

# Overview and Scrutiny



## Safer Stronger Communities Select Committee Agenda

Thursday, 3 March 2022

**7.00 pm,**

Civic Suite

Lewisham Town Hall, London SE6 4RU

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For more information contact: Katie Wood - 0208 3149446

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

### Part 1

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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, 3 March 2022.

Kim Wright, Chief Executive  
Tuesday, 22 February 2022

<p><b>Members</b></p> <p>Councillor Juliet Campbell (Chair)</p> <p>Councillor Bill Brown</p> <p>Councillor Liam Curran</p> <p>Councillor Pauline Morrison</p> <p>Councillor Rachel Onikosi</p> <p>Councillor James Rathbone (Vice-Chair)</p> <p>Councillor Octavia Holland (ex-Officio)</p> <p>Councillor Paul Maslin (ex-Officio)</p>	
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Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

## **MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE**

Thursday, 13 January 2022 at 7.00 pm

IN ATTENDANCE: Councillors Juliet Campbell (Chair), Liam Curran, Pauline Morrison and James Rathbone (Vice-Chair) and Paul Maslin

ALSO JOINING THE MEETING VIRTUALLY: Councillors Bill Brown, Rachel Onikosi

ALSO PRESENT: Councillor Brenda Dacres (Deputy Mayor and Cabinet Member for Safer Communities), Paul Aladenika (Head of Policy, Strategy and Executive Support), Pinaki Ghoshal (Executive Director for Children & Young People), Jannet Hall (Head of Safer Communities, Public Protection and Safety), Trevor Lawry (Commander, SE BCU, Metropolitan Police), James Lee (Director of Communities, Partnerships and Leisure), Salena Mulhere (Assistant Chief Executive), Lloyd Palmer (Borough Commander Lewisham, London Fire Brigade), Andy Thomas (Cultural Development Manager), Sakthi Suriyaprakasam (Community Development Service Manager) and Katie Wood (Scrutiny Manager)

**NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972**

### **1. Minutes of the meeting held on 4 November 2021**

#### **1.1 RESOLVED:**

That the minutes of the meeting held on the 4 November be agreed as an accurate record of proceedings.

### **2. Declarations of interest**

#### **2.1 RESOLVED:** That the following declarations be noted:

Councillor James Rathbone declared a personal and prejudicial interest in item 5, Main Grants Allocation, as he was a trustee of an organisation that had applied for a grant through the Main Grants Programme and he was also an employee of another organisation who had applied. He left the meeting room during the item and took no part in the discussion.

### **3. Response to Referrals from this Committee**

There were no response to referrals due at this meeting.

### **4. Update from the Borough Commander, Lewisham, London Fire Brigade and the Borough Command Unit Commander, Metropolitan Police**

- 4.1 Lloyd Palmer, Borough Commander Lewisham, London Fire Brigade gave a presentation to the Committee, a copy of which is included in the agenda documentation. During the subsequent discussion, the following key points were raised:
- Similarly to other public sector organisations across the Country, recruitment had lessened over recent years. A programme of plans, however, was now in place to start recruiting. Getting the right level of qualifications across the Brigade was being prioritised. The Borough Commander would provide information to members of the Committee on the comparison to previous years in terms of resources of fire-fighters and vehicles.
  - Whilst some deviations and spikes may have been seen, there had been no significant increase or changing trend in the number of call-outs due to Covid.
  - The primary reason for false call-outs was the actuation of fire alarms. There were now more processes in place to reduce these such as appropriate “call challenge” where certain categories of buildings check alarms before calling out the Fire Service. However alarms at some categories of buildings such as sleeping accommodation always needed to be responded to. In these cases work was on-going in increasing awareness to reduce the risk of false alarms.
  - Members of the Committee thanked Lloyd and his teams for the excellent work they were doing.
- 4.2 Trevor Lawry, Commander South-East Borough Command Unit (BCU), Metropolitan Police, gave a presentation to the Committee, a copy of which is included in the agenda documentation. During the subsequent discussion, the following key points were raised:
- Uniformed officers who undertook stop and search routinely wore body-cams but in certain circumstances such as for plain clothes officers body-cams were not worn.
  - The new Town Centre team in Lewisham including 21 constables and 4 PCSOs were new posts as part of the officer upgrade work.
  - Members of the Committee were pleased to hear that the BCU Commander was committed to staying in post for a number of years and also for the emphasis he gave on the importance of ensuring a focus on treating people with politeness and respect.
  - Disproportionality in the prison system could be a result of disproportionality in stop and search.
  - Members of the public got involved in Police panels such as the Public Encounter Panels and the Stop and Search Scrutiny Panels for different reasons. Often it was as a result of being part of an existing group or through presentations to the community. It was a challenge to get the right balance of people and to ensure there were voices that would act as critical friends. The BCU Commander hoped that they would be able to recruit more young black males to the panels. A member of the Committee commented that working with the Council’s Young Mayor’s Team and Young Advisors Panel might be beneficial.
  - It could be helpful to have Police recruits from other areas and from outside the Metropolitan Police to have different views and approaches but it was

essential that they understood the community within which they were working.

- In response to a question on what action would be taken on those speeding on scooters, the committee heard that it was a tricky area as it could disproportionately target young people and greener methods of travel did need to be supported. Distinguishing between those using scooters dangerously and antisocially and those just using them to get about needed to be balanced and there also would need to be appropriate legislation in place.
- Following a question regarding a possible pilot scheme on drugs diversion, the committee were informed that it would be a matter for the Commissioner and the Management Board to sign up to through MOPAC should they choose to do so.

#### 4.3 **RESOLVED:**

That the presentations be noted and the Borough Commander, Lewisham, LFB and the Commander, SE BCU, Metropolitan Police, be thanked for attending and for their work.

### 5. **Main Grants Allocations 2022-25**

5.1 Councillor James Rathbone left the meeting room for the duration of this item.

5.2 James Lee introduced the report. In the discussion the following key points were raised:

- There had been 1 appeal from Hawk Eye and one potential appeal from Sydenham Arts.
- Montague Theatre Arts had now been recommended for funding for £1000.
- Lewisham Local was the Councils' main partner and the umbrella organisation for the voluntary sector in Lewisham.
- A digital inclusion project was being funded in partnership with Catbytes.

#### 5.3 **RESOLVED:**

That the report be noted.

That the report was noted.

### 6. **Budget Cuts**

6.1 Pinaki Ghoshal, Director of Children and Young People's Services introduced the report to the committee. During the subsequent discussion, the following key points were made:

- Members of the Committee stated that they were really pleased to see that the Fairer Lewisham Duty was being acted on in the equalities considerations of savings proposals.

- On-going analysis of the impact of the cuts to free swimming provision were taking place. Initial analysis showed the largest group effected were the 60-64 age group, many of whom were still in employment. Consideration had to be made to where was most appropriate for the Council to place subsidies. The swimming subsidies for disabled residents would be continuing.
- Effectively measuring impact of cuts was challenging. It was important to identify areas to protect and then look at areas that were less impactful for vulnerable residents. Oversight by the Corporate Equalities Board supported this process.
- The report and appendix 8 were analysed through the equalities framework and over a period of time. If concerns of cumulative impacts were raised then mitigation measures were sought.
- Members of the committee were pleased that in appendix 8 there was an assumption that an Equalities Analysis Assessment should always be carried out if any doubt.

6.2 **RESOLVED:**

That the report be noted.

**7. Select Committee work programme**

7.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee.

7.2 **RESOLVED:**

That the report be noted.

The meeting ended at 8.50 pm

Chair:

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Date:

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## Safer Stronger Communities Select Committee

### Declarations of Interest

**Date:** 3 March 2022

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Director of Law, Governance and Elections

### 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. Jeremy Chambers, Director of Law, Governance and Elections  
[jeremy.chambers@lewisham.gov.uk](mailto:jeremy.chambers@lewisham.gov.uk), 020 8314 7648



## Safer Stronger Communities Select Committee

### Report title: Update on Safer Lewisham Plan and the Public Health Approach to Violence Reduction

**Date:** 3 March 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Director of Communities, Partnerships and Leisure

### Outline and recommendations

The purpose of this paper is to provide the Safer Stronger Communities Select Committee with an update on local Fire and Police matters in Lewisham.

Members of the Safer Stronger Communities Select Committee are recommended to consider, note and comment on the presentations by the Borough Commanders for Fire and Police.

#### 1. Summary

- 1.1. The purpose of this item is to provide the Safer, Stronger Communities Select Committee with an update on the Safer Lewisham Plan and the Public Health Approach to Violence Reduction.
- 1.2. Members are asked to consider the presentation and document attached at **Appendix A and B** and ask questions to the Executive Member for Safer Communities and officers in attendance at Committee.

#### 2. Recommendations

- 2.1. Members of the Safer Stronger Communities Select Committee are recommended to consider, comment on and note the presentation.

#### 3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlines the Council's vision to deliver for residents over the next four years and includes the following priorities relevant to this item:

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

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

- 3.2. The Council's Covid-19 recovery plan, **Future Lewisham**, includes the following priority relevant to this item:

A future we all have a part in

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

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

#### **4. Financial implications**

- 4.1. There are no direct financial implications arising from this report.

#### **5. Legal implications**

- 5.1. There are no direct legal implications arising from this report.

#### **6. Equalities implications**

- 6.1. One of the major planks of the Public Health approach to violence reduction is the reduction of disproportionality as set out in the presentation. The Committee will consider wider Equalities matters when reviewing the report and when making any recommendations.

#### **7. Climate change and environmental implications**

- 7.1. There are no direct climate change or environmental implications arising from this report.

#### **8. Crime and disorder implications**

- 8.1. The purpose of the presentation is to set out the strategic approach to reducing violence – particularly amongst young people.

#### **9. Health and wellbeing implications**

- 9.1. The overall purpose of the Public Health approach is to improve the overall health and wellbeing of all residents in the borough.

#### **10. Report contact**

- 10.1. James Lee, Director of Communities, Partnerships and Leisure  
[james.lee@lewisham.gov.uk](mailto:james.lee@lewisham.gov.uk)

Appendix A – Presentation on Safer Lewisham Plan and the Public Health Approach to Violence Reduction

Appendix B – Tackling Disproportionality – London Councils' Good Practice Case

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# Safer Lewisham Plan and the Public Health Approach to Violence Reduction

Update for Safer Stronger Communities Select Committee

3<sup>rd</sup> March 2022

- The Crime and Disorder Act 1998 as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) (In Lewisham, the Safer Lewisham Partnership) to develop a three year Crime and Disorder Strategy which sets out how crime and Anti-Social Behaviour will be tackled
- Community Safety Partnerships must produce a Strategic Assessment to ensure emerging community safety trends are captured, and priorities are refreshed where necessary
- Lewisham Council and the Safer Lewisham Partnership have a statutory obligation to analyse crime and disorder problems in the borough and agree priorities for action
- The most recent plan was agreed in 2019 and a new plan is in development for 2022 following an overarching Strategic Assessment undertaken in 2021 and an ongoing review of the borough's approach to tackling youth violence due to report in mid 2022.
- The timing of the new plan also takes account of the impact of the Covid on direct service delivery and the timing of the Lewisham Mayoral and Council election's in May 2022.
- The presentation updates the committee on the previous plan and the ongoing work that will inform, and be reflected in, the new plan.



- Reflections on previous plan and the impact of Covid
- Transforming data into insight
- Public Health approach to violence reduction
  - Domestic Violence (DA) and Violence Against Women and Girls (VAWG)
  - Child Exploitation
  - Reducing Exclusions
  - Reducing Disproportionality
  - Community Engagement (Inc. Champions)
  - Mentoring
  - Creating Safe Community Spaces
  - Targeted Hotspot work
  - Empowering Communities and the Voluntary Sector
- Contextual Safeguarding and review of early help
- Strategic Assessment and review of approach

- Adopting a public health approach to tackling violence
- Making Lewisham a trauma informed borough
- Place equal focus on victims and perpetrators to help support and bring about positive change
- Working with colleagues in **other London boroughs** on this agenda to share practice and findings will help to build the evidence base and opportunities for collaborative working.
- Working with the **London Mayor's office for policing and crime (MOPAC)**
- Working at a **National level** to influence policy and bring about whole scale change is something we will continue to do working with colleagues in the Ministry of Justice, Home Office, National Crime Agency, and Department of Education
- All of these remain significant workstreams although progress has been slower than expected due to Covid and significant organisational changes across the partnership.

All of the previous work is ongoing but we are transforming our use of data to both inform priorities and track performance. We will align our work with the corporate Data Strategy and in addition aim to:

## Improve Data Foundations

- Assess and improve data quality and storage
- Investigate untapped sources of information to fill in knowledge gaps (qualitative and quantitative)
- Upskill colleagues in:
  - data literacy
  - analytical software

## Incorporate Intelligent Design

- Centralise disparate sources of information
- Automate repetitive processes
- Translate data to insight through clear communication, visualisations and dashboards
- Deploy cutting-edge analytical tools for deeper analysis where required

## Target Insight

- Use knowledge of trends over time and current patterns to:
  - identify specific areas of concern
  - provide evidence for particular strategies
  - to direct policy change
- Use data responsibly, recognising the limitations as well as the benefits

## Share and Collaborate

- Work with and learn from:
  - The LBL Insight Team and council specialists
  - Other local authority analysts and pan-London working groups
  - Community partners such as the MPS

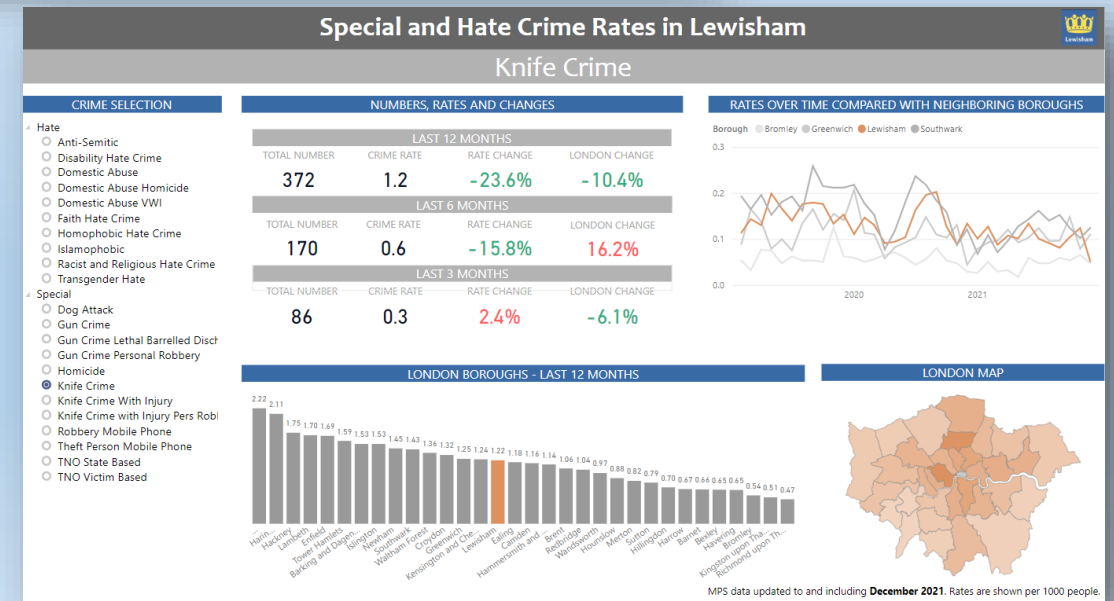
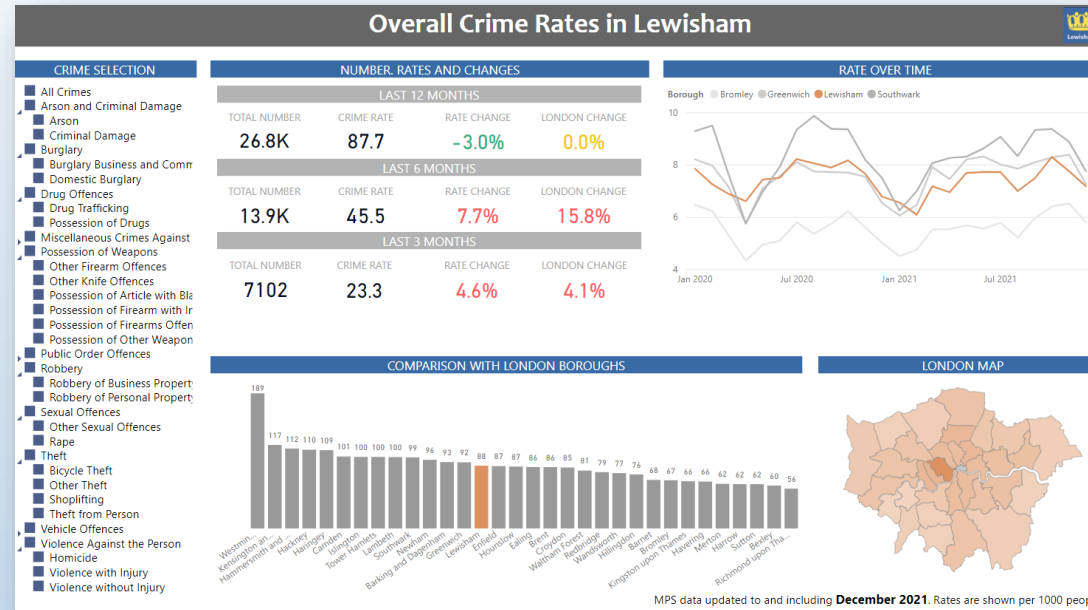
- **Optimise dashboards** to bring together and visualise data in a way that is useful and insightful, for example:
  - Concern Hub
  - Stop and search disproportionality
  - MPS Lewisham crime dashboard
  - Partnership notifications
- Identify and include information at a local level - **hotspots**
- Examine population sensitivity of stop and search disproportionality results
- Centralise other crime data sources such as **Modern Slavery** data and **Domestic Abuse** data; make more of the information already stored
- Keep **building relationships with the MPS** and increase access to useful, specific crime data
- Continue to attend **pan-London analyst partnership meetings** to learn about current issues or solutions
- Audit enforcement data & suggest recommendations to improve **data quality**
- **Deep-dive into ASB** across the borough – currently held in many locations and various reporting methods
- Build evidence base for **Public Space Protection Order** application

The Crime Dashboard includes information for main-crime and sub-crime categories, as well as those classified as Hate and Special crimes.

Currently includes information on trends over time, changes in crime rates over different periods of time, and comparisons with other London boroughs for context.

Other layers will be included to show hotspots of concern within Lewisham.

Data are retrieved from the MPS and visuals updated automatically.



Ad hoc investigations undertaken into trends in certain locations and specific crimes requested for evidence to support grant bids or by residents.

**Total Crime**  
Crime rate per 1000 people (12 month period to Aug 2021)



Source: police.uk

**Criminal Offences in Rushey Green**  
Comparison of six month period March to September for 2019, 2020 and 2021



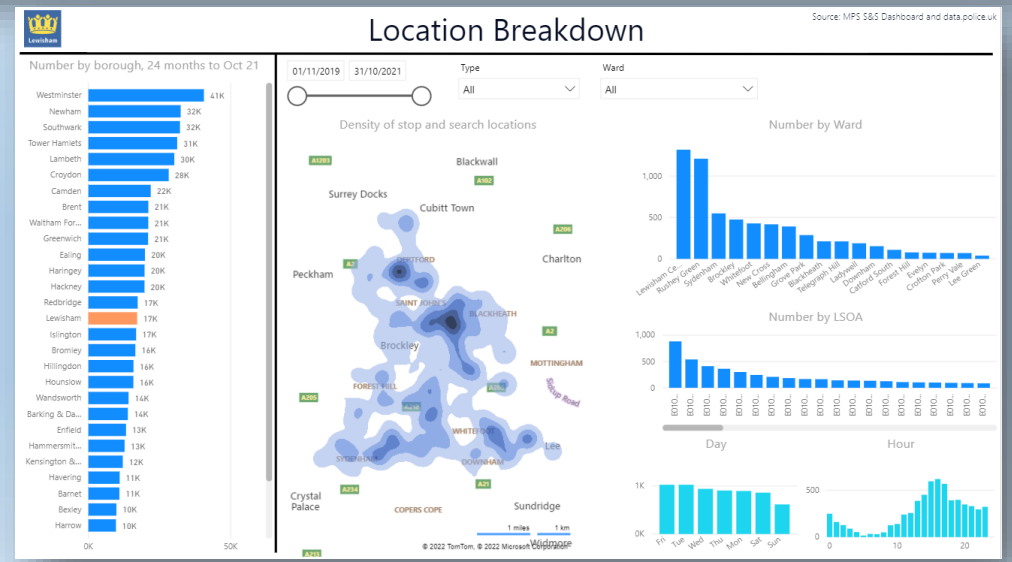
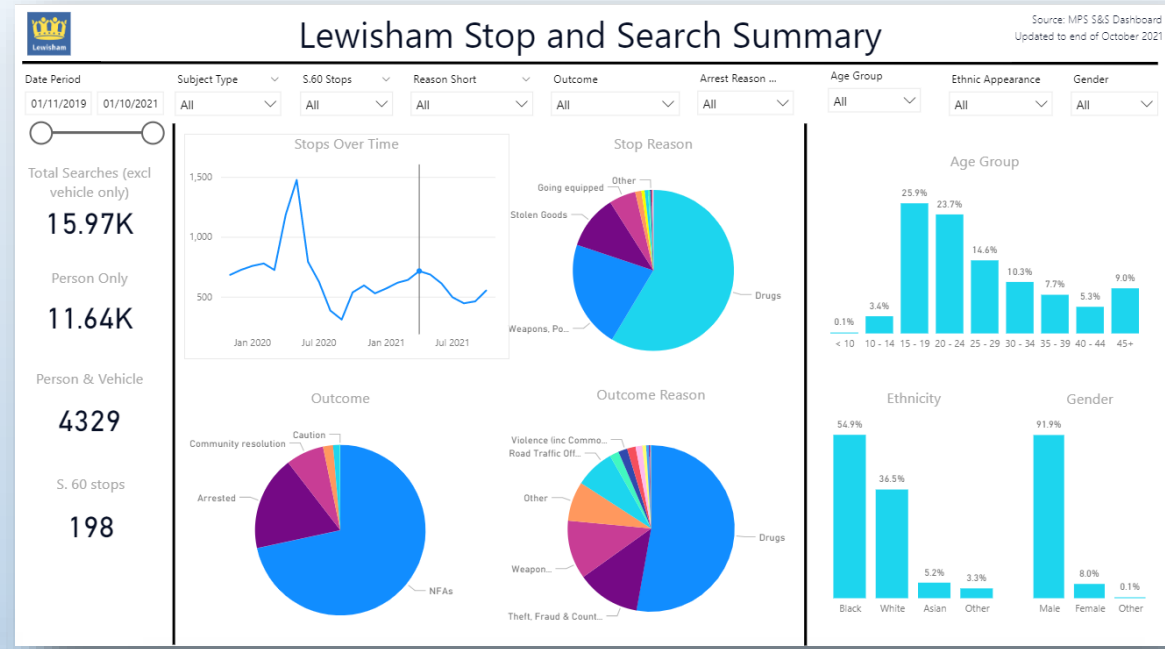
**Crime rate by ward: Total Crime (excl. ASB)**  
Monthly values (blue) and trend (orange) to Sep 2021



# Data to Insight: Investigating Stop and Search Disproportionality

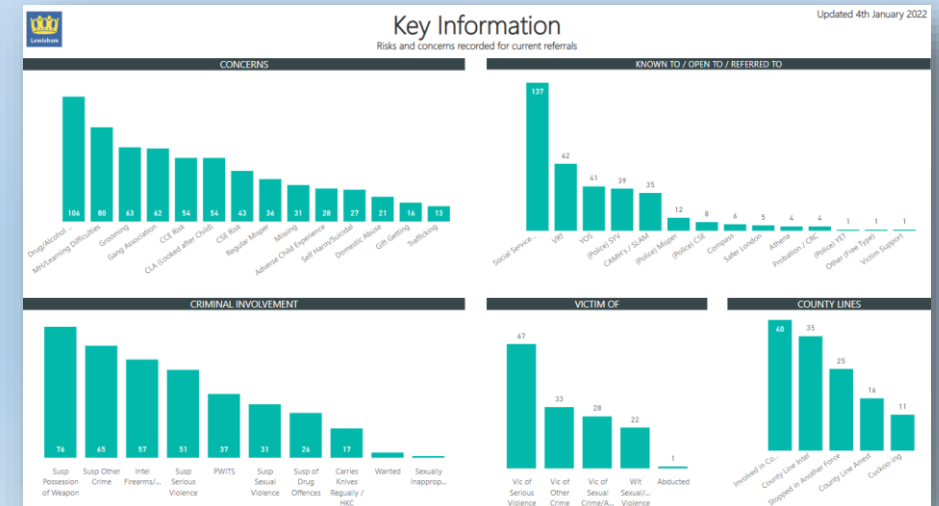
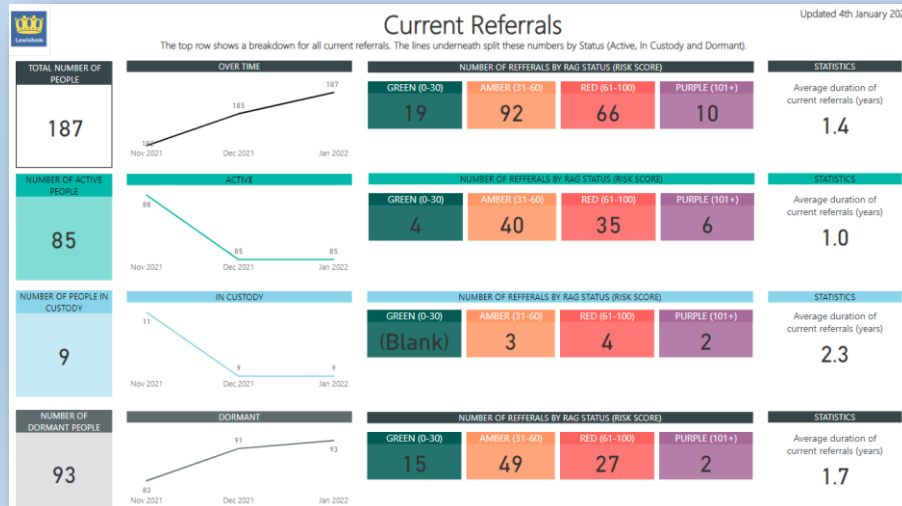
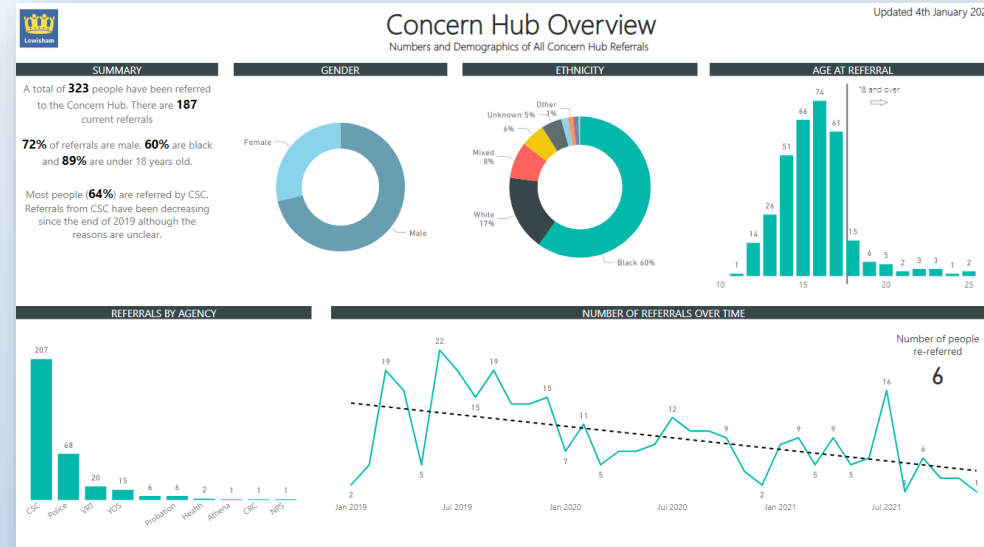
Dashboard created to visualise trends in stop and search data, understand who is being stopped and for what reason, and where.

Analysis to be completed on differences between 'people' and 'people and vehicle' searches, and the impact of different measures of population.



Concern Hub data transferred into a dashboard to help visualise the trends in referrals over time, understand the people being referred into the Hub and their current status.

Additional information will be incorporated to measure success and efficacy of the Hub.





## What is a Public Health Approach?

- Science-driven
- Population-based
- Interdisciplinary & cross sector
- Extends better care and safety to entire populations
- Considers violence as the outcome of multiple risk factors and causes

- **What Steps are Necessary?**

- Define the Problem
- Identify Risk & Protective Factors
- Develop & Test Prevention Strategies
- Dissemination, Implementation and Evaluation

## STRENGTHEN

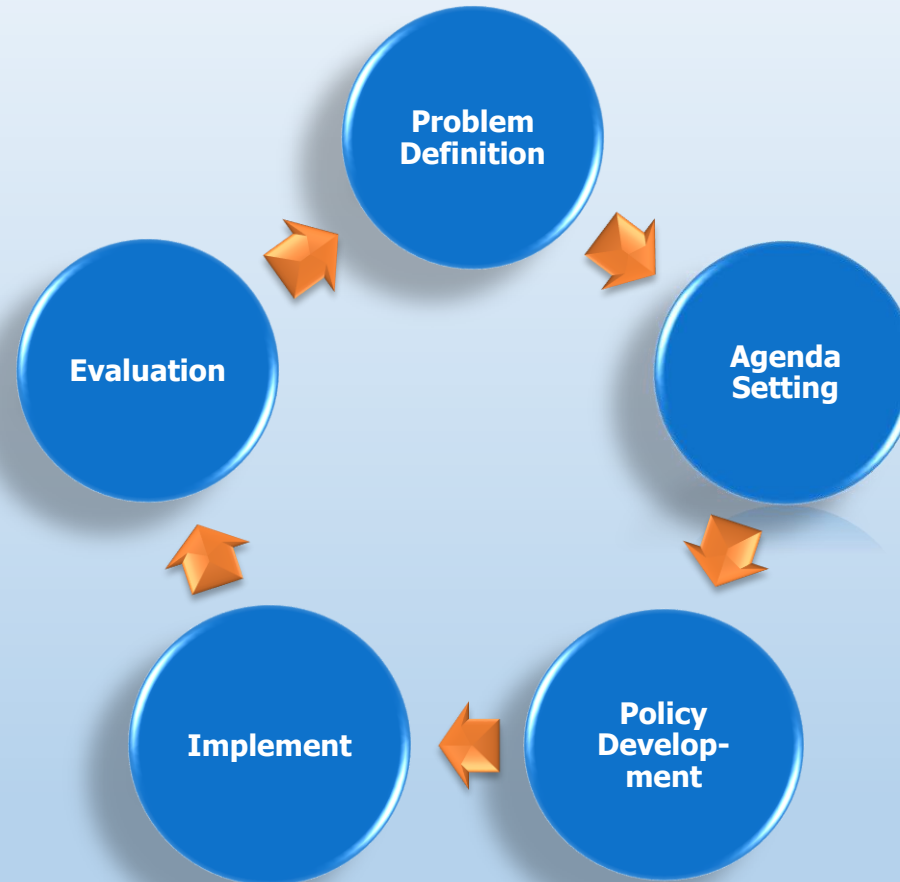
Performance Management Framework

## EMBED

Key Performance Indicators & Management Information

## ENSURE

A Whole Systems Approach



## Original PH Approach Workstreams

1. Domestic Violence (DA) and Violence Against Women and Girls (VAWG)
2. Child Exploitation
3. Reducing Exclusions
4. Reducing Disproportionality
5. Community Engagement (Inc. Champions)
6. Mentoring
7. Creating Safe Community Spaces
8. Targeted Hotspot work
9. Empowering Communities and the Voluntary Sector

Trauma Informed Training

*Child Exploitation Strategy*

**Domestic Abuse/VAWG Strategy**

Modern Slavery and Trafficking Network

Community Champions trained in appreciative enquiry

Collaborative Partnership Development

Community Engagement

Unconscious Bias Training

Early Help & Prevention Improvement

*Training in Restorative Justice Approaches*

Reduction in Exclusions

*Strategic Needs Assessment informing Service Delivery*

Data Scientist Recruitment

- Twice weekly meetings covering:
  - Locations of risk
  - Individuals of risk
  - Community impact and tensions
  - Communications and engagement
- Partnership operations – Council, Police & Health
- Development of detailed dashboard and monitoring frameworks
- New strategies - Early Help, Child exploitation
- Ensuring coordination of strategies and action plans across the Council that focus on contextual harm
- New 5-year DA/VAWG Strategy

## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work stream 1: Domestic Violence (DA) and Violence Against Women and Girls (VAWG)

**Responsible Officer:**  
Jannet Hall

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard (sample)	Data Source	Frequency
<ul style="list-style-type: none"> <li>Prevent violence and abuse through early intervention and education.</li> <li>Providing support that keeps individuals and their families safe from harm.</li> <li>Providing longer-term support to enable recovery following abuse</li> <li>Holding perpetrators to account whilst providing opportunity for change and support</li> <li>Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive</li> </ul>	<ul style="list-style-type: none"> <li>Increased identification and reporting, including increase in number of domestic abuse incidents reported to the Police, increase in number of referrals made to MARAC, and increase in number of self-referrals or referrals from family and friends to the Athena Service.</li> <li>Decrease in repeat victims including repeat MARAC cases and repeat presentations to Housing for victims of domestic abuse</li> <li>Increase in number of domestic abuse incidents reported to the Police where coercive control is identified</li> <li>Increase in the percentage of referrals to the integrated VAWG service for victims that have care and support needs, are marginalised or are from protected groups.</li> <li>Increase in the percentage of incidents where the perpetrator is charged and decrease of incidents withdrawn</li> <li>Increase in use of Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders</li> </ul>	<ul style="list-style-type: none"> <li>No. of domestic abuse incidents responded to by the Police</li> <li>No. of MARAC referrals</li> <li>No. of self-referrals to Athena</li> <li>No. of family/friend referrals to Athena</li> <li>No. of MARAC referrals that are repeat victims</li> <li>No. of repeat victims (Police)</li> <li>No. of domestic abuse incidents reported to the Police where coercive control is identified</li> <li>% of VAWG service users reporting an end to all types of abuse and controlling behaviours</li> <li>% of domestic abuse incidents where perpetrator is charged</li> <li>No. of families supported by the Family Thrive Team, where domestic abuse is a concern</li> <li>No. of referrals to school as part of Operation Encompass</li> <li>No. of child and family assessments completed by CSC where domestic abuse is a concern</li> </ul>	<ul style="list-style-type: none"> <li>Police</li> <li>Housing Services</li> <li>Athena Service</li> <li>MARAC</li> <li>Children’s Social Care</li> <li>Family Thrive</li> </ul>	<p>Quarterly</p>

# Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021–26

## Summary



## Priorities

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

- 1 Prevent**  
Preventing violence and abuse through early intervention and education.
- 2 Protect**  
Providing support that keeps individuals and their families safe from harm.
- 3 Recover**  
Providing longer-term support to enable recovery following abuse.
- 4 Pursue**  
Holding perpetrators to account whilst providing opportunity for change and support.
- 5 Partnership**  
Working in partnership across agencies and with the community, to ensure our response to abuse is integrated, innovative and inclusive.

### Survivors of abuse in Lewisham told us that:

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

## Our action plan for the next five years is:

1

### Priority 1: prevent

#### We will:

- Deliver public campaigns which raise awareness of abuse and how to get support
- Produce a specific campaign focused on coercive control highlighting our zero-tolerance approach
- Develop a toolkit for primary and secondary schools to strengthen their delivery of healthy relationships education
- Deliver training to staff working in Lewisham on spotting the signs of abuse and responding safely
- Work with community organisations to deliver training that recognises cultural difference in identifying and responding to VAWG

2

### Priority 2: protect

#### We will:

- Continue to commission a community-based specialist VAWG service, including refuge provision for victims feeling abuse
- Continue to deliver gold-standard Multi-Agency Risk Assessment Conferences for high-risk victims
- Enact the changes within the Domestic Abuse Bill
- Ensure that domestic abuse is a priority for our new Early Help Service – Family Thrive
- Ensure implementation of Domestic Abuse Housing Alliance Accreditation within Lewisham Housing
- Ensure services across Lewisham use routine screening for domestic abuse, and develop a process for auditing this, in partnership with survivors

3

### Priority 3: recover

#### We will:

- Ensure all services respond in a trauma-informed way when supporting victims of abuse, to prevent repeat victimisation
- Maintain provision of evidence-based recovery programmes for victims and their children
- Create forums for professionals to enable peer supervision and reflection
- Develop a practical tool to be used by agencies when ending their involvement with victims, to enable access to follow-up support
- Work with the specialist VAWG service to facilitate the development of survivor peer support networks



## Our action plan for the next five years (continued)

4

### Priority 4: pursue

#### We will:

- Continue the use of tenancy enforcement tools and Sanctuary Schemes, to create safety for victims within their homes
- Increase the use of protection orders, including Domestic Violence Protection Orders, FGM Protection Orders and Forced Marriage Protection Orders
- Establish an advisory hub for professionals to provide them the skills and confidence to work with perpetrators
- Seek external funding to commission holistic support programmes for perpetrators of abuse
- Develop a toolkit for non-specialist staff focusing on working with fathers and partners that are perpetrators of abuse

5

### Priority 5: partnership

#### We will:

- Establish a Survivor Advisory Group responsible for providing scrutiny of the strategy, feedback on services, and co-production of campaigns, training and tools
- Create a space for professionals to share best practice tools and techniques and reflect on the experience of supporting victims and perpetrators
- Evaluate the impact of the Domestic Abuse Advisory Hub pilot within Children's Social Care, and aim for long-term delivery
- Use tools and processes to capture the voices of children and young people affected by domestic abuse, when evaluating services and programmes
- Ensure that Lewisham Council and other key partner agencies have a Domestic Abuse Policy for staff affected by domestic abuse

The next seven slides provide an update on work underway following the launch of the Domestic Abuse and VAWG Strategy in December 2021.

***Strategy Action: Develop tools and training for primary and secondary schools to strengthen their delivery of healthy relationships education as part of the RSE curriculum, including to give them the confidence and skills to discuss issues of VAWG and domestic abuse.***

Lewisham Public Health commissioners are working with Lambeth and Southwark to commission a specialist provider to deliver training and resources to secondary and special schools around sexual health and relationships teaching and behaviour. The support programme will go live on the 1<sup>st</sup> of April and for one year until March 2023. Domestic and VAWG will be included within the scope of this project, and a toolkit will be produced to help schools to teach and discuss this issues with pupils past the lifetime of the contract.

DA Schools Policy  
Healthy Relationships Programme

***Strategy Action: Develop resources to support agencies to implement routine enquiry for VAWG, and then develop an auditing process to assess the use of routine enquiry and the effectiveness of response to disclosures.***

A project group bringing together staff across LBL, SEL CCG and health providers, is developing a survey to identify barriers to conversation and training needs amongst staff. Lanyards for practitioners providing cues around appropriate language and lines of questioning are being printed, and will be distributed to partner agencies across the borough, including health, social care, supported housing, and substance misuse services. A poster to raise awareness of coercive control is also in development.

***Strategy Action: Develop and implement a Lewisham-specific domestic abuse policy, relating specifically to the workforce***

The need for a wrap-around domestic abuse policy for Lewisham staff has been identified, which includes how staff can safeguard colleagues that make disclosures. This is currently in draft and the next step is for it to go through a process of consultation.

## **Strategy Action: Deliver and evaluate the Domestic Abuse Advisory Hub**

LBL Children's Services have established the **Domestic Abuse Advisory Hub**, a panel with membership from Specialist Social Workers, a Father's Worker, IGVA, and Coercive Control Expert. The Hub brings together multi-disciplinary staff to provide a whole-family perspective on challenging cases presented by Social Workers. The Hub has received overwhelmingly positive feedback from Social Workers and has been shown to have a positive impact on Social Work practice with families affected by domestic abuse. With grant funding for this initiative coming to an end, LBL are considering how we continue to deliver the Hub within mainstream provision.

In addition, Children's Social Care have established a consultation offer for Social Workers, delivered by two Advanced Practitioners in Domestic Abuse. In 2021, advisory and practical support was provided to 77 cases of families affected by abuse on Child in Need and Child Protection Plans.

Across these interventions, an improvement in the skills, confidence understanding of Children's Services staff has been observed, including; improved safety planning for children and parents, improved confidence and skill of staff when working with fathers who are perpetrators, more appropriate use of language, improved awareness of staff in identifying risk signs, and increased use of evidence-based tools and techniques when supporting families.

An independent evaluation by the Anna Freud Centre is due to be published in Spring 2022.

## **Strategy Action: Train local multi-agency staff in a range of evidence-informed approaches to working with children, young people and families affected by domestic abuse**

In 2021 LBL trained 92 staff across five programmes; the Children Overcoming Domestic Abuse programme, The Freedom Programme, Caring Dads and Escape the Trap. The majority of staff were from Children's Services, however 23 were from within partner agencies across Lewisham. 16 staff have gone on to deliver these programmes with local families. Additional training has been delivered to Social Workers working with men in the Children's Social Care system, in response to skill gaps identified.

Domestic Abuse Advisory Hub 2021	
DA Advisory Hub sessions held	23
Cases discussed	52
Social Workers attended	39
Total number of children in cases discussed	160
6-week follow up	
Recommendations from Hub progressed by SW	81%
Recommendations from Hub discussed in subsequent supervisions with SW	77%
Recommendations discussed with family and reflected in an updated Child In Need/Child Protection Plan	65%
Recommendations have informed the focus of subsequent work with the family	56%
Evidence of improved engagement with fathers and partners	46%

***Strategy Action: Establish an Equality, Diversity and Inclusion Board to ensure we embody equality, diversity and inclusion-led best practice across the VAWG partnership***

Job descriptions are being drafted to recruit community-elected representatives to a new EDI board, including linking with individuals and organisations that represent marginalised groups, such as LGBTQI, NRPF, and those with disabilities. These representatives will be upskilled in domestic abuse awareness so that this knowledge can be cascaded at a community level.

***Strategy Action: Perpetrators are offered help to address their behaviour at the earliest opportunity, to prevent ongoing violence***

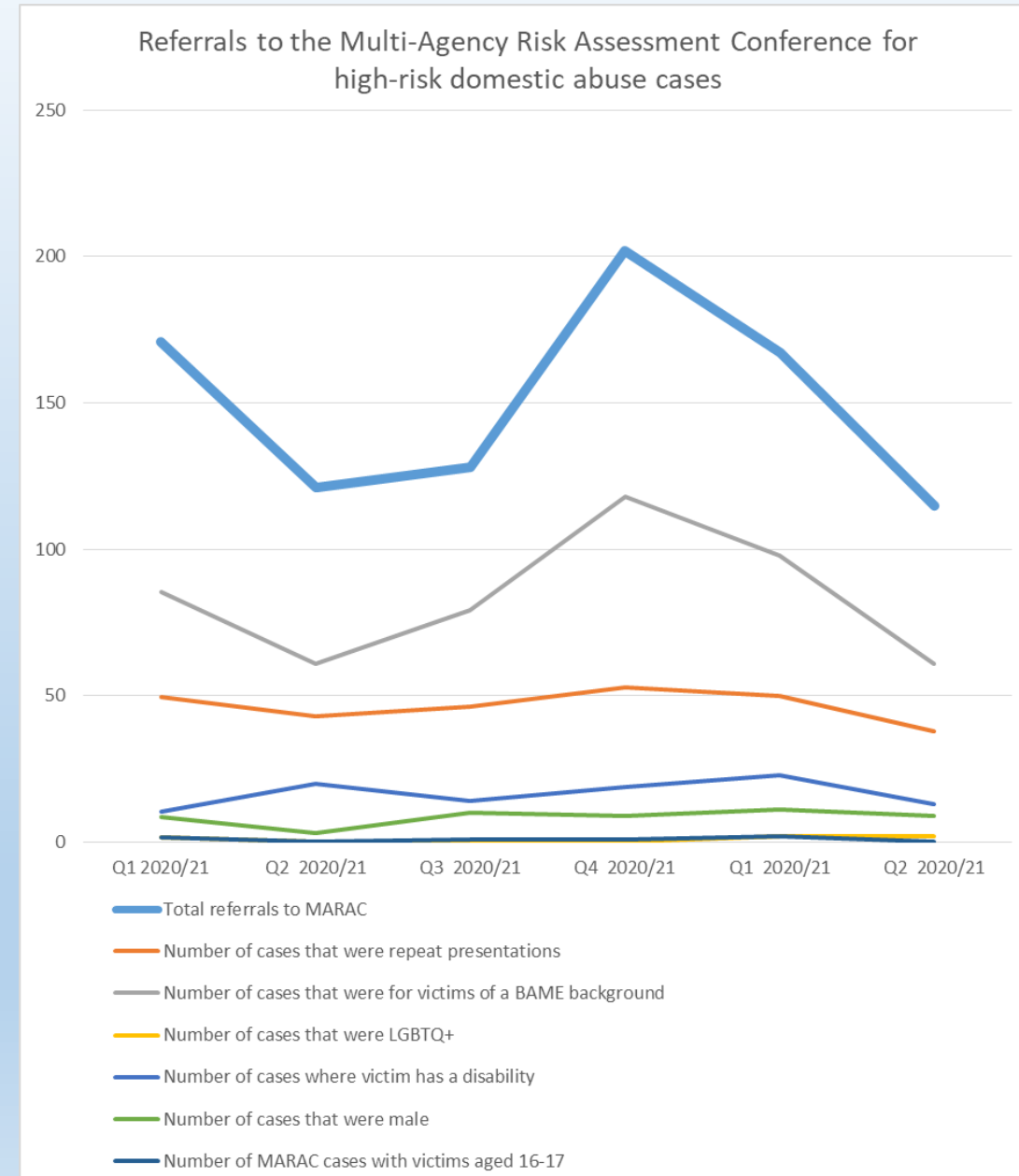
LBL are working with local Met Police to develop and distribute materials promoting behaviour change. This will be distributed within custody suites and to those arrested and detained in connection with alleged domestic abuse related offences.

**Strategic Action: Review the current Multi-Agency Risk Assessment Conference (MARAC) process and implement improvements to address gaps identified**

An audit has been undertaken of the current arrangements and a number of changes implemented in response to this. These include; implementation of an amended referral form designed to improve the quality of initial referral(s), due diligence and effective multi-agency working, a new minutes template developed and implemented, transition to a bi-weekly MARAC designed to reduce single sitting case numbers, and bring about safe hearing practices, and a reduction of attendees to include only those with key case contributions.

**Strategy Action: Improve practice of partner agencies in relation to the MARAC process**

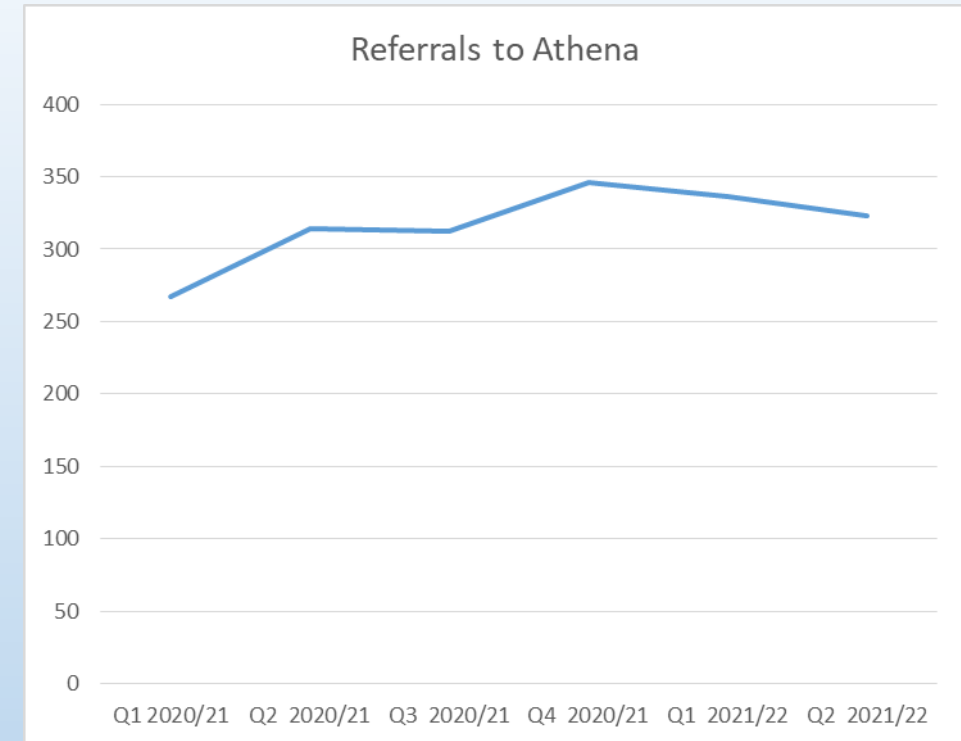
MARAC Presentation Training is in development and will be delivered to all partners, alongside delivery of core training around domestic abuse. Practice guidelines will be set out for all partners.



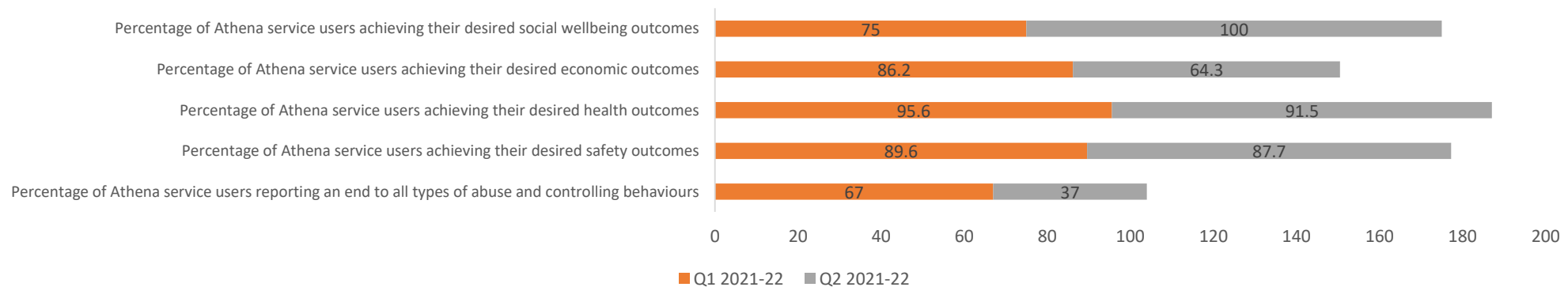
**Strategic Action: Improve routine contract and performance monitoring of community-based specialist VAWG service and refuge provision.**

An initial contract review and audit of the Athena service has been completed, and a Service Improvement Plan is being developed with the provider to address identified gaps. LBL will be working with the provider increase opportunities to publicise and promote public confidence in Athena within the Lewisham partnership. Planning for a review and audit of all Lewisham refuges is also underway.

Referrals to the Athena service increased steadily throughout 2020, peaking between January to March 2021. Since this they have been gradually decreasing.



## Athena outcomes %



# Met Police data on Domestic Abuse



Police data on Domestic Abuse includes any crime reported to the Police and includes the categories 'Domestic Abuse with injury', 'Domestic Abuse without injury' and Domestic Abuse Homicide'.

Data shows that reports of domestic abuse crime in Lewisham through the majority of 2021 were lower than the previous two years, however they have increased over the last quarter of 2021.

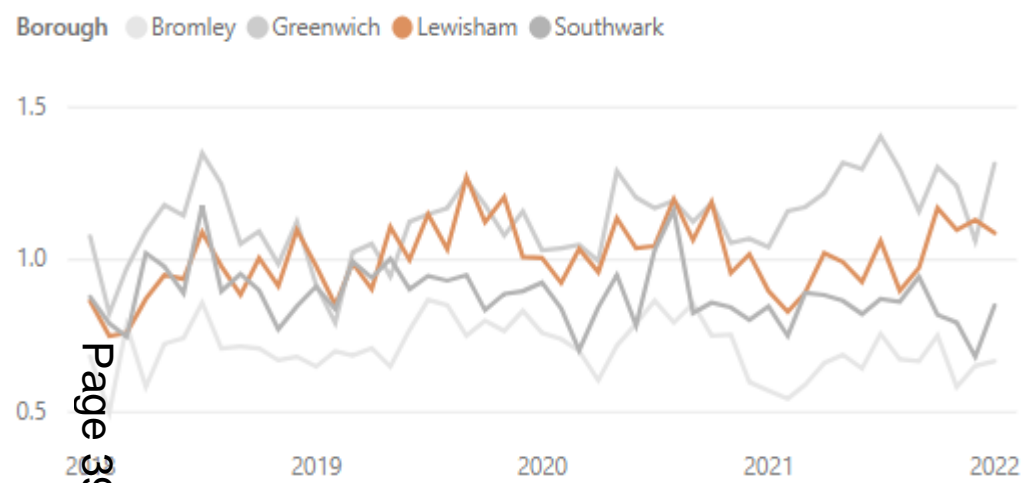
Lewisham has the 7<sup>th</sup> highest level of domestic abuse crime in London. This increase in the Lewisham domestic abuse crime rate has not been observed across London as a whole, where the crime rate appears to be decreasing over the last three months.

On average Lewisham has higher domestic abuse crime rates than Bromley and Southwark, but lower than Greenwich.

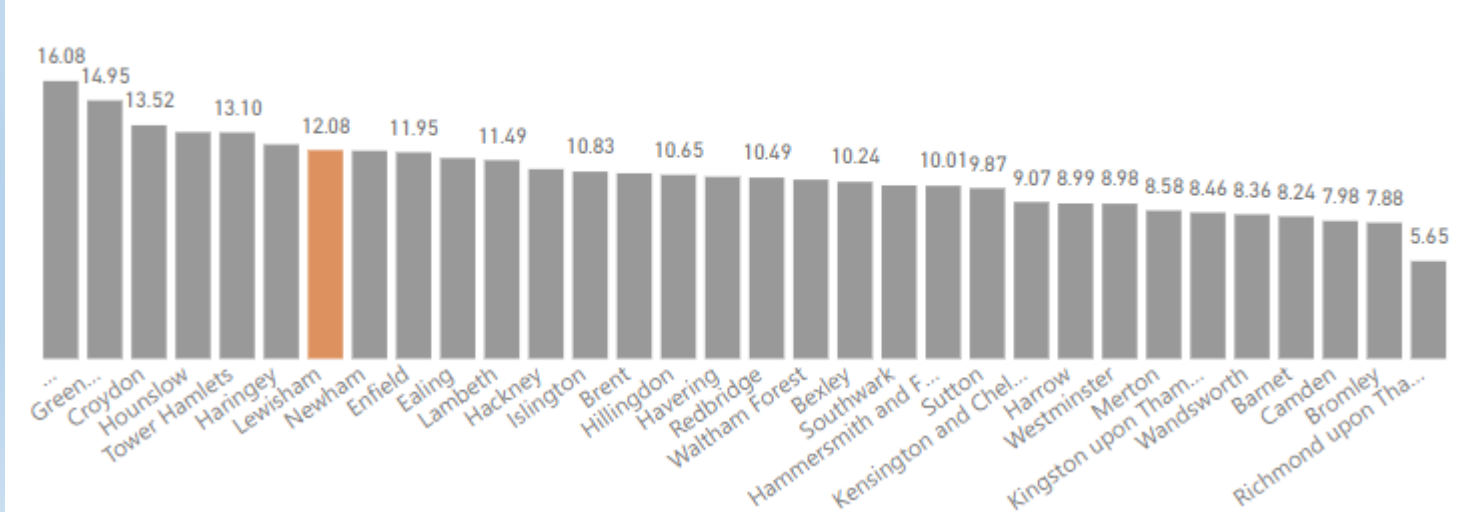
**Strategy Action:** LBL are working with the Met Police to increase the to volume and depth of data provided around domestic abuse crime, including to include demographic information on victims and perpetrators to provide a richer understanding of patterns and profiles of abuse in Lewisham

NUMBERS, RATES AND CHANGES			
LAST 12 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
3687	12.1	-3.1%	1.9%
LAST 6 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1940	6.4	11.0%	1.2%
LAST 3 MONTHS			
TOTAL NUMBER	CRIME RATE	RATE CHANGE	LONDON CHANGE
1012	3.3	9.1%	-2.8%

## RATES OVER TIME COMPARED WITH NEIGHBORING BOROUGHES



## LONDON BOROUGHS - LAST 12 MONTHS



## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 2 : Child Exploitation

**Responsible Officer: Sara Rahman/Lucy Heyes**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
Prevent, Protect, Pursue and Repair  Leadership and workforce development	<ul style="list-style-type: none"> <li>Improve early identification of children who are at risk of exploitation or being exploited in Lewisham (e.g children missing from school, gangs)</li> <li>Reduce exclusion</li> <li>Prevent vulnerabilities from escalating into social or educational exclusion, neglect and abuse</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>Total CSE Reports (quarterly)</li> <li>Total number of homelessness applications where applicant is at risk of/has experienced sexual abuse/exploitation</li> <li>Total Children/Young People known to be exploited via CCE/County Lines</li> <li>No. children aged 0-17yrs identified as an 'Exploited Person' by MPS</li> <li>No. children aged 18-24yrs identified as an 'Exploited Person' by MPS</li> <li>Total missing/absent reports for children and adults</li> <li>Number of reports of young people reported missing to police</li> <li>% CYP missing episodes vs all missing episodes</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training.</li> </ul>	<ul style="list-style-type: none"> <li>Children's Safeguarding</li> <li>Police crime data</li> </ul>	Monthly  Quarterly





## Youth Offending Service

- Continues to achieve higher reductions in re-offending compared to family boroughs
- Lowest level of remand and custodial sentences ever recorded
- Young people reported high levels of safety, comfort and trust when attending the YOS. 95% surveyed feel 'safe,' 97% feel 'comfortable,' 100% of young people feel they can trust their YOS worker. (Goldsmiths Evaluation 2019)
- Recognised by London councils as best practice for London in establishing a culturally competent approach to youth justice (London Councils website)
- In 2020 Lewisham YOS won the Municipal Journal National award for workforce transformation recognizing the value of Lewisham's Whole System Model
- HMIP Inspection (thematic 2021) on the needs of Black and Mixed heritage boys in the Youth Justice System highlighted Lewisham for the clear anti-racist strategy and commended our culturally aware family therapeutic approach

## Adolescent Safeguarding

- New Child Exploitation Strategy for interventions that PREVENT, PROTECT, RESTORE, PURSUE
- Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice
- Review and re-invention of our Concern hub panel and systems in line with pan-London MACE protocols
- Concern hub partnership has developed a Contextual Safety-restorative practice approach piloted in select Lewisham's schools to help pupils build sustainable relationships with peers and staff and to address the relational and contextual harms.
- Implementation of the new Home Office pan-London 'Your Choice' CBT program building on existing trauma-informed and therapeutic approaches

# Mental Health Inequalities Update

- Lewisham is currently in the process of rolling out a further wave of the **Mental Health Support Team (MHST) Programme** to an additional 20 schools across the borough, following the establishment of an initial 19 schools during Jan 2020, which will equate to 39 schools in total. MHSTs are a school-based early intervention and prevention service that have a primary focus on equality of access for black and minority ethnic groups. The programme is due to expand again in 23/24 but in the meantime the Council is working with partners to develop the mental health offer in all secondary schools in 2022.
- Senior leaders across the CYP and adult partnership have made a firm commitment to develop a **single point of access** for emotional and mental health, this will incorporate other key risk factors which impact on emotional wellbeing, such as domestic abuse, youth violence, positive relationships etc. As Lewisham is an adopter of the **i-Thrive framework**, an integrated, person centred and needs led approach to delivering mental health services for children, young people and their families, this approach will be used to change the language around mental health and wellbeing, which will in turn improve access for vulnerable groups. As part of this the Council is **mapping the local service offer against the i-Thrive categories to produce a local directory of support that will help raise awareness of the local service offer and enables access to these services.**
- Covid-19 has had a detrimental impact on the mental health and wellbeing of children and young people, with nationally reported increases in the demand for services and complexity of need. Locally, Lewisham has been working **to map the self-harm pathway** against the i-Thrive framework. This includes developing definitions and thresholds of need, co-created with input from professionals and children and young people, which has a result changed the language we use to describe the need and services available. This work will be expanded upon by mapping pathways for groups known to be at high risk of experiencing mental health difficulties.
- The **Youth Offending Service Therapy Hub known as LYFT**, has expanded the therapeutic / health offer within the service, which provides coordinated therapeutic interventions including speech and language and emotional / mental health support to young people and their families who are involved with the criminal justice system.

- Lewisham Children's Social Care (CSC) have a designated statutory service called Safe Space that was set up to work with children and young people age 11-17 who are affected by exploitation and serious youth violence.
- All children/young people that fall within the above remit where threshold is met for statutory involvement after MASH screening, are offered a Child and Family assessment under s17 of the Children Act 1989. Where there has been a critical incident requiring a quick multi agency response a strategy meeting is held to consider threshold for a s47 investigation.
- Where assessments identify that a child/young person requires longer term intervention, CSC will coordinate this support under a Child In Need plan in partnership with the family and other professionals providing support to the child/young person eg but not limited to YOS, VRT, education & health partners.
- The principles of CSC intervention with this cohort of young people take into account the values of the contextual safeguarding approach in order to disrupt and reduce harm and create safety.
- **Collaborative:** Is achieved through collaboration between professionals, children and young people, families and communities to inform decisions about safety
- **Ecological:** Considers the links between the spaces where young people experience harm and how these are shaped by inequalities
- **Rights-based:** Grounded in children's and human rights
- **Strengths-based:** Builds on the strengths of individuals and communities to achieve change
- **Evidence-informed:** grounded in the reality of how life happens. Proposes solutions that are informed by the lived experiences of young people, families, communities and practitioners.

**Corporate Priority 7: Building safer communities**  
**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

**Work-stream 3: Reduce Exclusion** **Responsible Officer: Ruth Griffiths**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>Ensure appropriate support is in place to reduce permanent exclusion and fixed exclusion rates.</li> <li>Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Reduce rate of permanent exclusions</li> <li>Reduce rate of fixed period exclusions</li> <li>Reduce the underlying issues that lead to exclusion</li> <li>Restore relationship with schools</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>No &amp; % of primary/secondary exclusions by protected characteristics, such as disability, gender or race</li> <li>No &amp; % of primary/secondary fixed period exclusion by protected characteristics, such as disability, gender or race</li> <li>No &amp; % of primary/secondary exclusions by reason for exclusion protected characteristics, such as disability, gender or race and by academic year</li> <li>Proportion of Primary/secondary exclusions by ethnicity, gender and SEN (per 1,000) and academic year</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training.</li> </ul>	<ul style="list-style-type: none"> <li>School Census</li> <li>Exclusions Annual report</li> </ul>	<p>Per School Term</p> <p>Annually</p>

In 2020/21 there continues to be decrease, by **35 per cent**, in the number of permanent exclusions from Lewisham schools. Although exclusions continue to be disrupted by Covid-19, the collaborative approach in Lewisham, the efforts of Lewisham Secondary schools to avoid last resort approaches, the work of the Fair Access Panel and the Inclusion Partnership is still having a positive impact. Since 2016-17 there has been a 84% decrease in permanent exclusions.

Year	2020 /21	2019 /20	2018 /19	2017 /18	2016 /17
Permanent exclusions	11	17	19	43	63

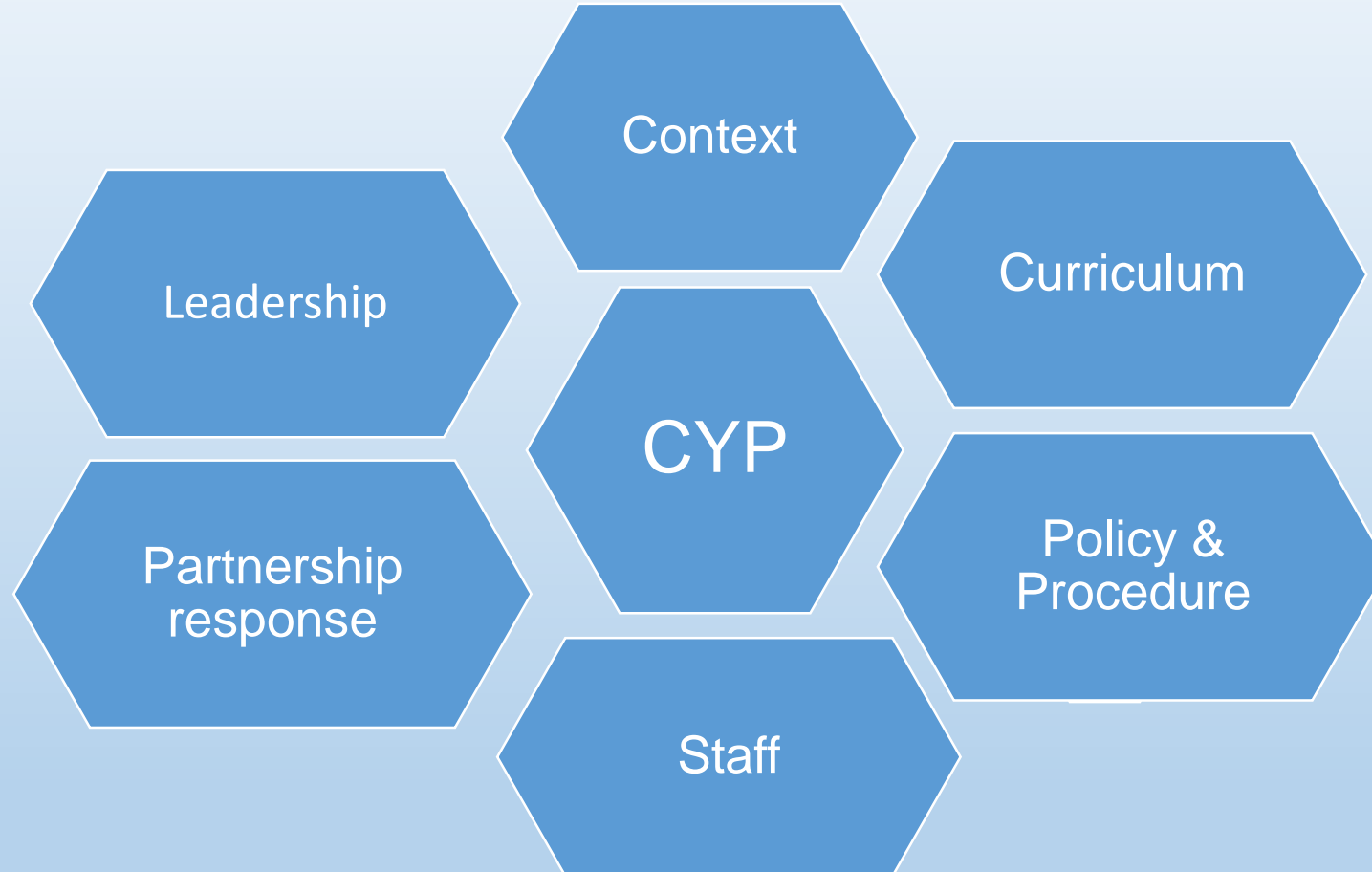
In schools and further education and skills providers, leaders, governors and managers should assume that sexual harassment, online sexual abuse and sexual violence are happening in and around the setting, even when there are no specific reports. They should put in place a whole-establishment approach to address them.

(Ofsted Framework, Sep 2021)



“Assume that sexual harassment,  
online sexual abuse and  
sexual violence is happening”







- Ongoing all-schools briefings - contextual safeguarding and next steps.
- Half day workshop, Nov 21- schools SG team/ VR team
- Self assessment tool
- Commissioned offer - one day consultant support for targeted schools, to support embedding contextual safeguarding.
- Public Health lead- regular updates to RSHE curriculum portal- to ensure up to date resources available (informed by resources school have tried & tested)
- Parents in the community- continue to offer an promote Parent Zone
- Community safety officer, specialist in tech abuse offer to schools
- Engaging governors around changing school culture and identifying positive cultures. (Jan 22)
- Toolkit for schools (Brook Traffic light Tool- interim)
- Contextual safeguarding portal
- Immersive safety approach
- Link to Domestic Abuse and Violence Against Women and Girls Strategy
- One in Four, specialists in harmful sexual behaviour- link into schools.
- Preventative approach to looking at misogyny at primary school level.
- Capture CYP voice

## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 4: Reduce Disproportionality

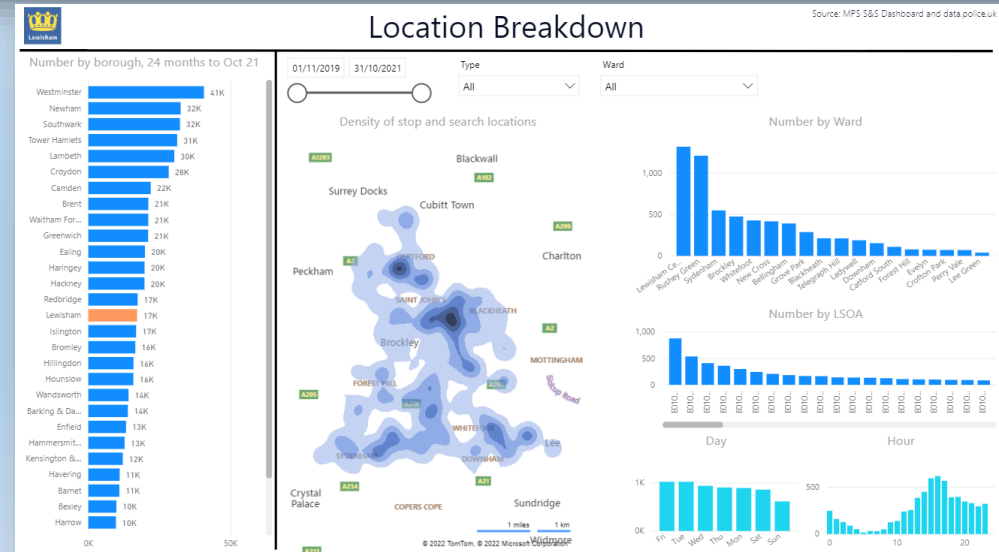
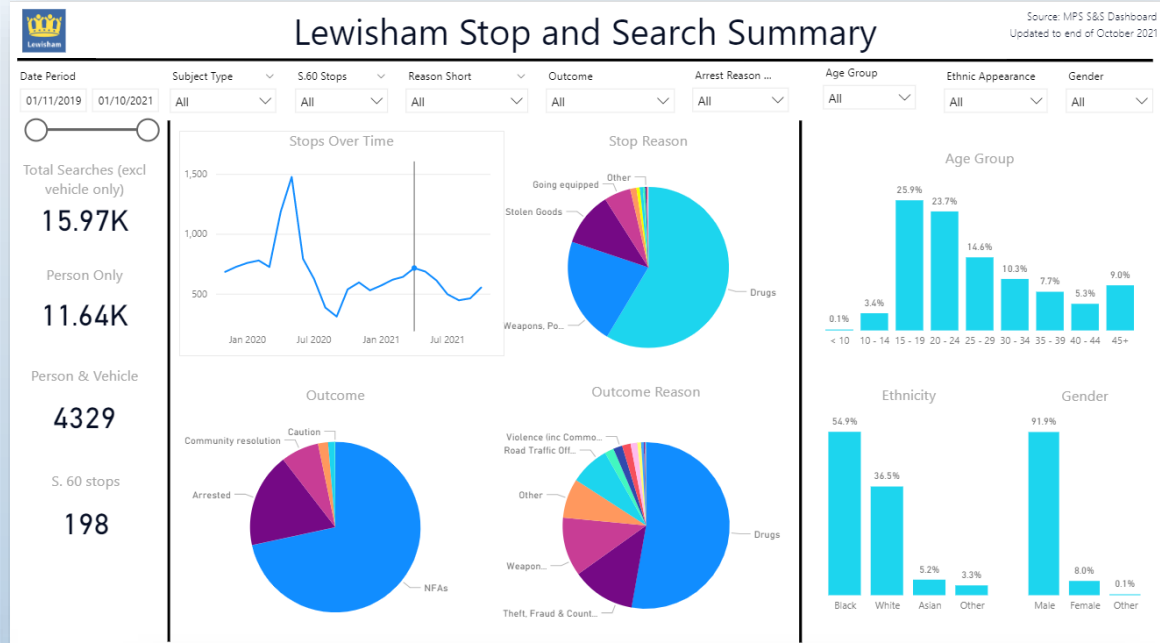
**Responsible Officer: Keith Cohen/Jannet Hall**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>tackle the issue of trust in the legal system</li> <li>work with the police to ensure that stop and search is used in a responsible intelligence-led manner. (reduce no of ineffective stop &amp; search)</li> <li>Ensuring child protection measures are proportionate to prevent over representation in the criminal justice system.</li> <li>Understand client journey.</li> <li>Leadership &amp; Workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Reduce over representation of Black children in the criminal justice system</li> <li>Reduce disproportionality in vulnerability to criminality (e.g reduce school exclusions)</li> <li>Prevent children coming into the criminal justice system.</li> <li>Reduce knife crime</li> <li>Reduce disproportionality in health – (particularly mental health)</li> <li>Increased trust in the system</li> <li>Improve access to psychological services and therapies for Black children</li> <li>Leadership &amp; workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of young black people in the system as a proportion of the population.</li> <li>No &amp; % of reported successful stop &amp; search cases by demographic (e.g race, age, gender), location, region, reason</li> <li>No &amp; % of knife crime related incidences by race, age, gender, area</li> <li>Reason of access to A &amp; E by related incident, race, age, gender.</li> <li>Proportion of recorded cases by medical condition, type of crime, relation to victim) by race, age, gender, area,</li> <li>No &amp; % of children in concern hub by race, age, gender, disability, family status, housing status, reason</li> <li>No &amp; % of School exclusions by of ethnicity, race, age, gender, SEN</li> <li>No &amp; % of people who say they have increased trust in the system</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training.</li> <li>No of services where over representation is collected &amp; reported on.</li> <li>No of services where over representation is in their annual plan</li> </ul>	<ul style="list-style-type: none"> <li>Police crime data</li> <li>Mental health team</li> <li>Hospital A &amp; E data</li> <li>Concern hub</li> <li>Access, Inclusion and Participation Team (CYP)</li> <li>Resident Survey</li> </ul>	<ul style="list-style-type: none"> <li>Qtrly</li> <li>Mthly</li> <li>Annual</li> <li>Mthly</li> <li>School Term</li> <li>Annual</li> </ul>

# Investigating Stop and Search Disproportionality

Dashboard created to visualise trends in stop and search data, understand who is being stopped and for what reason, and where.

Analysis to be completed on differences between 'people' and 'people and vehicle' searches, and the impact of different measures of population.



- The borough has spent the last six or so years becoming trauma informed, a key component of this is establishing a culturally competent workforce and environment.
- The starting point is to ensure services and the support being provided is not doing any further harm – key foundation in the journey of change.
- The council has also looked at the diverse backgrounds and identities across Lewisham to contextualise the need for a new approach, ensuring the work is evidence based – the importance of using strong data.
- Used external facilitators for a period of 6 weeks to help identify challenges and ambitions.
  - Self-assessment to examine and understand the where and how young black people were experiencing racism. Holding the organisation /service to account
- Workforce resilience – equipping the team with what they need to connect with families. Also means providing resilience for young people and their families to ensure they feel safe enough to engage
- Addressing unconscious bias:
  - Ensuring diversity at all levels across the service, having a representative workforce
  - Developing a culture/way of working that's relevant e.g. openness, lack of defensiveness
  - Shifting from unconscious bias to proactively anti-racist
- Championing the approach to partners – building trust with communities, promoting activities, engaging with partners to shape the narrative.

In 2020 LYOS won the National MJ Award for workforce transformation – in recognition of service change and leading the council towards a trauma

External facilitators led workshops that helped identify and be honest about challenges, but also identify ambitions responsive service – considering unconscious bias a child first stance – and its restorative practices.

Using the ‘journey of the child’ data, LYOS has begun the process of examining the pinch-points in the system where young Black/mixed heritage children can potentially face bias and discrimination.

LYOS in collaboration with our key partners have devised an Anti- Racist Action plan, which aims to hold ourselves and our partners accountable as we challenge and change systemically racist practice

## Trauma-Informed approach

Lewisham Youth Offending Service is now described as a **‘Trauma-Informed Service’** (*Department of Education – Innovation Unit, 2018*). A trauma-informed service is one in which service delivery is influenced by an understanding of the impact of violence and victimisation on an individual’s life and development.

## Restorative Justice

Complementing and linking with the trauma-informed response, the team has been developing **restorative practice** which allows a specific focus on an incident to achieve learning and shift from shame, therefore contributing to greater capacity to process Adverse Child Experiences (ACEs).

## Unconscious Bias

The third key element is increasing **awareness of and understanding bias** in its many forms across the youth justice system. Our model identifies potential bias at each stage in the system.

Lewisham

## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 5: Community Engagement (inc Champions)

**Responsible Officer: Jannet Hall/Bhavna Tejpal**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>Identify a place where the community is motivated and keen to engage with the issues of youth violence</li> <li>identify professionals, groups and people interested in that area</li> <li>Engage “hard to reach” communities</li> <li>Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Young people, parents and community members can talk to Community Champions if they are concerned about violence</li> <li>An increase in community-led initiatives and projects aimed at keeping young people safe and putting an end to violence</li> <li>Improved understanding on the issues and risks around violence</li> <li>Improved awareness of the local service provision available to support young people, families and community members</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with , reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of community engagements how many people said they found event/engagement useful?</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training</li> </ul>	<ul style="list-style-type: none"> <li>Feedback reports</li> <li>Resident Survey</li> </ul>	<p>By event</p> <p>Annually</p>

**Corporate Priority 7: Building safer communities**

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

**Work-stream 9: Empowering Communities and the Voluntary Sector**

**Responsible Officer: Jannet Hall/Bhavna Tejpal**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>Capturing young people’s voice – seldom heard</li> <li>Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Build empathy of communities</li> <li>increased trust,</li> <li>young people feel safe and know who to talk to</li> <li>Right messenger, right voice</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>No of people who say they know who to talk to when they feel unsafe</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training.</li> </ul>	<ul style="list-style-type: none"> <li>Resident Survey</li> <li>Monthly reports</li> </ul>	<p>Annually</p> <p>Monthly</p>

In June 2021, administrative for the Lewisham Safer Neighbourhood Board (SNB) and associated sub groups transitioned to Lewisham Council.

We confirmed that this support would not distract from the Safer Neighbourhood Board priorities or core functions, which included but was not limited to meeting scheduling, agenda preparation through to the compilation of minutes and the dissemination of papers.

In the latter part of 2021, the Council Data Scientist worked collaboratively with the Chair to identify Data provision and performance monitoring; in addition a Team of Council Officers are currently working alongside key SNB Members to develop an SNB Website, which should be live in the new financial year.

The Board is the main platform for Community Engagement and will be the focus of considerable work in 2022 to ensure that it is fit for purpose and considered an appropriate avenue for all those wishing to engage with crime reduction in Lewisham.



- Stop & Search (S & S) Project underway to obtain an overall position of S & S within the borough. Two surveys to obtain views, wishes and experiences – on the community’s perception of S&S in the borough and following a Stop and Search
- Working with the Refugee council, Safer Neighbourhood officers and Athena to deliver workshops to refugees on how to report/access support if they are the victim of hate crime, DA/sexual violence, street harassment
- World café/Visioning event in Catford - facilitated by Mutual Gain. This event brought together community members and organisations to discuss and exchange views on violence in the borough, identify hot spots and highlight the good work being done in the borough
- Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green/ Lewisham central. Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion.

- Secured Prevention Critical incident grant funding towards 2 community engagement projects that will deliver preventative work in areas of high need, or to communities that are most impacted by knife crime/violence. One of these is Sip and Talk ; a parents and carers support group for those who have lost a young person or whose child has been physically injured as a result of serious violence
- Further work with VAWG service (violence against women and girls) on better understanding the needs, views and experiences of women from ethnic minority groups in the borough. Imkaan grant application being made to secure funding for CCC, VAWG Manager and other agencies to deliver community sessions on FGM, Honour based violence and familial abuse
- Boroughwide NCIL pot of £210,000 allocated to ‘Initiatives that seek to support local community groups to contribute to tackling crime and anti-social behaviour’ delivered by One in Four (London), Inspiring Your Imagination Ltd, Rio Ferdinand Foundation, Second Wave Centre for Youth Arts and TLG Lewisham Education Centre – Power the Fight
- Ward based NCIL funding to a variety of VCS partners include Youth First to deliver street based youth work in a number of wards.

## Corporate Priority 7: Building safer communities

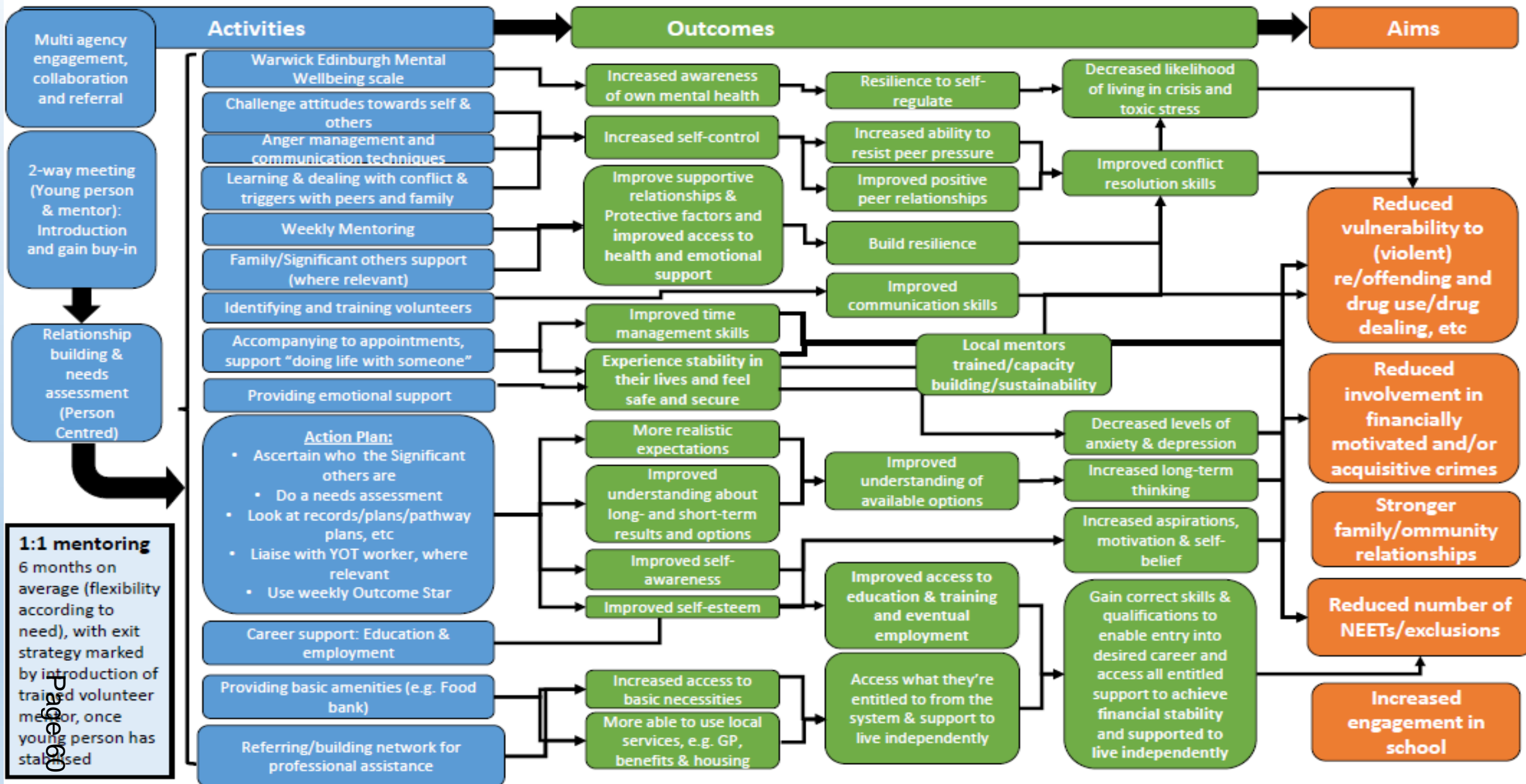
**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 6: Mentoring

**Responsible Officer: Sara Rahman**

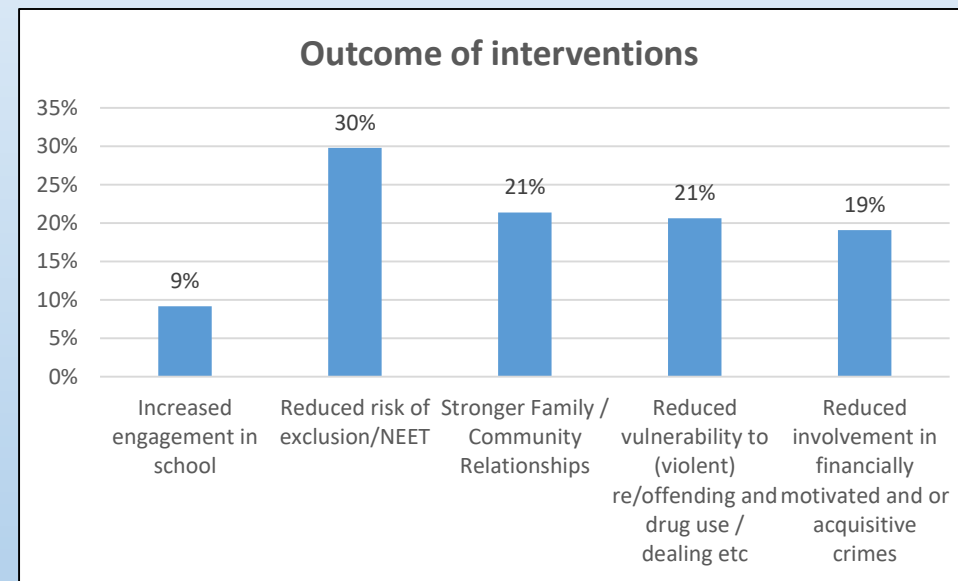
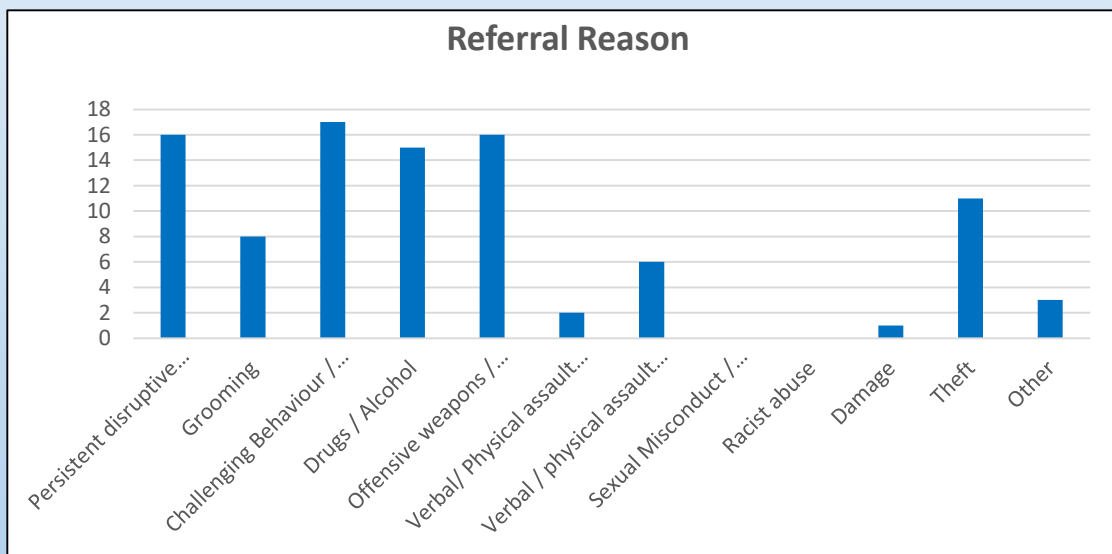
Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>• Deliver a mentoring offer to children and young people identified as at risk of exclusion or presenting challenging behaviour at school or other educational establishment</li> <li>• Deliver a mentoring offer to young people and young adults who are assessed as medium or high on the Multi-agency Concern Hub as part of a more holistic program of support</li> <li>• Deliver a mentoring offer to children and young people known to the Youth Offending Service as part of their interventions to prevent and reduce re-offending</li> <li>• Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the risk of school exclusion</li> <li>• Improve academic attendance and attainment</li> <li>• Reduce peer on peer violence and abuse</li> <li>• Improve emotional well-being and mental health</li> <li>• Improve skill development and employability</li> <li>• Reduce risky behaviours (such as youth offending, drug or alcohol abuse)</li> <li>• Leadership and workforce development (workforce training, use common language that people identify with, reduce unconscious bias)</li> <li>• Identify trusted relationships for young people</li> </ul>	<ul style="list-style-type: none"> <li>• No of children in Concern Hub needing mentors by demographics</li> <li>• No &amp; % taking up mentoring offer by demographics (race, age, gender)</li> <li>• No of permanent exclusions (race, age, gender, SEN)</li> <li>• Pupil attainment by (race, age, disability, gender, SEN)</li> <li>• No &amp; % reported by challenging behaviour</li> <li>• No of abuse and violence reported (by crime)</li> <li>• No &amp; % completing mentoring</li> <li>• % confidence levels before/after</li> <li>• No &amp; % of staff who have received cultural competence, unconscious bias training.</li> </ul>	<ul style="list-style-type: none"> <li>• YOS</li> <li>• Concern Hub</li> <li>• School Census</li> <li>• Feedback reports</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Monthly</li> <li>Per school Term</li> <li>Per event</li> </ul>

# Spark2Life Theory of Change



The current mentoring services are commissioned directly by the Local Authority using MOPAC funding from Violence Reduction Unit.

Two providers deliver the service The Greenleaf Trust (Spark2Life Mentoring) and Be Purpose Driven Ltd in partnership with the Exit Foundation with Spark2Life delivering the majority of the services.



Violence Reduction Unit funding has been secured for 2022/23 with a further £152,500 allocated through NCIL to the 'provision of high quality mentoring services and those designed to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime'.

## **Mentoring 1: Leaders – £3.5 mil total pot**

Seven to twelve grants of between £100,000 and £500,000 to expand quality mentoring for young people and provide support to other organisations delivering mentoring.

2 parts to it: first is to expand quality mentoring for YP aged 10-24 – for those facing biggest challenges and are furthest away from opportunity. Demonstrate outputs and outcomes – what is the impact?

Second part is support/build a movement that can help others scale up their best practice work and build on the 'key principles of great mentoring/ confidence framework'

## **Mentoring 2: Headstart Action – £300k total pot**

Two grants of up to £150,000 to support local organisations to deliver mentoring and youth social action, and provide employability training and work experience opportunities for young people across London.

Social action and employability programme for YP aged 14-18

YP at risk of NEET with complex needs

## **Mentoring 3: STEAM Mentoring – £500k total pot**

Five to ten grants of between £50,000 and £100,000 to expand quality STEAM mentoring\* for young people and to support STEAM employers who want to expand or introduce mentoring programmes.

\*mentoring opportunities in the science, technology, engineering, maths (STEM) and the arts and creative industries (together STEAM).

## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 7: Creating Safe Community Spaces

**Responsible Officer: Jannet Hall**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>Increase safety and protection for vulnerable people</li> <li>Reduce young people’s vulnerability</li> <li>Fund diverse organisations and movements to facilitate safe spaces where particularly marginalised communities can feel empowered to engage freely.</li> <li>Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Increased safe spaces for vulnerable people</li> <li>Increase engagement with local communities to raise awareness of safe spaces</li> <li>Increase in the number of people who say they feel safer because of access to safe spaces</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>No of safe havens, by area</li> <li>No &amp; % of people using safe spaces – by demographics, service accessed, type of safe space – hostel, targeted outreach work, drug treatment, rough sleepers, reason, location</li> <li>No &amp; % of people who say they feel safe in their neighbourhoods</li> <li>What safe spaces (buildings) are fit for purpose and which ones are not?</li> <li>Proportion of users accessing drug treatment compared to general demographic population</li> <li>Who are the local providers, partners of safe space and what service do they provide?</li> <li>Which communities are not accessing safe spaces?</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training</li> </ul>	<ul style="list-style-type: none"> <li>Resident Survey</li> <li>Police</li> </ul>	<p>Annually</p> <p>Quarterly</p>

## Corporate Priority 7: Building safer communities

**Objective:** develop a public health approach to youth violence and knife crime that looks at tackling the root causes

### Work-stream 8: Targeted Hotspot work

**Responsible Officer: Jannet Hall/MPS**

Work-stream aims	Key outcome measures	KPIs for scorecard/dashboard	Data Source	Frequency
<ul style="list-style-type: none"> <li>Target resources and activities to those places where crime is most concentrated</li> <li>Leadership and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Prevention and reduction of crime in these specific areas</li> <li>and potentially, reduce overall crime levels in the wider geographic areas.</li> <li>Reduction in offending and re-offending</li> <li>Reduce hate crime</li> <li>Combat sexual violence</li> <li>Map case levels</li> <li>Bring perpetrators of hate crime to justice</li> <li>Leadership and workforce development (workforce training, modelling around trauma, use common language that people identify with, reduce unconscious bias)</li> </ul>	<ul style="list-style-type: none"> <li>No &amp; % of random incidents by type of crime, demographics of perpetrators and victims</li> <li>No &amp; % of recorded incidences of alcohol/drug related crimes spaces by age, gender, race, area</li> <li>No &amp; % of staff who have received cultural competence, unconscious bias training.</li> </ul>	<ul style="list-style-type: none"> <li>Police</li> </ul>	Quarterly



## **Community Practice**

Secured funding to deliver outreach and therapeutic work in areas of high levels of serious violence in Rushey Green and/or Lewisham central. This work will involve identifying, supporting, upskilling Community Champions who are already undertaking meaningful work within the community. The Project involves partnering with communities to understand the local challenges in order to develop trauma-informed approaches and provide clinical support which in turn will increase feelings of safety and community cohesion. Stakeholders involved include Lewisham's Violence Reduction Team, the Community Engagement Coordinator and Psychologists.

## **Stakeholder Operational**

Residents in Lewisham Central and Rushey Green are set to benefit from a dedicated new police team – with 29 extra officers. Lewisham Central and Rushey Green is one of twelve areas across the capital being given extra police teams to provide a visible presence and increased community involvement and intelligence in busy parts of London. The new team consists of 1 Inspector, 3 Sergeants, 21 Constables and 4 PCSOs. The new team's priority is to make Lewisham safer through proactive patrols, enhanced local partnerships and improved community engagement.

## **Stakeholder Partnership**

Community Safety, Rough Sleeping and Enviro Crime staff, Lewisham Homes, Nottinghill Housing and the Police are currently working in partnership to manage drug related offending and rough sleeping in Millford Towers and the surrounding areas. Task and Finish groups to identify issues and solutions have been convened. Loft spaces have been secured, warrants instigated and housing guidance disseminated. Whilst this is an ongoing issue this is an example of stakeholder cooperation to manage a long term concern..

1. Experiment with motivating more collaboration between partners (e.g. co- location, rotating staff, and use of technology).
2. Reviews (of actions) should be followed by action plans that can be used to monitor and track progress.
3. Public Health Approach, which has a view of creating a single strategy, structure and model, should be emphasised to enable different services to work towards shared objectives.
4. Practices which are Trauma-informed should continue to be prioritised across partners.
5. Start programmes that have been found to work successfully by evaluations, such as the DA perpetrator programme
6. Preventative and whole-system approaches based on evidence of what works are needed.
7. In regards to service response, the pockets of good practice around the victim-focussed services should be complemented by a focus on perpetrators to address the source of the issue, through the scaling or roll-out of rehabilitative programmes.
8. Working in conjunction with the partnership to create a more thorough account of those at risk. Better and productive engagement with families, children and those affected by violence and crime will help create a well-informed service.
  - a. Including the groups that we want to help the most in the process of developing a strategy – community perspective.

- The partnership to develop or renew a shared strategic vision aimed at tackling vulnerability and crime.
  - The foundations of the strategic vision should be based on good knowledge of what causes crime and vulnerability
  - This will provide a clear plan for moving forward and bringing about clear objectives.
- Improvement of accuracy, consistency and comparability of datasets.
  - Better recording practices will enable more accurate data, thus, the right action(s) can be undertaken.
  - This will help to develop more preventative and whole-system approaches based on evidence of what works.
  - Would permit for a more in-depth understanding of Lewisham's vulnerability profile.
- Work on generating a greater understanding of the relationship between county lines and gang involvement (links to Vulnerable children, exploitation and youth violence).
- Develop a nuanced professional awareness of familial abuse and of the different vulnerabilities within a family setting.
  - Ensure domestic abuse service provision caters for familial violence, given the different and complex dynamics between perpetrators and victims.
- Work on encouraging the reporting and recording of sexual offences. This should include sensitivity to different cultural contexts within Lewisham.
  - This is important given the diversity within the borough.
  - It will help avoid alienating certain groups.

London's Violence Reduction Unit works with people and organisations from within communities where violence is prevalent. The aim to understand the complex causes of violence working together with stakeholders and communities to prevent it from happening.

The Unit part funded roles in the Safer Communities Service, which we are currently assessing in order to identify the effectiveness of our response to vulnerability and youth safety, most notably with a focus on the Violence Reduction Team and the Concern Hub.

Whilst the Interim Report is not due until March end and the final report June 2022; great progress has been made to date. On the qualitative side, we have completed the literature review and our interviews with politicians, service leads and young people, which have been analysed.

On the quantitative side, we have cleaned and organised the data, and made good progress on early analysis of vulnerabilities across the whole cohort and by service. We will be building on this analysis to feed into the final report, as well as conducting demographic analysis and identifying evidence of gaps in recording and data-sharing.

Findings from this evaluations will inform our work locally and enable wider learning and good/best practice interventions to be shared with the Violence Reduction Unit as well as regionally. The findings will also help shape future funding cycles to ensure most effective interventions are being delivered to help reduce violence in London.



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## Good Practice Case Studies

**LB Lewisham**  
Establishing a cultural competency  
approach to youth justice

Building on its long term ambition to becoming a trauma informed service, Lewisham's youth offending team is using data, external facilitators and workshops to embed cultural competence within it service



### The challenge we were seeking to address

The importance of ensuring equalities by race and ethnicity is a very current theme for organisations and professions. Recent events remind us, if we needed it, that racism is embedded in society. Unconscious bias affects everyone but , by recognising it exists and is a business risk, we can start to formulate policies and practice to reduce racial disparity to address it and other forms of discrimination.

Building on the trauma work the Lewisham Youth Offending Service is in a strong position to establish anti-racist and anti-discriminatory policy and practice. The service has taken the time to reflect, to provide each other with support and articulate the impact of racial trauma.

It is our view that the commitment and sustained attention to the levels of racism, prejudice, intersectionality and programmed bias that is faced by black people does not lose momentum and the conversations keep going to use this time as a paradigm shift for improved outcomes for children and families.

Organisations that are culturally competent can inspire and enable young black children and young people to aim high and achieve higher.

### Partners involved

**LB Lewisham**

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## Good Practice Case Studies

**LB Lewisham**  
Establishing a cultural competency  
approach to youth justice

### The solution

- The borough has spent the last six or so years becoming trauma informed, a key component of this is establishing a culturally competent workforce and environment.
- The starting point is to ensure services and the support being provided is not doing any further harm – this is the key foundation in the journey of change.
- The council has also looked at the diverse backgrounds and identities across Lewisham to contextualise the need for a new approach, ensuring the work is evidence based – the importance of using strong data.
- Used external facilitators for a period of 6 weeks. They led workshops that help identify and be honest about challenges but also identify ambitions.
  - Self-assessment to examine and understand the where and how young black people were experiencing racism. Holding the organisation /service to account
- Workforce resilience – equipping the team with what they need to connect with families
  - Also means providing resilience for young people and their families to ensure they feel safe enough to engage
- Addressing unconscious bias:
  - Ensuring diversity at all levels across the service, having a representative workforce
  - Developing a culture/way of working that's relevant e.g. openness, lack of defensiveness
  - Shifting from unconscious bias to proactively anti-racist
- Championing the approach to partners – building trust with communities, promoting activities, engaging with partners to shape the narrative.

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### Desired outcomes

Delivery of services to meet needs

In 2020 it won the National MJ Award for workforce transformation – in recognition of service change and leading the council towards a trauma





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## Good Practice Case Studies

LB Lewisham  
Establishing a cultural competency  
approach to youth justice

responsive service – considering unconscious bias a child first stance – and its restorative practices. Using the ‘journey of the child’ data, LYOS has begun the process of examining the pinch-points in the system where young Black/mixed heritage children can potentially face bias and discrimination. LYOS in collaboration with our key partners have devised an Anti- Racist Action plan, which aims to hold ourselves and our partners accountable as we challenge and change systemically racist practice

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### The model

#### Trauma-informed approach

Lewisham Youth Offending Service is now described as a **‘Trauma-Informed Service’** (*Department of Education – Innovation Unit, 2018*). A trauma-informed service is one in which service delivery is influenced by an understanding of the impact of violence and victimisation on an individual’s life and development.

#### Restorative Justice

Complementing and linking with the trauma-informed response, the team has been developing **restorative practice** which allows a specific focus on an incident to achieve learning and shift from shame, therefore contributing to greater capacity to process Adverse Child Experiences (ACEs).

#### Unconscious Bias

The third key element is increasing awareness of and understanding **bias** in its many forms across the youth justice system. Our model identifies potential bias at each stage in the system.

Lewisham

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## Good Practice Case Studies

**LB Lewisham**  
Establishing a cultural competency  
approach to youth justice

### **Child Exploitation, risk and safeguarding:**

#### **Lewisham's Child Exploitation Strategy 2021**

Using an evidence-based and systematic process – and adhering to a performance management framework and clearly defined accountability structure – the Child Exploitation Strategy and action plan uses programmes that PREVENT violence & abuse through early intervention & education – PROTECT providing interventions that keep individuals and their families safe from harm – REPAIR providing longer term support to enable recovery following abuse – PURSUE – holding perpetrators to account whilst providing opportunity for change and support. All this is underpinned by PEOPLE – practitioners and communities - having the knowledge and skills to identify and respond to abuse

The Concern Hub is a preventative offer of support for the client and family with earlier identification of risk. It provides a multi-agency forum to jointly share and map information, risk assess and safety plan for agencies to inform a contextual safeguarding approach. Our focus is the under 25 year olds who are exposed to Child Criminal Exploitation, Child Sexual Exploitation and Serious Youth Violence

The mapping of concern hub cases – pulling together the intelligence of all professionals - has become a key tool in understanding young people – enabling the mapping of intelligence and information relating to a specific case - drawing up a visual overview of associations, threats, and support.

The concern Hub database captures and reports on over 120 characteristics, with the ability to dynamically drilldown on specific concern factors.

#### **Data from Concern hub**

- 58% of Black young people were assessed as being at risk of Child Criminal Exploitation concerns.
- All Black young people referred were seen as being perpetrators/Victims. While all others referred were seen as victims. (adultification bias see Goff et al 2014))
- 80% of referral with SYV concerns were Black.

The Concern Hub is a preventative offer of support for the client and family with earlier identification of risk

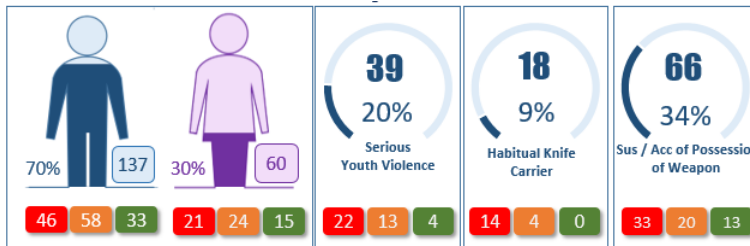
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Establishing a cultural competency approach to youth justice

### Restorative Approaches

Restorative Practice (RP) allows Restorative clinics provide a strong focus on an incident for learning, as well as a shift away from shame. RP is used at every stage of the engagement process with young people to enhance opportunities for meaningful victim interaction. Lewisham YOS is instrumental in developing wider education, police and social care restorative practice across the borough.



Lewisham’s Public Health Approach to Reducing Violence in 2018 is in line with one of the council’s priorities to build safer communities

Lewisham’s Public Health Approach to Reducing Violence in 2018 is in line with one of the council’s priorities to build safer communities – through a shared approach commitment involving local communities and public agencies across the borough in the solution - where every resident can feel safe and secure - working together towards a borough free from the fear of crime. The aims include:

- Reducing the impact and level of actual violence across Lewisham.
- Identify the causes of violence in Lewisham, and act to deliver short and longer-term reductions.
- Listen and work with communities to build on their strengths and deliver solutions together.
- Impact positively on wider social, economic and health outcomes for our residents.

### Lewisham Youth Justice Partnership Strategic and Operational Development Plan

Workforce Development Since 2017 the YOS began the journey to become a learning organization – constantly transforming itself in response to practice and the needs of young people. Service training has included the trauma response model (2016) – the unconscious bias training (2017) Restorative approaches and Restorative enquiries (2018) and more recently (2020/21) the race-based stress training.

Lewisham recognises that systemic racism has been a factor in workforce disproportionality and that both developmental opportunities for staff and organisational change are needed. Lewisham have supported developments to help address the under-representation of minority staff in leadership positions within London’s Children’s Services.

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## Good Practice Case Studies

**LB Lewisham**  
Establishing a cultural competency  
approach to youth justice

To this end the Service has sponsored eligible BAME managers within the YOS onto BAME management and leadership development courses with specialist input specifically aimed at BAME leadership.

### **Therapy hub: Lewisham YOS Family Team and integrated CAHMS team**

In 2019 the development of the Lewisham YOS Family Therapy Team (LYFT) formed a closer partnership with ARTS (Lewisham Forensic CAHMS) to physically collocate under the leadership of the YOS Operational Manager (Family Specialist supervisor) to create a single-entry point for joint formulation, case planning within the intervention framework. As part of the Therapy Hub these services will be embedded in the organisational structure of the YOS.

### **Anti-racism policy, Journey of the Black child and wider work**

Disproportionality and over-representation in the Criminal Justice System, the Youth Justice Management Board has driven a borough-wide, self-assessment and action plan during 2018/19 – strengthened by an Anti-racist policy in 2020/21 which includes:

- Provision of Unconscious bias training across the partnership during 2018/19.
- Sponsoring eligible BAME managers within the YOS onto BAME management and leadership development courses with specialist input specifically aimed at BAME leadership.

### **Stop and Search: Proposed actions:**

- Facilitate and support the distribution of “know your rights” cards to young people in the borough.
- Increasing preventative work with young people especially in primary schools and community groups to avoid section 60’s being enacted.
- Importance of Police training including unconscious bias training - on-going and delivered to frontline staff.
- 40 per cent of its new police recruits from Black, Asian and Minority Ethnic backgrounds from 2022.
- Investigating a way to facilitate and support young people to make complaints through a third party mechanism.
- From March 2021, the Executive Director for Children & Young People will chair the Prevent Delivery Group. Ensuring that Prevent is aligned with other safeguarding issues, as well as raising its profile amongst senior officers.
- 58% of the general public viewed the Prevent programme favourably compared to just 8% who viewed it unfavourably.

**58% of the general public viewed the Prevent programme favourably compared to just 8% who viewed it unfavourably**

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## Good Practice Case Studies

LB Lewisham

Establishing a cultural competency approach to youth justice

### Learning / evaluation

The YOS operates within a continually 'learning environment' to meet the changing and varied personalized needs of children and young people. The service has benefitted from the following evaluations – embedding all learning back into the service:

Violence Reduction Trauma Informed Group Work Programme - South bank University, 2020 – Devised by Lewisham YOS - 22 YP involved over 4 cohorts from 2017 incl.12 (55%) Black YP – 5 (23%) mixed YP.

Findings showed improvements shown in more positive perceptions of peers and prosocial personal relationships - Improved relationship to authority - healthier use of social media use and greater sense of personal responsibility. Trauma-informed model – Goldsmith University, 2020

Findings showed improvements shown in more positive perceptions of peers and prosocial personal relationships



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## Good Practice Case Studies

LB Lewisham  
Establishing a cultural competency  
approach to youth justice

**The evaluation of the service approach 2019-2020:** Data from young people and families. 63 Surveys completed - 81% of survey participants were from BAME backgrounds: 63% identified as Black (Black African/Black Caribbean/Black British); 13% identified as mixed/multiple ethnic groups.

Findings showed that 'the LYOS is providing a safe and trusting environment for its service users - impressive that young people unanimously expressed their trust in the service and their YOS workers'

The report was clear that the LYOS approach to bias awareness/reduction had a positive impact on family member's experience of the service and that frontline staff at LYOS appeared to be exceptionally dedicated to the trauma-informed approach and used it to show how the trauma-recovery approach builds resilience, hope for positive future pathways, and a positive sense of self-identity in young people.

What did the community say about violence in Lewisham? A report on key findings (2020) from Mutual Gain Community Champions in Lewisham: World Cafés held across the borough during Oct'19 – Feb'20

See Mutual Gain report : *'The community points to Lewisham not having tackled deprivation over the years, with some communities disproportionately affected by poverty and limited life opportunities particularly the black and minority ethnic communities (although not exclusively). For some, that place is one of isolation and hopelessness and the attraction of money, power and belonging that is advocated through the plethora of media channels can trigger the desire to enter a world of crime that comes with violence'*

Findings showed that 'the LYOS is providing a safe and trusting environment for its service users'

Please contact [Keith Cohen](#) – Head of Lewisham Youth Offending Service for more information.



## Safer Stronger Communities Select Committee

### Report title: The Lewisham Library and Information Service update

<b>Date:</b>	3 March 2022
<b>Key decision:</b>	No
<b>Class:</b>	Part 1
<b>Ward(s) affected:</b>	All Wards
<b>Contributors:</b>	David Murray, Interim Director of Libraries and Learning Antonio Rizzo, Head of Library and Information Service

### Outline and recommendations

The purpose of the report is to update Safer Stronger Communities Select Committee on the strategic positioning of the Library and Information Service as a core enabler of community resilience and delivery agent for corporate priorities.

Comments and suggestions from the Committee are sought and welcomed on:

- The suggested ways forward
- People to engage
- Opportunities for community focussed and corporate working

### Timeline of engagement and decision-making

Last reports to Safer Stronger Select Committee dated 21 September 2021 and 9 October 2019  
Public consultation carried out in June – September 2021

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## 1. Summary

- 1.1. Following the report of 21 September 2021, the Safer Stronger Select Committee requested a paper on the strategic positioning of the Library and Information Service.
- 1.2. This paper sets out a series of options for contributions the library service could make to community and corporate agendas and seeks feedback from members of the SSSC on the suggested options and the process for securing a clear vision for the service.

## 2. Policy context

- 2.1. Libraries are free at the point of access, open to all, and form a network of provision that covers all of Lewisham. And because library services across London and nationally have fostered collaborative working over many years, accessing Lewisham libraries also enables access to a richness of resource that spreads far beyond the borough boundaries.
- 2.2. Libraries have also pioneered partnership working and taking services out of the buildings into communities. Visits to schools, home library services and outreach services into many communities have all long been explored in libraries. In a recent poll (Ipsos Veracity Index), librarians were the second most trusted professionals after nurses. Lewisham's service in particular has a long and proud history of change and transformation, and can keep doing so to impact positively on the way the Council supports and enables communities throughout Lewisham. For all of these reasons, the Library and Information Service supports all four of the Council's four core themes for the borough's post Covid 19 recovery:
- 2.3. An economically sound future – The Service supports residents and businesses through free public access to Wi-Fi, computers, reference resources and partnerships such as Start-up in London Libraries delivered with the British Library, and much more. And beyond these services, the core offer of reading and literacy underpins children's learning, self-help and skills development for adults and the opportunities around libraries as part of a customer access programme offer efficiency and cost-effectiveness so the Council can optimise scarce resources.
- 2.4. A healthy and well future – The Service actively supports social prescribing, hosts health lectures, promotes national programmes such as Reading Well and unique initiatives such as the Reading Friends aimed at combating social isolation. The service further encourages people to be actively involved, supporting their physical and mental well-being, including opportunities to access free sessions in the libraries, such as Tai Chi, sitting down exercise, yoga and more. For many, the very act of visiting the library, seeing other people and talking to staff and other customers is an enormous benefit. Free to enter, no questions asked about purpose, libraries are one of the few remaining civic spaces that enable an individual to participate in wider society in ways that make them feel safe, secure and part of something bigger.
- 2.5. A greener future – The Service hosts regular events by external agencies that support residents on identifying greener utilities providers, insulation solutions, etc. The Service consistently encourages people to take personal action to reduce carbon emissions and improve air quality and builds in green policies

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into things like procurement of the courier service used by libraries. With a very established role in information provision, both online and face to face, libraries can play a very dynamic role in reaching all sections of the community to promote awareness and action.

- 2.6. A future we all have a part in – Libraries are a free, statutory, universal service and provide access to information and support for residents to read for pleasure or for learning, find information to enable them to make informed decisions or learn about the world and act as either a self or mediated access point to a host of data, entertainment and sources to become digitally engaged. The service has the power to enable others to think and act to realise the aspirations people have for themselves, their families and their communities. Libraries have a long history of acting as agents of social change, either directly or through supporting others. This radical history, borne of books, continues as libraries still act for many as windows onto a world that would otherwise be impossible to see. And more recently, the Service played an active part in engaging residents during the pandemic through supporting the Test & Trace provision and maintaining the Home Library Service and this illustrates the key role in helping to building resilient and cohesive communities.

To further support the Borough of Sanctuary priorities, the service is also working towards becoming a Library of Sanctuary. This initiative seeks to recognise the good practice of libraries which welcome people seeking sanctuary and other new arrivals into their community and seek to foster a culture of welcome and inclusivity.

- 2.7. Libraries' physical presence in communities is also a powerful symbol – a symbol of a Council that recognises and invests in communities and all they stand for. The library network covers the borough geographically, enabling access for all within a few minutes' walk of either a council or community run library. Working in partnership with other Council services and other organisations, the network of council and community run libraries offer enormous opportunities to build social capital at a community level, and help realise initiatives like 15 minute neighbourhoods and resilient communities in which everyone can be supported to live their best lives.

### **3. Background**

- 3.1. The report to Safer Stronger Communities Select Committee of 9 October 2019 started a conversation on the future of the Lewisham Library and Information Service.
- 3.2. The report to the Committee of 21 September 2021 – as well as providing an update on the achievements of the Service in the years 2019-2021 – looked at the results of the public engagement on the elements that would be of major importance to residents that the Service could positively contribute to.
- 3.3. This report builds on previous work to suggest practical steps to framing a new approach to both the purpose and positioning of the library service.

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## 4. Context

- 4.1. The Library and Information Service operates through a network of four hub libraries (in buildings owned and staffed by the Council) in Catford, Deptford, Downham, and Lewisham and eight community libraries (in buildings managed and staffed by partner organisations) in Blackheath, Crofton Park, Grove Park, Forest Hill, Manor House, New Cross, Torridon, and Sydenham. The Service offers Archive and Local History as well as Home Library services.
- 4.2. The Lewisham Model – the collaboration between the Council and partner organisations in offering access to library services – is based on the fact that the Council is still responsible for the library provision wherever it is accessed from. The council owns the books, shelving, and IT infrastructure that allows the books to be borrowed. The partner organisations support this in exchange for free rent on the premises they occupy to support their own charitable objectives.
- 4.3. Our libraries offer Value:  
They are free, offer access to books, technology, information, and services provided by skilled friendly staff  
Our libraries are Impactful:  
They stimulate aspiration, build understanding of the world and grow strong communities.  
Our libraries are Supportive:  
They help people and communities progress through vital stages of their development.
- 4.4. Lewisham Libraries offer opportunities to access culture and express creativity (with exhibitions, poetry reading, reading groups), support reading and literacy (from Bookstart programmes for the under 5s to the Reading Ahead scheme for emerging adult readers), foster digital literacy (supporting access to the internet and digital services in libraries and in the home through loanable web enabled tablets), support economic growth (through projects like Start Up in London Libraries and a wealth of free resources for businesses), are embedded in their communities (through community libraries, visits to doctor surgeries, early years settings, older residents' homes), support independent and supported learning (through hosting courses and giving access to online learning), and support health & wellbeing (through links to Macmillan, the Reading Well scheme, health lectures in libraries). Initiatives like City of Stories – with Spread the Word – are a direct way of helping communities work with authors to explore the written word.
- 4.5. Lewisham has great reason to be proud of the Service because:
- 4.6. People love visiting our libraries  
CIPFA shows that in 2018-2019 (the last CIPFA Public Libraries Profile 2020) Lewisham had the 5<sup>th</sup> highest number of visits to libraries in London. The number of visits per 1,000 population (5,985) is 26.6% higher than the average in London (4,728). So Lewisham Libraries count over 2.2 million visits in a year.
- 4.7. Libraries donate books to every child under 5  
Lewisham reached 100% of children under the age of 5 through the Bookstart scheme. Children are given books at regular intervals to allow them (and their

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families) to develop a love of books and reading from a young age. Making it Real with CYP's Early Years Team also delivers meaningful outcomes engaging young families in early literacy programmes.

- 4.8. Libraries answer people's questions  
It is estimated that library staff answer over 250,000 enquiries every year – the fourth highest in London. These go well beyond books, providing people with the information they need for their education, job search, volunteering opportunities, health related interests, and more.
- 4.9. Libraries are digital  
Libraries offer an array of services online including free access to thousands of daily newspapers, hundreds of magazines, tens of thousands of books and audio books and comics, and a YouTube channel, Facebook presence, a regular podcast, and more. Libraries also host a wide range of initiatives
- FestivalUK 2022 – The StoryFutures Collective – to take place  
The StoryFutures Collective are developing an unprecedented storytelling project which will mix film, augmented reality (AR) and location-based experiences
  - Mi Wifi – tablet borrowing scheme  
Mayor of London's Mi Wifi scheme which enabled us to buy 70 tablets to create a tablet borrowing scheme
  - What's the Story?  
A summer school programme giving socially-excluded young people a chance to learn journalism and information management skills
  - Digital Zones  
A Go ON UK digital skills programme to increase the public's digital literacy skills.
- 4.10. Some of our libraries are collection zones for donated IT devices that are refurbished and brought back into use.
- 4.11. Libraries are well run  
The Library and Information Service, the Local Archive and Local History Service, and the Home Library Service cost £10.58 per year per resident. This is the fourth lowest cost in London.
- 4.12. Residents support the libraries through volunteering  
Lewisham has the highest number of volunteers in London, which (at 1,748) is seven and half times more than the average (233).
- 4.13. Libraries are there for people when they are needed  
Libraries open seven days/week for over 80 hours per week and – in spite of reducing resources – increased their opening hours consistently over the last 11 years. And residents are never more than a mile away from a library.
- 4.14. Residents love libraries  
Over 76% of our visitors are satisfied with services they receive in libraries.

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- 4.15. Library staff are trusted  
Ipsos MORI confirmed that librarians are the second most trusted professionals in Britain.

## 5. **A strategic vision for the Library and Information Service**

- 5.1. All of this points to a service that is appreciated and a success. Lewisham Libraries have a proud history of innovation, and it is clear that this approach needs to continue.
- 5.2. However, in the context of a community in need of help and support, and a financial context for the whole Council that is deeply challenging after years of savage budget cuts, there is a very significant challenge to ensure that libraries demonstrate very clearly their impact and contribution in three key arenas.
- 5.3. **As a key community asset** – how do all libraries become spaces that respond to local needs, flexing within an overall framework to the particular needs of local communities and improving the life chances of individuals and families?
- 5.4. To achieve this, a much more dynamic use of data and insight, and local intelligence is needed to shift and change in response to the needs of people, recognising that as the determinants of a fulfilled life shift for communities, so must the service. This also means that the offer in each library needs to be different. Retaining the advantages being part of a network, and understanding what a universal core offer looks like that is open to all, each library needs to flex to respond to local need and recognise that its flexibility is a positive not a hindrance. And this includes both Council and community run libraries.
- 5.5. All library buildings need to become truly flexible spaces – as the Deptford Lounge is – that can host whatever menu of services impacts most, and library staff need to be skilled and able and ready to engage and enable individuals and communities to achieve their aspirations. This in no way dilutes the power of libraries – it enhances them, so long as there is a very clear understanding of what the drivers for change are. The service also needs to use data and insight to understand how to reach more of those who currently do not use the service – too often the very people who could benefit most. The service does well in terms of access and reach – but needs to use recently done work to start to target particular communities who are not using the service as much as others.

There is enormous power in the library service playing a leading role in standing alongside communities, helping people to help themselves and securing the kinds of skills and resilience that enable people to feel a real sense of ownership about what their lives could be. Building the kinds of networks and social capital that benefit individuals and communities needs to be a key aim of the library service.

This also helps debunk the myth that libraries, reading, learning, arts and culture are only for a 'certain type of person'. It helps everyone feel empowered to access what libraries can offer on their own terms. It also helps officers, Members and partners to overcome preconceived ideas about what is and is not appropriate for different people and diverse communities.

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- 5.6. It is too easy to equate 'popular' with poor, highbrow with wealth. The library service needs to play an activist role in deconstructing these stereotypes and replacing them with the concept and reality that, with access comes opportunity – and opportunity unlocks the way forward for people who so often feel excluded and disenfranchised and forgotten. Libraries need to reclaim their role as social and community pioneers and champions. Open, accessible and welcoming to all, whether it's those seeking to build their own business, read for pleasure or using the service as a safe and welcoming space and somewhere to feel warm, welcome and secure. All of these uses are valid.
- 5.7. The service also needs to continue to expand beyond its buildings, something libraries have done for many years, embracing the opportunity to take services into spaces where the community offer can be delivered – schools, community organisations, markets, shops – so that inside and out the service can stand alongside the community in which it operates. The buildings are a great asset, but the services delivered are more important and these are not always building dependent. Working alongside nurseries and schools is an obvious link to develop further.
- 5.8. And to enable this kind of flexibility a clearly articulated and shared set of outcomes is needed to ensure that change is managed effectively and coherently and the service focusses on what matters most and not simply what can actually be done. This in turn needs a very open and transparent understanding of how to balance the competing demands of different user groups, in terms of resources, time and effort but also in terms of practicalities of sharing buildings. This will inevitably involve some potentially challenging conversations about how a universally accessible space can accommodate so many competing needs and why the service offer in one library looks different to that of others. But without that openness the service risks being diluted to such an extent that it begins to fail to serve anyone well.
- 5.9. **As a key delivery agent for the Council's corporate objectives** – how do libraries continue the journey to being a trusted and valued corporate resource, open to working across organisational boundaries and plugging into key priorities? With significant trust and goodwill, a presence in each locality and a track record of diverse service provision, libraries should be a natural vehicle for cooperative ambition. They need to be viewed as an absolutely essential part of neighbourhoods and communities – an absolutely mainstream delivery partner for other services and corporate objectives. This means more than simply opening and closing a building if others want to use it or relying on well-established relationships. It means a very clear appraisal of what part libraries play against a set of deliverables and what resources, skills and other factors are critical to success. It also means being very crisp with corporate colleagues that a willingness to collaborate needs to be appropriately resourced. But the opportunities for a clearly articulated corporate delivery role are enormous. Playing a role in keeping adults independent and out of social care; supporting children's educational attainment through things like the summer reading scheme; enabling strong and supportive families through rhyme times; being a key access point for customer services, face to face and digitally; building on skills to get people into work; providing safe and welcoming spaces for young people to meet, learn and find their way in life ... the opportunities are enormous. Understanding how to translate potential into reality is absolutely essential. The service has been good at working in partnership outside of the

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Council – it now needs to build better relationships within.

- 5.10. **As an effective collaborator and partner to deliver shared agendas –** libraries have a solid track record of working with other agencies. How can this be expanded and formalised into a clearer set of actions? Continuing this work will enable the service to reinforce the core offer whilst pushing boundaries about what the role of a library can be, looking out all the time at how to add value for local communities. As well as statutory partners the service needs to explore more how engaging with community, faith and voluntary sector organisations brings the service closer to more communities, bringing new into the orbit of the service. And for library staff this brings an opportunity to share knowledge, skills and experience with colleagues with whom they will share many aspirations to make people's lives matter. And for the service, the opportunity to access additional funding streams for both council and community run libraries is of fundamental import.

A discussion about the similarities and differences between hub and community libraries is also needed. Lewisham has done an excellent job in building an integrated approach to both 'types' of library, cementing very positive relationships. The core elements of all libraries are clear – stock managed by the Council, celebrations of key aspects across all libraries (LGBTQ collections in February, for example) and ongoing support from Council staff. And community run libraries have made a tremendous difference by thinking afresh about issues like fundraising and ensuring diversity of access to a range of other organisations. As the conversation continues about the future of hub libraries, questions around consistency and difference, standards and expectations, support and independent all need to be addressed. These are not new issues for library services – the differences between central, town centre and community libraries for example have been rehearsed for decades – but that conversation is now needed in Lewisham to ensure hub libraries perform a very clear role in corporate and community initiatives and community libraries are supported and enabled to deliver local services that resonate. Information, advice and guidance is a good example of where clarity of offer and support is essential. As libraries find a clearer role in a wider customer access or resident experience programme of change, what can communities expect from each library as part of a wider advice network? Community libraries do not have the resources or expertise to support 'advice' work. Currently, neither do hub libraries. Should either? Both? These are the kinds of positive conversations that now need to be addressed.

- 5.11. In all of these conversations there will be five key guiding principles:
- **Make a difference to people's lives** – how the service supports people to meet the aspirations they hold for themselves, their families, friends and communities must always underpin thinking and delivery;
  - **Look out as well as in** – working with partners inside and out of the Council ensures libraries capitalise on the skills of others whilst also adding value;
  - **Recognise the world around** – public services are under extraordinary pressure. Libraries need to earn their right to support and funding by delivering on community and borough wide priorities. And flex to do this within a clear vision, set of values and priorities;
  - **Make positive choices** – the library service can deliver a lot. But it cannot do everything. It must be brave in offering options for scrutiny and

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recognising where others can do better, and then focus on where it truly adds value;

- **Be brave, be bold, be open** – public libraries have been around for 150 years and prospered because they have sought and found new roles that deliver recognisable difference. That need is greater than ever.

5.12. Following the detailed work on who is using libraries and why, undertaken by Shared Intelligence in 2021 and shared with this committee in September last year, how the service can optimise its impact in communities and deliver on Council priorities now requires detailed discussions with a number of stakeholders and partners. These discussions need to include a clear appreciation of the strategic opportunities and a very clear sense of how to turn opportunity into operational practice that makes a difference to individuals and their communities.

## 6. Key enablers

- 6.1. As part of the work needed to achieve any of these objectives some key outstanding issues need to be resolved. Three very pressing issues are:
- 6.2. **ICT** – The Service has been working with the ICT Shared Service to plan and deliver a complete overhaul of its ICT infrastructure including new computers, better internet connectivity, better Wi Fi, new print and payment solutions across the Hub Libraries. This work is essential to the effective operation of the service, in Council and community run libraries. The service's IT infrastructure needs to be embedded in corporate IT support in exactly the same way that, for example, office based staff in Laurence House are. There is no reason why the libraries IT should be any different.
- 6.3. **Maintaining buildings** – library buildings exist in a world where many people, rightly, have high expectations of the social, educational and functional spaces they use. People expect the basics to be in place – hygiene, cleanliness, safety, a degree of comfort. There is little point in striving to provide excellent services in library buildings unless they are clean, functional and fit for purpose, and preferably lift the spirits as places where people actively want to be. It is not acceptable to offer services to communities in spaces that are dirty, unpleasant and uncomfortable. It is profoundly disrespectful. How library buildings are maintained is a key question for the Council.
- 6.4. There are specific issues around Lewisham Library. The Arts Council have recently declined to offer funding for Lewisham Library. As the library continues to deteriorate a decision is now needed urgently on a way forward that sees Lewisham Library as an opportunity to co-locate other services and refresh the library as a power house of community resources whilst looking for opportunities to relocate as part of a community hub in any town centre developments.
- 6.5. **Skilled, trained, confident staff** – according to the Shared Intelligence work, a significant number of library users like the mediation and support staff bring. If libraries are to be the community focussed, flexible, corporate resource they should be, then the people offering the service will be a core element of this. Whether paid staff or volunteers, enabling those serving people to feel fully

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confident in their abilities is essential, and building on the staffing structure in Council run libraries and the good work of partners in community libraries needs to be set within wider corporate culture and values development programmes.

## 7. Timelines and actions

- 7.1. To achieve a clearer sense of the future role for libraries, and get a realistic basis for further discussion and agreement, the following will be undertaken in three phases that mirror the approach taken in corporate change programmes.

### Discovery phase: March to June 2022

What	What we need to know
Digital inclusion	How to use library IT and staff skills to close the digital exclusion gap?
Skills and work agenda	How do libraries work within a wider network to help build their skills profiles, deliver job readiness or support small businesses?
Resident experience	What role do libraries take to support the new strategy, be part of the service web available and offer spaces where people can feel part of their wider community?
Customer access	How do libraries mediate access to other services and into digital?
Educational attainment for children	How do libraries formalise activities that maintain literacy and learning levels through additional services?
Independent living	Do libraries have a formal role in keeping people out of expensive adult social care by supporting independent living, physical and mental well-being?
Community resilience	What is the role of libraries in building safer, stronger communities where people can feel part of something 'better'?
Culture	What do libraries contribute to a rich cultural life across the borough? How do they collaborate with partners as diverse as the Hornimans and Goldsmiths?
15 minute neighbourhoods and assets	What is the potential around libraries as community anchors?
Community libraries	After a decade of operating, what is working and what could we learn from to improve?
IT	How do we deliver a resilient IT service for all the libraries?
Capital	What are the resources available or options for growing funding to deliver appropriate buildings?
Digital services	What is the role of libraries in Lewisham - as conduits, creators, gateways?
Young people	How do libraries offer safe, welcoming spaces to young people as part of a wider menu of support?
Seldom heard voices	How do libraries reach those who need the service but are not currently using what is available?

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## Design phase: June – September 2022

Discussion	When	Outcome required
Community Services DMT	September	Discussion and endorsement of approach
EMT	September & November	Alignment of libraries to corporate plan, incl appropriate KPIs and outcomes
Mayor & Cabinet	September & November	Agreement to role of libraries in developing flourishing communities
Scrutiny	Tbc	Challenge sessions on all aspects of future thinking
Community library partners	October	Moving on in partnership
Current non-users	October	A clearer sense of what the service needs to do to reach more people
Young people	October	A clearer of sense of the very specific needs of young people and how these could be better met

## Delivery phase: October 2022 onwards

Working with partners inside and out of the Council to drive change and development.

### 8. Actions to incorporate in thinking

- 8.1. The following table illustrates the actions, timescales, interdependencies, and budget constraints associated with the strategic approach proposed above.

Item No.	Description/Actions	Start	End	Interdependencies	Budget constraints and advantages
	Catford Library move into the shopping centre	12/2021	4/2022	Reorganisation, Lewisham Library redevelopment	Additional revenue costs
	Lewisham redevelopment	11/2021	12/2022	Decision on Library Resource Centre Future move to town centre development	£600k allocated Capital requirements
	Archive and Local History collections move	2/2022	12/2022	Depending on Lewisham's refurbishment	None
	Reorganisation of the Service	6/2021	12/2022	Subject to authorisation through Corporate Permission to Recruitment, phase 2 should complete ahead of Lewisham's reopening	None
	ICT infrastructure	3/2022	10/2022?	Subject to authorisation	£200k?

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## **9. Financial implications**

- 9.1. The above strategic approach and action plan impact both the revenue and capital funding over the next few years.
- 9.2. The community libraries use the book stock purchased by the Council and occupy their premises rent-free but otherwise receive no financial support.
- 9.3. In the year 2021-2022, the Service has delivered savings of £368,000, £300,000 through a staff reorganisation and £68,000 as the Service's share of additional Corporate Saving (a council wide staff saving resulting from new ways of working). The service net budget in 2021/2022 is £2.6m of which £2m is staffing.
- 9.4. In 2022/23 the move of Catford Library out of Laurence House is expected to generate additional revenue costs in relation to the operation of the new Library premises (electricity, water, rates, security & staffing). These costs are expected to generate budget shortfall that has been estimated in £160k per annum. Further options can be explored next year to mitigate the projected overspend.

## **10. Legal implications**

- 10.1. There are no direct legal implications arising from this report.

## **11. Equalities implications**

- 11.1. Having equitable access to library services across Lewisham is of significant importance. Ensuring the quality of service, stock, resources and support enables greater efforts of library staff to reach all communities and address some of the under-utilisation of various services that recent research has highlighted.

## **12. Climate change and environmental implications**

- 12.1. Libraries have a role to play in supporting climate action.

## **13. Crime and disorder implications**

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

## **14. Health and wellbeing implications**

- 14.1. Libraries have a role to play in supporting the health and wellbeing of residents.

## **15. Background papers**

- 15.1. Budget Cuts report 3 Feb 2021  
<https://councilmeetings.lewisham.gov.uk/documents/s77135/Budget%20Cuts.pdf>

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**16. Report author and contacts**

- 16.1. David Murray, Interim Director of Libraries and Learning  
Antonio Rizzo, Head of Library and Information Service

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## Safer Stronger Communities Select Committee

### End of administration work programme report

**Date:** 3 March 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** none specific

**Contributor:** Assistant Chief Executive

### Outline and recommendations

The Committee is asked to:

- note the completed work programme for 2021-22 (appendix B)
- reflect on the work programmes for the previous years of the administration (appendix B)
- note the four strategic themes of the borough's recovery plan: 'Future Lewisham' and the Council's corporate priorities for 2018-22
- put forward suggestions for the draft 2022-23 work programme

### Timeline of engagement and decision-making

There were 23 meetings of the select committee in the years 2018-22. At each meeting, the Committee discussed, prioritised and agreed the work programme for subsequent meetings.

## 1. Summary

- 1.1. Local government elections are due to take place in May 2022. This meeting of the Safer Stronger Communities Select Committee is the final scheduled meeting of the municipal year 2021-22 and as such it is also the last of the 2018-22 administration.
- 1.2. Members are asked to note the work that has been completed over the course of the administration – and put forward suggestions for members of the incoming committee in the new administration (2022-26).

## 2. Recommendation

- 2.1. The Committee is asked to note the completed work programme for 2021-22 – in addition to the completed work programmes in the preceding years – and put forward suggestions for the draft 2022-23 programme.

## 3. Policy context

- 3.1. The [Corporate Strategy for 2018-2022](#): set out these priorities:
- [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
  - [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
  - [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
  - [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
  - [Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.
  - [Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
  - [Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
- 3.2. The Committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, 'Future Lewisham':

### 3.3. An economically sound future

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

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

### 3.4. A healthy and well future

Good health and wellbeing should be something we can all depend on, something that is equally accessible to everyone.

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

### **3.5. A greener future**

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

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

### **3.6. A future we all have a part in**

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

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

## **4. Safer Stronger Communities Select Committee 2018-22**

- 4.1. There have been 23 formal Committee meetings in the years 2018-22 considering over 90 reports and presentations. In addition to this, there were many more briefings, visits and workshops outside the scheduled programme.
- 4.2. The Committee has a wide-remit and considered many reports on a range of subjects. Some of the more sensitive issues included reports on Serious Youth Violence and Violence Against Women and Girls. The Committee also considered comprehensive reports on many other areas including: budget reduction proposals; updates from Police and Fire Borough Commanders, Probation Service changes and monitoring, local assemblies and the voluntary and community sector.
- 4.3. The Committee made 15 referrals to Mayor and Cabinet in addition to 17 recommendations from its two in-depth reviews – sharing its views for improvements to Council policy and partnership working.
- 4.4. Over the course of the administration the Committee has had two different chairs – Councillor Pauline Morrison (2018-19) and Councillor Juliet Campbell (2019-22).
- 4.5. The coronavirus pandemic resulted in some disruption the committee meeting cycle in early 2020 – but meetings quickly moved online – and subsequently into a 'hybrid' format, with some members attending remotely and some in person.

## Meetings of Safer Stronger Communities Select Committee 2018-2022

Meeting	Start	End	Duration	Reports	Pages
12/07/18	19:00	21:10	02:10	5	169
19/09/18	19:00	21:15	02:15	5	92
05/11/18	19:00	22:05	03:05	4	404
19/12/18	19:00	21:45	02:45	5	126
04/02/19	18:30	21:50	03:20	4	102
12/03/19	18:30	21:10	02:40	7	204
30/04/19	19:00	21:15	02:15	1	86
22/05/19	19:00	21:30	02:30	4	65
16/07/19	19:00	21:36	02:36	6	156
12/09/19	19:00	20:45	01:45	3	134
09/10/19	19:00	21:30	02:30	6	120
26/11/19	19:00	20:40	01:40	3	99
16/01/20	19:00	22:05	03:05	5	168
04/03/20	19:00	21:35	02:35	5	220
09/09/20	19:00	20:10	01:10	4	296
01/12/20	19:00	21:00	02:00	4	372
14/01/21	19:00	20:35	01:35	2	296
01/03/21	18:00	19:52	01:52	4	96
16/06/21	19:00	20:35	01:35	4	128
21/09/21	19:00	20:25	01:25	4	118
04/11/21	19:00	19:55	00:55	3	72
13/01/22	19:00	20:50	01:50	4	392
<b>Average</b>			<b>02:15</b>	<b>4.5</b>	<b>186</b>
<b>Total</b>			<b>44:15:00</b>	<b>92</b>	<b>3915</b>

4.6. In the last year of the administration, the scrutiny process was modified as part of the response to the [Local Democracy Review](#). This resulted in the creation of 'task and finish groups' to carry out in-depth scrutiny – and a reduction in the frequency of formal committee meetings.

4.7. Nonetheless, the Committee has looked at a number of issues in depth over the course of 2018-22, including:

### Stop and Search and Prevent Review 2018-19

**Overview and Scrutiny**  
Safer Stronger Communities Select Committee:  
The Impact of Stop and Search and Prevent on  
Community Relations  
March 2019



4.8. The Committee has a long standing interest in disproportionality in the criminal justice



system and in 2018 chose to look into this in more depth in a review of Stop and Search and Prevent. The Committee heard evidence from a wide range of sources including the Home Office, MOPAC, Community interest groups and Monitoring organisations. It also held workshops with young people and met with faith groups in the borough as part of its evidence gathering. The Committee made 12 recommendations to Mayor and Cabinet and this brought about change such as additional support from the Council for community monitoring stop and search groups.

### **How the Council Embeds Equalities across its Service Provision 2019-2020**



- 4.9. The Committee has taken a close interest in Equality, Diversity and Inclusion and considers and embeds this approach across everything it does. However in 2019, the Committee decided to look in depth at the Council's own procedures around equality monitoring to ensure that a consistent and affective approach was being taken across the Council. The review took evidence from a wide-range of Councils and organisations and received submissions from many local organisations such as the Lewisham Disability Commission, Metro, and the Interfaith Forum and ran a workshop with the Young Advisors. The review looked closely at the Council's own procedures. Members of the Committee visited Glasgow City Council and closely examined the Fairer Scotland Duty as part of the evidence gathering and the review had a strong focus on intersectionality and socio-economic inequality. One of the main recommendations of the review was the Introduction of a Fairer Lewisham Duty where socio-economic inequality is considered alongside other equalities areas to take a more three-dimensional and intersectional approach to understanding those most in need of support.

#### Safe Lewisham Plan

- 4.10. The Safer Stronger Communities Committee's statutory responsibility includes looking at how the Council delivers its functions in relation to its responsibilities for preventing and reducing crime. A key part of this has been examining the Safe Lewisham Plan as well as examining a number of strategies and partnership working in this area. This has included the Council's work on the public health approach to tackling violence and the Violence Against Women and Girls Strategy. The Committee also regularly hears from the Borough Commander for the South-East BCU from the Metropolitan Police and the Borough Commander for Lewisham from the London Fire Brigade.

#### Libraries and Information Service

- 4.11. The Libraries Service has continued to be a key area of the Committee's work over the course of the administration. Close monitoring of usage as well as looking at the

strategic direction of the service. The Committee has also had a role in examining some of the cuts faced by the service.

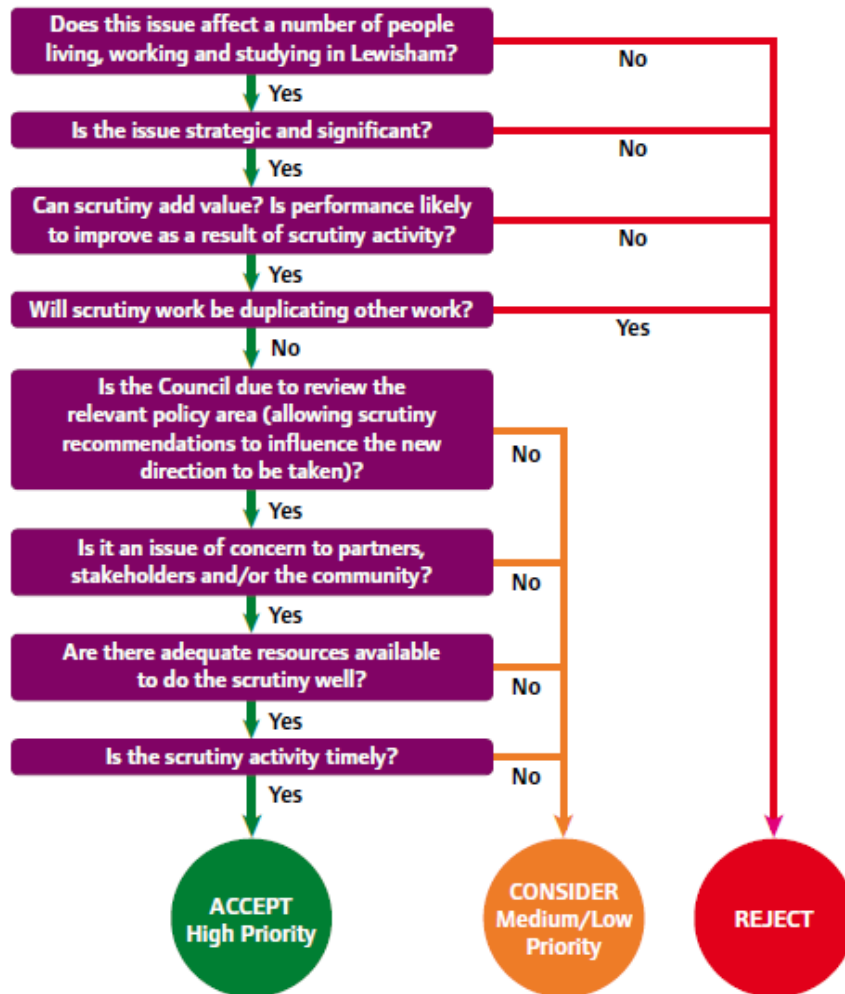
#### Staff Survey and Employment and Recruitment Statistics

- 4.12. The Committee has regularly looked at staff survey results and the Council's employee profile. The Committee have closely monitored this area looking in particular at equalities considerations such as how reflective of the Lewisham population the Lewisham staff is across all levels of management and looking at the recruitment process. Other areas examined in detail have been levels of staff satisfaction from survey results and examining and demanding feedback on areas where there were differences amongst staff with protected characteristics.
- 4.13. Other key issues considered during 2018-22:
- Local Assemblies and NCIL
  - Probation Services
  - Youth Offending Service
  - Voluntary Sector and Main Grants Programme
  - Lewisham Borough of Sanctuary
  - Comprehensive Equalities Scheme

## **5. Planning for the next administration**

- 5.1. A work programme report will be put forward at the first Safer Stronger Communities Select Committee meeting of 2022-23. The report will take account of the Committee's previous work and will draw on a range of sources for ideas and suggestions, including:
- items suggested by the Committee in the course of the previous year
  - items suggested by Council officers
  - issues arising as a result of previous scrutiny
  - those items that the select committee is required to consider by virtue of its terms of reference
- 5.2. The new Committee will also need to give consideration to decisions due to be made by Mayor and Cabinet.
- 5.3. Members are asked to put forward suggestions for the Committee to consider in 2022-23 – having regard to the scrutiny prioritisation process:

## Scrutiny work programme – prioritisation process



## 6. Financial implications

- 6.1. There are no financial implications arising as a result of the implementation of the recommendations in this report.

## 7. Legal implications

- 7.1. 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.

## 8. Equalities implications

- 8.1. The [Equality Act 2010](#) (The Act) legally protects people from discrimination in the workplace and in wider society. It replaced the previous anti-discrimination laws with a single act, making the law easier to understand and strengthen protection in certain situations. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. The Act also imposes a public sector equality duty. This means that in public bodies, of which this Council is designated, they must consider all individuals in carrying out their

day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires public bodies to:

- Have due regard to the need to eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

8.3. The Council recognises diversity is one of its strengths and is committed to creating a more inclusive community. Therefore, having due regard to the Act, is confirmation of the Council's commitment to eliminating all forms of discrimination against any group within the community and to actively promote an equality of opportunity and positive community partnership.

8.4. The delivery of the Council's equalities objectives is to be achieved through the delivery of all of the Council's strategies, plans and procedures. As such, all select committees and other scrutiny bodies, when planning their work and scrutinising items, bear in mind the delivery of the Council's equality objectives.

8.5. Scrutiny tries to make sure that its work reflects the diversity of Lewisham's communities and that the views of residents are fairly represented in scrutiny processes. Any recommendations arising from scrutiny work support the Council's corporate strategy and reflect the needs of local residents

## **9. Climate change and environmental implications**

9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendation in this report. In February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030.

9.2. At the Overview and Scrutiny Committee meeting held on 30 November 2021, it was recommended that each select committee should appoint a climate change champion to ensure that (a) the annual work programme takes climate change matters into account; and (b) officers are given appropriate steers in relation to the reports for specific items, to ensure they include relevant climate change considerations..

## **10. Crime and disorder implications**

10.1. There are no crime and disorder implications arising from the implementation of the recommendations in this report.

## **11. Health and wellbeing implications**

11.1. There are no health and wellbeing implications arising as a result of the implementation of the recommendations in this report.

## **12. Background papers**

12.1. Full details of the committee's agendas, decisions and minutes on the Council's website [link to the committee pages on the Council's website](#). Meeting dates:

## **13. Glossary**

13.1. [Link to Oxford English Dictionary here](#).

Term	Definition
Municipal year	A term used in local government to describe the period between annual general meetings of the Council (typically May to April the following year).

## 14. Report author and contact

14.1. If you have any questions about this report please contact Katie Wood (Scrutiny Manager) [katie.wood@lewisham.gov.uk](mailto:katie.wood@lewisham.gov.uk) (020 8314 9446)

## 15. Appendices

- Appendix A –select committee terms of reference
- Appendix B – completed select committee work programmes 2018-22
- Appendix C – referrals to mayor and Cabinet 2018-22

## **Appendix A - Select Committee terms of reference**

The following roles are common to all select committees:

### **(a) General functions**

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

### **(b) Policy development**

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

### **(c) Scrutiny**

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

### **(d) Community representation**

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local

people can be enhanced

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

**(e) Finance**

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

**(f) Work programme**

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

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

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

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

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

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

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

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



## Appendix B – completed work programmes 2018-22

### Work programme 2018-19

Work Item	Type of review	Priority	Strategic Priority	deadline	12-Jul	19-Sep	05-Nov	19-Dec	04-Feb	12-Mar
Budget Cuts Proposals	Standard Item	High	CP10	Jul-18			Budget cuts			
Election of Chair and Vice-Chair	Constitutional requirement	High		Jul-18						
Select Committee Work Programme 2018/19	Constitutional requirement	High		Jul-18						
Library and Information Service Annual Report.	Performance monitoring	High	CP10	Jul-18						
Council's Employment Profile	Policy Development	High	CP10	Jul-18						
Provision for the LGBT community (response)	In-depth review	High	CP1 and CP10	Jul-18						6-month update
Main Grants Programme Consultation	Performance Monitoring	High	CP1	Jul-18			Consult results			
Introduction to Public Protection and Safety	Information Item	High	CP4	Jul-18						
Local Police and Fire Service Update	Performance Monitoring	High	CP4	on-going					Evidence in depth review	
Demographic Change	In-depth review	High	CP1 and CP10	Sep-18		6-month update		PRESSENTATION		
The Impact of Prevent/Counter Terrorism strategies and stop and search on relations between the BME community and the Police	In-depth review	High	CP1,CP4 + CP10	Mar-19		SCOPE		Evidence	Evidence	Final report
Modern Day Slavery	Performance Monitoring	High	CP4							
YOS Action Plan	Performance Monitoring	High	CP4	Dec-18						
National Probation Service and community rehabilitation company	Standard Item	High	CP4	Jan-18						
Youth Violence and Knife Crime	Performance Monitoring	High	CP4	Feb-19						
Lewisham Disability Coalition	Information Item	High	CP1	Feb-19						
Safer Lewisham Plan	Performance Monitoring	High	CP4	Mar-19						
Main Grants Programme Consultation	Performance monitoring	High		Mar-19						
Comprehensive Equalities Scheme Annual Review 2017	Performance Monitoring	High	CP1 and CP10	Mar-19						
Local Assemblies	Performance Monitoring	High	CP1	Mar-19						

Work programme 2019-20

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

Work programme 2020-21

Work Item	Type of review	Strategic Priority	Delivery deadline	9th-Sep	1st-Dec	14th-Jan	1st-Mar
Budget	Standard Item	CP1-CP7	Sep-20				
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Sep-20				
Select Committee Work Programme 2020/21	Constitutional requirement	CP1,CP4 and CP7	Sep-20				
Equalities in-depth review	Performance monitoring	CP1	Sep-20		Response		
Stop and Search and Prevent review response and update	Performance monitoring/in-depth review	CP1 + CP7	Dec-20				
Update from Local Police	Standard Item	CP7	Dec-20				
Q&A with Director of HR	Performance monitoring	CP1	Jan-21				
Q&A Cabinet Member for Democracy, Refugees and Accountability	Performance monitoring	CP1	Mar-21				
Violence Against Women and Girls Strategy	Pre-decision	CP1 and CP7	Jan-21				
YOS progress and challenges inc. update on changes to the probation service and lessons from COVID response	performance monitoring	CP7	Jan-21				
Safe Lewisham Plan	Performance monitoring	CP7	Mar-21				
Local Assemblies Review and future inc. NCIL	performance monitoring	CP1	Mar-21				
Lewisham Libraries- Future and Transformation inc annual report	Performance monitoring	CP1	Mar-21				

**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			
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					
HR Update	performance monitoring	TBC	Mar-21					

## Appendix C – referrals to Mayor and Cabinet 2018-22

Over the course of 2018-22 the Committee made 34 referrals to Mayor and Cabinet:

- Council's Employee Profile (Considered at Mayor and Cabinet 10 October 2018)

[The full referral is available online here](#)

- Budget cut proposals (Considered at Mayor and Cabinet on 21 November 2018)

[The full referral is available online here](#)

- Main Grants Programme Consultation Results (Considered at Mayor and Cabinet on 21 November 2018)

[The full referral is available online here](#)

- Lewisham Disability Coalition (Considered at Mayor and Cabinet on 13 February 2019)

[The full referral is available online here](#)

- LGBT+ Provision (Considered at Mayor and Cabinet on 27 March 2019)

[The full referral is available online here](#)

- Main Grants Programme (Considered at Mayor and Cabinet on 27 March 2019 and 24 April 2019)

[The full referral is available online here](#)

- Select Committee Work Programme (Considered at Business Panel on 7<sup>th</sup> May 2019)

[The full referral is available online here](#)

- Stop and Search and Prevent In-depth Review (Considered at Mayor and Cabinet 10 July 2019)

[The full referral is available online here](#)

- Budget Cuts – 3 referral made to CYP, PAC and Mayor and Cabinet 30<sup>th</sup> October)

[The full referral is available online here](#)

- Food Poverty (Considered at Mayor and Cabinet 20 November 2019)

- Local Assemblies and NCIL (Considered at Mayor and Cabinet 11 March 2020)  
[The full referral is available online here](#)
- Single Equalities Framework (Considered at Mayor and Cabinet 11 March 2020)  
[The full referral is available online here](#)
- Equalities In-depth Review (Considered at Mayor and Cabinet 16 September 2021)  
[The full referral is available online here](#)
- Budget cuts referral made to PAC (considered at Safer Stronger on 1<sup>st</sup> December 2021)