 in 10 people in Lewisham are estimated to have diabetes (T1 & T2, including those currently undiagnosed). 58% of our population with type 2 diabetes are estimated to be of ethnic minority origin.
- The rate of hospital admissions for asthma in children aged 18 and under is significantly higher than the average for London and England

5.5 The health of Lewisham residents has been significantly impacted by Covid-19. The data on those affected shows the disproportionate impact of Covid-19 of some of our communities in the borough.

- There have been 21,528 confirmed cases of COVID-19 in Lewisham residents (up to 31 March 2021) with 502 deaths
- Men and women aged 50 and above have an increased risk of mortality. The gender difference in mortality risk increases with age with the rate of death considerably higher in males aged 75+ than females.
- Nationally the death rate from COVID-19 were higher amongst Black and Asian ethnic groups when compared to White ethnic groups.
- The pandemic exposed and exacerbated longstanding inequalities affecting BAME groups.
- Robust analysis on the rate of death from COVID-19 between those living in the most deprived areas of Lewisham compared to those living in the least deprived areas is hindered by the very small numbers in some areas. Therefore we cannot say with confidence that there is a significant difference.
- 13% of deaths from COVID-19 were to residents who normally live in care homes.

5.6 As well as the direct impacts of the disease on physical health, the lockdown imposed as a result of COVID-19 has also had an impact on mental health and the wider determinants of health such as socio-economic factors and education and developmental impacts for children and young people. The full extent of this impact on the population of Lewisham and the inequalities that are created or exacerbated, will only begin to emerge over the coming months and years.

5.7 In addition to what we know already the Council is involved in a range of partnerships to better understand the drivers of inequality and the impact of COVID including:

- Working in partnership with Birmingham City Council we are launching ground-breaking work into the health inequalities of African and Caribbean communities. The programme, which will conclude in Dec 2021, consists of a series of reviews which aim to explore in-depth the inequalities experienced by these ethnic groups and their drivers. The aim is to find approaches to break the decades of inequality in sustainable ways that will lead to better futures for local citizens.
- We are also working in partnership with public health teams across South East London and colleagues in Kings Health Partnership on an in depth analysis of COVID-19 needs and inequalities across SEL.

5.8 The findings from this work will become available through the life of the grants and we expect funded organisations to revise their service models over time in light of emerging data.

6. How the VCS has responded to the pandemic and our learning

6.1 The impact of the pandemic was felt across every area of life in Lewisham, and nationally, including the operations of the VCS and those organisations grant funded by the Council.

- 6.2 In mid-March the Council and the VCS worked together to establish our Community Response Hub under the banner of Lewisham Local to identify and address additional support needs arising from the COVID-19 crisis. This demonstrated the power of effectiveness of the partnership structures in the borough and it is this joint working that we are keen to develop further in the coming years.
- 6.3 The work of the hub was evaluated by Goldsmiths University in the report, *Learning from the Lewisham Covid-19 Response Hub* (Kalbir Shukra, December 2020). Key findings from the report were:
- The core partnership was a cross-sector collaboration. Four VCS organisations came together with Lewisham Council to form the Hub.
 - The Hub was a dynamic and evolving partnership. It was based on strong pre-existing relationships between the VCS organisations and their structural links to the Council.
 - The partnership demonstrated strong leadership and initiative in setting up the Hub. A high level of dedication from everyone involved in the delivery process was evidenced.
 - During the crisis, organisational boundaries became temporarily permeable, allowing some staff to be redeployed in support of the Hub. This was especially valuable where people had relevant skills for the role. In addition, organisations embedded in local communities were willing, responsive and agile collaborators, able to mobilise existing networks effectively.
 - The Hub created a valuable new website and a telephone line, which was the single point of entry into the open access system. A one entry system supporting delivery by multiple organisations enabled calls to be triaged and duplication to be minimised. The emergency phone line proved essential in the crisis and some form of open access service continues to be needed for people pending or otherwise unable to secure referral.
 - A large number of volunteer opportunities were generated and there was a surplus of applications from potential volunteers. In the process, the partnership engaged newer communities, received positive feedback from residents, and gained new local information and expertise in managing the complex process at scale.
 - Equalities data to verify how far particular groups were reached was collected part way through the lockdown. The data showed food parcel requests were coming in from areas of the borough characterised by the highest levels of deprivation: Hub partners concluded that they were supporting those most in need.
- 6.4 The report also highlights the importance of partners coming together daily to review data and the importance of this to identifying emerging need and being able to respond quickly. Though this process, the partnership was able to understand and respond to the needs of BAME residents, those with increasing financial need, older and younger people, and to those who were clinically vulnerable.
- 6.5 It is important to acknowledge that there was an overwhelmingly positive response to the pandemic by Lewisham residents and by the community and voluntary sector above and beyond the operations of the hub. This was evidenced by the incredible number of volunteers who came forward to offer support (2,400 in the first few weeks of the pandemic), the number of mutual aid groups who mobilised in local neighbourhoods to support residents, and a wider food network which provided at least 50% of the food need in the borough during the pandemic. This is evidence of the

strong, active community spirit of Lewisham and its ability to mobilise and act in the interest of residents.

- 6.6 It is recognised that the coordination of services and providing people with a clear pathway into the most appropriate service at the most appropriate time has a critical role to play in post COVID recovery taking a pro-active, preventative and predictive data-led approach.
- 6.7 This approach echoes and builds on the developing work related to social prescribing. It has long been recognised that around 20% of patients consult their GP for what is primarily a social problem. In January 2019 NHSE reported that around half of GP appointments are not directly related to medical conditions.
- 6.8 As with the Community Hub, Social Prescribing services provide a way for a coordinating service to give people time, focusing on 'what matters to me' and taking a holistic approach to people's health and wellbeing. They connect people to community groups and statutory services for practical and emotional support.
- 6.9 There is emerging evidence that Social Prescribing can lead to a range of positive health and wellbeing outcomes as well as lead to a reduction in use of NHS services. A review of the evidence showed average reductions following referrals to social prescribing schemes of 28% in GP services, 24% in attendance at A & E and statistically significant drops in referrals to hospital (Polley and Carpenter 2017).
- 6.10 Before the outbreak of COVID-19 social prescribing services in Lewisham provided a vital link to social, emotional and practical support for some of our most vulnerable residents. It was no accident that during the crisis, it was the social prescribing service which was repurposed to act as the main mechanism for residents to access information and the support they needed. The coordination of food, emotional and practical help that social prescribing services provided through the Community Hub, alongside proactive welfare calls and critical help and support for people within primary care, have demonstrated the power of this approach through the pandemic.

7. London Borough of Culture

- 7.1 The Council is also well aware that the VCS provides the backbone of Lewisham's Cultural Sector and that we will be London Borough of Culture in 2022 with a long legacy period to follow. Since 2012, the main grants programme has recognised the importance of arts and culture to our residents' lives and has funded the arts sector through the **Widening Access to Arts and Sports** theme, enabling Arts and Sports organisations to improve quality of life for residents through increasing participation, particularly by those who are less able to participate due to disability, economic disadvantage and age.
- 7.2 In this next round of the grants programme, we recognise the significance of holding the banner of London Borough of Culture and the incredible opportunity it presents - both for Lewisham residents and the arts sector that has been integral to supporting our residents and their well-being through creativity and cultural expression. We are therefore proposing to separate out a level of funding for the culture sector (based on a proportionate cut to current funding) and run a specific programme directly linked to the Borough of Culture. This approach would allow for greater focus on the cultural sector and by building other opportunities around the main grants budget it will seek to mitigate the impact of the cut.

- 7.3 The budget would be used in a more flexible way as part of an overall support package with a rolling programme of opportunities. The aim would be to work alongside an anchor organisation to bring in other funding so that we can offer more opportunities, for instance - multiple year funding for an arts education programme. What is clear is that Borough of Culture gives us a better chance of pulling in new resources than previously, and we must maximise the opportunity that this offers us for the benefit of Lewisham residents.
- 7.4 Funding for sports organisations will be available under the healthy and well future criteria set out below and there will be some flexibility for those who work with children as well as adults in recognition of the previous funding approach.

8. Proposed criteria for grants programme 2022-2025

- 8.1 As set out in section 2 the Council has reviewed the evidence of the impact of Covid on Lewisham residents, and our learning from the pandemic and developed four themes which will focus our efforts on building a future for all residents. For the main grants programme we propose to target funding in line with three of the four themes:
- An economically sound future
 - A healthy and well future
 - A future we all have a part in
- 8.2 We are not proposing a separate strand of our main grants programme on *A Greener Future*. Instead we will expect that where relevant this is embedded in delivery of the other three strands, since delivering on our environmental ambitions should directly support our aspirations for the local economy, for health and wellbeing and for inclusivity. In addition, Lewisham's Borough of Culture Programme has climate emergency as one of its three main strands, and this will be supported through the specific grants programme linked to the Borough of Culture. The Council will also continue to support the local voluntary and community sector's work on the environment and sustainability through the Lewisham's Greening Fund, NCIL, our fuel poverty advice service and through community energy initiatives including the Mayor of London's as well as building on the legacy of Lewisham's Community Energy Fund in 2020.
- 8.3 Our proposed priorities for the main grants programme are explored in more details below:

An economically sound future

- 8.5 Under this theme we intend to focus on **advice services** and **ensuring digital access for all**.
- 8.6 **Advice Services** - we know that the financial impact on individuals and families has been significant during Covid.
- Lewisham's claimant count is now 21,090 (March 2021), up from 12,800 (April 2020) and 8,400 (March 2020) pre-lockdown.
 - Lewisham has seen a significant increase in food insecurity in the months since the onset of COVID-19. From April 2020 to October 2020 nearly 13,000 requests for food were made and nearly 12,000 food packages were delivered. Additionally six locally based food projects distributed 11,970 food parcels supporting 28,851 beneficiaries (September to March 2021).

- On 23 March 2020 we had 10663 children resident in Lewisham or attending Lewisham schools eligible for Free School Meals. On 27 April 2021 we had 13357 children showing as eligible.
- Both Advice Lewisham and Community Connections phonelines have seen continuing increase in need from March 2020 for support on benefits, debt, employment and housing
- The Council's fuel poverty advice service, delivered as part of the South London Energy Efficiency Partnership led by Lewisham supported over 3,000 households in 2020/21 including 600 in Lewisham working in partnership with community and voluntary partners to access funding from the Greater London Authority, energy suppliers and other funders.
- The GLA's research shows that London-wide, poverty is linked to other forms of inequality. Fifty-four per cent of single parent families, 38% of BAME households and 37% of households with a disabled person live in relative poverty. Migrants are also at much greater risk of experiencing destitution in London than in any other UK region. Supporting those on low incomes is vital to addressing other entrenched inequalities.

What we propose to fund:

- 8.7 We see food and fuel need as symptoms of a wider pattern of financial insecurity. Given the limited funding available, see this need as being most effectively met through the provision of accessible, independent and high quality advice and information rather direct service delivery. As such, this priority will retain the key elements of our previous priority *Access to Advice Services*, namely:
- The provision of legal advice services in the borough meets the key borough-wide principles of being fully customer-focused and achieving value for money from the resources available
 - Services respond flexibly to the multiple and complex legal advice needs of people who live, work or study in the borough
 - Delivery of services is flexible to ensure increased choice in the way in which clients access services – encompassing direct access, partner referrals, and access and support through digital channels
 - Clients are empowered to address their own advice needs through utilising digital technologies
 - Services are delivered comprehensively and innovatively across the borough, using outreach as required, so that all geographies and groups are served
 - Services are delivered in a joined-up way ensuring effective cross-referral routes support residents with multiple needs.
- 8.8 The Council proposes to fund a mixture of generalist, specialist and client specific legal advice services. Organisations offering basic advice and casework will require or need to be working towards the appropriate Advice Quality Standard (AQS) Advice or Advice and Casework accreditation. Organisations offering more specialist advice, casework and representation will need to employ supervisors and caseworkers who are appropriately qualified and who individually meet the Specialist Quality Mark (SQM) for their area of competence. Where appropriate, organisations may also require the Lexcel quality mark or be registered with the Financial Conduct Authority (FCA).

- 8.9 We propose that organisations will be required to deliver advice in the following priority areas:
- Welfare rights
 - Debt and money advice (including multiple debts and arrears)
 - Housing advice (including homelessness, repairs, possession proceedings and tenancy issues)
 - Immigration, compliant at OISC Level 1 (Basic Advice);
 - Employment advice
- 8.10 Currently nearly 30% of the main grants funding is allocated to this priority. Due to the potential scale of need, the major impact of financial insecurity on individuals, and the associated impact of financial hardship on existing inequality, we propose that this proportion of funding would be at least matched in the new grants programme.
- 8.11 **Ensuring Digital Access for all** - The Community Connections and Advice Lewisham phonelines have both independently identified that specific communities and groups of residents struggle with digital engagement. They have identified that lack of digital engagement has a significant adverse impact on the individual's ability to access services and opportunities for education, training and employment, and the resulting impact of this in terms of increased isolation and worsening health and well-being. While digital exclusion has long been recognised, Covid-19 has highlighted the impact of this issue due to the reliance on online and web-based mechanisms to support residents.
- 8.12 The Council, NHS and housing sector have also recognised this as a significant issue for delivery of services. As part of the Voices of Lewisham programme, an analysis was undertaken of approximately 3,000 emails sent to the Council's Covid-19 response inbox, thousands of shielding conversations and more than 20 separate consultation and engagement exercises that have taken place across the borough. One of the key issues identified was digital exclusion, specifically that the move to digital service delivery is further exposing digital poverty. This could be exacerbated further for those who do not or cannot access services/ opportunities in this way.
- 8.13 A recent report by Lewisham Speaking Up on Digital Exclusion highlights that many people with learning disabilities in Lewisham do not have access to suitable devices, reliable broadband or support to use digital technology. The report found that people with learning disabilities say they need to use digital technology for a wide range of reasons and that they gain many benefits when using it. But day services, support providers and many carers and family members do not have the capacity in terms of time, adequate training or appropriate devices to support people with learning disabilities to access digital technology (Research on Digital Exclusion since the Covid 19 pandemic 2020, Ramsbottom, Feb 2021).
- 8.14 In response to this need, a VCS-led Digital Poverty Action Alliance has been developed and is beginning to map the need across the borough in terms of communities most in need and appropriate support that could be delivered. It is proposed that this mapping will enable targeting of resources to those who would most benefit from support.

What we propose to fund:

- Projects offering training on digital skills and support to those most in need or coordinating the services more effectively

- Innovative projects and schemes that enable communities most in need to become digitally enabled

A Healthy and Well Future

- 8.15 Data from the hub and from the ongoing Community Connections Lewisham phonenumber shows that loneliness and isolation were significant needs for Lewisham residents in the last year. We recognise the importance that group and community-based activities can have on individuals' health and well-being and want to ensure that a range of activities are on offer to support the needs of the diverse communities of Lewisham.
- 8.16 The Voices of Lewisham Project, which engaged with residents and community groups over the last six months found that there is deepening inequalities and increasing vulnerability (particularly in relation to "just about managing") – including isolation, mental health, unemployment and debt.
- 8.17 The NHS and Council already directly commissions clinical mental health services which are delivered in Lewisham by SLAM, MIND and a range of other partners. The main grants programme therefore will not fund mental health services of this kind but rather focus on promoting positive mental health and well-being through community engagement and social interactions.
- 8.18 We know that social isolation, lack of opportunities for physical activity, the lack of access to arts and cultural events, and the inability to connect with friends, neighbours and communities of interest, has had a profound effect on the well-being of residents. Due to the significant scale of cuts to the main grants programme, we acknowledge that we cannot fund the range of activities that are needed to support people's health and well-being.

What we propose to fund:

- 8.19 We propose to continue funding social prescribing as the infrastructure offering coordinated support to residents, and to act as a gateway to the wide range of voluntary and community sector activity in the borough. In addition to acting as the 'front door' to accessing a range of preventative community-based support, the funded social prescribing service will provide data and intelligence in relation to demand for services, where and how these have been met, changes in need over time, and identify gaps in services - in terms of communities, issues and geography.
- 8.20 In addition, we propose to fund:
- Projects and activities that connect people to their local community or community of interest and improves physical and mental health and well-being
 - Activities that encourage volunteering and creates a sense of giving back to communities
- 8.21 All activities funded by the programme must prioritise referrals through the social prescribing service and ensure that monitoring data is returned regularly to enable an overview of the impact of social prescribing.

A Future we all have a part in

- 8.22 As our resources as a Local Authority decrease, we recognise the importance of the VCS in continuing to support vulnerable residents. Supporting the resilience and sustainability of the VCS is therefore a key priority over and above funding specific

projects. By supporting the sector in this way we are promoting the future of provision beyond our specific funding round.

- 8.23 Lewisham Local's survey of Lewisham's VCS (October 2020) shows that a third of organisations who responded had lost significant funding during Covid, putting them at risk of closure. Conversely, there is a strong desire by Lewisham residents to help others in their community, as evidenced by the number of volunteers who came forward during the pandemic to volunteer and were mobilised to support residents, alongside the number of mutual aids which mobilised to support residents in their local neighbourhoods.
- 8.24 As identified above, the Hub evidenced the strengths of the voluntary and community sector in responding to the crisis and building on their knowledge and expertise of engaging with and supporting communities.
- 8.25 The picture across London echoes the experience of Lewisham. Around 750,000 people registered to volunteer via the NHS volunteering scheme, with over 90,000 of those volunteers from London; over 700 new Mutual aid groups had set up in London by the end of March 2020; over half of organisations have reported a big drop in the charitable activity they can deliver; almost 90% of BAME-led small organisations have reported that they do not have reserves to last more than three months.
- 8.27 If Lewisham's VCS is to cope with the ever diminishing funding direct from the Council it is vital that it increases its ability to access the full range of funding available from all sources. Lewisham organisations have raised approximately £3,691,201 from external funds through the pandemic to March 2021.
- 8.28 However, compared to other London boroughs with similar demographics and levels of need, Lewisham charities do not attract the same level of funding. We believe that fundraising expertise could help charities develop and submit successful bids individually and in collaboration with others, and significantly increase the level of funding brought in to Lewisham by the VCS.
- 8.29 Finally, the disproportionate impact of COVID has highlighted the importance of addressing equality and equity as a foundation of our work and in allocating resources and the need for a specific infrastructure offer that specifically supports the building and resilience of BAME led organisations for the benefit of our BAME residents.

What we propose to fund:

- 8.30 We propose to fund up to three community fundraiser posts with a particular focus on:
- a. Equality and Equity including needs of BME communities and needs of disabled communities
 - b. Sports, Arts and Culture - activities and organisations that support health and well-being through sports, arts and culture
 - c. Geographical cold spots in the borough/areas of high deprivation that do not have other sources of income such as NCIL

We propose that the community fundraiser posts are based in the voluntary and community sector. Organisations will be able to bid to house the posts and to provide the collaboration and coordination needed to effectively develop and submit bids.

- 8.31 Beyond these fundraising posts we propose to prioritise bids that provide services to:
- Develop and coordinate networks and collaborations for the benefit of seldom heard voices, and provide effective representation at appropriate levels for the voluntary and community sector working with these communities
 - Deliver specific infrastructure offer that specifically supports the building and resilience of BAME led organisations for the benefit of our BAME residents
 - Promoting and brokering partnerships to maximise access to and cost effective use of both statutory and non-statutory funding
 - Promoting volunteering and providing a brokerage service for community organisations to access volunteers and enabling easier mechanisms for people seeking to volunteer to find the appropriate opportunity
 - Easy access to information about what's available i.e. Community directory of VCS services that is updated regularly and able to be accessed by residents and referral agencies
 - Capacity building that specifically supports the building and resilience of BAME led organisations for the benefit of our BAME residents

9. How we propose to fund

- 9.1 In considering how to set funding priorities for the main grants programme across these priorities we are faced with a choice between:
- spreading grants across a range of themes and the many (800+) valuable, charitable organisations in our borough
 - creating a network and infrastructure that enables our VCS as a whole to survive and thrive beyond this period of recovery and financial hardship
- 9.2 We recognise that in normal times, we would support both a robust infrastructure and provide grant funding to our voluntary and community organisations working with our most vulnerable communities. But with the limited funds available, we need to prioritise – we therefore propose to invest in infrastructure and support that will enable our VCS to be the independent, strong advocate of our residents that they were set up to be, with a legacy that lasts beyond the funding we can provide. The infrastructure that we are choosing to invest in is not the traditional infrastructure offer. Instead, it is an infrastructure that has been tried and tested through the pandemic and we believe will serve the VCS well in the changing times ahead.
- 9.3 Additionally, it is important to note that we will be launching the borough-wide Neighbourhood Community Infrastructure Levy (NCIL) grant programme, to the value of approximately £900,000 in May 2021, and the multi-million pound ward-level NCIL programme later this year, with projects to be mobilised throughout 2022. The ward-based NCIL grants will provide funding opportunities to our locally-based organisations, many of whom have provided critical services during the pandemic. The priorities for this funding are selected locally so this is not a direct replacement for main grant funding but we anticipate there will be significant opportunities for the voluntary sector through these funds.
- 9.4 Through the main grants programme we want to fund organisations with a demonstrable commitment to, and knowledge of, Lewisham and that, wherever possible, call the borough home.
- 9.5 We propose to allocate grants in much the same way as we do now with some larger partnerships grants likely to build on the current partnership approaches to Advice

Services and Social Prescribing with the rest allocated to individual organisations. However, it is our view that in these times of diminishing resources the need for collaboration is greater than ever. Our experience of the community response hub has shown what can be achieved when there is a common purpose, and a system-wide approach that all partners can sign up to. Our intention is to fund organisations that are committed to working with each other, and us, to ensure the best possible outcomes for Lewisham’s residents with our shared resources. We are not just looking to fund organisations but to enlist active partners who are as passionate about Lewisham as we are and have the drive and capacity to make a difference to people’s lives.

9.6 Finally we propose to introduce new ‘partnership grants’ of £10,000 to organisations who can demonstrate commitment to working in partnership with the Council over the coming years. These funds can be used to support the core activities of organisations who can add value in specific areas of the borough or in specific sectors or thematic areas where we recognise that need is high and infrastructure is needed to meet demand. We are aware that these grants will not be able to fund project delivery but are intended to provide a statement of two way commitment to working in partnership for the benefit of Lewisham residents. This public commitment of support has been valued by the sector and has enabled organisations to lever in additional funding from other sources. While the cuts to the programme make larger partnership grants unfeasible, we recognise that this local authority support is critical to organisations and hard to fundraise without.

9.9 With a substantial cut to the main grants programme, we recognise that not all organisations that have been grant recipients and have continued to deliver valuable services will receive funding through the new programme. We also recognise that funding is not the only way we can support the sector – we want to work with the VCS to open up more opportunities for partnership with both Council departments and the larger Lewisham system, including health partners and other anchor institutions; provide more data on the needs of our residents that will enable the sector to work strategically; continue to provide lower cost hire of office space and venues for services; provide favourable agreements for use of our community centres and assets where that is possible; and endorse the work of the VCS to other funders. We are committed to working with existing grant recipients and the wider VCS on mitigating the impact of these cuts.

10. Key dates:

10.1 Timeline for re-letting the programme

27 th May	Consultation opens
22 nd July	Consultation closes (8 weeks)
TBC	Safer Stronger Select Committee
15 th Sept	Mayor and Cabinet
	Overview and Scrutiny Business Panel – potential call in
	Mayor and Cabinet – potential call in
23 rd Sept	Programme Launch

18 th Nov	Application deadline (8 weeks)
December	Provisional allocation letters sent – notice of change in funding to existing groups
12 th Jan 2022	Mayor and Cabinet – recommended allocations for agreement
	Overview and Scrutiny Business Panel – potential call in
1 April 2022	New grants begin