

Overview and Scrutiny



Safer Stronger Communities Select Committee Agenda

Thursday, 4 November 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

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Part 1

Item		Pages
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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 4 November 2021.

Kim Wright, Chief Executive
Tuesday, 26 October 2021

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

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Tuesday, 21 September 2021 at 7.00 pm

PRESENT: Councillors Juliet Campbell (Chair), Bill Brown, Liam Curran, Rachel Onikosi and James Rathbone (Vice-Chair) and Paul Maslin

APOLOGIES: Councillors Pauline Morrison

ALSO PRESENT: Councillor Brenda Dacres (Deputy Mayor and Cabinet Member for Safer Communities), Councillor Chris Best (Cabinet Member for Health and Adult Social Care), Councillor James-J Walsh, Tom Brown (Executive Director for Community Services), Charlotte Dale (Head of Overview and Scrutiny), James Lee (Director of Communities, Partnerships and Leisure), Salena Mulhere (Assistant Chief Executive), Charlene Noel (VAWG Programme and Strategy Manager) and Sakthi Suriyaprakasam (Community Development Service Manager)

1. Minutes of the meeting held on 16 June 2021

- 1.1 **RESOLVED:** That the minutes of the meeting on 16 June 2021 be agreed as an accurate record.

2. Declarations of interest

- 2.1 The following declarations of interest were declared:

Councillor James Rathbone declared a personal non-prejudicial interest in item 4 as he was on the management team of a community library.

Consideration of this item was subsequently deferred

3. Response to Referrals from this Committee

- 3.1 There were no responses to referrals to be considered at the meeting.

4. Lewisham Libraries

- 4.1 **RESOLVED:** That the item be deferred to a later date so that further information can be provided by officers and to allow for a wider discussion to take place between members and officers prior to the item being considered.

5. Local Assemblies and Neighbourhood CIL Update

- 5.1 James Lee, Director of Communities, Partnerships and Leisure introduced the report and the following points were noted:

- The operation and impact of Local Assemblies had recently been reviewed and principles developed for a revised approach that would focus on wider community development.
- The review was set against the context of a significant budget cut from April 2022. This would include a reduction in staffing and the discontinuation of the current budget for meetings and engagement. However, ward based funding would continue through the allocation of Neighbourhood Community Infrastructure Levy (NCIL) funding.
- The options to revamp Local Assemblies recognise, and build on, the strengths and benefits of the current approach; but address areas for improvement, particularly around engagement with a wider and more representative resident-base.
- The emerging Council-wide work on improving the resident experience and developing an overarching Digital Strategy would inform and support the approach taken in relation to Local Assemblies.
- Key elements of the proposed approach included (a) retention of the ward based structure, including named support officers; (b) retention of formal assembly meetings, although largely delivered online utilising community support; and (c) coordination of local community networks of activity.
- As part of the greater coordination of wider activity, advantage would be taken of other existing structures like the Police's Safer Neighbourhood Teams Ward Panels. It was hoped that this would result in a more holistic and cost-effective approach.
- The importance of retaining some face to face activity was recognised and this could be delivered in partnership with local community groups and organisations.
- There would be an 'annual report' for each ward highlighting specific local concerns for action by relevant partners and highlighting successes from the previous year.
- The role of elected members would be crucial in terms of curating conversations and ensuring local issues are brought to the fore.
- It was recognised that residents must feel empowered and not put upon by the new arrangements, there must be a positive transfer of responsibility / expectation; and the council would need to be ready to respond to issues and concerns raised at assemblies in a timely fashion.
- It would also be important to avoid local community networks from feeling that the council was co-opting work the community was doing.

5.2 In the discussion that followed the following points were raised by Members and responded to by officers:

- There were pros and cons to online meetings, they offered flexibility and could increase participation but they ran the risk of alienating those that were digitally excluded.
The move to a strongly digital based platform would take digital exclusion into account and a blended model with some face-to-face activity would be retained. Even without the cuts necessitating such a move, the pandemic had highlighted the strength of local community leadership and harnessing this would have key benefits. Most people involved in the local assemblies previously were not digitally excluded and it was recognised that it had

always been a challenge to reach all communities via the programme and ensure diverse participation. It was therefore important that the new approach worked hard to reach more people and a small element of the advertising budget would be retained to assist with this. There would be a need to use popular means of communication as 'notes through doors' were not as effective as some social media and face to face communication channels.

- The report listed the groups that might be involved in the new approach, but this did not include groups representing all protected characteristics or the Voluntary and Community Sector.
This was an oversight, they would all be included as they were all core to the new approach.
- It was not clear when the next round of NCIL funding would be allocated, knowing this would assist with the pacing of spend.
A decision on when the next round would be allocated had not yet been taken but the current allocation was utilising NCIL allocated to the council up to 2020. The 2024/5 financial year would be a sensible estimate as this would allow a further four years of NCIL funding to be allocated.
- It would be useful if Members could have an information pack on NCIL funding so they could talk to and engage local communities.
Officers were hopeful that the NCIL guidance currently being worked on, and anticipated to be ready by the end of week, would cover this function. If anything further was required this could be provided. There would also be opportunities for people wishing to lead bids to liaise with, and be supported by, officers at funding workshops.
- Would it be possible to have at least one formal, in-person Local Assembly meeting each year? *Although the programme management approach might work in some wards, those wards without natural community leaders might struggle and not have the capacity present within the community to arrange in-person or even online meetings. The level of officer support available at a ward level would be important in these circumstances. The approach seemed to ask a lot of volunteers. A template or 'how to' guide for assembly meetings that could be provided to people might assist. The desire for face to face activity must be balanced against the capacity of team in the face of significant budget cuts. However, officer capacity would be flexible and could be flexed towards those wards that most needed it, meaning that if there were particular reasons why a face to face meeting was required then these could be considered in planning resource allocation through the year.*

Officers would work in partnership with the community and also take advantage of existing structures like the Police's Safer Neighbourhood Teams Ward Panels. Member concern at streamlining and linking up with the police was acknowledged but incorporating ward assemblies and crime panels into a larger community meeting might help both bodies reach a wider audience and save resources.

5.3 As part of the discussion it was also noted that:

- The move to recognise communities of identity as well as geographically based communities was welcomed by Members.
- The bidding process for the allocation of borough wide NCIL had concluded and applications were currently being reviewed. Over 100 had been received, suggesting that the fund would be between four and five times over-subscribed. The assessment and recommendations would be presented to Mayor and Cabinet in November.
- In theory, NCIL funding could be used to support meetings/activities of a Local Assembly itself as the funding can be used for Community Development activities such as this.
- It was now proposed to remove one of the proposed stages in NCIL allocation. The original intention had been for the projects that were put forward to be uploaded to 'commonplace' so people could comment on them and this could be fed back to the assemblies. However, it was recognised that well mobilised groups could dominate this stage, and the value of retaining this stage was uncertain. The removal of this stage would mean that the assessment of projects and their fair presentation to Local Assemblies would be crucial.

5.4 The Cabinet Member for Health and Adult Social Care noted that the budget cuts would result in the loss of two officers from the team supporting Local Assemblies, which was regrettable, although each ward would still have a named officer. It should also be noted that councillors were all community leaders with the right knowledge, skills and expertise to arrange face to face meetings themselves, if desired. Local Assemblies would continue to be well advertised through a number of different channels and existing webpages could be developed further.

5.5 **RESOLVED:** That the report be noted.

6. Domestic Abuse and Violence Against Women and Girls Strategy

6.1 James Lee, Director of Communities, Partnerships and Leisure introduced the report and offered his and the council's deepest condolences to the family of Sabina Nessa, a teacher at Rushey Green Primary School who had been murdered at the weekend. The following was noted:

- This was a five-year Domestic Abuse and Violence against Women and Girls (VAWG) Strategy, building on existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse, with clear priorities that could be embedded into strategic plans across partner agencies.
- The strategy was centred around five strategic priorities: prevent, protect, recover, pursue and partnership.
- The draft strategy was presented to Safer Stronger Communities Committee at its last meeting and Members provided feedback. Feedback was also received via the public consultation that followed, which saw 91 responses.

- The title of the strategy was developed in consultation with a diverse group of agencies who recognised that women and girls carry by far the highest burden of these crimes, but also that the accepted definition of VAWG includes men and boys as victims. All forms of VAWG are under-reported but domestic abuse was by far the most prevalent VAWG crime impacting on Lewisham residents, and so should be the primary focus of resources.. The opening paragraph of Section 3 of the strategy document had been rewritten to make the rationale for the title clearer to the reader.
- Priority four of the strategy had been changed from ‘Repair’ to ‘Recover’ following feedback as it was felt that ‘Recover’ was more empathetic, positive and future-facing language. Priority five had been changed from ‘People’ to ‘Partnership’ as it was felt that ‘Partnership’ more accurately reflected the intention behind this strand of the strategy.
- Other changes had been made to the wording of the strategy to make more explicit the commitment to: (a) ensuring the strategy covers all forms of VAWG, including sexual violence and harmful cultural practices; (b) improving the way data on all forms of VAWG is measured and analysed; (c) working in partnership with other London boroughs to develop and deliver services and share good practice; (d) addressing ‘lower-level’ forms of VAWG including street harassment and sexual harassment; (e) meeting the specific needs of survivors who are less likely to access services, including those without English as their first language, those that identify as LGBTQ+, those from different cultural and ethnic backgrounds, and those or experiencing homelessness and/or multiple disadvantage; and (f) recognising the ways in which violence in relationships manifests itself within different age groups.

6.2 In the discussion that followed the following points were raised:

- Whilst women make up the majority of victims of domestic abuse, it was estimated that men make up to 25-30% of the victims but only 1% of those referred to the Athena service were men.
It was accepted that male victims were clearly not feeling that this service was for them but work was planned to remedy this. Already, in the last quarter, there had been an increase in referrals from men, thought to have been the result of a targeted awareness campaign and data on this could be provided. “Men Reaching Out” (a male domestic abuse service) would be training practitioners on the disparities and there was now a male officer attending the monthly Multi Agency Risk Assessment Conference (MARAC).
- One Member of the Committee voiced concern at the use of the term “honour based violence” as it could be interpreted as suggesting a justification for the violence (the protection of family honour). It was suggested that “family killings” would be a more appropriate and accurate term.

6.3 **RESOLVED:** That the report be noted.

7. Select Committee work programme

7.1 Charlotte Dale, Head of Overview and Scrutiny, introduced the report to the Committee. It was agreed that:

- The item on Equalities and the use of the terminology “BAME” scheduled for the next meeting be removed from the agenda to allow adequate time for discussion on the remaining two substantive items – the update on the implementation of the Committee’s Equalities Review and the budget item.
- An item on Staff Survey results and staff well-being be included in the work programme and scheduled for March.
- The Libraries item due to be considered at this meeting be re-scheduled to later this year.

7.2 **RESOLVED:** That the work programme be amended as agreed.

The meeting ended at 8.25 pm

Chair:

Date:



Safer Stronger Communities Select Committee

Declarations of Interest

Date: 4 November 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law and Governance)

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. Stephen Gerrard, Director of Law and Governance stephen.gerrard@lewisham.gov.uk,
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Safer, Stronger Communities Select Committee

Safer Stronger Communities In-depth Review: How Lewisham's Embeds Equalities Across its Service Provision – Progress Report

Date: 04 November 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive

Outline and recommendations

This report updates the Safer Stronger Communities Select Committee on progress being made to implement recommendations from the In-depth Review: How Lewisham Embeds Equalities Across its Service Provision.

The Safer, Stronger Communities Select Committee is invited to:

- Note and comment on the contents of this report.

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Timeline of engagement and decision-making

Not applicable.

Summary

1. This report updates the Safer, Stronger Communities Select Committee's on progress being made to implement recommendations from the In-depth Review of Equalities in Lewisham. The recommendations of the In-depth Review were presented to Mayor and Cabinet on 16 September 2020.

Recommendations

2. The Safer, Stronger Communities Select Committee is recommended to:
 - i) Note and comment on the contents of this report.

Policy context

3. Promoting equality, by tackling inequality, sits at the heart of the Council's public welfare role. The performance of this role is framed within the Council's Corporate Strategy 2018-22 and given specific expression through the seven Corporate Strategy priorities as follows:
 - 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.

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

Background

4. In September 2020, the Safer, Stronger Communities Select Committee published its In-depth Review of Equalities in Lewisham. The Review considered: how the Council is meeting its equality obligations under the 2010 Equalities Act and Public Sector Equality Duty; how consideration of equalities is embedded across the council; and workforce equalities. The review also considered socio-economic equality.
5. A strong focus of the Review was ensuring that the diverse needs of Lewisham residents were understood and supported. The evidence gathered was considered by the committee through the angle of how the Council can best serve all Lewisham residents. The Review, links strongly with the Corporate Priority of “Open Lewisham” and includes themes on open data and on engagement that fit with the recommendations by the Council’s Democracy Review.

Response to recommendations

6. The recommendations of the Member-led Review have been made at a time when equalities sits squarely at the centre of the national political debate. This is exemplified by the wide-ranging socio-economic impact of the Covid-19 pandemic, the Black Lives Matter movement, continuing concerns over the potential risk to EU nationals as a result of Brexit and the impact of climate change.
7. Whilst the Council is already undertaking work to address the above issues, the outcomes and recommendations from the Member-led Review are enhancing the Council’s focus on these matters and therefore adding impetus to the work that is already being done. In particular, the Review, is helping the Council to take a fresh look at its approach to tackling inequality and promoting public welfare across intersecting issues of employment, health, housing and community engagement. The purpose of this report therefore is to update the Committee on progress to date as well as actions that are planned.
8. **Recommendation 1: A Fairer Lewisham Duty should be established requiring the Council to consider socio-economic disadvantage in its decision making process.**
 - a. All Equality Impact Assessments should consider socio-economic disadvantage on the same basis as the nine statutorily protected characteristics.
 - b. Lewisham Council should produce clear guidance for staff, Councillors, partner organisations and the public, explaining the Fairer Lewisham Duty,

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with reference to the Interim Guidance for Public Bodies produced by the Scottish Government.

Recommendation 1: update

9. A draft Fairer Lewisham Duty (FLD) has already been developed. As per the recommendation of the Member-led Review, the new framework will function as an assessment of socio-economic inequality in Lewisham. The value of this assessment is that it will help inform the way in which the Council develops proposals, understands the likely impact of those proposals and makes decisions.
10. The FLD framework, which will be appended to the Equality Analysis Assessment guidance is comprised of four key elements as follows:
 - data digest and links to socio-economic source data;
 - case study examples for reference;
 - a list of benefits to help inform the process of risk assessment and mitigation; and
 - checklist of socio-economic questions to guide the assessment process.
11. Arrangements are already in place to pilot the guidance, with services. Thereafter, the intention is to roll out the assessment as part of the budget savings process at the end of the year. Clear guidance has been included in the FLD to ensure that the tool can be used effectively.
12. The FLD will be reviewed and updated on an annual basis. The first update, which will take place next summer, is designed to coincide with the release of the initial tranche of data from the 2021 Census.
13. **Recommendation 2: Intersectionality should be considered as part of the Equalities process.**
 - a. Each department and all project leads should consider issues of intersectionality, and a range of diverse groups and their needs.
 - b. The Council should listen to, include, and meaningfully collaborate with diverse groups. There should be diversity of individuals and diversity of organisations. One voice cannot speak for all.
 - c. In funding, designing and commissioning services the Council should take an intersectional approach. This could include;
 - Ensuring diverse organisations closest to the ground take the lead in project design and implementation.
 - Recognise and trust the expertise and lived experiences of organisations and movements, especially those representing marginalised groups.
 - Funding diverse organisations and movements to facilitate safe spaces where particularly marginalised communities can feel empowered to speak freely.
 - The Council should build a senior management team with a culture of inclusion that reflects the diversity of communities and overlapping identities in Lewisham.
 - The Council should create a culture that celebrates difference by appreciating the contributions that everyone can make.

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Recommendation 2: update

14. The recognition of intersectionality (ie: the various aspects of a persons lived experience which might contribute to vulnerability and disadvantage) is an essential compoment of tackling inequalities.
15. The Council's Single Equality Framework and Corporate Equality Policy specifically recognise this through the identification of six 'equality prisms' of which intersectionality is one.
16. To ensure that there is consistency of both understanding and practice in the Council's work on equalities, a series of workshops are being rolled out across the Council. These workshops, which include briefings on the theme of intersectionality, are being tailored to the needs of services across the organisation as well as for staff networks.
17. The workshops are taking a broader as well as a specific view of intersectionality in order to ensure that it is embedded in all parts of the Council's business system. This will help to ensure that messages conveyed, reflect the diversity of experience that services have when interacting with the public and those through whom services are commissioned. To supplement the above, active steps are being taken to improve equalities governance at Directorate Management Team (DMT) level. These efforts will help to ensure that DMTs better understand the quality of analysis being used to inform decision-making and management action.
18. In the past 12 months, the Council undertook a major borough-wide listening exercise 'Voices of Lewisham' within which more than two dozen organisations participated. The fact that many of these organisations, were interacting with eachother for the first time, further highlighted the value of strengthening collaborative links between organisations. More than providing local organisations a platform to share their views and experiences of living through the pandemic, the project (building on earlier work undertaken as part of the Local Democracy Review) has served as a template for new way of collaborating locally.
19. The above areas of work are also being used to inform development of updated consultation and engagement guidance. Building on the clear intersection between public engagement and promoting equality, the new framework, will give the Council a broader range of methods and tools through which to facilitate public engagement.
20. **Recommendation 3: A more proactive approach should be taken to address the Public Sector Equality Duty.**
 - a. Equality objectives should be specific, achievable and measurable.
 - b. Equality objectives should be readily understandable to the public.
 - c. Equality objectives should identify areas of work via which improvements in equality can be made.
 - d. Progress in these areas of work should be monitored and reported.

Recommendation 3: update

21. Development of equality objectives by public bodies, is a requirement the

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Equality Act 2010 (Specific Duties) Regulations 2011. Following presentation of the Member-led Review recommendations at Mayor & Cabinet in September 2020, Members of the Committee have been directly involved in refining the objectives of the Single Equality Framework (SEF). The SEF is the vehicle used to carry the Council's five equality objectives and also functions as the assurance mechanisms within which those objectives sit. The revised equality objectives are as follow:

- To ensure equal opportunities for marginalised and seldom heard communities;
- To reduce the number of vulnerable people in the borough by tackling socio-economic inequality;
- To improve the quality of life of residents by tackling preventable illnesses and diseases;
- To ensure that services are designed and delivered to meet the needs of Lewisham's diverse population; and
- To increase the number of people we support to become active citizens.

22. A basket of performance measures is being developed to assist the Council in measuring the impact of work being done to address these objectives. The measures will reflect the real world challenges facing the Council following the Covid-19 pandemic.

23. The intention is to review the measures again in March 2022, when the first tranche of 2021 Census data is published as the release will provide the Council with a valuable resource through which to reassess the equality landscape of and challenges facing, the borough.

24. Recommendation 4: Staff Diversity Forums should be empowered within the Council.

- a. Forums should have a clear remit as to their purpose and how they contribute to the improvement of the Council.
- b. Forums should have a set time to meet to discuss, promote and air concerns staff may have affecting equality in the Council. This should be adequately resourced and supported by the Council.
- c. Forum leads should be given specific time away from their substantive role to plan, prepare and carry out the forums activities. This should be protected time which will not impact on their hours of work.
- d. Forum members should be given time to participate in its activities.
- e. Forums should be given the opportunity to meet with senior management and communicate the experiences and needs of staff.

Recommendation 4: update

25. In March 2021 a new operational framework for staff networks was developed by the Council, which strengthening the existing commitment to support staff forums. The framework provides guidance and outlines the Council's support for staff networks such as, offering protected paid time off work for the Chair and Vice Chair of each network and supporting reasonable paid time off work for network members to attend meetings and other events.

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26. Each network has an Executive Management Team sponsor. Currently, the following staff networks have been established LGBT, BAME, Disability and Climate Change.
27. In addition to the above, Chairs of staff networks and their nominated representatives are members of the Council's Corporate Equalities Board. The senior officer-level Board, which is chaired by an Executive Director oversees the strategic co-ordination of equalities work across the Council. As such, leaders of staff networks are now uniquely placed to inform and steer both focus and direction.
28. Whilst the new framework provides protective time for specific roles, there are ongoing discussions about the time allocated, as some forums have requested that this be increased further.
- 29. Recommendation 5: The Council should adopt an Open Data approach for Equalities.**
- a. Data sharing across the organisation should be improved. It should not be a challenge to access data that has already been collated by different teams or departments.
 - b. Guidance for producing Equality Impact Assessments (EIA) should be clear. Equality Impact Assessments should be data driven.
 - c. Every Equality Impact Assessment should be logged by Corporate Services and published on the Council website making it accessible to all.
 - d. Steps should be made to ensure individuals are confident sharing their data with the Council to help improve services. At the point where individuals share their data agreements should be in place to allow for this to be anonymised and shared where necessary.

Recommendation 5: update

30. Efforts continue to promote and publicise the Lewisham Data Observatory across the Council. The Observatory includes a wide range of borough-specific data, which in a number of instances drills down to lower geographies. To facilitate the promotion of the Observatory, workshops have also been organised for elected Members. In addition, availability of and access to the Observatory has been communicated to community partners – a number of whom are now actively using the resource.
31. As part of a wider review of the Council's Corporate Equality Policy, guidance on EAAs is being updated in light of the Covid-19 pandemic. Working with services in each directorate, an EAA forward plan has also been developed. The forward plan will include information on all EAAs that are expected to be developed. Knowledge of this is being used to inform early engagement with services on the development of their EAA, the availability and appropriate use of data as well as arrangements to ensure timely sign-off at DMT level.
32. The Council already publishes EAAs alongside reports for Committee scrutiny and Mayor and Cabinet decision-making. However, the EAA page on the Council's website has now been updated, with published EAAs now

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accessible on one page.

33. Lewisham is participating in wider work with London Councils, which is focusing on identifying ways to encourage employees and the public to share their personal data. Some of the initial learning from this has highlighted the following as examples of good practice adopted by the better performing councils with regard to personal data declaration:

- The capture of information on protected characteristics are mandatory fields so that employees have to make a selection. To allow the employees the choice of not declaring, the option of 'prefer not to say' is a category, to ensure that a conscious choice is made by the individual;
- Repeat and multiple campaigns are run for staff to promote the importance of sharing their personal data;
- Integrate communications campaigns with broader communications explaining to staff that the council is committed to making improvement and that what we don't know we can't address or improve;
- Demonstrate how the data is used to show tangible evidence of improvement so that staff can see that by sharing their personal data it supports organisational development and improvement;
- Work in tandem with diversity forums to get their support to spread the message of the importance of staff sharing their data, not just the Black, Asian and Minority Ethnic staff forum but all, as this often picks up issues of intersectionality; and
- Engage the trade unions as well in this work and encourage them to ask their members to share personal data. This ensures that messages are not just seen as corporate rhetoric.

Financial implications

34. There are no specific financial implications arising from this report.

Legal implications

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

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

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- 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.
37. The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
38. The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>
39. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty

Equalities implications

40. The equality implications are set out and contained within the main body of this report. They specifically underline the Council’s ongoing and long standing commitment to public welfare (the social, economic and environment well being of Lewisham residents). In addition, they reflect the maturing of the Council’s understanding of equalities, which has been framed by the Covid-19 global pandemic.

Crime and disorder implications

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41. The Equality Act 2010 requires the Criminal Justice System to eradicate discrimination, provide equal opportunities, and promote harmonious relations between groups. None the less, a significant number of ethnic groups are overrepresented in the Criminal Justice System (CJS) and a large proportion of people in the CJS face some form of discrimination or disadvantage because of being from an equality and/or minority group. Therefore, there will be some groups where there will be multiple impact of disadvantage dependent upon the Services they require or encounter. Consideration must be given to those that access partnership agencies, although the aforementioned recommendations and updates will seek to lessen disadvantage.

Climate change implications

42. The impacts of climate change include: forced migration, health inequalities and socio-economic deprivation. In addition, climate change has an uneven impact on future generations, whose quality of life and life experience are significantly affected by choices that are made by current and previous generations. As such, and as part of the Council's continued work to promote equality, diversity and inclusion, profile will be given to actions that can be taken to minimise the effects of climate change.

Health and wellbeing implications

43. The recommendations referenced in this report and the specific responses proposed, make a significant contribution to work being undertaken by the Council to promote the health and well being of residents in the borough.

44. The report specifically highlights the socio-economic impact of Covid-19 on local residents. It also underlines the important contribution that the recommendations in the Member-led Review can play in adding impetus to the wide-range efforts of the Council and partner agencies, in tackling the pandemic and safeguarding the well being of vulnerable residents.

Background papers

45. Set out below are the background papers informing this report:

- Single Equality Framework 2020-24
- Referral of the Single Equality Framework to Mayor and Cabinet (March 2020)
- How Lewisham Council Embeds Equality Across its Service Provision (Safer, Stronger Communities Select Committee, September 2020)

Glossary

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Term	Definition
Covid-19	COVID-19 is a new illness that can affect a persons' lungs and airways. It is caused by a virus called coronavirus. The main symptoms of coronavirus (COVID-19) are a high temperature, a new, continuous cough and a loss or change to your sense of smell or taste.
Diversity	Diversity is difference. A diverse society is one which includes people of many different groups, who come from different backgrounds and have different life experiences.
Due regard	The Public Sector Equality Duty of the Equality Act 2010, requires public bodies such as local Council's to show that they have thought about how they can eliminate unlawful discrimination, foster good relations and promote opportunities for advancement in the way that they perform their duties.
Equality	Equality is a situation in which people of different backgrounds are all treated the same and have the same opportunities.
Inclusion	The idea that everyone should be able to use the same facilities, take part in the same activities, enjoy the same experiences and have the same choice as others.
Intersectionality	The interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group and the extent to which these connections result in an overlapping and interdependent systems of discrimination or disadvantage.
Socio-economic status	This describe the differences between groups of people relating to their social class and financial situation (eg: employment, income, wealth, education, health and where they live)

Report author and contact

46. For further information please contact Paul Aladenika, Head of Policy, Strategy and Executive Support on 0208 314 7148 or by emailing paul.aladenika@lewisham.gov.uk

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Safer Stronger Communities Select Committee

Report title: Future Working - HR Update

Date: 4 November 2021

Key decision: No.

Class: Part 1

Contributors: Sherene Russell-Alexander, Head of HR

Outline and recommendations

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

Timeline of engagement and decision-making

Last report to the Safer Stronger Communities Select Committee on 16th of January 2020.

1. Summary

- 1.1 The last HR update was presented to the Safer Stronger Select Committee back in January 2020. Since that paper, we have seen a global pandemic and a seismic shift in the working practices for our staff.
- 1.2 This report provides an update on people management activity that has taken place across the Council since the last HR update to the Safer Stronger Committee in January 2020.
- 1.3 The areas asked to report back on were:
 1. Workforce profile, including equality diversity and inclusion concerns/issues
 2. Impact of pandemic, including support for staff health and well-being

3. Financial challenge and impact on staff
4. Engagement with Staff Networks
5. Future Working
6. Organisation Development strategy
7. HR strategy
8. Employee grievances and issues

2. Workforce Profile

- 2.1 The Councils employment profile continues to show that it is broadly representative of the Borough's diverse make up.
- 2.2 A significant number of employees still elect to either 'prefer not to state' or not make a declaration in relation to some protected characteristics, this is particularly seen in relation to disability and sexuality. More work will be done to understand why this is the case. Initial conversations have been held with staff networks, who like the Council are keen to see improvements in this area and who have agreed to work with the Council to help promote the wider staff understanding of the importance & relevance of collating this information and encourage more staff to update their records.

2.3 Ethnicity

The overall percentage of black staff working for the Council is greater than the black population in Lewisham, 35.7% compared to 27.2. White staff form 47.5% of the Councils workforce compared to 53.5% of the population. Asian staff represent 3.9% of the workforce compared to 9.26% of the Borough's population.

Across London, the percentage of staff from Black, Asian and Minority Ethnic heritage working in London Local Authorities exceeds the London population – 45% compared to 41%. This suggests that Black, Asian and Minority Ethnic groups are more likely to seek employment in local government.

2.4 Disability

The number of staff declaring they have a disability is 5.5%, compared to 11% of Lewisham residents of working age who are living with long-term conditions (a proxy measure for disability). 49% of employees have either 'preferred not to state' or not made any selection.

The council have a long-term commitment to recruit and support staff with disabilities including ensuring recruitment processes are inclusive and accessible and supporting any existing employee who acquires a disability or long-term health condition.

2.5 Sexual Orientation

2.5% of employees are Gay/Lesbian or Bisexual. 36% of employees have elected to 'prefer not to state' their sexual orientation. There is currently no Borough data on sexuality to make a comparison. However, a National LGBT Survey (Sample: 108k) in 2017 found that 19% of respondents with a job had in the preceding 12months of

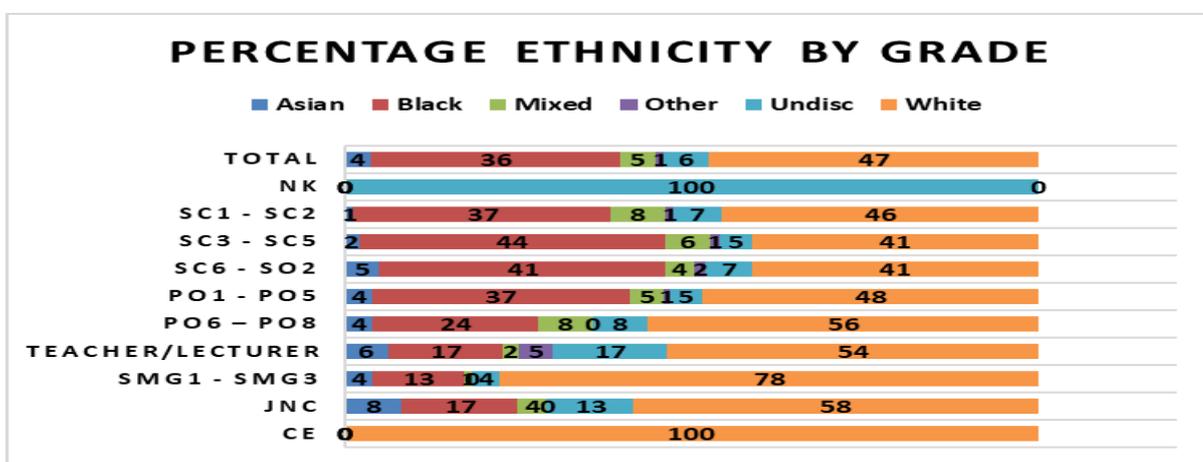
that survey *not* been open about their sexual orientation or gender. (Source: Government Equalities Office, 2019)

2.6 Gender

Women represent 62.4% of workforce compared to 50.6% of the Borough's residents. This is an increase of 1% on the previous year with the median for all London Boroughs standing at 61.6%.

3. Workforce pay and grading by ethnicity

- 3.1. There is an overrepresentation of white staff in pay bands PO6 (£48k) and above, with white staff accounting for 78% of all SMG1-SMG3 (Head of Service level) and 58% JNC (Director and above) posts. Asian staff representation is broadly comparable to the workforce profile across all pay bands, and doubles to 8% compared to 3.9% of workforce at JNC grades. Conversely, Black staff are significantly underrepresented at all grades above PO6.



4. What are we doing and what can we do to address the ethnicity pay gap?

- 4.1. There is no simple or quick fix to improve workforce distribution. Nonetheless, the Council is committed to achieving greater distribution of workforce representation across all pay bands.
- 4.2. Our equalities and diversity & HR policies help to influence the organisation's approach and culture towards improving the relative profiles of black staff. The table below summarises a couple of the specific policies the Council has in place regarding the promotion of equality and diversity issues.

Corporate Equalities Board	Responsible for Providing strategic direction for equalities across the Council & Review and scrutinise policy, strategy, strategic frameworks and preparation of equality analysis assessments;
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Equal Opportunities Policy	Helps promote respect and fairness among all staff. Everyone is given a fair chance, during the recruitment process. We have also included an introduction to unconscious bias as part of the new mandatory managers induction, and equality and diversity is part of the mandatory all staff (new starter) induction programme
Dignity at Work Policy	Seeks to ensure that all employees are treated with dignity and respect.

4.3. One of the key initiatives launched in October 2020 was a Management Development programme that aims to develop Black, Asian and Minority Ethnic community staff members who wish to be upskilled. The launch was successful with all available spaces filled. There are 35 participants across two cohorts: a Level 3 Team Leader and a Level 5 Operational Leader cohort. To complement the programme, and to provide a more rounded cultural focus the cohort took part in the “Realising Your Potential programme” a series of three workshops – covering the following topics:

- Where are you now? - What is blocking my progress? Impact of my ‘personality’ and what do I need to develop moving forward?
- Where do you want to be? – Navigating the recruitment / promotion process, including being interviewed by internal recruiters (e.g. HR / managers from departments across the council)
- Making it happen – Managing conflict, meaningful action planning, goal setting and short/ medium term next steps, confidence building.

4.4. Whilst the overall programme is proving to be successful, there have been challenges for some participants relating to how demanding the programme is on time; balancing demands of work, study and home. Some have found this way of learning via apprenticeship too taxing and so five participants have dropped out of the programme. These were all from the level 3 – team leader cohort.

4.5. We have also seen some success stories, with three staff who have benefitted from the programme achieving promotions within the organisation. All three are on the level five (Operational Leader Apprenticeship) cohort, so placing more BAME staff in higher managerial positions.

5. Chief Executives of London’s Councils (CELC) - Tackling Race Inequality Group

5.1 The situation seen in Lewisham is not unique. Achieving greater levels of workforce equality is a pan-London challenge. Working in partnership with our London neighbours, we can achieve more and ensure that London local government leads the way in establishing a more equal workforce across local government.

5.2 The Tackling Race Inequality Group has been established to drive forward work across all of London’s Councils in this area and our Chief Executive, Kim Wright is the sponsor (along with the CX of LB Newham) of the ‘Our role as large employers’ working group. This group is focused on accelerating action and to support Boroughs in developing inclusive workforces – promoting diversity, becoming more culturally aware and supporting staff development. It also works towards building on the

initiatives developed by Boroughs that work well and play a support role in helping to unblock existing barriers (e.g., around recruitment) and sharing good practice. Lewisham's BAME Professional Network is also engaged in this and, notably, the Chair of that network is heavily involved, as is Paul Aladenika (Head of Policy and Strategy) in the Data Subgroup.

- 5.3 An important area of work the group have been developing is to eliminate the ethnicity pay gap across London local government. The group has successfully built an understanding of the levels of diversity amongst the 87,000 staff that work across London local government, including the levels of representation of different ethnic groups across pay bands. Appendix A, provides the London Boroughs Ethnicity by Pay Bands V Staff Group.
- 5.4 We now know that there is a high representation of people from Black, Asian and Minority Ethnic communities working in local government compared to the London population. However, there are differences across different ethnic groups and pay bands – for instance, people from Asian communities are underrepresented at all pay levels. Conversely, Asian staff are well represented in higher pay bands at Lewisham when compared to the Lewisham workforce population. Those from Black communities are well represented up to the £60k pay band but significantly under-represented at high pay levels.
- 5.5 Overall, the data shows that a 'glass ceiling' exists at the £50k-60K pay band where representation of Black, Asian and Minority Ethnic staff reduces dramatically. Therefore, all of us across London local government must consider how inclusive our practices and support are for staff, irrespective of their ethnicity.

6. Establishment of an Equality, Diversity and Inclusion (EDI) Manager

- 6.1. Through the employment of an EDI Manager it is intended to bring individual initiatives under a strategic framework, with the learning from different (individual) interventions consolidated into a corporate approach.
- 6.2. We had previously attempted to recruit, but the candidate later withdrew from the offer. This then coincided with the restructure of the HR function and in line with our Change Management Policy, all recruitment within the function was put on hold. The restructure has now concluded and the role will be going out to advert.
- 6.3. Once the EDI Manager has been recruited then it is envisaged that they will support continued development of an inclusiveness strategy, helping to bring together what may at present appear to be separate strands. They will work on initiatives, in partnership with the forums.

7. Impact of COVID-19 pandemic on the workforce

- 7.1 The last 19 months have been challenging in many ways. A major change for many staff was the abrupt shift to working from home and the need to adapt to new digital technology into their working lives. In the earlier part of the pandemic, some staff were redeployed away from their usual roles to support the Council response and support to our residents. This of course was coupled with staff themselves coping

with the impact of the pandemic on their personal lives and balancing those with work.

- 7.2 Despite this overnight change, the majority of staff have adapted and embraced the change to our working were able to adapt to this change. That said, some staff have struggled to adjust to this change. In these cases, managers have sought to balance the needs of the individuals to enable these staff to have a greater degree (and in some instances full-time) of on-site working.

7.3 Staff sickness absence

During the height of lockdown, the Council saw an all-time low in the average days of sickness per employee which dipped from between 8-9 days to under 5 days. Similar trends were seen across London Boroughs as well and in other sectors in this period. This dip is likely to be attributed to the NHS suspending all non-essential planned surgery and resultant planned long-term absence for recovery. Increased working from home is also likely to have played some part in this, with some staff feeling more able to continue to work from home with mild illness symptoms.

Since the easing of lockdown restrictions in July, we have seen the average days sickness steadily increase to near pre-pandemic levels. As 30 September, the average days sickness per employee was 7.4 days. The London average is 7.3 days.

The number of staff reporting absent due to stress, depression or mental health also dropped during the height of the pandemic. That said, we have since started to see a rise in absences related to this reason. The causes of this are currently unknown but coincide with the easing of lockdown and could also be potentially linked to uncertainty around job security as services look to redesign to deliver agreed budget cuts. We aim to do some further investigation to establish why.

7.4 Employee health and well-being

While sickness levels dipped during the height of the pandemic, the general health and well-being of staff was brought into sharp focus. Feedback from staff via the staff pulse surveys was generally positive. However, some staff were reporting feelings of isolation, with 13% reporting this as a concern in our July survey and 15% in the December of 2020. The top concerns for staff as the pandemic progressed through the year were exposure to the coronavirus, and mental health and well-being. In July 2020, exposure risk topped the chart, which by December switched to mental health concerns as lockdowns continued and uncertainties continued. No *statistically* significant differences existed between ethnic groups over these concerns, though a 'suggested difference' was that white staff were more concerned personally about mental health, whereas black staff had greater concern over personal physical well-being.

Further comparisons between the July and December pulse surveys found that by December there was less concern about balancing home and work life, and returning to the workplace; though a large proportion of respondents preferred home working and had got accustomed to it.

To support the health and well-being of our staff a range of support packages have been put in place. This includes the Staff Support Hub, which was launched at the very start of the first lockdown and has been continually refreshed throughout. The Hub provides a strong framework of support for staff and managers offering a variety of e-learning modules and various webcast videos that offer practical support and

advice on a variety of topics. In addition, the staff employee assistance programme (EAP) has been available and regular reminders communicated to staff, emphasising its independence and confidential nature. They have been providing counselling support on a range of issues, including financial.

In addition, a number of interactive webinar events have been hosted throughout. These have focused on sharing experiences and learning during the earlier part of the pandemic, and more recently on helping to shape and share good practices for future working. Staff have also benefited from a variety of training events, including resilience workshops, working remotely (staff), and leading and managing remotely.

7.5 Appraisal- supporting staff well-being

In 2020 we suspended the Councils Performance Evaluation Scheme (PES), which many managers and staff had fed back on saying it was cumbersome, no longer aligned to service and council priorities, and in the context of the pandemic felt like an additional task that would not add value.

In its place, we launched a refreshed appraisal and objective setting framework. The new framework supports the Councils Future Working agenda, and covers key areas such as; individual well-being; reasonable adjustments and risk assessments; personal learning and reflection; development needs and opportunities for staff to provide feedback on improvements to how the team works. The new framework was supported with training for managers and guidance and FAQs for staff.

Following positive feedback concerning the first years' use of the refreshed process, it was decided to continue its use for another year. The longer-term plan is to formally stand down the former PES process.

8. The financial challenge- impact on workforce

- 8.1. In the backdrop of significant change, the Council also have a considerable financial challenge to meet, a challenge shared by local government across the Country. As a direct consequence, we have undertaken a number of restructures across the organisation. Its impact has been that 28 members of staff have been made redundant through 11 restructures in the first half of this financial year. This compares with 12 members being made redundant in the whole of the previous financial year.
- 8.2. Health and wellbeing at work is strongly linked to having a degree of control over our job and how it is done. In our Pulse surveys it was clear that what had become relatively more concerning in December was people's financial situation, with 9% rating it in July but 19% in December. A new question option of 'impact of budget pressures...' became a major concern for staff, with over 30% of staff listing it in their top three personal well-being concerns.
- 8.3. L&D has created a set of financial management modules as part of their support for staff going through organisational change, plus increased the e-learning financial management advice and modules accessible on our Learning Academy. They are also promoting the Staff Support Hub and EAP through their programmes.

9. Engagement with the staff networks

- 9.1 The Council continues to work in partnership with staff networks and other key stakeholders to develop a more comprehensive approach to inclusiveness. There are currently four established staff networks*:
- 9.2 In March 2021 a new operational framework for staff networks was developed by the Council strengthening our commitment to support staff forums. The overall operational framework addresses and captures the outcomes of the Safer Stronger Communities select committee in-depth review - *How the council embeds equalities across its service provision – recommendation 4, staff diversity forums should be empowered within the Council.*
- 9.3 The framework provides guidance and outlines our support for staff networks such as, offering protected paid time off work for the Chair and Vice Chair of each network and also supports reasonable paid time off work for network members to attend meetings and other events.
- 9.4 To support the operational framework, guidance has been provided for setting up a staff forum, along with a template that each forum can use to define its own terms of reference (ToR). These templates are not intended to be prescribed for all forums, as they will differ in nature and focus, but to provide guidance designed to help set up a forum and/or to develop its own local ToR for its members.
- 9.5 In addition, Chairs of staff networks and their nominated representatives are invited to become members of the Council's Corporate Equalities Board. The officer-level Board, which is chaired by an Executive Director, is overseeing the strategic co-ordination of equalities work across the Council. As such, leaders of staff networks are now uniquely placed to inform and steer both focus and direction.

Each network has an Executive champion from the executive management team. The Network Executive Sponsor will:

- Provide visible leadership and act as a champion for the work of the network they are sponsoring;
- Agree with each Chair, at the beginning of their annual term, ways in which they will support the Chair and the network in its work;
- Agree the broad calendar of work with the network Chair;
- Regularly discuss updates on the work of the network with the network Chair.

10. Future Working

- 10.1 The pandemic has triggered seismic shifts in how we work, with the Council seeking to seize this unique opportunity to do things differently.
- 10.2 Future Working is not a 'one size fits all' approach. Individual teams and staff will have different needs and we will learn as we go and adapt as we learn. Future Working is very much an ongoing piece of work which will enable the Council to adapt to deliver the Future Lewisham aims and support staff to do their job to the best of their ability. This is particularly important to us, as we want staff to feel a part of this.
- 10.3 Our offices will also be remodelled so that they become spaces staff can drop in and out of for particular needs rather than desk-working 9am to 5pm every day. The office

will become a space to do things you can't do so well remotely – including collaboration, meetings and learning. The office spaces will be set out in a flexible way so that staff can use different spaces at different times and for different purposes.

- 10.4 At the same time, we are continuing to develop our new Organisational Development Strategy to run alongside and enable this new work. Staff have been encouraged to take part in developing and shaping the strategy to ensure it supports all our staff across the organisation.

11. OD Strategy & Leadership Development

- 11.1. Our Organisational Development Strategy will make changes to the organisation in order to better serve Lewisham's residents and deliver our priorities by using our collective and individual resources in the most effective way possible.
- 11.2. The Strategy builds on the significant changes that have happened over the last 19 months to make lasting improvements to how we work together as an organisation and how effective we are.
- 11.3. The Organisational Development Strategy is divided into seven core areas of development. These are:
1. One Council; 2. Leadership; 3. Supporting our Staff; 4. Our values; 5. Ways of working; 6. Systems & Processes; 7. Performance.
- 11.4. Each area has a specific vision for how the council should operate from the perspective of residents and individual staff members as well as the organisation as a whole. The roadmap that will sit alongside this strategy will highlight the different interventions that are planned to achieve the vision.

12. HR Function and People Management Strategy

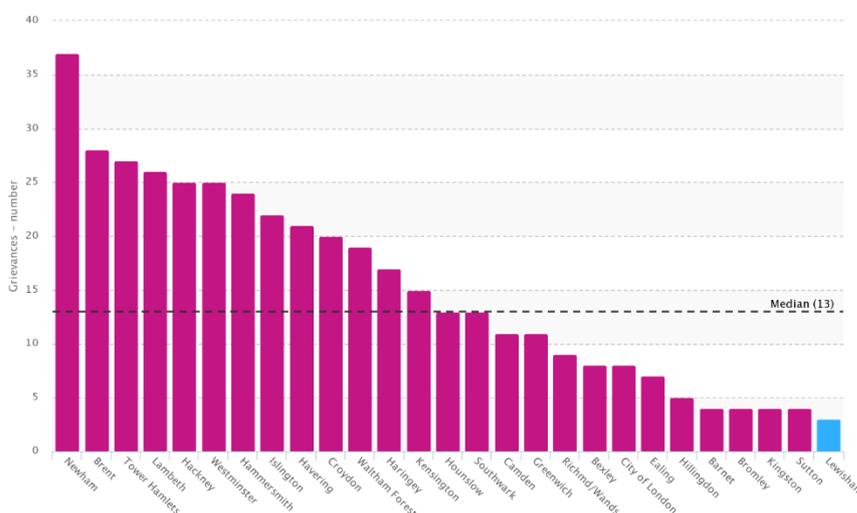
- 12.1 The Human Resources function, has been restructured so that is better aligned to support the changing needs of the Council. The guiding principles for the new operational model, are to:
- Strengthen the strategic role of the HR function within the organisation to enable HR to better provide support to the strategic priorities of the Council
 - Create teams of experts and remove single points of failure
 - Customers and Residents at the heart of everything we do
 - Internal business partnering within HR and move away from team silos – One HR
 - Facilitate an inclusive culture across the Council
 - Enable and support manager self-sufficiency
 - Improve accuracy, consistency and effectiveness of the HR function
- 12.2 The HR function will support and drive delivery in particular of the Organisation Development strategy. For example, the Organisational Learning function working alongside the OD team to enable development of leaders, staff and aid achievement

of the desired (One Council) Culture; the Strategic HR Business Partners will work with their executive directorates to drive the culture around inclusivity; the new EDI Manager will help develop the upward stream of ethnically diverse staff; and with the Talent Acquisition and Talent Management function will focus on employer brand, reward and recognition.

- 12.3 All of the above is being defined as part of the people management strategy, which will determine how the Council will best utilise, develop and motivate our people. This strategy is being developed as part of our focus on Future Working to sit alongside the OD Strategy.

13. Employee grievances & Issues (how they are managed and impact on staff morale)

- 13.1 Formal grievances in Lewisham are low when compared to other London Boroughs. The chart below is the pan-London data for the 12-month period up to 31 March 2020.
- 13.2 For individual grievances between an employee and a manager there is a grievance procedure in place which is published on the intranet. Where appropriate, staff are encouraged in the first instance to try to resolve grievances informally. Where informal resolution is not appropriate or fails then staff can raise the matter formally to be heard by an independent officer.
- 13.3 A total of 6 formal grievances have been raised this financial year. We do not currently keep records of grievances that have been successfully resolved informally.
- 13.4 Grievances – pan London up to March 2020



14. Legal implications

- 14.1 There are no direct legal implications from noting the contents of this report.

15. Report author(s) and contact

- 15.1 Sherene Russell-Alexander, Head of HR,

15.2. Sherene.Russell-Alexander@lewisham.gov.uk

16. Appendices

- Appendix A – London Boroughs Ethnicity by Pay Bands V Staff Group
- Appendix B – BAME Professional Networks ToR
- Appendix C – LGBT+ Network ToR
- Appendix D – Disabled Staff Network ToR
- Appendix E – Corporate Equalities Board ToR

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Appendix- A

Ethnicity by Pay Band v Staff group % – London boroughs

Borough	BAME				Asian/ Asian British				Black African/Caribbean/ Black British			
	BAME All Staff	Up to £30,000	£30,001-£60,000	Over £60,000	Asian Staff	Up to £30,000	£30,001-£60,000	Over £60,000	Black Staff	Up to £30,000	£30,001-£60,000	Over £60,000
Barking & Dagenham	37%	32%	43%	19%	10.4%	10.3%	13.3%	8.0%	21.1%	19.1%	23.4%	15.0%
Barnet	38%	37%	41%	24%	12.9%	13.2%	13.3%	8.0%	21.2%	19.0%	24.4%	11.6%
Barnley	18%	13%	19%	16%	5.9%	3.2%	4.9%	<10%	10.2%	7.8%	12.4%	10.5%
Brent	66%	76%	66%	33%	25.7%	29.1%	25.8%	13.6%	34.5%	41.2%	33.8%	15.5%
Bromley	28%	22%	32%	29%	4.5%	3.6%	4.9%	9.2%	20.0%	13.8%	23.9%	11.8%
Camden	46%	58%	45%	20%	12.5%	13.6%	12.7%	7.3%	26.0%	34.9%	25.4%	8.7%
City of London	23%	48%	26%	12%	8.9%	<10%	9.9%	6.6%	10.0%	53.9%	11.1%	9.5%
Croydon	47%	51%	48%	23%	7.6%	7.8%	7.8%	<10%	29.6%	30.8%	30.3%	11.3%
Ealing	56%	66%	55%	24%	25.3%	27.2%	25.7%	11.1%	23.9%	30.6%	22.6%	8.1%
Enfield	44%	49%	42%	29%	7.6%	6.3%	8.7%	6.6%	24.2%	30.0%	21.1%	12.8%
Greenwich	34%	31%	36%	21%	7.2%	6.5%	7.8%	4.9%	22.0%	19.2%	24.3%	13.0%
Hackney	55%	63%	54%	26%	12.1%	12.0%	12.8%	6.9%	36.5%	43.8%	34.7%	13.8%
Hammersmith & Fulham	47%	60%	45%	25%	9.7%	11.9%	9.3%	5.4%	29.6%	38.9%	28.4%	12.0%
Haringey	56%	67%	52%	28%	10.9%	11.6%	11.2%	4.2%	38.1%	46.6%	35.3%	16.9%
Harrow	51%	52%	51%	31%	28.2%	30.5%	27.2%	15.8%	17.9%	16.9%	19.6%	11.5%
Havering	11%	6%	14%	10%	2.7%	1.7%	3.4%	<10%	5.8%	2.9%	8.3%	<10%
Hillingdon	34%	30%	39%	16%	17.2%	15.6%	19.3%	11.5%	12.1%	9.9%	15.1%	<10%
Hounslow	49%	52%	48%	25%	27.0%	30.1%	25.5%	19.1%	15.4%	15.6%	15.9%	<10%
Islington	44%	49%	43%	18%	8.7%	7.8%	9.4%	4.8%	28.7%	33.3%	27.7%	9.0%
Kingston & Chelsea	41%	51%	39%	27%	8.7%	9.2%	8.4%	10.3%	23.1%	30.8%	22.1%	8.2%
Kingston	23%	25%	23%	9%	9.4%	10.8%	9.3%	<10%	8.0%	8.8%	7.8%	<10%
Lambeth	60%	58%	62%	36%	8.7%	4.2%	9.1%	10.2%	44.9%	46.6%	47.1%	18.0%
Lewisham	48%	51%	47%	24%	4.2%	2.4%	4.9%	6.9%	37.2%	41.5%	36.4%	15.5%
Merton	34%	44%	30%	13%	8.4%	10.4%	7.1%	8.5%	21.4%	27.7%	18.5%	<10%
Newham	57%	56%	60%	31%	25.7%	26.0%	26.9%	10.7%	27.0%	25.2%	29.2%	14.1%
Redbridge*	42%	44%	25%	25%	21.2%	25.4%	18.5%	10.1%	16.7%	15.7%	17.7%	12.4%
Richmond & Wandsworth	40%	46%	40%	18%	8.6%	10.8%	8.2%	4.0%	25.5%	27.7%	26.1%	11.1%
Southwark	51%	56%	51%	26%	7.1%	5.2%	8.2%	4.9%	37.6%	43.9%	37.1%	11.5%
Sutton	26%	27%	27%	15%	7.3%	8.9%	6.5%	7.6%	15.5%	15.0%	17.0%	<10%
Tower Hamlets	60%	60%	62%	31%	12.7%	26.1%	36.3%	14.3%	23.1%	29.8%	21.1%	10.4%
Waltham Forest	58%	68%	55%	28%	15.4%	16.6%	15.2%	9.2%	35.1%	43.9%	31.7%	10.8%
Westminster	39%	54%	38%	22%	11.7%	13.3%	11.8%	8.3%	19.8%	28.3%	19.1%	9.2%
Grand Total	45%	48%	46%	23%	13.1%	13.1%	13.6%	7.8%	25.7%	27.9%	26.0%	10.2%

All % values for which the numerator was a value of 3 or less employees, have been set to <10%.
Green and orange shading is calibrated to be distinct for users with red-green colour blindness. * Note - Redbridge data added later



Appendix B

BAME Professional Network Forum

Terms of Reference

Mission Statement

The Black Asian Multi Ethnic (BAME) Professional Network (PN) provides a safe place for employees to discuss and influence fairness and equality throughout Lewisham Council. Working with our senior managers and community groups, we aim to influence and inform corporate decisions that will have a positive impact on BAME and wider employees across the council.

Purpose

- To act as the collective voice for Lewisham Council BAME employees to embed fairness and equality at all levels within the organisation.
- To support the Corporate Strategy and local priorities.
- To promote BAME history and culture through employees networking, employees events and relevant workshops.

Objectives

- To provide a platform to raise and signpost work related issues for BAME council employees.
- To redress the under-representation of diversity in the workforce and equitable access to career development.
- To provide case studies where appropriate to senior management to inform council wide change.
- To provide opportunities to network and share best practice with colleagues across the council.
- To assist in the removal of barriers to improve the recruitment process for underrepresented groups.
- To ensure all employees have equal access regardless of protected characteristics.

Purpose of Executive Board

- To ensure that support and opportunities are provided by maximising resources and skill sets
- Work in partnership with employee forums that exists within the Council

Executive Governance

- The executive board shall consist of Chair, Vice Chair and ten executive members
- The executive board shall appoint associate members as required
- The Chair will be appointed annually
- Remaining executive board positions will be appointed via an election process
- All meetings are confidential
- Executive board will be held monthly/bi-monthly
- All meetings must have a quorate of five members to proceed
- All board appointments will be elected via majority vote
- All board members must either accept or decline BAME PN executive board meeting invites no later than forty-eight hours before the meeting

- All members must extend apologies to the Chair and/or Secretary no later than two hrs in advance of meetings or apologies will not be formally accepted
- Apologies are recorded at board meetings and accepted if extended within the two hour time-frame
- Executive members will be contacted by the Chair if three consecutive meetings are missed without extending apologies
- All expenditure will be agreed by the Executive Board and signed off by the Chair and Finance Coordinator
- All project leads will have delegated authority on specific projects
- Agenda and supporting paperwork will be distributed at least five days in advance of meetings
- Emergency meetings may be called at short notice and require a quorate of minimum of three members.
- The Executive board shall have no less than six and no more than fifteen members

Code of conduct

- No person shall be entitled to remain a board member if found to be in breach of the Lewisham Code of Conduct

Financial arrangements

- Any gifts or items of a monetary value of more than £20 received by a member must be formally declared to the Chair
- Fundraising will be undertaken with transparency and an audit trail will exist to identify how funds are utilised.

Resignations

- All resignations must be submitted in writing to the Chair giving four weeks' notice

Data Protection

- The BAME Professional Network will follow the Local Government ACT 1972, and the Localism Act 2011 and the General Data Protection Regulation Act 2018

Appendix C



Lesbian, Gay, Bisexual & Transgender (LGB&T) Forum

TERMS OF REFERENCE

The London Borough of Lewisham is committed to greater equality of opportunity in employment and access to services for all, including Lesbian, Gay, Bisexual and Transgender (LGB&T) staff and service users.

The purpose of the Forum

The forum will provide a voice for LGB&T staff and provide a means for raising specific issues and influencing policy and organisational development.

The LGB&T forum will also support LGB&T staff and act as a conduit between staff and the Executive Management Team (EMT) and the Corporate Equalities Board (CEB) in relation to LGB&T staff and wider equalities issues.

The success of the Forum depends upon the active engagement and commitment of forum members and other participating parties.

Aims and Objectives of the Forum

The forum will:

- Create and facilitate an opportunity for LGB&T staff to exchange information and ideas and to contribute to consultations and organisational wide policy development.
- Enable LGB&T staff to challenge and act as a critical friend to the organisation and its partners in relation to LGB&T and wider equalities issues.
- Act as a conduit between EMT, the CEB and LGB&T staff.
- Provide a supportive network for LGB&T staff.
- Champion and help the whole organisation to promote visibility in relation to LGB&T people and issues both in the work place and the wider community.
- Raise and advance general workplace issues relating to LGB&T employees including career development and opportunities.
- Contribute to the monitoring and continued development of Lewisham's Comprehensive Equality Scheme.
- Establish working links with LGB&T groups in the borough.
- Support the wider organisation in its promotion of, and involvement in LGB&T social and cultural events e.g. Pride, LGB&T History Month, World Aids Day.

Membership

- i. Membership will be open to all LGB&T staff working for the London Borough of Lewisham.
- ii. Invitations will be extended from time to time and where appropriate to other partners and community organisations, for example the Police, Lewisham Homes and school staff.
- iii. Non LGB&T staff who have a responsibility for championing the LGB&T agenda and who are involved in wider equalities work within Lewisham will also be welcome to attend.
- iv. Membership will be reviewed annually

Organisation of meetings

- Volunteer Chairs will be elected annually to chair the meetings on a rota basis and to support the Lead Champion and PPU in the planning and preparation of the meetings
- Meetings will take place bi-monthly and be co-ordinated by the Chairs, Lead Champion and supported by HR and the Corporate Policy Team. Meeting frequency will be reviewed annually.
- Meeting dates and times will be alternated to provide as wide an opportunity as possible for members to attend.
- Agendas and minutes will be posted on the LGB&T intranet site and will be distributed by e-mail to forum participants and those interested parties on the distribution list.
- Notes of each meeting will be taken by colleagues from the corporate policy team
- The Lead Champion will feedback following each meeting to the Council's Lead Equalities Officer requesting reference to EMT where the forum feel this is required.
- Officers can be invited to meetings in order to discuss relevant agenda items and to provide updates to the Forum.
- Time off will be given to employees attending the meeting subject to the exigencies of their services.
- The Council will actively use the forum to support consultation and policy and organisational development.

Confidentiality

All public notes of meetings will ensure anonymity and membership and distribution lists will be held by the Chair, Lead Champion and supporting Policy Officer only.

Review

These Terms of Reference will be reviewed annually on the anniversary of their adoption.

Appendix D

Lewisham Disabled Staff Forum:

The Lewisham Disabled Staff Forum (referred to as “the Disability Forum”) is an of and for disabled people’s organisation. The Lewisham Disabled Staff Forum was established by disabled staff for disabled staff. As a Disabled Person group the Lewisham Disabled Staff Forum prompts Disability as an Equality concern. The Lewisham Disabled Staff Forum is to act as a forum for disabled staff to raise, share concerns and provided mutual support. The Lewisham Disabled Staff Forum is open to all staff that identifies themselves as Disabled employees.

None Disabled people can be invited to meetings in order to hear the concerns of Disabled Staff. These can included other staff, elected members, consultants and Trade Union Representatives. The Disabled Staff Forum does not represent its members in individual cases, but may use reported incidents to as examples of the changes faced by individual staff. During meetings any member of the forum can request all or any none member to leave a Forum meeting at any time.

The Lewisham Disabled Staff Forum will aim to meet 10 times per year, excluding December and the month in which Easter occurs. The will be a minimum of 4 meetings per year. All members of The Lewisham Disabled Staff Forum will be invited its meetings. The membership of the forum is confidential. Comments made in the Lewisham Disabled Staff Forum meetings will not be attributed to any participate by the forum. This is to enable all to speak candidly. The Lewisham Disabled Staff Forum meetings are not exempt from any regulations covering Lewisham staff.

The Lewisham Disabled Staff Forum will establish internal structures to enable the forum to operate in an inclusive way. The intension is to give all its members the opportunity to have a voice. The internal structures should strive to be mutual supportive, so that the natures of a member’s impairment do not prevent them for being active in the forum.

The Lewisham Disabled Staff Forum has chosen to have following structure: Chair, Vice Chair, Secretary, Note taking Secretary and Member.

The Lewisham Disabled Staff Forum has agreed to appoint its officers at an Annual General Meeting (AGM). The appointment will be managed by the Lewisham Disabled Staff Forum members who attended the AGM. The Major of Lewisham has agreed to Chair the Lewisham Disabled Staff Forum AGM.

Any position that is not filled at the AGM can be co-opted between AGM’s by the Lewisham

Disabled Staff Forum officers. The Lewisham Disabled Staff Forum officers can agree to co-opt new positions to support the activities of the Forum. Any Co-Opted positions should be confirmed at the next AGM. If there is no Chair or Vice Chair another AGM will be called or the Lewisham Disabled Staff Forum will revisit its current structure.

Roles of officers:

- Chair
 - To Chair Lewisham Disabled Staff Forum meetings.
 - To facilitated the participation of the Lewisham Disabled Staff Forum member in meetings
 - To present the view of the forum members outside of meeting
 - To promote the Lewisham Disabled Staff Forum as one means to consult with Disabled Staff.
 - To promote the treatment of Disabled Staff as an Equalities issue.
 - The Chair cannot make commitments on behalf of the Lewisham Disabled Staff Forum without consulting the membership. A vote is necessary for anything that may affect the Lewisham Disabled Staff Forum workings.
- Vice-Chair
 - To support the role of chair
 - To act as chair in the absence of the chair
- Secretary
 - To support the role of chair and vice chair
 - To act as chair and vice chair in the absence of the chair
 - To schedule and organising of meetings
 - To deal with correspondence and disseminate information to the members
- Note taking secretary
 - To make notes during of Forum meetings particularly any decisions.
 - To share notes from meetings with the Chair, Vice Chair and Secretary.

Appendix E



Corporate Equalities Board Updated Terms of Reference

Terms of Reference 2021

Objectives:

1. Provide strategic direction for equalities across the Council;
2. Offer advice, scrutiny and challenge to help the Council to meet its Statutory obligations regarding equalities;
3. Update, advise and support local decision makers on the Council's equalities agenda (i.e. Executive Management Team, Directorate Management Teams and Safer Stronger Communities Select Committee);
4. Receive equalities performance data and intelligence to assess the effectiveness of Council policy and strategy and the impact of Council services;
5. Review and scrutinise policy, strategy, strategic frameworks and preparation of equality analysis assessments;
6. Review, scrutinise and challenge the Council's Equality and Diversity training offer;
7. Identify and promote opportunities to support the work of employee engagement forums and activities;
8. Promote best practice and peer learning across the Council as it relates to equalities;
9. Escalate issues of concern to Directorate Management Teams and the Executive Management Team as required

10. Promote inclusion through reasonable adjustments and facilitation of staff participation

Membership of Corporate Equalities Board:

- Pinaki Ghoshal, Executive Director for Children and Young People (Chair)
- Tony Urquhart, Representative Disability Forum
- Darnell Bailey, Representative BAME Staff Network
- Michael Forrester, Representative LGBTQ+ Staff Network
- Salena Mulhere, Assistant Chief Executive
- Angela Scattergood, Director of Education (Directorate Representative)
- Fenella Beckman, Director of Housing (Directorate Representative)
- Katharine Nidd, Head of Strategic Procurement and Commercial Services (Directorate Representative)
- Catherine Mbema, Director of Public Health (Directorate Representative)
- Sherene Alexander- Russell, Head of Human Resources
- Paul Aladenika, Head of Policy, Strategy and Executive Support
- Catherine Logan, Senior Policy and Strategy Officer (Support to the Board)

Schedule of Meetings

The Corporate Equalities Board meets six times of year.

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Safer Stronger Communities Select Committee

Report title: Select Committee Work Programme Report

Date: 4th November 2021

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Katie Wood, Scrutiny Manager

Outline and recommendations

This report gives committee members an opportunity to review the committee's work programme and make any modifications required.

The Committee is asked to:

- To review the work programme attached at Appendix B.
- To consider the items for the next meeting and specify the information required.
- To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

Timeline of decision-making

Safer Stronger Communities Select Committee Work Programme 2020/21 – draft agreed on 16.06.21

Safer Stronger Communities Select Committee Work Programme 2020/21 – agreed by Business Panel 20.07.21

1. Summary

- 1.1. The committee proposed a draft work programme at the beginning of the municipal year. This was considered alongside the draft work programmes of the other select committees and agreed by Business Panel on 20 July 2021.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

2. Recommendations

- 2.1. The Committee is asked to:
 - To review the work programme attached at Appendix B.
 - Consider the items for the next meeting and specify what evidence is required, including being clear about the information the committee wishes to be included in officer reports.
 - To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

3. Work Programming

- 3.1. When reviewing the work programme the Committee should consider the following:
- 3.2. The Committee's terms of reference (Appendix A). The Committee's areas of responsibility, include, but are not limited to:
 - The Crime and disorder function of the Council
 - Equalities and equality of opportunity
 - Community and engagement
 - Library provision
- 3.3. Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)
- 3.4. Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?
- 3.5. Whether there is capacity to consider the item - could any work programme items be removed or rescheduled?
- 3.6. Whether the item links to the priorities set out in the [Corporate Strategy for 2018-2022](#):
 - [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.

Is this report easy to understand?

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- [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. The next meeting

- 4.1. The following items are scheduled for the next meeting. For each item, the Committee should clearly define the information and analysis it wishes to see in officer reports.
- 4.2. The Committee should also consider whether to invite any expert witnesses to provide evidence, and whether site visits or engagement would assist the the effective scrutiny of the item.

Agenda Item	Information and analysis required	Review type	Corporate Priority
Budget Cuts		Performance monitoring/pre-decision	All
Update from the Borough Commanders for Police and Fire		Information/Performance Monitoring	All
Main Grants Programme – recommendations for funding		Pre-decision	CP7

5. Scrutiny between meetings

- 5.1. Below is a tracker of scrutiny activity, including briefings, visits and engagement, that has taken place outside of the committee meetings.

Agenda Item	Date due	Outcome	Corporate Priority
Equalities Data Digest	November 2021	Information on Equalities data will be included in the Equalities Report to Committee at this meeting of 4.11.21	ALL

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6. Referrals

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

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee

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.

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

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

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Appendix A – Safer Stronger Communities Select Committee Terms of reference

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

This shall include the power:

- (i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
- (ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and
- (iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral

area for which the member is elected or any person who lives or works there.

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

Is this report easy to understand?

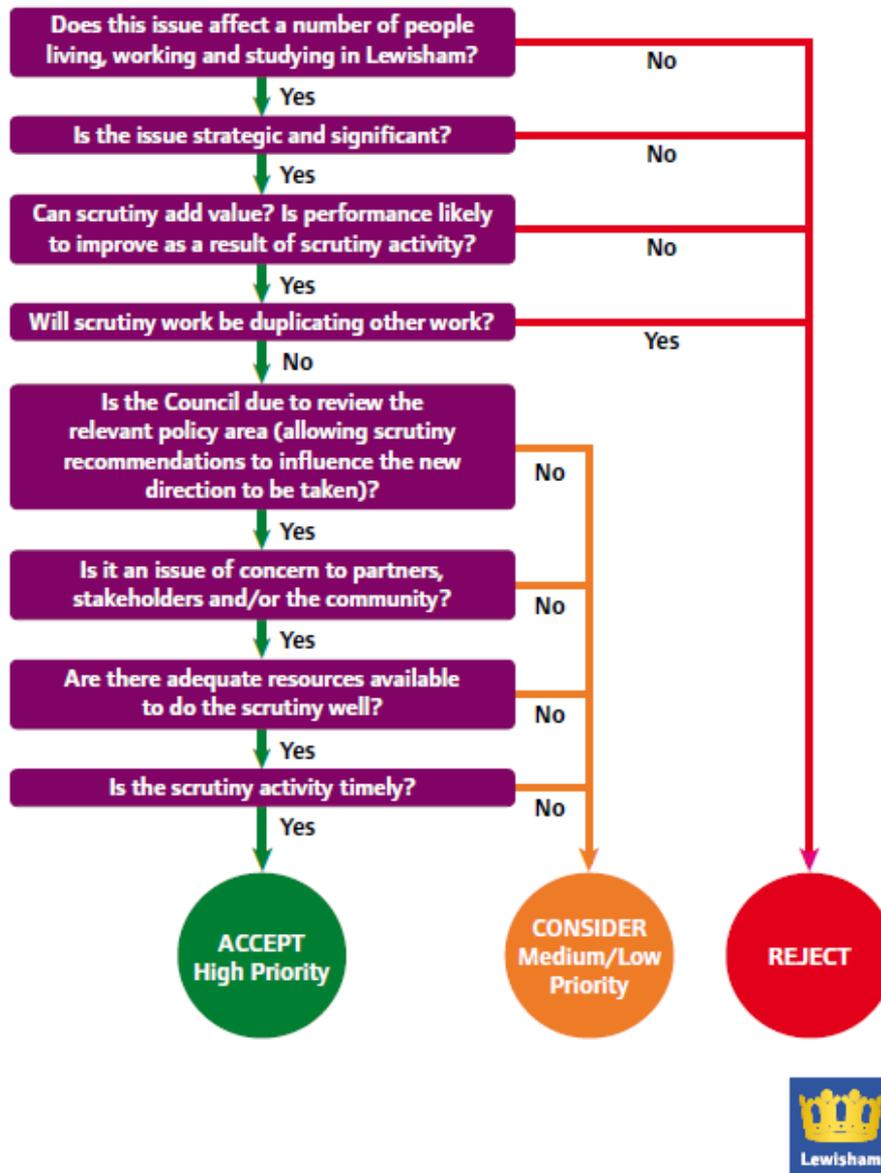
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Appendix C

The flowchart below is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where the Committee will influence decision-making.

Scrutiny work programme – prioritisation process



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Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

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

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we 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

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

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Safer Stronger Communities Select Committee 2021/22

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	Nov-21					
Main Grants Programme	Pre-decision	All	Jan-21				recommendations for funding	
Borough of Culture	Performance monitoring	CP1	Jun-21					
Libraries	Performance monitoring	CP1	Sep-21		Deferred			TBC
Local Assemblies Review and future inc. NCIL	Performance monitoring	CP1	Sep-21					
Equalities Review - 6- month update	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					
HR Update	performance monitoring	TBC	Mar-21					

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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FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2021 - February 2022

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
August 2021	Procurement of Housing Management System and implementation of a Customer Relationship Management System	03/11/21 Mayor and Cabinet	Jamie Parris, IT Procurement Specialist and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2021	Building Security and Related Services Award of Contract	03/11/21 Mayor and Cabinet	Brian Colyer, Head of Facilities Management and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	New Parking Enforcement arrangements on Lewisham Homes and RB3 managed Housing Estates - outcome of Section 105 consultation	03/11/21 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
October 2021	Building for Lewisham Shared Ownership Marketing, Sales, Allocations and Management	03/11/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Leisure Management Arrangements	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture		
August 2021	Endorsement of the Lewisham	03/11/21	Eszter Wainwright-Deri,		

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
	Biodiversity Partnership's - A Natural renaissance for Lewisham (2021-26)	Mayor and Cabinet	Ecological Regeneration Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
April 2021	GLA Affordable Housing Grant 2021-26	03/11/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	NCIL borough recommendations for funding	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Adults "Core" Substance Misuse Contract Award	03/11/21 Mayor and Cabinet	Iain McDiarmid and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
September 2021	Post consultation report recommending making of an Article 4 Direction, covering Deptford High Street and St Paul's Church CA	03/11/21 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2021	Supported housing and floating support permissions to award contracts	03/11/21 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS

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			Health and Adult Social Care		
September 2021	Approval to Tender works to refurbish the former Catford Constitutional Club	03/11/21 Mayor and Cabinet	Sandra Plummer, Senior Project Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
October 2021	Right to Buyback Programme	03/11/21 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Extension of New Hope Mental Health Supported Housing Project	16/11/21 Executive Director for Community Services	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Instrument of Government Sydenham School	16/11/21 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		
October 2021	Laurence House 1st - 4th floor works for 'Future Working' contract award	16/11/21 Executive Director for Housing,	Petra Marshall, Community Resources Manager and Councillor		

FORWARD PLAN – KEY DECISIONS					
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		Regeneration & Environment	Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2021	Contract award report for Services to support the Whole Systems Approach to Obesity in Lewisham	16/11/21 Executive Director for Community Services	Laura Harper, Public Health Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Refurbishment works at Lewisham Library	16/11/21 Executive Director for Community Services	Adam Platts, Project Manager and Councillor Andre Bourne, Cabinet member for Culture		
September 2021	Statement of Council Accounts 2020-21	24/11/21 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2021	Scheme of Polling Stations for 2022 Elections	24/11/21 Council	Jamie Baker, Electoral Services Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2021	CRPL - Appointment of Directors	24/11/21 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing & Planning		

FORWARD PLAN – KEY DECISIONS					
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September 2021	Compulsory Purchase Order application for 2 - 30A Reginald Road	08/12/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
October 2021	Location Priority Policy & Procurement Strategy	08/12/21 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Ladywell S105 Consultation and budget approval	08/12/21 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2021	Lewisham and Lee Green Low Traffic Neighbourhood: Consultation report and next steps	08/12/21 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
September 2021	Textiles contract award	08/12/21 Mayor and Cabinet	Luke Ellis, Support and Engagement Officer Strategic Waste and Environment and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
August 2021	Financial Monitoring 2021-22	08/12/21	Selwyn Thompson,		

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
		Mayor and Cabinet	Director of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2021	Award of Contract for Day Services for Older Adults	08/12/21 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	London Borough of Lewisham Waste Strategy	08/12/21 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Award of the School Minor Works Programme Consultant Contract	08/12/21 Mayor and Cabinet	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
October 2021	Annual Complaints Reports	08/12/21 Mayor and Cabinet	Mick Lear, Service Manager, Benefits and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		

FORWARD PLAN – KEY DECISIONS

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August 2021	Broadway Theatre Principle Contractor award contract	14/12/21 Executive Director for Community Services	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet member for Culture		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	12/01/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Mountsfield Park Café (design, build and operate) award for a new café at Mountsfield Park.	12/01/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (on parental leave)		
August 2021	Council Tax Base	12/01/22 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Endorsement of the A21 Framework	12/01/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		

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September 2021	Libraries Consortium Courier Service Framework Agreement Contract Award	12/01/22 Mayor and Cabinet	Veronica Hyatt, Service Development Manager and Councillor Andre Bourne, Cabinet member for Culture		
August 2021	Main Grants Programme 2022-25 recommendations for funding	02/02/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
September 2021	Learning Disabilities Framework - Award of Contracts & related contract extensions) for LDF2	12/01/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Lewisham Air Quality Action Plan 2022-2027	12/01/22 Mayor and Cabinet	Eliane Foteu, Environmental Protection Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
August 2021	Council Budget 2022-23	02/03/22 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS					
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October 2021	Climate Emergency Action Plan update	09/03/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Approval of Flood Risk Management Strategy 2022-27	09/03/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Future Homecare Arrangements (New Model and Procurement Process)	09/03/22 Mayor and Cabinet	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community Services, LBL and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		

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