

## Overview and Scrutiny



# Safer Stronger Communities Select Committee Agenda

Thursday, 15 September 2022

**7.00 pm**, Council Chamber, *the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>*  
Civic Suite  
Lewisham Town Hall  
London SE6 4RU  
For more information contact: Katie Wood - 0208 3149446

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

### Part 1

Item	Pages
1. Minutes of the meeting held on 16th June 2022	5 - 8
2. Declarations of interest	9 - 12
3. Response to Referrals from this Committee There are no responses to referrals due at this meeting.	
4. Lewisham Youth Offending Service and National Probation Service Update	13 - 40
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7. Select Committee work programme	123 - 150

Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

# **Safer Stronger Communities Select Committee Members**

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 15 September 2022.

Kim Wright, Chief Executive  
Tuesday, 6 September 2022

<b>Members</b>	
Councillor Ayesha Lahai-Taylor (Chair)	
Councillor Liam Shrivastava (Vice-Chair)	
Councillor Bill Brown	
Councillor Mark Jackson	
Councillor Hilary Moore	
Councillor Rachel Onikosi	
Councillor Hau-Yu Tam	
Councillor Mark Ingleby (ex-Officio)	
Councillor Ese Erheriene (ex-Officio)	

## MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 16 June 2022 at 7.00 pm

IN ATTENDANCE: Councillors Ayesha Lahai-Taylor (Chair), Liam Shrivastava (Vice-Chair), Mark Jackson, Hilary Moore and Hau-Yu Tam

APOLOGIES: Councillors Bill Brown and Rachel Onikosi

ALSO PRESENT: Katie Wood (Scrutiny Manager) and James Lee (Director of Communities, Partnerships and Leisure)

ALSO PRESENT VIRTUALLY: Councillor Chris Barnham, Cabinet Member for Children, Young People and Community Safety; Salena Mulhere (Assistant Chief Executive) and Jannet Hall (Head of Safer Communities, Public Protection and Safety)

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 Election of Chair and Vice-Chair**

1.1 Katie Wood, Scrutiny Manager, welcomed everyone to the meeting and invited the Committee to agree the election of the Chair and Vice-Chair. The Committee unanimously agreed.

1.2 **RESOLVED:** That

- 1) Cllr Lahai-Taylor be elected Chair of the Safer Stronger Communities Select Committee.
- 2) Cllr Liam Shrivastava be elected Vice-Chair of Safer Stronger Communities Select Committee.

### **2 Minutes of the meeting held on 3 March 2022**

2.1 **RESOLVED:**

That the minutes of the meeting held on the 3<sup>rd</sup> March be agreed as an accurate record of proceedings.

### **3 Declarations of interest**

3.1 **RESOLVED:**

There were no declarations of interest.

### **4 Response to Referrals from this Committee**

4.1 There were no responses to referrals due at this meeting.

**5 Introduction to the Safer Communities Service and the council's statutory role on crime and disorder.**

- 5.1 Councillor Lahai-Taylor opened the item and praised the work of two Councillor officers, Zara Francis and Delroy Downer from the Community Safety Team who had stopped to help a member of the public who had suffered from a head injury.
- 5.2 James Lee, Director of Communities, Partnerships and Leisure introduced the report to the Committee. Jannet Hall, Head of Safer Communities was also in attendance.
- 5.3 Councillor Chris Barnham, Cabinet Member for Children, Young People and Community Safety addressed the Committee highlighting the following:
- The Safer Communities brief was a new addition to his Cabinet portfolio and he would be undertaking an induction and learning process over the next few months.
  - The Community Safety portfolio had been divided into three with Cllr Barnham leading on Youth Offending, Youth Justice, Crime and Community and Police relationships, Cllr Juliet Campbell leading on Violence Against Women and Girls, and Cllr Kim Powell leading on regulatory and licensing work.
  - Councillor Barnham listed his priorities as:
    1. Community engagement with the Police and acting as a critical friend to the Police on matters such as disproportionality.
    2. Continuing focus on Stop and Search and also Prevent following on from work undertaken by this Committee. A Stop and Search survey was due to be carried out shortly.
    3. Ensuring there were active and representative Safer Neighbourhood Board Panels in all wards.
    4. Working with the Metropolitan Police on their workforce inclusion agenda and action plan.
    5. Reducing violent crime in the borough and embedding the Public Health Approach to Violence Reduction to prevent people getting involved in crime at an early stage.
  - The Council was working on the Engage Programme to embed a Youth Worker in the custody suite at Police stations to provide support to young people.
- 5.4 During the subsequent discussion, the following key points were raised:
- A member of the Committee requested for the Committee to see the budget plans for Community, Partnership and Leisure Services.
  - Regarding disproportionality and unconscious bias, it was important to consider that there could also be conscious bias that needed to be addressed as well. In Lewisham there were very strong links between the Council and Police and commitment to tackling these issues including regarding representative recruitment. More data was being sought via surveys on how people felt falling interactions.
  - The Police were also committed to having ward panels in all Lewisham wards and continuing to work closely with the Council and other partners.
  - The Council was working hard to improve the Safer Neighbourhood Partnership meetings and support the Safer Neighbourhood Boards.
  - The Council worked with a number of partner organisations around crime and disorder and community engagement. Trying to integrate Lewisham ward assemblies with other panels such as the Safer Neighbourhood Board ward panels was a priority going forward. The Council also worked closely

with a range of partner organisations and NGOs such as Second Wave and many other NGOs who work across the borough such as Power the Fight.

- Some of the SNB ward panels were very established with high levels of engagement. Working with Neighbourhood Watch had also helped to improve engagement. The SNB were going back to being in person following the pandemic. The Lewisham SNB meeting would be on 28<sup>th</sup> June and all members would be welcome to attend. James Lee would send an e-mail to all members listing the sergeants for each of the 19 Lewisham wards as soon as he had the information.
- A member of the Committee asked how the impact of the VAWG strategy would be measured and how it joined up with other work across London and Nationally. The Committee heard that extra management and project resource had been put into the team to focus on delivery and monitoring.
- A member of the Committee asked if it was possible to have access to the crime data dashboard listed in the report. Members commented that data use needed to be used with caution and with understanding of where there were gaps in available data. The Committee were informed it would be possible to have access to the crime data dashboard and the stop and search data dashboard.
- There was a bid for £20 million for Lewisham Central for the levelling up fund.
- The restructure of the Community Safety Service was complete and current structure charts could be shared with members. James Lee would confirm with colleagues in HR as to whether previous structure charts could also be shared.
- The Lewisham Play Strategy was about the way space was used across the borough. There would be a briefing for all members and the strategy would go to Mayor and Cabinet in October.

## 5.5 **RESOLVED:**

1. That Members of the Safer Stronger Communities Select Committee are given access and information on how to use the Crime Data Dashboard and the Stop and Search dashboard used by the Safer Communities Service.
2. That information on the budget plans for Communities, Partnership and Leisure Services be shared with the Committee.
3. That the Director for Communities, Partnerships and Leisure send an e-mail to all members listing the names of the relevant Police sergeant for each of the Lewisham Safer Neighbourhood wards.
4. That the current structure charts for the Community Safety Team be shared with members and members to be informed as to whether previous structure charts could be shared.

## 6 **Select Committee work programme**

- 6.1 Katie Wood, Scrutiny Manager introduced the report to the Committee and invited members to finalise their draft work programme for the 2022/23 municipal year and to nominate a Climate Change Champion.

## 6.2 **RESOLVED:**

- 1) That Councillor Jackson be appointed as the committee's Climate Change Champion.
- 2) That the draft work programme be agreed subject to the following changes:

- a) An information item be included earlier in the municipal year on the Borough of Sanctuary.
- b) An information item be added to the agenda on the budget for the Communities, Partnerships and Leisure Service.
- c) That the report on Libraries be moved to the Committee's December meeting.
- d) That the report on the staff survey results be moved to the Committee's September meeting.

The meeting ended at 8.15 pm

Chair:

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Date:

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## Safer Stronger Communities Select Committee

### Declarations of Interest

**Date:** 15 September 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: Lewisham Youth Offending Service Key Strengths and Challenges**

**Date:** 15 September 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** Not applicable

**Contributors:** Head of Youth Offending Service

### **Outline and recommendations**

This report gives committee members an opportunity to review information and updates on the work of the Youth Justice Partnership and the outcomes for the YOS over the past year.

The Committee is asked to:

- To review the data attached in Appendix A
- To agree the aims and recommendations of the annual Youth Justice Plan

### **Timeline of decision-making**

## **1. Summary**

- 1.1. The committee requested an update on strengths and key challenges for the Youth Offending Service in meeting its objectives.
- 1.2. The committee requested data on performance outcomes for the Youth Justice Partnership to include education data for children and young people in contact with the service.

## **2. Recommendations**

- 2.1. The Committee is asked to:
  - To consider the contents of the Youth Justice Plan summarised in this report.
  - Clarify any items of interest from the data report

## **3. Youth Justice Plan summary**

- 3.1. The Lewisham Youth Justice Plan has been developed and agreed across the youth justice partnership through the Lewisham Youth Justice Management board. In 2021 it was agreed that there will be a three year plan 21-24 with an annual refresh updating on key information and achievements each year. This year the plan is updated in the context of services opening up following the Covid 19 pandemic and builds on the Lewisham YOS recovery plan. The last year has seen significant challenges to maintain a high quality of service while keeping staff and the public as safe. The plan sets out the priorities and vision for the Lewisham Youth Justice Partnership for the forthcoming year which will be:
  - Sustaining and improving even further our key performance measures to reduce first time entrants, re-offending and custodial episodes. Continue our workforce development and learning strategy to be a model of best practice building on our MJ Award 2020
  - Fulfill the opportunities provided by the move of the Youth Offending Service into Children and Young People's Directorate including leadership and direction for tackling child exploitation and violence utilizing Lewisham's extensive know how in adopting a public approach to reducing violence
  - A new and revised approach in Children and Young People's Services to prevention and early help
  - Extend our influence and reach to promote anti-racist policy and practice and other inter-sectional inequalities taking forward the feedback from the HMIP Thematic Inspection 2021 – How the Youth Justice system meets the needs of black and mixed heritage boys (Lewisham April 2021)
  - Applying the particular Lewisham YOS 'TIAARA' model (Trauma-informed, Anti-Racist and Restorative approaches) to achieve even better outcomes for children and families and staff wellbeing.

3.2. The Lewisham Youth Justice partnership is able to report on some key achievements for the year (2021) which include:

- The development of a new and innovative structure for the YOS to align with other preventative, family and therapeutic children service provision
- A revised vision to meet needs of children based on ‘Child first’ principles and practice to further reduce first time entrants, re-offending rates and use of custody
- An evolving anti-racist strategy to reduce over-representation and racial disparity centered around recognized best practice as identified by HMIP’s Thematic inspection ( best practice guidance for Black and Mixed heritage boys 2021) [A thematic inspection of the experiences of black and mixed heritage boys in the youth justice system \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk)
- Local and national interest in the ‘TIARRA’ model integrating established trauma-informed and restorative practice with our vision to become an anti-racist service.

#### **4. Youth Justice Challenges:**

##### **4.1. Serious Youth Violence / Victims:**

Highlights (CREST: Lewisham Crime and Vulnerability Strategic Assessment 2021)

- Lewisham experiencing more serious youth violence but less antisocial behaviour compared to the London averages.
- Lewisham faces similar problems to much of London but with generally increased demand.
- Drugs, robbery and violence all major points of concern
- Criminal exploitation, gangs and serious youth violence are all strong features of Lewisham’s crime profile and both causes and consequences of vulnerability
- Vulnerability is high and often multifaceted: rates of children in contact with Children Social Care (CSC) are higher than London averages, as are deprivation and domestic abuse
- There is significant overlap between victims and offenders among young people: victimisation should be understood as a vulnerability
- Housing, substance misuse and mental health are significant drivers of crime among adults, and are often interconnected with child vulnerability

##### **4.2. Racial Disparity and Over-representation**

The Lammy Reviews (September 2017 and follow up 2020) assessed institutional racism within the criminal justice system (CJS) and identified racial disparity at every level. One of the key recommendation sand concerns was for youth justice. More recently the issue of racism was highlighted again by the case of Child Q a 15 year old girl Child Q who was taken out of an exam at a Hackney school to the school's medical room and strip-searched by two female Met Police officers who were looking for cannabis, while teachers remained outside. No other adult was present, her parents

were not contacted, and no drugs were found. The girl's intimate body parts were exposed and she was made to take off her sanitary towel and then expected to return to her exam. The action was unjustified and the Local Child Safeguarding review from Hackney stated that racism was likely to have played a part. Within this context the Service is committed to establish anti-racist and anti-discriminatory policy and practice to tackle disproportionality and over-representation. In this aim the Youth Justice Management Board has driven a borough-wide, self-assessment and action plan—strengthened by an Anti-racist policy in 2021/22 which includes focus groups within the YOS team to develop and action plan mirroring 'the journey of the black child' and the development of a new set of outcomes and measures.

#### 4.3. **Education Training and Employment**

As a service it is recognised that Education Training and Employment is a key protective and vital factor in preventing and reducing offending and re-offending for children and young people. The YOS has a seconded ETE lead and an Enhanced ETE panel attended by a range of statutory and voluntary services. A recent HMI Probation published a [thematic inspection](#) undertaken jointly with Ofsted and Estyn into education, training and employment services in youth justice services in England and Wales. The inspectorates looked at over a hundred cases and made the troubling discovery that some children had not participated in education, training or employment opportunities for two years or more. Inspectors also found that the quality of educational support was worse for children with Education and Health Care Plans (England) and Individual Learning Plans (Wales) whose needs are likely to be greatest. This is very relevant because as well as education being a child's right under the UN Convention on the Rights of the Child, good quality and engaging education can help to prevent children from entering the youth justice system in the first place. Education, training and employment is also an important part of the solution for those that already are in the system and is crucial to their prospects and future success. The inspectors did make some positive observations, including close and active working relationships between the youth justice service management board and local authority, health, police and probation colleagues.

In terms of our Local data ( YOS database) a breakdown of Education Training and Employment status based on age, gender and race. Notable analysis of the data points to:

- Disproportionate numbers of black and mixed heritage boys out of mainstream school compared to white and Asian boys
- High numbers of children experiencing school disruption compared to the mainstream population
- The need for a deeper dive into the data to consider the causes and consider solutions

### 5. **Youth Justice Performance Data: Headlines**

#### 5.1. **The Youth Justice Board method for measuring YOTs nationally has been refined against the 3 measures as follows:**

- First time entrants (FTEs)— Number per 100,000 of local 10-17 population
- Reoffending- binary
- Custody – Number of custodial sentences (per 1000 of local 10-17 population)

The last quarters KPI (Oct- Dec18) is showing the following: UPDATE:

- ✓ FTEs **down 41.1%** (The decrease in FTEs is significant (342 down to 202 Jan 2022 – compared to Jan 2021) and has moved Lewisham to 10th in our family group. This is despite an increasing 10-18 population.
- ✓ Re-offending **down 3.8 %** (42.1% (April – June 2020 tracked cohort) )
- ✓ Custody no change – **10** per year (April 21-March 22 compared to April 20-March 21). Custodial rates continue to fall nationally. Lewisham custody rates reduced significantly between 2019- 2021 but seem to have stabilised over the past year. Our data informs us that there has been a continuation in certain serious offences where there is a high likelihood of a custodial sentence.

## **6. Legal implications**

- 6.1. 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.

## **7. Equalities implications**

- 7.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The Council must, in the exercise of its functions, have due regard to the need to:
  - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 7.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

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

- 8.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Sustainable Development Select Committee)<sup>1</sup>. The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this.

## **9. Crime and disorder implications**

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

## **10. Health and wellbeing implications**

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

## **11. Report author and contact**

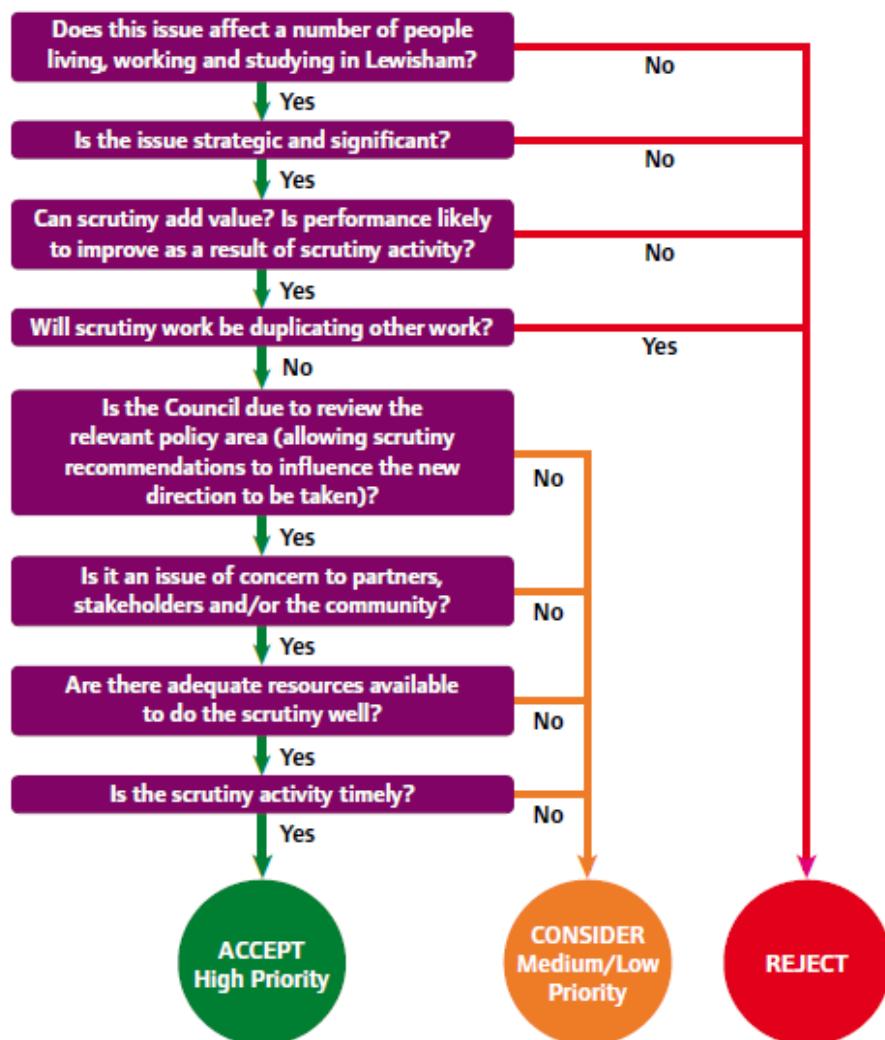
If you have any questions about this report please contact: Keith Cohen **Head of Youth Offending Service 020 8314 7474** [keith.cohen@lewisham.gov.uk](mailto:keith.cohen@lewisham.gov.uk)



## Appendix C

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

### Scrutiny work programme – prioritisation process



## **Appendix D**

### **Effective Scrutiny Guidelines**

**At Lewisham we:**

#### **1. Prioritise**

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

#### **2. Are independent**

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

#### **3. Work collectively**

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

#### **4. Engage**

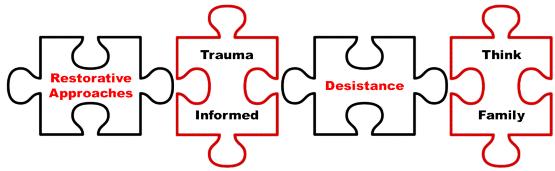
Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

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

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

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

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# Lewisham Youth Offending Service Data Report

June 2022

*'Moving towards a Trauma-informed and Anti-racist Youth Offending Service: more effective work with young people and partners, better support for staff'*



# Report Content

## 1. YJB National Indicators

- FTEs: Young People Offending for the First Time
- Episodes of Youth Custody
- Offenders Who Re-offend

## 2. Serious Youth Violence Offences

- Quarterly Trends
- YOT Family Comparison: Number of SYV Offences
- Proportional make up of SYV Offences

## 3. Current Caseload / Disproportionality

- Active Intervention Types by Gender and Ethnicity
- Offences Committed
- Young People Re-offending

## 4. Custody Outcomes

## 5. Health & Wellbeing

- Young People Registered with a GP
- Young People Referred to Compass
- Young People Receiving CAMHS Intervention
- Liaison & Diversion Referrals

# 1. YJB National Indicators: YP Offending for the First Time (FTEs)

## HEADLINE COMMENTS

The decrease in FTEs is significant (342 down to 202) and has moved Lewisham to 10th in our family group (Jan-Dec 2021 with a reduction of 41.1%.

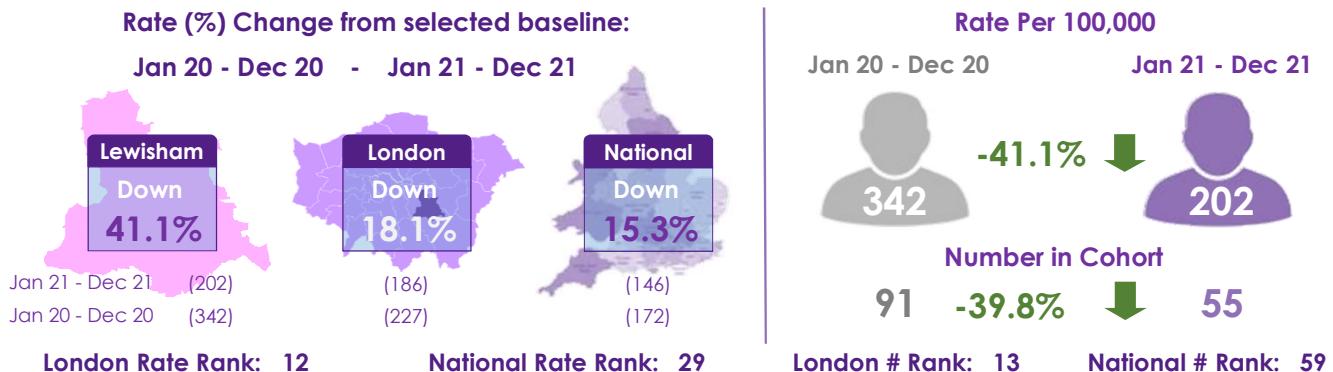
The Service Managers have undertaken a deeper dive of the data and updated the action plan to sustain this improvement. The implementation of community resolutions for lower level offences (possession of cannabis) has been a key factor in this reduction.

Source: Youth Justice Board Final Data Set Mar 2022

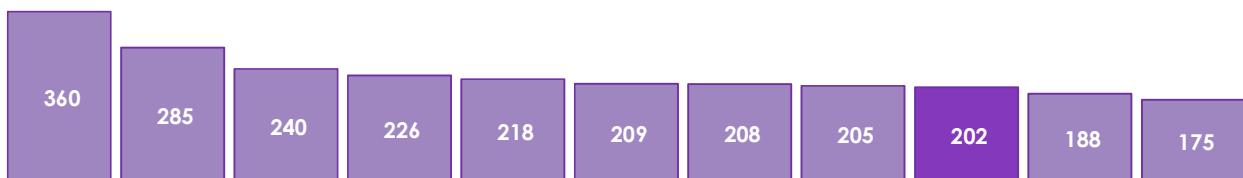
## Young People Offending for the First Time (FTEs)

R A G: ●

Actual = 202 Target = 186



## FTEs - Statistical Neighbours Rate



1	Greenwich	360	2	Croydon	285	3	Enfield	240	4	Lambeth	226
5	Hackney	218	6	Southwark	209	7	Waltham Forest	208	8	Islington	205
9	Lewisham	202	10	Brent	188	11	Haringey	175			

# 1. YJB National Indicators: Episodes of Youth Custody

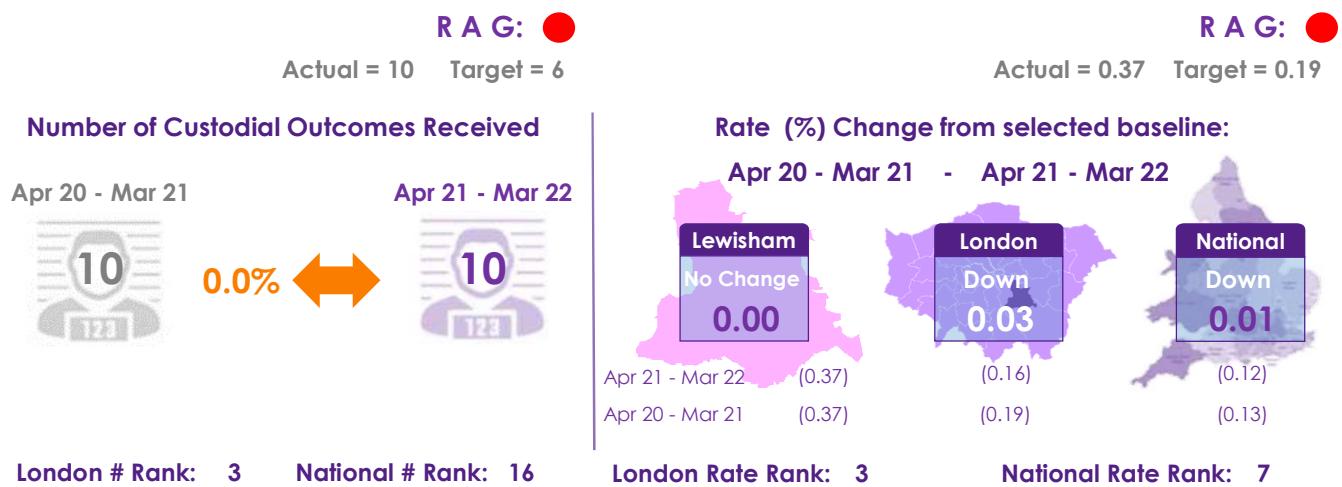
## HEADLINE COMMENTS

The YOS has revised its PSR quality assurance process and evaluates every custodial sentence to consider relevant learning. Through the YJMB two reviews and reports have been undertaken to analyse the characteristics of the custodial cohort which has been used for action planning. This more tactical and targeted approach is anticipated to see a reduction in numbers sentenced to custody to address the high rates. Custodial rates for Black and Minority Ethnic group is disproportionately high nationally.

Custodial rates continue to fall nationally. Lewisham custody rates reduced significantly between 2019-2021 but seem to have stabilised over the past year. Our data informs that there has been a continuation in certain serious offences. The Pre-sentence Report (PSR) concordance rate remains 100%. Case managers are going to be attending court for every PSR they prepare to further impact on sentencing.

## Youth Custody Outcomes

Source: Youth Justice Board Final Data Set Mar 2022



## Custodial Outcomes - Statistical Neighbours Rate



# 1. YJB National Indicators: Re-offenders



## HEADLINE COMMENTS

Percentage numbers re-offending (binary) has decreased by 3.84% for the latest period (Apr-Jun 2022) and has moved Lewisham to 4th in our family group.

This data illustrates the effective work the YOS team is delivering to safeguard children, reduce their propensity to offend and protect the public.

Source: Youth Justice Board Final Data Set Mar 2022

## Re-offending Rates After 1 Year: 3m Cohort

R A G: ●

Actual = 42.1% Target = 36.6%

### Binary Rate

Apr 19 -  
Jun 19

45.9%

Apr 20 -  
Jun 20

42.1%

-3.80

Apr 19 - Jun 19 - Apr 20 - Jun 20

Apr 19 - Jun 19

(45.9%)

Apr 20 - Jun 20

(42.1%)

Apr 19 - Jun 19

(32.3%)

Apr 20 - Jun 20

(35.2%)

Apr 19 - Jun 19

(40.6%)

Apr 20 - Jun 20

(36.6%)

Apr 19 - Jun 19

(35.2%)

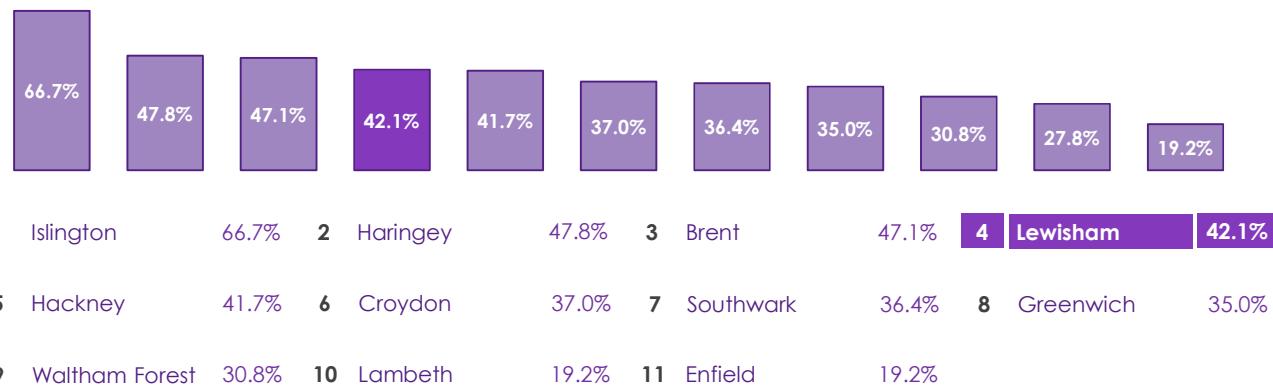
Apr 20 - Jun 20

(32.3%)

London Rate Rank: 4

National Rate Rank: 58

## Binary Rate - Statistical Neighbours Rate



## 2. Serious Youth Violence Offences



### HEADLINE COMMENTS

Lewisham remains relatively high for Serious Youth Violence offences (Rank 5 in Family group) which reflects the data analysis provided by Crest advisory in the strategic assessment 2021.

Lewisham faces similar problems to much of London but with generally increased demand. Despite a slight dip on most crime types between 2019 and 2020, the overall trend of increasing crime has not been halted by the pandemic. Lewisham has a strong acquisitive crime demand, with pandemic-related falls lower in Lewisham than the rest of London.

Drugs, robbery and violence all major points of concern; sexual offences seem to be underreported. Criminal exploitation, gangs and serious youth violence are all strong features of Lewisham's crime profile and both causes and consequences of vulnerability.

Source: Youth Justice Board - Serious Youth Violence Tool Data Set Q3 2021-22

### Quarterly Trends

R A G: ●

Target = n/a



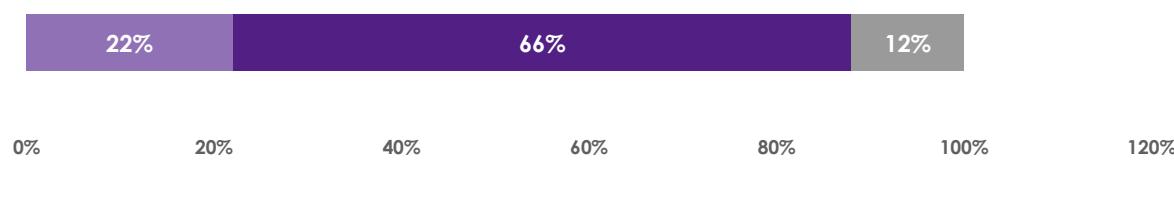
#### Latest 12 months

	Yr Ending Dec '20	Yr Ending Dec '21	Change
Number of SYV offences	75	41	-39
Proportion SYV offences comprise of all offences	23%	17%	-2.6

### Proportional make up of SYV Offences

Year ending December 2021

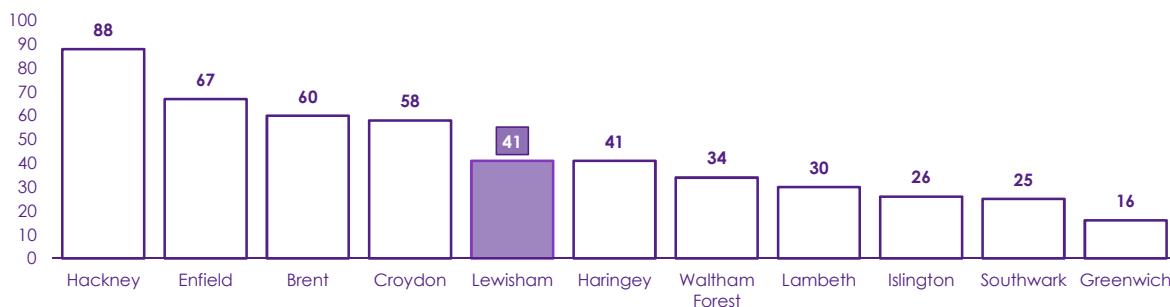
■ Drugs ■ Robbery ■ Violence



### YOT Statistical Neighbours Comparison: Number of SYV

Year ending December 2021

Statistical Neighbours # Rank: 5



### 3. Current Caseload / Disproportionality



#### HEADLINE COMMENTS

The cohort consists of

- 29 (22%) females: 9 (31%) are black/mixed heritage, compared to 11 (38%) for white females
- 104 (78%) males: (70 (67%) are black/mixed heritage, compared to 10 (10%) white males.

The data shows a significant over-representation in the percentage of black and mixed heritage young people on the YOS caseload. Examples are:

- Community Resolution with YOT Interventions 21 (16%) are black/mixed heritage compared to 9 (7%) white
- Referral Order Interventions 14 (11%) are black/mixed heritage compared to 5 (4%) white and
- Triage Interventions 12 (9%) are black/mixed heritage compared to 3 (2%) white.

The YOS is now able to report on a broader range for ethnicity including mixed heritage who are overrepresented. The outcomes and recommendations of the HMIP Thematic on how the YJ System meets the needs of black and mixed heritage boys will enhance the existing anti-racist strategy.

R A G: ●

#### Active Intervention Types by Gender - Male

Target = n/a

Intervention Programme	African	Any other	Any other Asian background	Any other Black background	Any other mixed	Any other white background	Black British	Caribbean	Indian	White and Asian	White and Black African	White and Black Caribbean	White British
Awaiting Proposal	0	2	0	0	0	0	0	1	0	0	0	0	3
Community Resolution with YOT Intervention	3	13	0	7	0	1	1	2	0	0	2	3	1
DTO Post Custody/Licence Programme	0	0	0	0	0	0	0	1	0	0	0	0	1
DTO/Custody Programme	1	0	0	0	0	0	0	1	0	0	0	0	2
Family Works (LYFT)	0	0	0	0	0	0	0	0	0	0	0	1	0
Other	0	1	0	1	0	0	0	0	0	0	0	0	2
Parenting Works (LYFT)	2	1	0	0	0	0	0	1	0	0	0	0	4
Referral Order	2	0	1	1	2	0	3	4	0	0	1	3	5
Remand in Custody (YDA) SCH	1	0	0	0	0	0	0	0	0	0	0	0	1
Remand in Custody (YDA) YO	0	0	0	0	0	0	1	1	0	0	0	0	2
Remand to LAA Status/Programme	0	0	0	0	0	0	0	1	0	0	0	0	1
Section 90-91	1	0	0	0	0	0	0	2	0	0	0	0	3
Triage	4	0	0	1	0	0	2	1	1	0	0	1	12
Youth Caution	0	0	0	0	1	0	0	0	0	2	0	0	4
Youth Conditional Caution	0	0	0	1	0	0	1	1	0	0	0	0	3
Youth Rehabilitation Order	0	0	0	0	0	0	5	0	0	0	0	1	0
Youth Rehabilitation Order with ISS (Band 2 Medium)	2	0	0	0	0	0	1	1	0	0	0	0	4
Grand Total	16	17	1	11	3	1	14	17	1	2	3	9	104

#### Active Intervention Types by Gender - Female

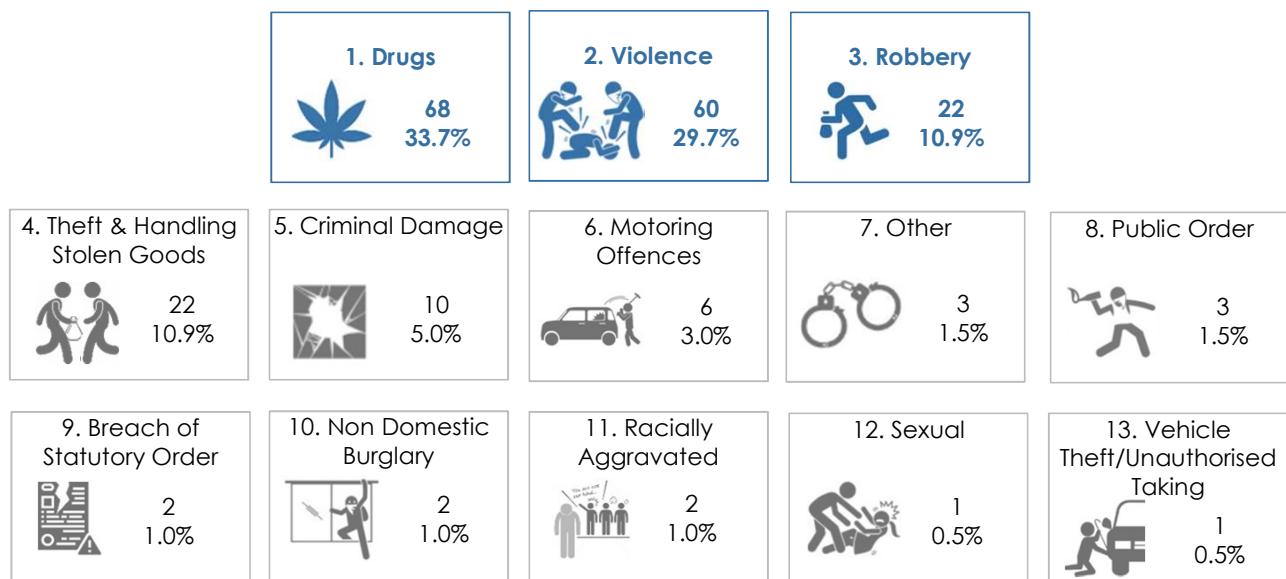
Intervention Programme	African	Any other	Any other Asian background	Any other Black background	Any other mixed	Any other white background	White and Black African	White British
Awaiting Proposal	0	0	0	0	0	1	0	1
Community Resolution with YOT Intervention	1	5	0	2	0	5	0	2
Referral Order	0	0	1	0	0	0	0	1
Triage	0	0	0	2	2	0	1	1
Youth Caution	1	0	1	0	0	1	0	0
Youth Conditional Caution	1	0	0	0	0	0	0	1
Youth Rehabilitation Order	0	0	0	0	0	0	1	0
Grand Total	3	5	2	4	2	7	2	29

\* Note: Young people may be counted more than once due to the number of active interventions

### 3. Current Caseload / Disproportionality



#### Active Interventions - Offences committed (Lewisham Cases Only)



RAG: ●  
FTEs Target =

RAG: ●  
Existing Target = 50

#### Young People Re-offending

The YOS is now able to report on a broader range for ethnicity including mixed heritage who are overrepresented. The outcomes and recommendations of the HMIP Thematic on how the YJ System meets the needs of black and mixed heritage boys will enhance the existing anti-racist strategy.

**Cohort Total: 42**

#### Live Tracker: FTEs and Existing Offenders: Jan-May '22

Toolkit using local YOS data to monitor all substantive outcomes



#### Re-offenders on Active Interventions: 3 Young People

**Cohort Entrant Type**  
FTE: 2 (67%)      Existing: 1 (33%)

**Cohort Age**  
14y: 1 (33%)      15y: 1 (33%)      16y: 1 (33%)

**Cohort Gender**  
Male: 2 (67%)      Female: 1 (33%)

**Cohort Ethnicity**  
Black: 1 (33%)      Mixed: 1 (33%)      Asain: 1

#### Re-offences Committed

##### Robbery



**2**  
**67%**

x1 Black male  
x1 Mixed Heritage male

##### Violence



**1**  
**33%**

x1 Asian female



## 4. Custody Outcomes

### HEADLINE COMMENTS

The YOS has revised its PSR quality assurance process and evaluates every custodial sentence to consider relevant learning. Through the YJMB two reviews and reports have been undertaken to analyse the characteristics of the custodial cohort which has been used for action planning. This more tactical and targeted approach is anticipated to see a reduction in numbers sentenced to custody to address the high rates. Custodial rates for Black and Minority Ethnic group is disproportionately high nationally.

Custodial rates continue to fall nationally. Lewisham custody rates reduced significantly between 2019-2021 but seem to have stabilised over the past year. Our data informs that here has been a continuation in certain serious offences. The Pre-sentence Report (PSR) concordance rate remains 100%.

Case managers are going to be attending court for every PSR they prepare to further impact on sentencing. Our data informs that here has been a continuation in certain serious offences. The Pre-sentence Report (PSR) concordance rate remains 100%.

### Custody Outcomes:

R A G: ●

Actual = 3

Target = 6

January 2022 - March 2022

Total: 3



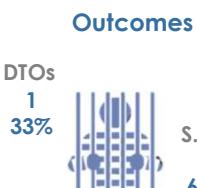
#### Custody by Gender

	Q1 Apr-Jun 2021	Q2 Jul-Sep 2021	Q3 Oct-Dec 2021	Q4 Jan-Mar 2022
Male	3	0	2	3
Female	0	0	0	0



#### Custody by Ethnicity

	Asian	Black	Chinese	Mixed	Other	White
Q1 Apr-Jun 2021	0	2	0	0	0	1
Q2 Jul-Sep 2021	0	2	0	0	0	0
Q3 Oct-Dec 2021	0	3	0	0	0	0
Q4 Jan-Mar 2022	0	3	0	0	0	0



#### Custody by Outcome

	Q1 Apr-Jun 2021	Q2 Jul-Sep 2021	Q3 Oct-Dec 2021	Q4 Jan-Mar 2022
Detention and Training Order	2	0	2	1
Section 90-91 Detention	1	0	0	2



Q1 Apr-Jun 2021 and Q4 Jan-Mar 2022 had the highest outcomes

0 custody outcomes received in Q2 Jul-Sep 2021



## 5. Health & Wellbeing

### HEADLINE COMMENTS

The YOS measures a number of health and wellbeing outcomes relating to GP registration (historically low for the YOS cohort) referrals to CAHMS and young people's health and wellbeing services.

The Service is also expanding its voluntary offer to children at the police station or given a street based community resolution.

### Young People Registered with a GP: June '22

R A G:

Actual = 56% Target = 100%



56% (76)



44% (59)

### Young People Referred to Compass: February '22

R A G:

No new data available at this time

Actual = 4

Target = 6



Referrals  
Made



4

Referrals  
Engaged



4

Interventions  
Completed



0



Insight Lewisham:

New service providing specialist support for young people aged 10-25 in relation to drug/alcohol use, sexual health and relationships. No data due to transition from The Hub - Compass.

### Young People Receiving CAMHS Intervention: May'22

R A G:

Actual = 24

Target = 26



24

### Liaison & Diversion Referrals: Latest Data - January '22

R A G:

Actual = 8

Target = 15



Referrals Made



8



## Safer Stronger Communities Select Committee

### Report title: National Probation Service Update

**Date:** 15 September 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Assistant Chief Executive (Scrutiny Manager)

### Outline and recommendations

The purpose of this paper is to provide the Safer Stronger Communities Select Committee with an update on the National Probation Service:

- Members of the Safer Stronger Communities Select Committee are recommended to ask questions and note the contents of the attached report.

#### 1. Summary

- 1.1. The purpose of this paper is to provide the Safer Stronger Communities Select Committee with an update on the National Probation Service including key data on the caseload..

#### 2. Recommendations

- 2.1. Members of the Safer Stronger Communities Select Committee are recommended to review and note the attached report.

#### 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 priority relevant to this item:

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

**4. Financial implications**

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

**5. Legal implications**

5.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

**6. Equalities implications**

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

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

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

**7. Climate change and environmental implications**

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

**8. Crime and disorder implications**

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

**9. Health and wellbeing implications**

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

**10. Report contact**

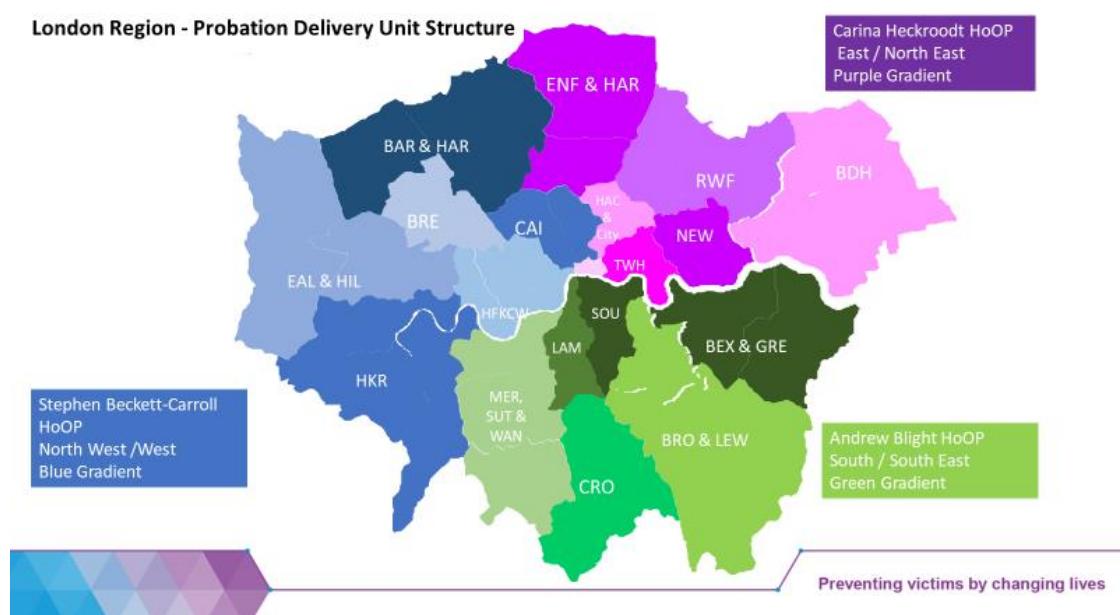
10.1. Lucien Spencer, Head of Service (PDU) Bromley & Lewisham [Lucien.Spencer@justice.gov.uk](mailto:Lucien.Spencer@justice.gov.uk)

## Lewisham Safer Stronger Select Committee Report

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### Bromley & Lewisham Probation Delivery Unit

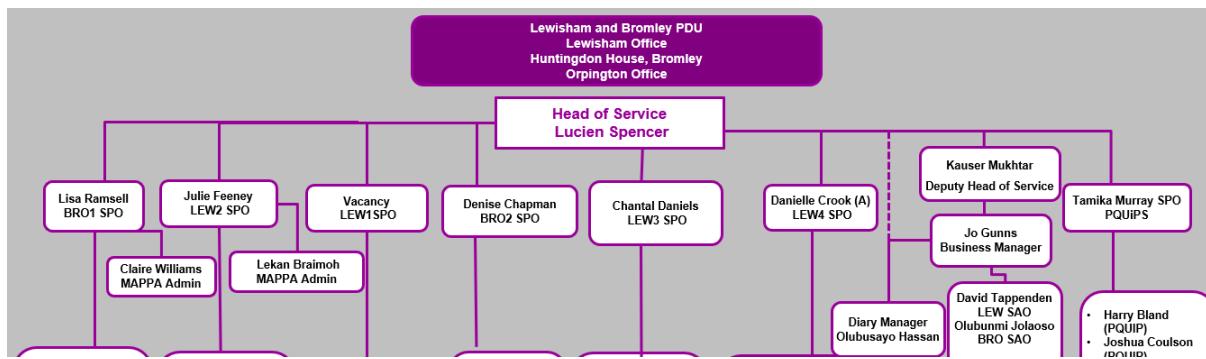
The Lewisham and Bromley (LAB) Probation Delivery Unit (PDU) is one of eighteen PDU's that sit across the Probation Service region of London. The PDU was established on 26 June 2021 following the unification of Probation Services. Prior to this date, Probation Service delivery had been split between a public sector provider (National Probation Service) and various Community Rehabilitation Services (CRC's).



### PDU Structure

Service delivery within the PDU takes place across 3 operational sites, two in Bromley (central Bromley and Orpington) and one site in Lewisham.

Staff are configured across 6 operational teams (4 in Lewisham, 2 in Bromley), with an administrative function and an operational manager overseeing trainee Probation Officers.



In addition to the sentence management function, offices are also occupied by other departments covering responsibilities such as the oversight and management of Unpaid Work / Community Payback, Accredited Programmes, and the administrative Service Centre.

## Caseload information

LAB is responsible for the management and oversight of approximately 2,400 people on Probation within its sentence management function. Approximately 65% of the people on Probation are managed within the 4 teams in the Lewisham office.

Alongside the Lewisham sentence management team, practitioners from the following areas are based or co-located within the office

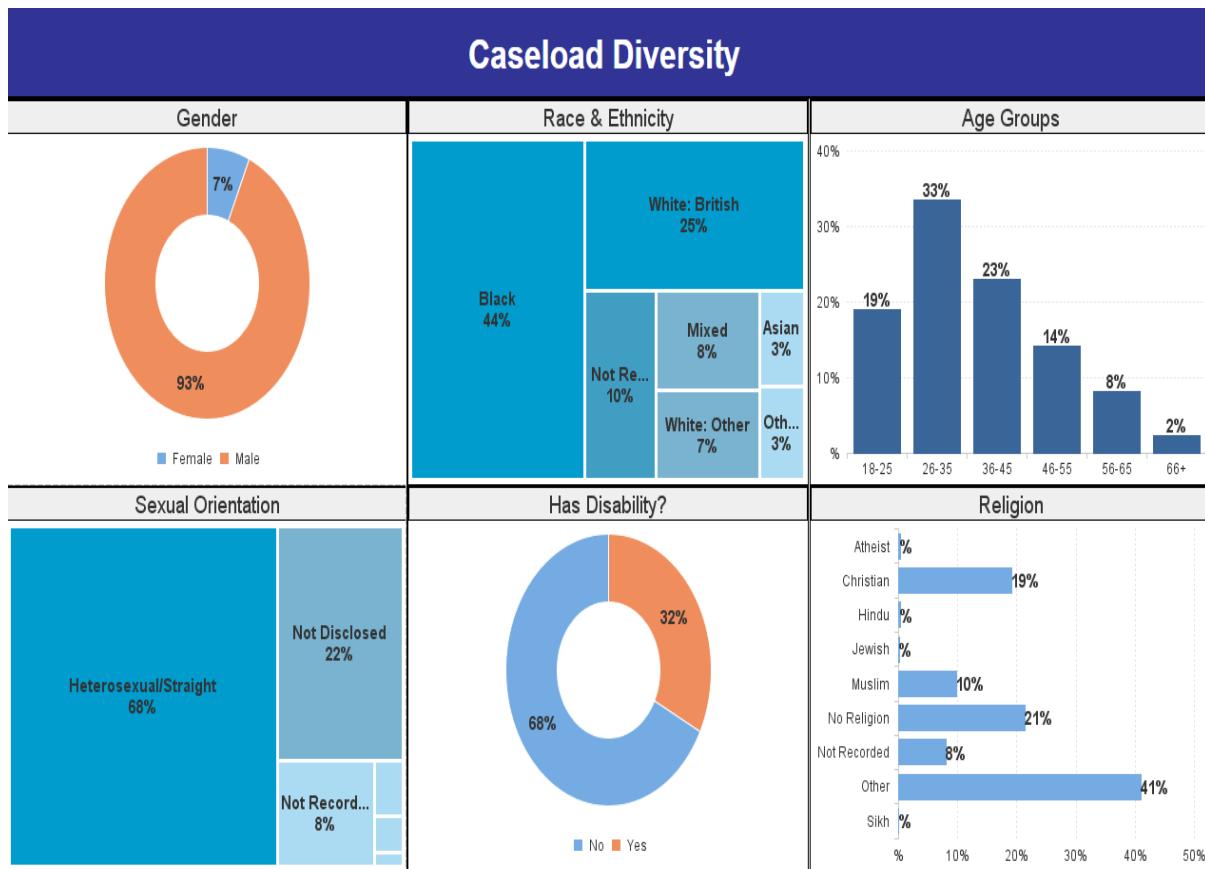
- Accredited Programmes – 2 group rooms are available to facilitate the management of service users subject to accredited programmes such as Building Better Relationship (BBR)
- Commissioned Rehabilitation Services (CRS) – colleagues from supply chain providers such as SHP/St Mungos; Maximus, Catch-22, Women in Prison / Advance Minerva, use or are co-located in the Lewisham office, supporting the delivery of interventions to people on Probation
- Offender Personality Disorder (OPD) Pathway – clinical colleagues from the Oxleas NHS foundation Trust are co-located in Lewisham to support the delivery of the OPD pathway programme

## Caseload Diversity

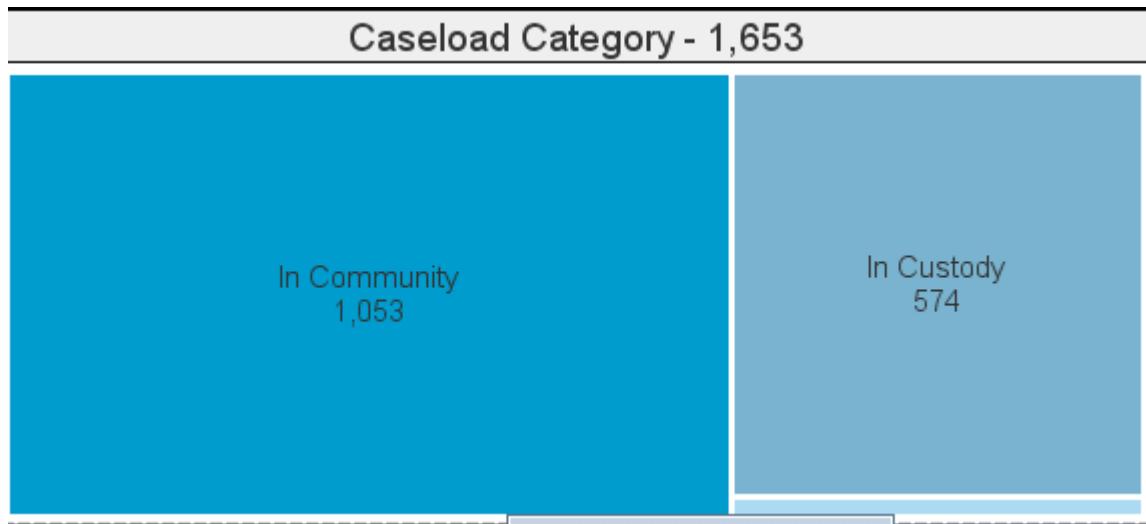
Lewisham's joint strategic needs assessment (2019) indicates that two out of every five residents in Lewisham are from a Black, Asian, or other minority ethnic group.

The current Probation caseload indicates that those from a Black African / Black Caribbean or dual heritage population account for approximately 52% of the caseload.

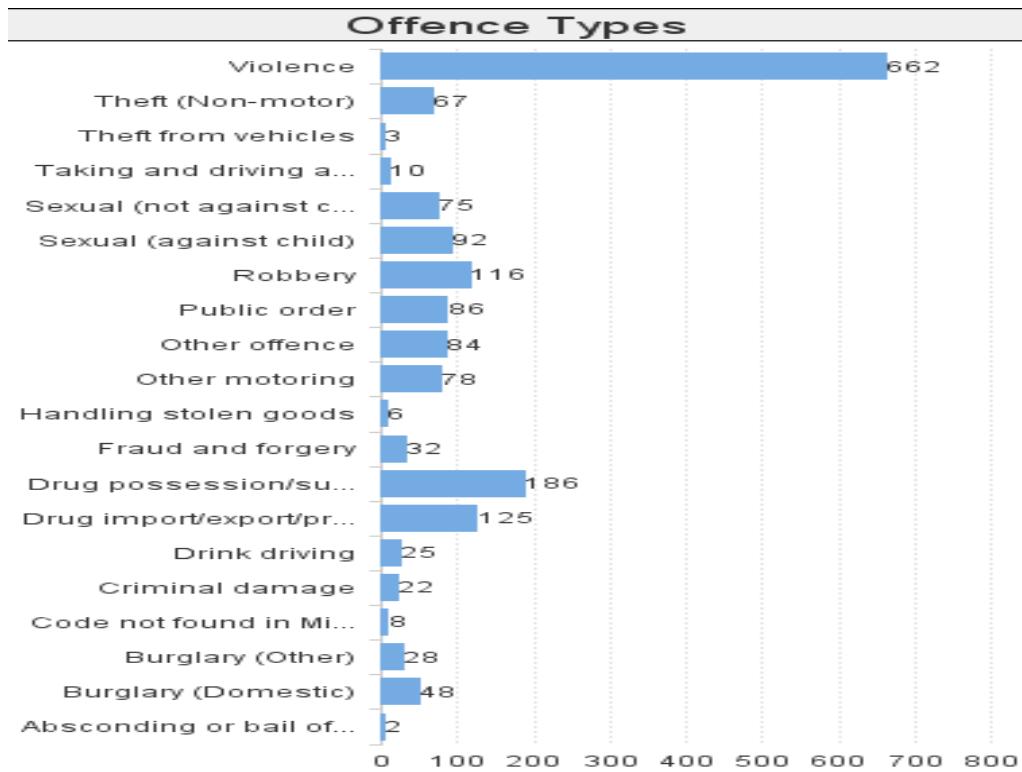
The following breakdown provides an overview of the caseload diversity of people on Probation in Lewisham. The caseload is predominately male, with the highest proportion being between the ages of 26-35.



The majority of service user managed in Lewisham are in the community, although this figure will not account for those sentenced to longer prison sentences, and those managed in the community solely on single requirements of unpaid work



In relation to offence type, violence is by far the principal offence theme. It should be understood that this category of offence is broad accounting for the full range of offences under the category of violence, including both domestic and non-domestic offences.



## Staffing

The recruitment of staff presents a key operational challenge for the organisation. The lack of resources, especially across the case administrator and Probation Service Officer grade, are most acute.

Between June 2021 to October 2021 the PDU experienced attrition rates of above 20%. In accordance with our own Workload Management Tool this resulted to a workload in excess of 130% across the PDU, with some practitioners exceeding 180% of their capacity.

Since June 2022, workload is indicating signs of reduction, with currently capacity being on average 114% for the PDU. This reduction is a consequence of an approach to improve recruitment and retention, with the local picture being as follows:

### Recruitment



As noted, there remains some critical challenge with staffing levels, with the PDU having approximately half the Probation Service Officers, and two-thirds of Probation Officers required.

In regard to operational service delivery, average caseload size in LAB equates to over 35 cases for a qualified Probation Officer and over 60 cases for a Probation Service Officer. These figures remain unvalidated and will depend on factors such as the inclusion of short/long term absences and the allocation of cases to practitioners in training.

### Interventions

As part of the unification of Probation Services a range of commissioned rehabilitative services (CRS) were awarded. Over the next 6 months, further commissioned services will start to operate across London.

Criminogenic Needs or Assessed Specialist Support Requirement	Commission Service	Active
Employment, Education and Training	Maximus	Yes
Personal Well-being	Catch 22	Yes
Women (Female Service Users)	Women in Prison / Pecan	Yes
Housing	SHP / St Mungos	Yes
Dependency to Recovery	Forward Trust	Contract awarded, roll-out from September 2022
Finance, Benefit and Debt	Catch 22	Contract awarded, roll-out from September 2022

There is also a range of non-commissioned services, working around similar themes, such as Shaw Trust and the CFO activity hub. In addition, the Lewisham probation office provides a space for specialist services to address a range of acute needs, such as Hepatitis C testing (NHS) and drug and alcohol advice (CGL and HumanKind)

A new Regional Innovation Offender Fund (RIOF) will also provide opportunities for the Probation Service to co-commission work with local providers around acute areas of need. For the operational year 2022-23 this sum equates to a figure of over one million pounds for London as a whole.

In Lewisham, it is anticipated that approaches relating to the management of young people, up to the age of 25, could provide opportunities for co-commissioning in the future.

### Probation Service London Region Background

There are approximately 2,400 staff in London, in a wide range of roles and locations across the London region. London Probation has the most diverse workforce with over 50% of colleagues from Black, Asian and Minority Communities representing the diversity of the London communities (this percentage is higher in Lewisham).

Following transition, the London region moved to 18 Probation Delivery Units (PDUs) working across 32 London Boroughs and the City of London with additional Public Protection and Stakeholder Engagement business units. We have specialist units that include Foreign

National Offenders (FNO), Victim Contact Scheme (VCS) and London Gangs and Organised Crime Unit.

The region encompasses 9 prison establishments and 13 Approved Premises (APs) plus 3 independent APs. London has 11 Magistrates and 10 Crown courts.

We work in partnership with the Metropolitan Police, London Council, NHS England, Mayoral Office of Policing and Crime (MOPAC) and our Criminal Justice partners, including CPS, HMCTS and Prisons. We are increasing our number of third sector services, including Catch 22, St Mungos/Single Homeless Projects in order to manage people on probation and prison licence in London and to deliver services to London Courts and victims of crime.

London Probation has a very positive relationship with MOPAC and lead a number of initiatives like Integrated Offender Management (IOM), Violence Reduction (using electronic monitoring for knife crime and domestic abuse) and Youth to Adulthood transition with a new initiative with MoJ in Newham developing a new way of working with 17–25-year-olds to improve compliance with young people.

Given the diversity of our staff and caseload in London, we are commissioning specialist services to work with both the staff and people on probation to reduce disproportionality in access to opportunities and services.

## **HMIP Inspection**

LAB was recently subject to an inspection from HM Inspectorate of Probation. This inspection was announced in June 2022 with the fieldwork being completed during the week commencing 22 August 2022.

The ratings from the inspection are not expected prior to the end of September 2022. However, interim findings indicate that whilst there are many positives, relating to organisational delivery (domain one, encompassing leadership, staff, services and facilities), case assessment (domain two, encompassing assessment, planning, implementation and delivery, and reviewing) remains a critical area of challenge.

Given some of the challenges of mobilising and transitioning staff, as part of the unification programme, these areas are not altogether surprising and will provide an area of focus within any action plan for the year ahead.



## Safer Stronger Communities Select Committee

### Lewisham Council Staff Survey 2022

**Date:** 15 September 2022

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Atika Mohammed (Head of Insight, Transformation & OD).

### Outline and recommendations

The purpose of this report is to: present the results of the Council's 2022 All Staff Survey which took place this summer. The survey and presentation were conducted by an independent research agency (MEL Research).

Members of Safer Stronger Communities Select committee are recommended to consider, note and comment on the presentation including the next steps.

## **Timeline of engagement and decision-making**

- **14 February 2022** – Report to Chief Executive to approve procurement of staff survey.
- **21 February to 21 March 2022** – Competitive tendering process and award of contract to MEL Research.
- **April to May 2022** – Survey design.
- **6 June to 13 July 2022** – Staff survey undertaken.
- **30 August 2022** - Report shared with Cabinet Lead.
- **5 September 2022** – Report presented at Mayor's/Chief Executive's meeting.
- **6 September 2022** - Report presented at Cabinet Briefing.
- **6 September 2022** – All staff receive report via standalone email.
- **15 September 2022** – Report presented at Safer Stronger Communities SC.

### **1. Summary**

- 1.1. Fieldwork was carried out over June and July 2022. In total, 1471 members of staff responded to the survey (54% of all staff). The purpose of the survey was to understand staff perceptions and views on a broad range of organisational issues.
- 1.2. The attached presentation presents the results of the survey. The findings from the survey will provide robust data to support senior leadership, services, HR and OD to improve the way we work. The results also provide a benchmark to gauge progress on the Council's improvement journey.
- 1.3. Next steps include further engagement with staff to understand specific issues raised and the development of an action plan(s) to address these issues.

### **2. Recommendations**

- 2.1. It is recommended that members of Safer Stronger Communities Select committee consider, note and comment on the presentation including the next steps.

### **3. Policy context**

- 3.1. Insights from the staff survey will support services, SLT, HR and OD to improve the working environment, wellbeing and productivity of staff enabling the delivery of all Corporate Strategy priorities.

### **4. Background and context**

- 4.1. The Council commissioned an independent research agency to conduct an all staff survey; the first since 2018. In total 54% of staff responded compared with 50% in 2018. This sample size produces data with a maximum margin of error of ±1.74% at a 95% level of confidence.

#### **Is this report easy to understand?**

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- 4.2. All employees with email addresses were sent a link to the survey by email, with regular reminders sent throughout fieldwork to encourage completion. Paper copies were distributed among staff working predominantly offline.
- 4.3. Survey questions were organised around the following themes:
  - Council Values
  - Systems and Processes
  - Ways of Working and Wellbeing
  - Personal Performance and Development
  - Line Managers
  - Senior Leaders
  - Communications
  - Discrimination, bullying and harassment
  - Climate Emergency
  - Suggestions for Improvement at the Council

## 5. Summary of key points

### Direction of travel

- 5.1. Positive progress since last staff survey in 2018. For 18 out of 21 comparable indicators, significant improvements in positive perceptions are evident.
- 5.2. Notable gains on delivery of appraisals and wider sentiment on L&D opportunities. However appraisal processes can still lack tangible outcomes and benefits for some staff.
- 5.3. Compared to 2018 an increasing proportion of employees feel valued for the work that they do (60% up from 51%) and proud to work for the council (71% up from 63%).

### Culture and Values

- 5.4. Nearly all employees (94%) agree that they personally put the council's corporate values into practice at work.
- 5.5. When considering the council's values in practice 79% agree that employees respect all people, and communities, with a similar number (76%) agreeing that they prioritise the service to the public. However, only 42% agreed that Lewisham Council invest in employees.
- 5.6. A fifth of employees (22%) state that they are likely to leave the council in the next year. This represents a risk to both resourcing and knowledge retention.

### Ways of working

- 5.7. Only two in five (42%) employees agree they can complete their job without needing to work excessive hours. This measure produced the highest proportion of negative responses within the whole dataset.
- 5.8. In the context of this workload pressure, it is notable that:
  - Only six in ten employees (65%) state they have the right tools to do their job

### Is this report easy to understand?

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effectively. More exploration of perceived gaps and how these impact on productivity may be necessary.

- One in five (22%) disagree that their emotional and mental wellbeing is supported at work. Provision of such support would seem vital when staff feel stretched.
- 5.9. When considering home/hybrid working, benefits to the climate and productivity are most commonly identified. A blurring of the boundaries between work and home and reduced team connectivity seem to be the key risks of hybrid working.
- 5.10. Line manager behaviours are generally seen as positive, a finding that should be celebrated. Relationships between line managers and individuals are predominately felt to be based on trust and respect, with improvements evident compared to 2018. Managing poor performance and challenging unacceptable behaviour are potential areas for improvement.

### **Communications**

- 5.11. There is scope for the sense of direction (messages from senior leaders) to be strengthened. Currently, only 50% agree senior leaders are open and honest in their communications with employees.
- 5.12. The survey findings also suggest that employees sometimes feel like they lack a voice. While line manager level relationships are good, only 48% agree that they are consulted in a meaningful way before changes are made to their job.
- 5.13. Staff feel more informed at both team and council levels than was the case in 2018.
- 5.14. In terms of communication priorities, 71% of staff want to hear more about how the council is addressing inequalities vs 52% who want to hear more about how the council is addressing the climate emergency.

## **6. Next Steps**

- 6.1. The following next steps are proposed :
- Further analysis by demographics and directorate/divisional level (where appropriate) to understand the difference experiences across the council. This will allow us to develop universal and more targeted approaches to addressing issues that the survey has identified.
  - Follow-up engagement for example in the form of pulse surveys and/or focus-groups to unpick specific issues (e.g. workload) identified in the survey.
  - Development of an action-plan(s) to address the issues identified in the survey and follow-up engagement.
  - Agreement of 2 – 4 year cycle of follow-up pulse and full surveys to measure progress.

## **7. Financial implications**

- 7.1. There are no specific financial implications arising from this report.

### **Is this report easy to understand?**

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## **8. Legal implications**

- 8.1. There are no specific legal implications arising from this report.

## **9. Equalities implications**

- 9.1. Discrimination, bullying and harassment was one of the survey themes, including the correlation with Protected Characteristics. Further analysis will look at any significant differences in responses across protected characteristics.

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

- 10.1. Staff perceptions regarding climate action by the council and consideration of their own job impact on the local/global environment was one of the survey themes.

## **11. Crime and disorder implications**

- 11.1. There are no specific crime and disorder implications arising from this report.

## **12. Health and wellbeing implications**

- 12.1. There are no specific health and wellbeing implications arising from this report.

## **13. Glossary**

Term	Definition
Confidence Level	A 95 percent confidence level is saying is that if the survey were repeated over and over again, the results would match the results from the actual staff group 95 percent of the time.
Margin of error ±%	The margin of error is a statistic expressing the amount of random sampling error in the results of a survey. The larger the margin of error, the less confidence one should have that results would reflect the result of a survey of the population.

## **14. Report author(s) and contact**

- 14.1. If there are any queries about this report, please contact Atika Mohammed (Head of Insight, Transformation & OD) by email ([atika.mohammed@lewisham.gov.uk](mailto:atika.mohammed@lewisham.gov.uk)) or telephone (020 8314 3133).

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m.e.l  
research

# Lewisham Employee Survey 2022

## Final Report

August 2022



# Methodology - Overview



The employee survey took place between 6<sup>th</sup> June and 13<sup>th</sup> July 2022.

All Council employees were eligible to take part.



All employees with email addresses were sent a link to the survey by email, with regular reminders sent throughout fieldwork to encourage completion.

Paper copies were distributed among staff working predominantly offline.

A QR code link to the survey was also displayed on promotional posters throughout the council.



In total we heard from 1,471 employees: 1,410 by email, 8 through the QR code and 53 by post

This equates to a 54% response rate.

This sample size produces data with a maximum margin of error of ±1.74% at a 95% level of confidence.

# Methodology – Survey themes

- Council Values
- Systems and Processes
- Ways of Working and Wellbeing
- Personal Performance and Development
- Line Managers
- Senior Leaders
- Communications
- Discrimination, bullying and harassment
- Climate Emergency
- Suggestions for Improvement at the Council



Denotes a significant difference  
at the 95% confidence level



# Headline findings



# Biggest improvements since 2018 - percentage points (1)

+25

Had an appraisal in the last 12 months (69%)

+16

Have the right tools and equipment to do their job effectively (65%)

+15

Line manager effectively manages performance (70%)

+15

My job makes good use of my relevant knowledge, skills and abilities (80%)

+14

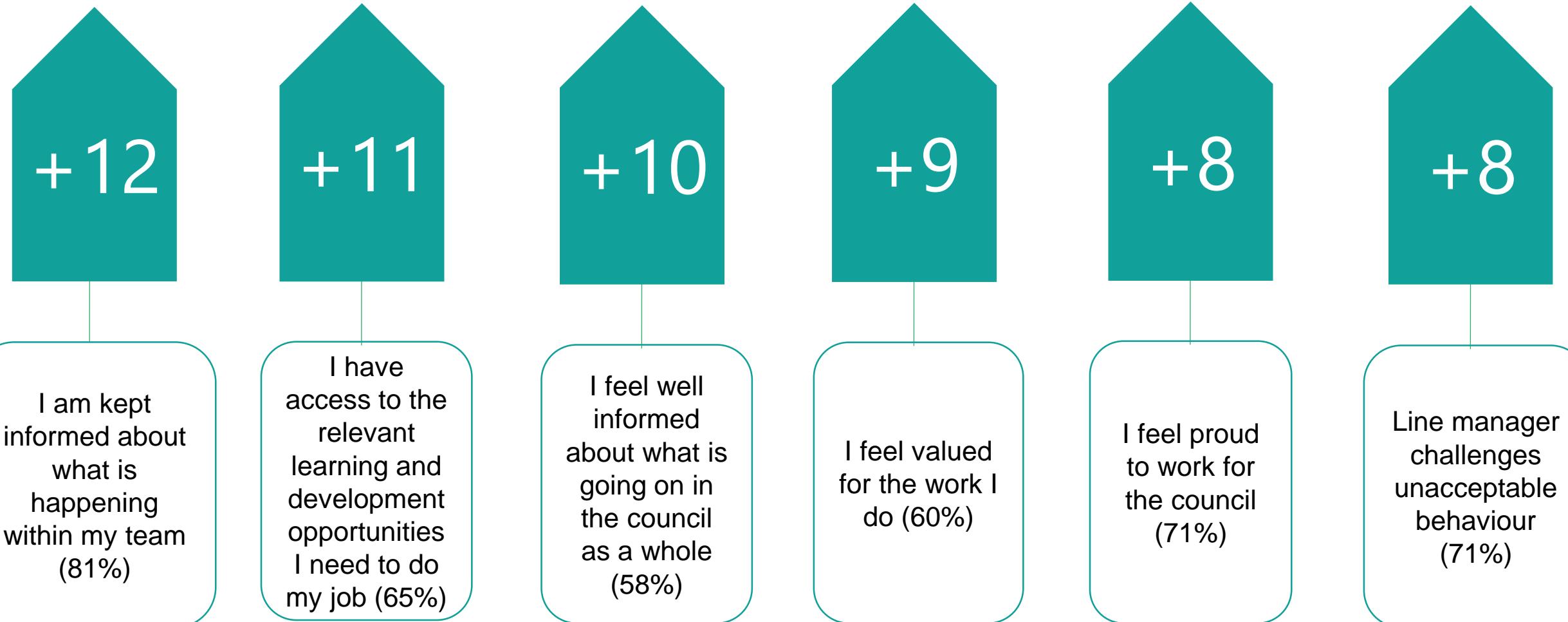
There is a culture of individual accountability (57%)

+13

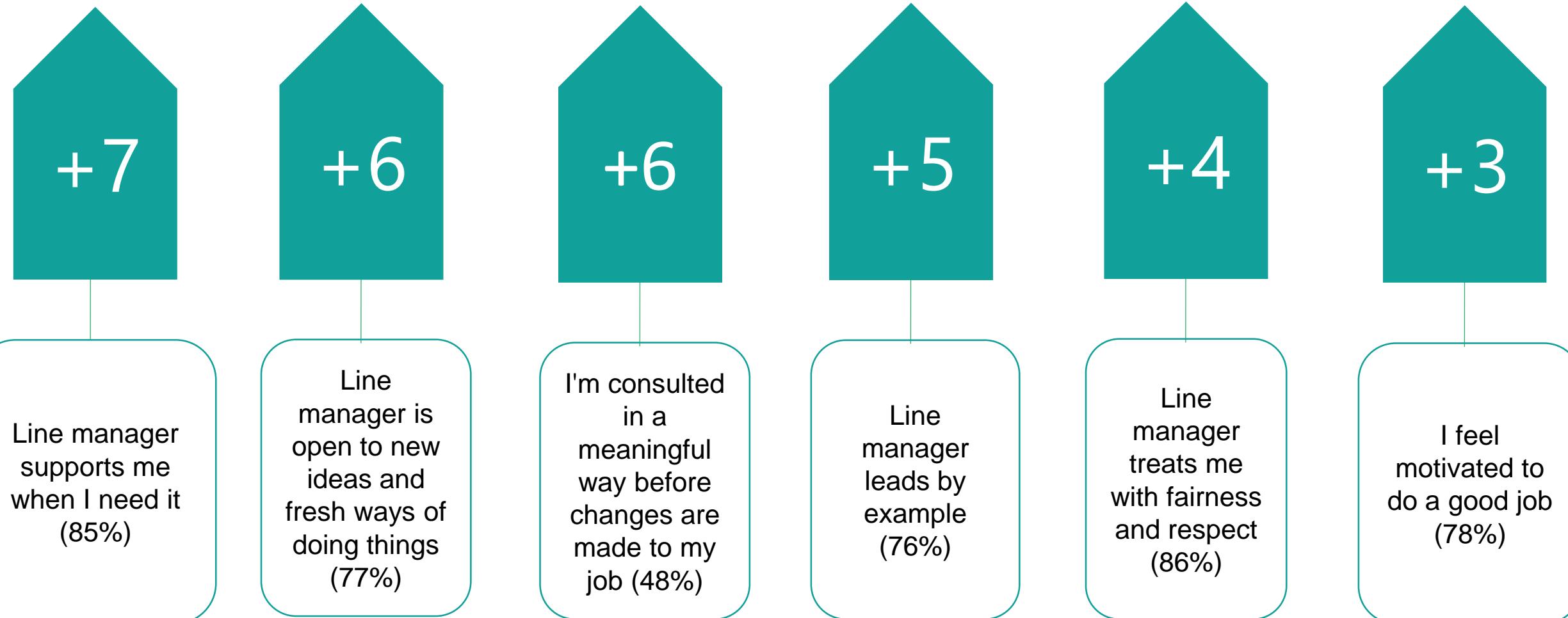
Learning and development needs were discussed in appraisal (where appraisals took place) (84%)



# Biggest improvements since 2018 - percentage points (2)



# Other improvements since 2018 - percentage points



# Perceived strengths

Staff strongly feel that... (% agree)

-  They put the Council's corporate values into their work (94%)
-  Line managers / supervisors trust staff to do their job (91%)
-  They know what is expected of them at work (89%)
-  Line managers / supervisors treat them with fairness and respect (86%)
-  Line managers / supervisors support them when they need it (85%)

# Areas for improvement staff do not feel that... (% disagree)

! They can do their job without regularly working over their contractual hours (47%)

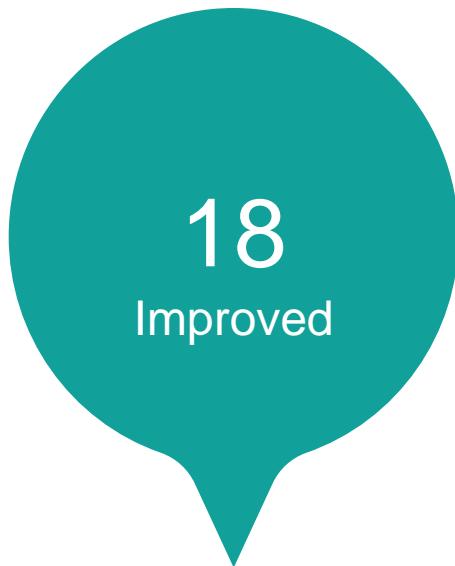
! The Council invests in employees (33%)

! They are consulted in a meaningful way before changes are made to their job (26%)

! They have the right tools and equipment to do their job effectively (22%)

! Their emotional and mental wellbeing is supported (22%)

# Comparable measures vs. 2018



# Improvements since 2018



Appraisal delivery and impact has improved. The proportion who have **had an appraisal meeting** has risen from 44% to 69%. Within these appraisals, the proportion who **discussed learning and development needs** rose from 71% to 84%. The increase in positive responses to appraisals may be linked to the increased positivity around personal development more generally - the proportion who state that they have **access to the relevant learning and development opportunities** they need to do their job has risen from 54% to 65%.



There have also been improvements when it comes to how equipped employees feel to do their job, and how valued they feel in them. For example, 65% state that they **have the tools and equipment to do their job effectively**, rising from 49% in 2018 (**however** it is important to note that 22% of staff do not feel this way). 80% state their job makes **good use of their relevant knowledge, skills and abilities**, an increase from 65%. An increasing number feel **valued for the work they do** (60% cf. 51%) and **proud to work for the council** (71% cf. 63%). These increases could be contributing to the increase in the proportion who feel **motivated to a good job** (78% cf. 75%).



Satisfaction with line manager behaviours also shows improvement, with the greatest increases seen in the proportion who state their **line manager challenges unacceptable behaviour** (71% cf. 63%), **supports them when they need it** (85% cf. 78%), and is **open to new ideas and fresh ways of doing things** (77% cf. 71%).

# Further changes vs. 2018



**Overall satisfaction with employees' present jobs** has stayed like the figure reported in 2018, with 67% satisfied in 2022 compared to 68% in the previous run of the study.



A decreasing proportion of employees state that they **can do their job without regularly working over their contractual hours** (42% in 2022 cf. 50% in 2018) – suggesting that stretch in the organisation has increased. Meanwhile, the proportion who say that they **have choices over the way they do their work** has also decreased by 8 ppts, from 72% to 64% since 2018, highlighting that a sense of autonomy among employees may have also decreased.

# Declines since 2018 - percentage points

I frequently have choices over the way I do my work (64%)

I can do my job without regularly working over my contractual hours (42%)

-8

-8



# Employee Engagement



# Engage for Success – a way of looking at employee engagement

Engage for Success is a voluntary movement which seeks to promote employee engagement as a way to work that benefits individual employees, teams and whole organisations.

Employee engagement is about understanding one's role in an organisation and feeling excited about where it fits within the organisation's purpose and objectives.

Although there is no 'one size fits all' approach and no master model for successful employee engagement, four common themes have emerged from extensive research captured in Engaging For Success.

Taken together, they include many of the key elements that contribute towards successful employee engagement.



# Key survey measures within each engagement pillar – engaging around change is an area of potential improvement

%  
positive

## Leadership



Senior leaders are open and honest in their communications with employees

50%

Senior leaders tell us what we need to know about organisational priorities

62%

I was previously aware of the Council's corporate values

73%

## Engaging managers



I receive regular constructive feedback about my performance

59%

My line manager supports me when I need it

85%

## Voice



My line manager is open to new ideas and fresh ways of doing things

77%

I am able to challenge the way things are done within my team

68%

I'm consulted in a meaningful way before changes are made to my job

48%

## Integrity

Page 60



Senior leaders (e.g., directors, executive directors, CEO) put the council's corporate values into practice

60%

My Line Manager trusts me to do my job

91%

The mean positive scores per pillar further emphasise the positive perceptions of line managers. There is scope for the sense of direction and employee voice to be strengthened.

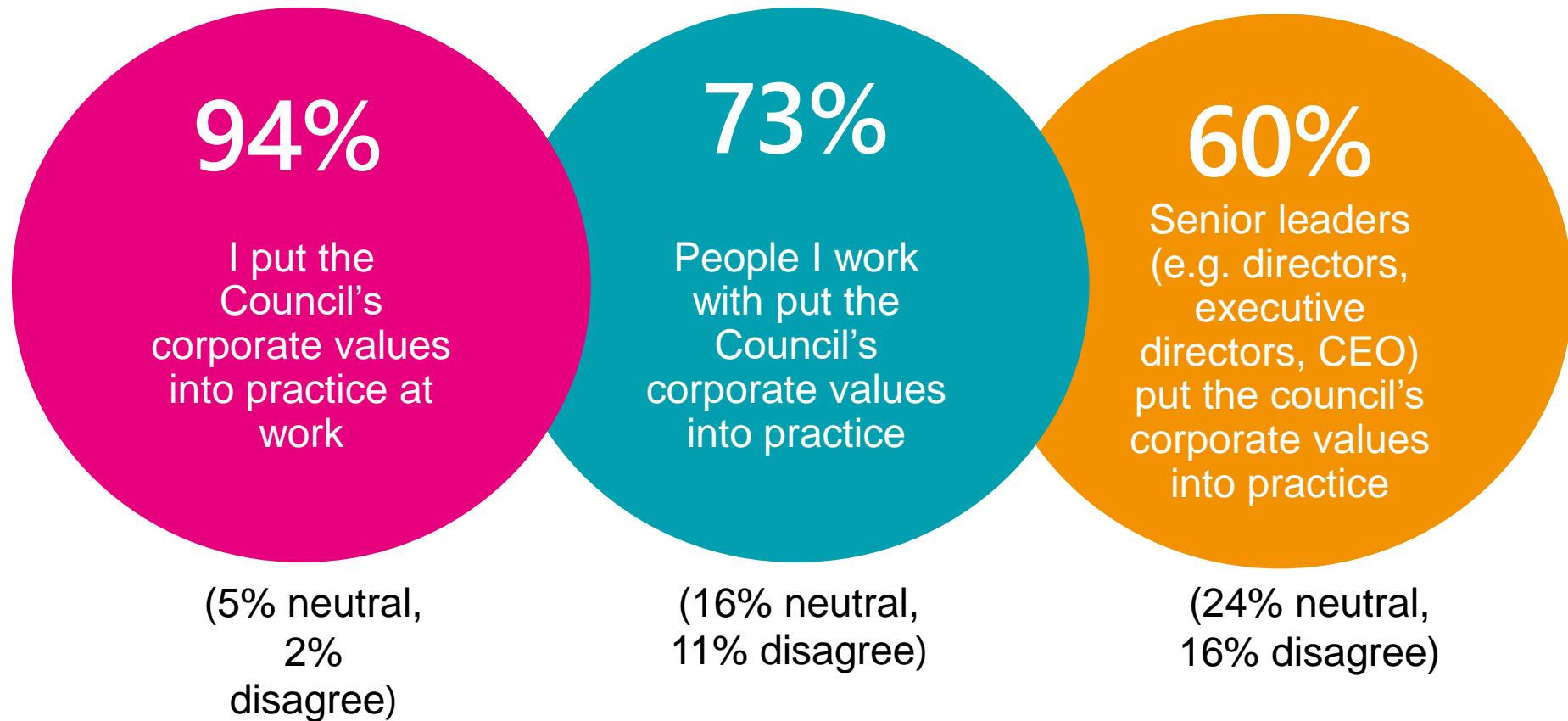


# Council Values



# Council values

Once the council values were presented to employees, a majority recognise these being applied by themselves and colleagues. While a lower proportion see these values among senior leaders, this is because of more employees answering neutrally rather than actively disagreeing.



Q4. To what extent do you agree or disagree with the following statements about our values?

Sample bases: 1385-1391

# Council values

Four in five employees feel the council's values are relevant to their role, but a lower proportion recognised these prior to the survey. This highlights a potential need to communicate and/or clarify corporate values for those who lack recognition or don't feel they are relevant to their role.

- We put service to the public first.
- We respect all people and all communities.
- We invest in employees.
- We are open, honest and fair in all we do.

**79% feel the council's corporate values are relevant to their role**

13% Neither  
8% Disagree

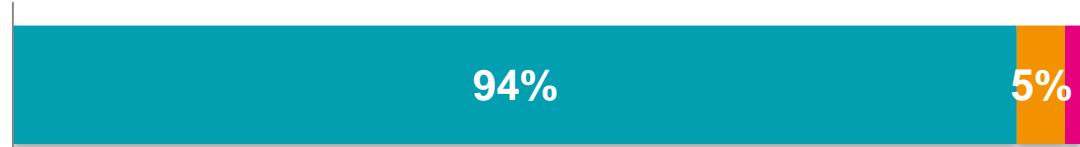
**73% were previously aware of the council's corporate values**

13% Neither  
15% Not aware

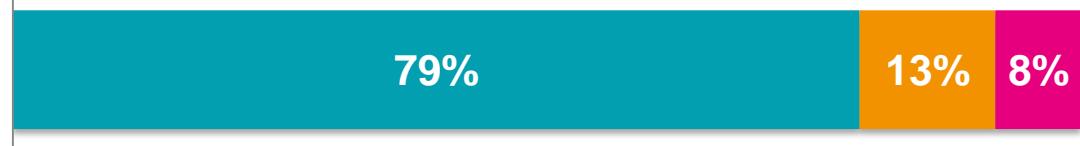
- Q4a. To what extent do you agree or disagree with the following statements about our values? I was previously aware of the council's corporate values (Sample base: 1444)
- Q4b. To what extent do you agree or disagree with the following statements about our values? The council's corporate values feel relevant to my role (Sample base: 1318)

# Council values - detailed responses

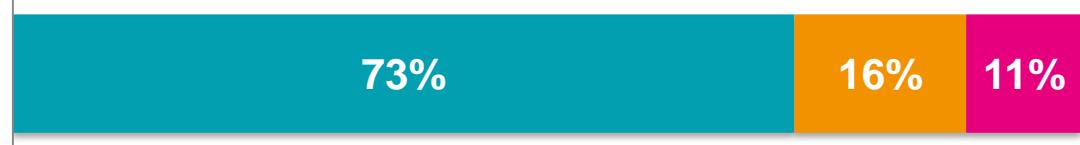
I put the Council's corporate values into practice at work (1390)



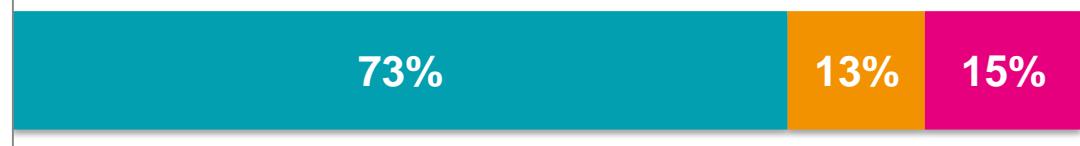
The Council's corporate values feel relevant to my role (1383)



People I work with put the Council's corporate values into practice (1385)



I was previously aware of the Council's corporate values (1444)



Senior leaders (e.g. directors, executive directors, CEO) put the council's corporate values into practice (1391)



■ Satisfied      ■ Neither      ■ Dissatisfied

Q4. To what extent do you agree or disagree with the following statements about our values?

Sample bases: In parentheses

# Council values in practice (1)

The majority agree that Lewisham Council puts service to the public first and that the council respects all people and communities. Only a minority, of 42% however, feel that the Council invests in employees.



**79%**

We respect all  
people and  
communities



**76%**

We put service to  
the public first



**59%**

We are honest, fair  
and accountable in  
all we do

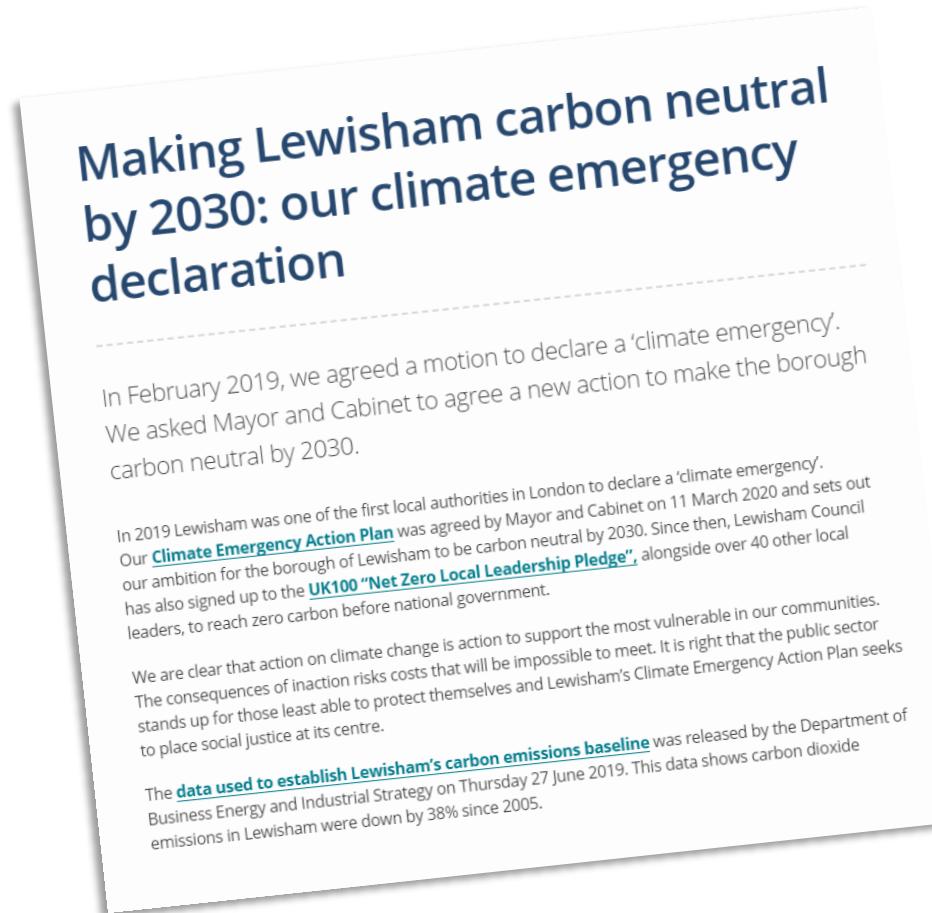


**42%**

We invest in  
employees

# Climate action

Despite signing the Carbon Neutral pledge, only 54% of employees agree that the council is working to address the climate emergency.



65%

consider the impact their role has on the local and global environment



54%

agree that the Council is working to address the climate emergency

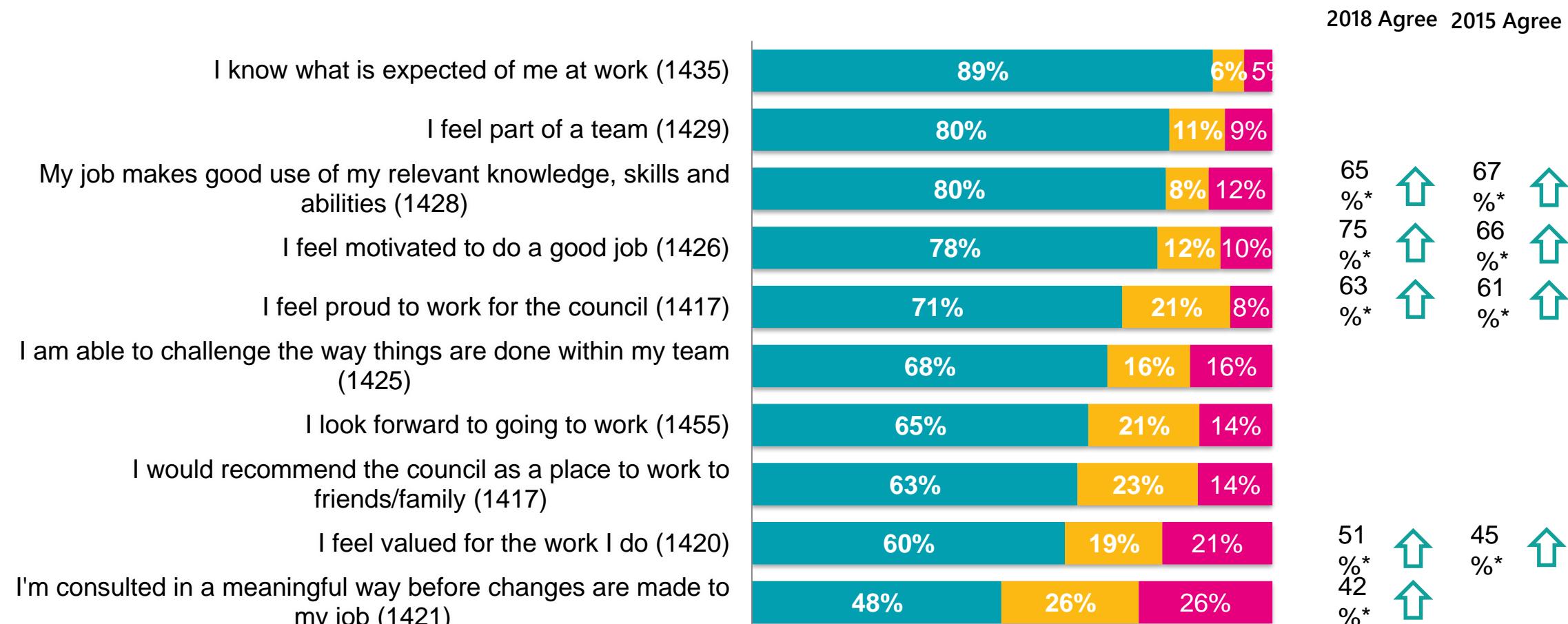
Q8. To what extent do you agree or disagree with the following statements?  
Base sizes: 1465 - 1467



## Overall job perceptions

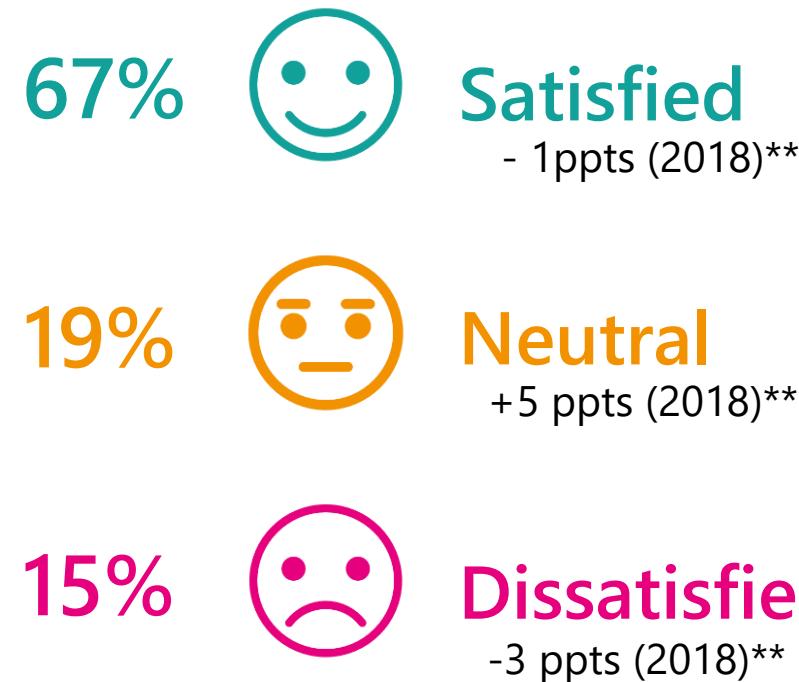
# Perceptions of role within council

Motivation and pride to work for Lewisham Council have increased since 2018, while four in five feel part of a team. The proportion who feel valued for the work they do, an indicator which is typically closely linked to engagement levels has improved (now 60%).



# Job satisfaction

Two thirds of staff are satisfied in their role (down by 1ppt since 2018). Compared to 2018 fewer staff are dissatisfied in role, but more are neutral.



Q3. Overall how satisfied or dissatisfied are you with your present role at Lewisham Council?

\*\* Wording change compared to benchmarking data – see appendix for details

# Likeliness to leave Lewisham Council

A fifth of employees (22%) state that they are likely to leave the Council in the next year (an increase of 13ppts since 2018\*), representing a risk to both resourcing and knowledge retention. Studies suggest this may be in line with the 'Great Resignation', which is seeing 1 in 5 workers planning to quit their jobs in 2022 (see notes)

**2022**

"How likely are you to leave Lewisham council in the next 12 months?"

**22% likely/very likely to leave in next 12M**

**20% not sure if they will leave in next 12M**

**58% not likely to leave in next 12M**

↑ 13ppts

↑ 4ppts

↓ 24ppts

**2018**

To what extent do you agree or disagree with this statement: "I intend to be working for Lewisham Council in 12 months time"

**9% disagree that they are intending to stay in next 12M**

**16% not sure if they are intending to stay in next 12M**

**74% agree that they are intending to stay in next 12M**



**CAUTION:** Differences in question wording and answer codes mean direct comparison between 2018 and 2022 survey is not possible. 2018 survey responses should be used as a proxy of progress achieved only.

Q7 How likely are you to leave Lewisham council in the next 12 months? Base: 1465  
(2018) Q15 To what extent do you agree or disagree with the following statements: I intend to be working for Lewisham Council in 12 months' time (1081)

## Working at Lewisham Council



# Teamworking

While staff perceive that teams work well together and treat each other with respect, fewer identify a culture of 'individual accountability'. Nonetheless, there has been an increase in this extent to which this is perceived to be the case since 2018.



2018: 43%\*

(9% neutral,  
8%  
disagree)

(11% neutral,  
10% disagree)

(26% neutral,  
17% disagree)

Q12. To what extent do you agree or disagree with the following statements about working at the council?

Base sizes: 1423 – 1458

\* Wording change compared to benchmarking data – see appendix for details

# Equipped for job

Only six in ten employees state they have the right tools and learning opportunities to do their job well, a notable increase from 2018. Further exploration of these tools gaps and how these impact on productivity may be necessary.



Have the right tools to do their job effectively

2018 Agree    2015 Agree

49% 

48% 



Have access to the relevant learning and development opportunities they need to do their job

54%\* 

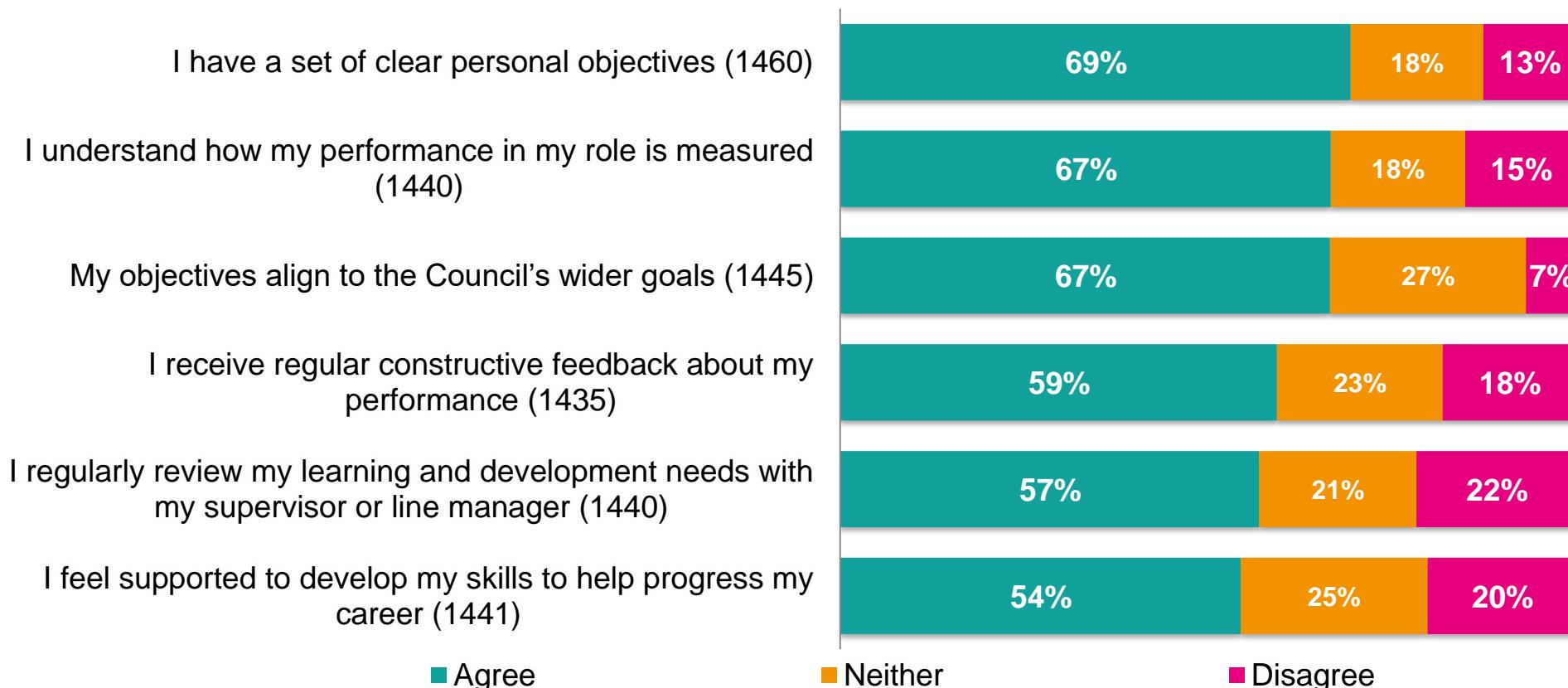
48%\* 



Have all their agreed reasonable adjustments

# Personal Performance and Development

In the context of the comparatively low sentiment around the Council investing in employees, notable proportions of employees answer neutrally or disagree regarding the skills development and career support they are receiving.



Q19. To what extent do you agree or disagree with the following statements about working at the council?

Sample bases: In parentheses

\* Wording change compared to benchmarking data – see appendix for details

# Appraisal Meetings

Despite an increase in appraisal incidence since 2018, only half agree they are helping to improve performance or addressing their support needs, suggesting that this process may not deliver tangible impacts for some employees.

**69%**  
have had an appraisal during the last 12 months



2018\*\*: 44% (+25 pts)  
2015\*\*: 49% (+20 pts)



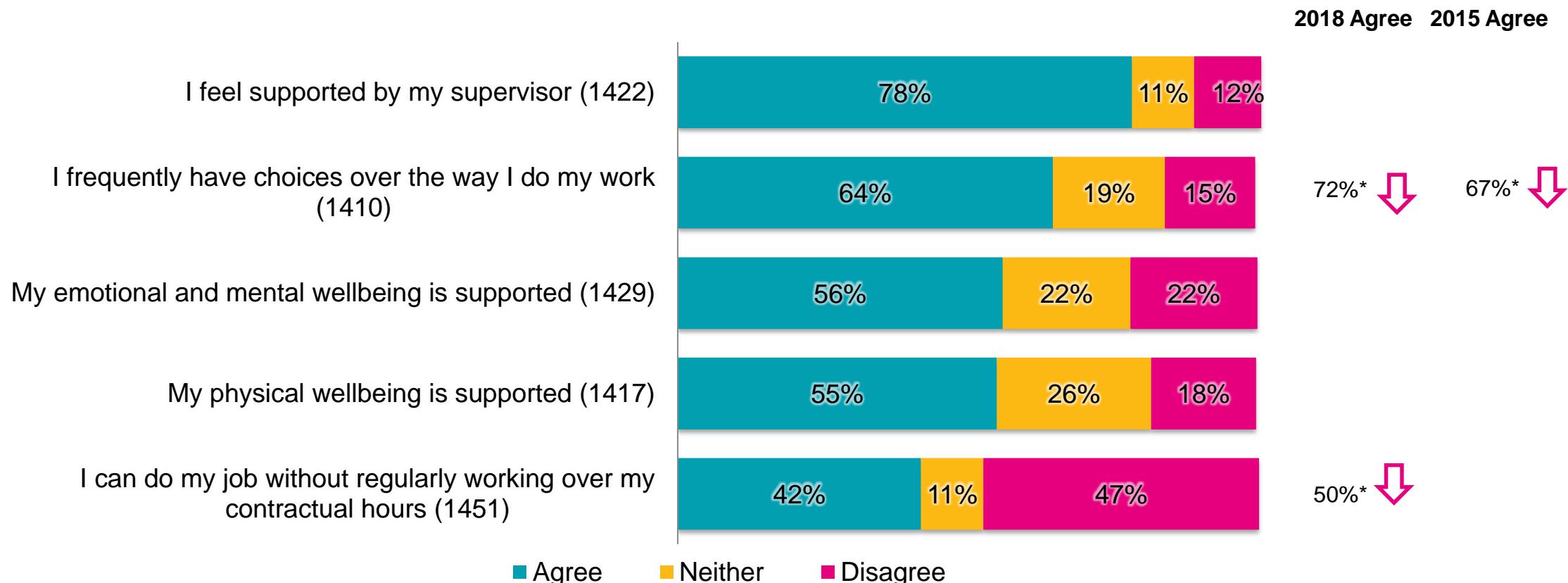
Q21 To what extent do you agree or disagree with the following statements about your last appraisal meeting...?

Sample bases: 982-1004

\* Wording change compared to benchmarking data – see appendix for details

# Wellbeing and support

Less than half of staff feel they can do their job without working overtime; down from 50% in 2018. There has been a similar decline in the proportion who state they have choices over the way they do their work. One in five (22%) disagree that their emotional and mental wellbeing is supported at work. In the context of apparent workload pressures provision of such support would seem vital.



Q13 To what extent do you agree or disagree with the following statements about working at the council?  
Base: 1410 - 1451

# Future working

Two thirds of staff (67%) currently understand the Future Working approach, but fewer (57%) know how this relates to them and their job. On this basis more needs to be done to embed the details of this programme.



67%

**Understand what the Future Working approach is in general**



57%

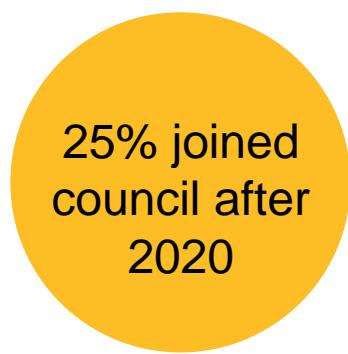
**Know what Future Working means for them and their job**



## Impact of Covid-19

# Work location since impact of Covid-19

In terms of working location, most staff were working 1 or 2 days in a council building in a hybrid working format. One quarter (25%) were working entirely from home.



**25%**  
Were  
working  
entirely from  
home



**5%**  
Were  
working in a  
public facing  
location  
(e.g., library)



**6%**  
Were  
working  
entirely in a  
council  
building

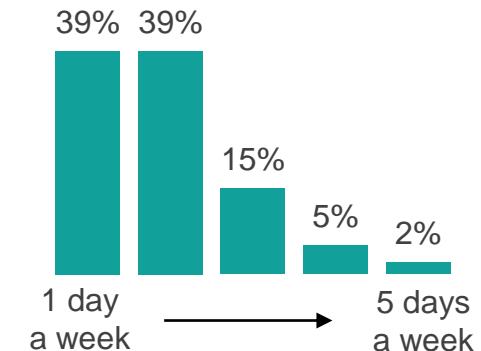


**6%**  
Are mobile workers  
and do not work in a  
fixed location (e.g.,  
refuse collection)



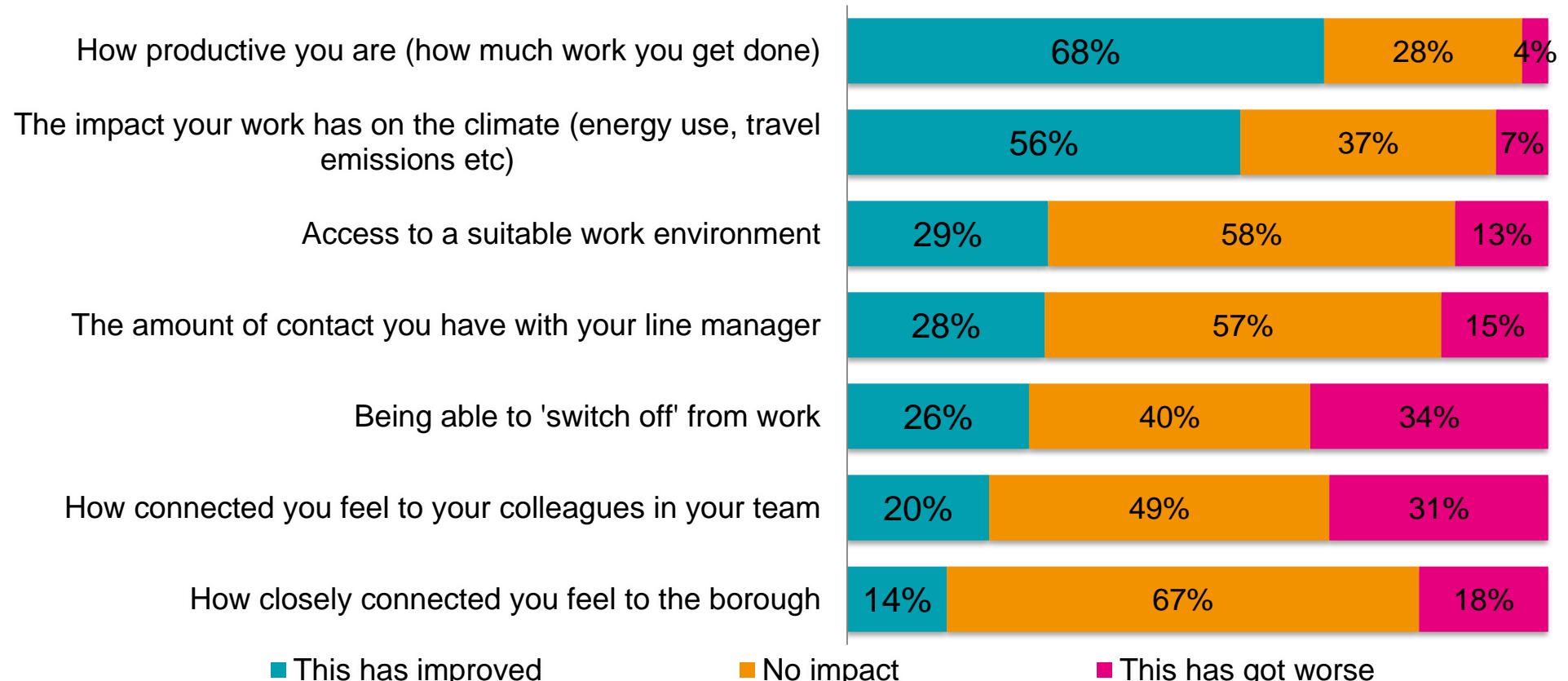
**59%**  
Were working at  
home and in a  
council building

On average, how many days a week  
are you currently working in the office?



# Benefits of home/hybrid work

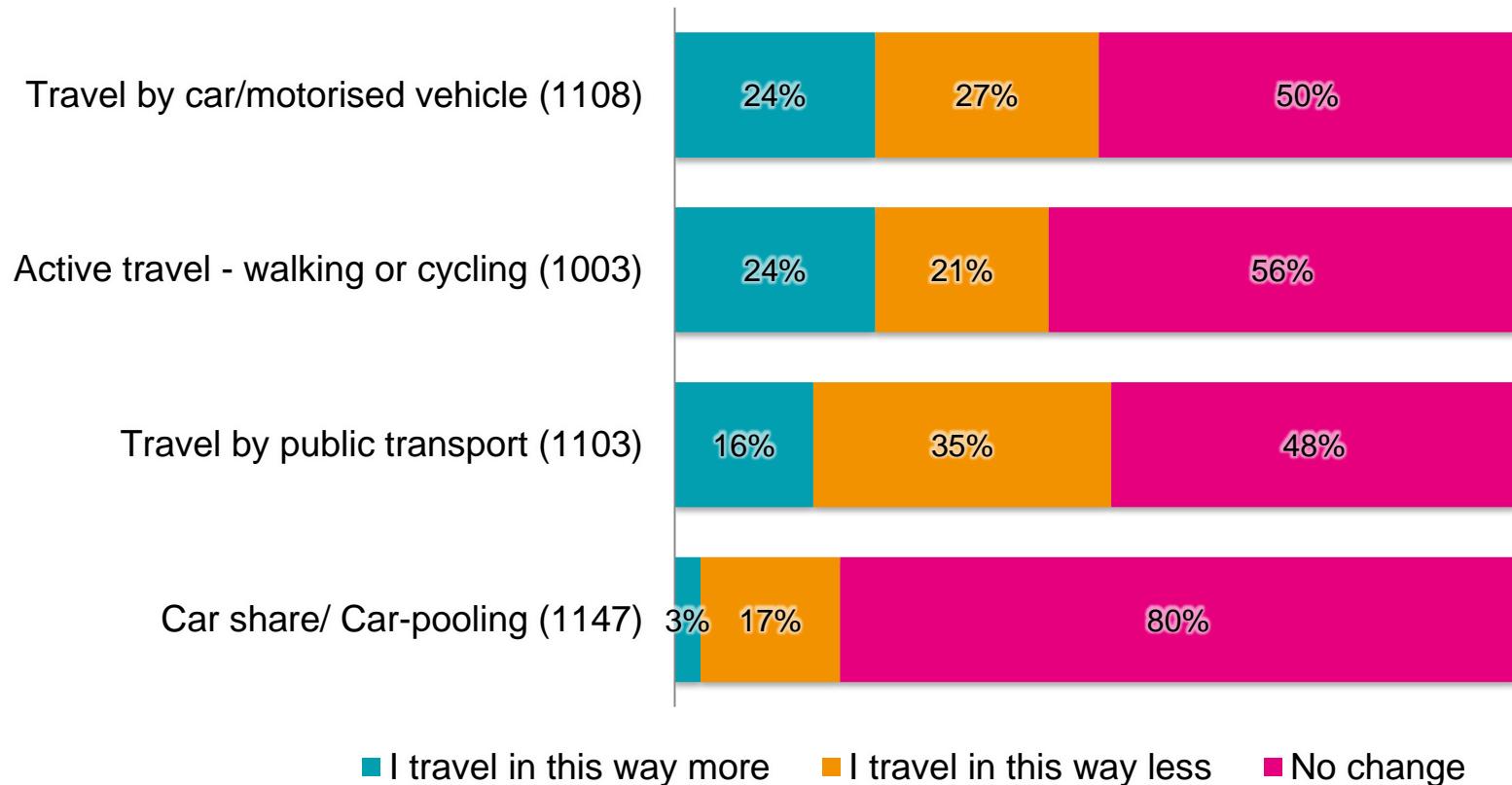
When considering home/hybrid working, benefits to the climate and productivity are most commonly identified. A blurring of the boundaries between work and home and reduced team connectivity seem to be the key risks of hybrid working.



Q17. Thinking about your experiences of home/hybrid working since March 2020, please describe how this has affected these aspects of your work. Sample base: 1211 (those who work fully or partially from home)

# Travel to work

The COVID-19 pandemic has had some impact on how employees travel to work, however 50% report no change in their usage of a car/motorised vehicle. 35% have reduced the extent to which they travel by public transport, while only 16% have increased their usage of it.



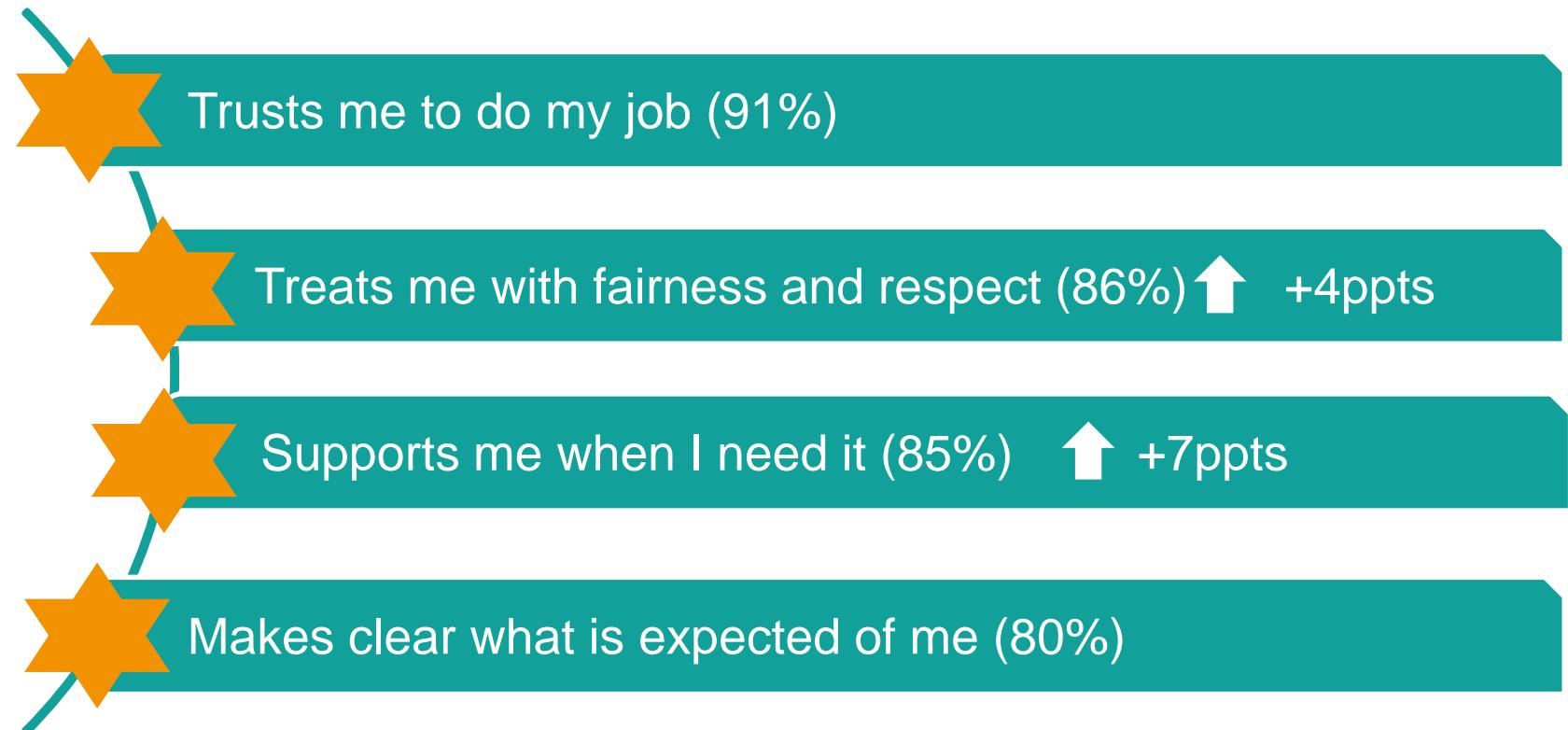
- Q9. Following the COVID-19 pandemic, has the way you travel to work changed at all? Valid responses only. Sample bases: in parentheses
- Q10. I have access requirements which mean I must travel to work in the way that I do. Sample base: 1451

# Line managers



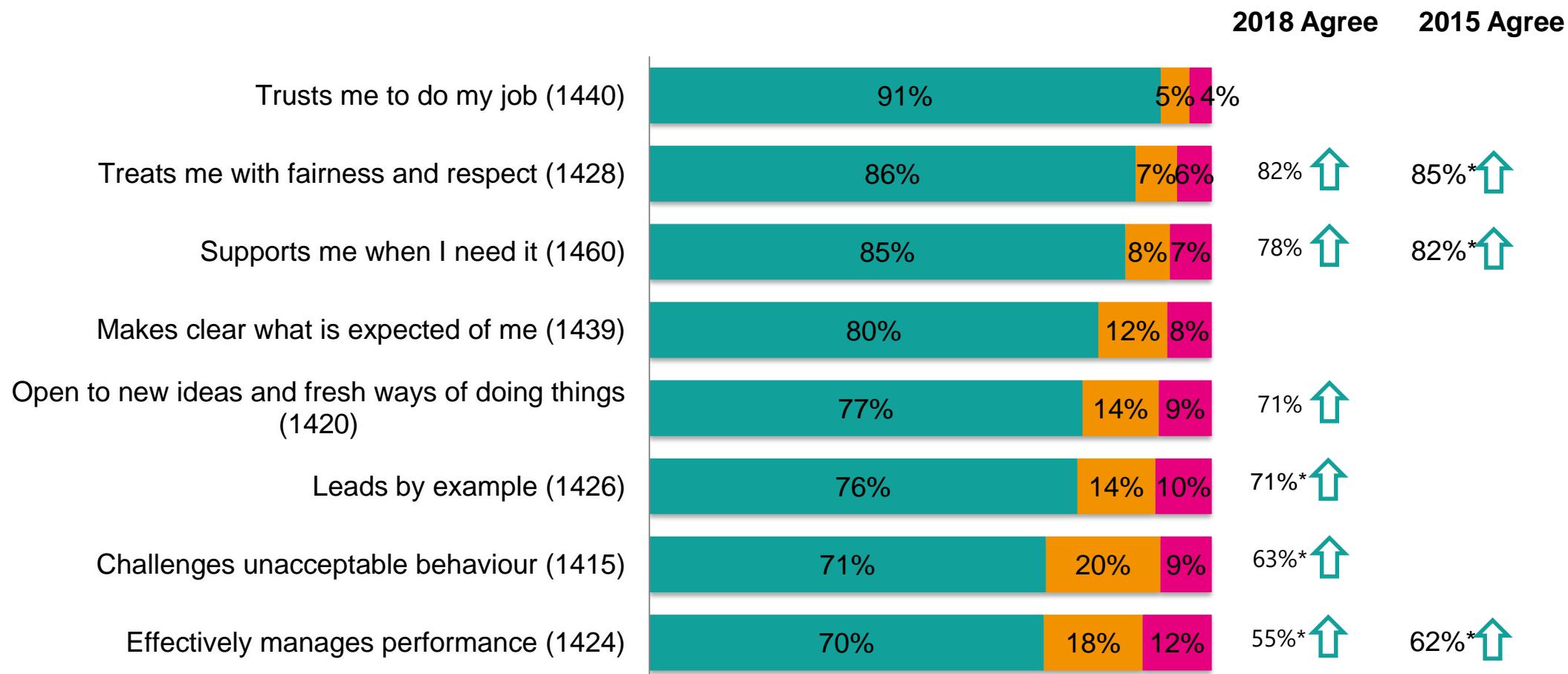
# Strengths of line managers

I believe my line manager...



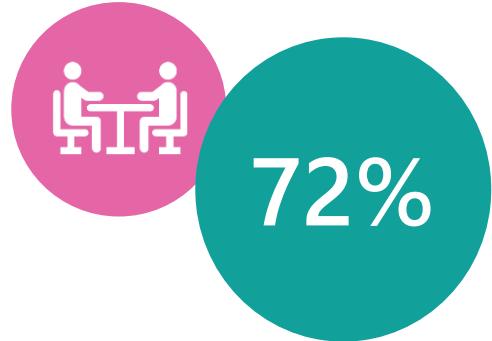
# Line managers

Relationships between line managers and individuals are predominately felt to be based on trust and respect, with improvements evident compared to 2018. Managing poor performance and challenging unacceptable behaviour are potential areas for improvement.



# Line manager contact

Nearly three quarters of staff have line manager meetings at least monthly.



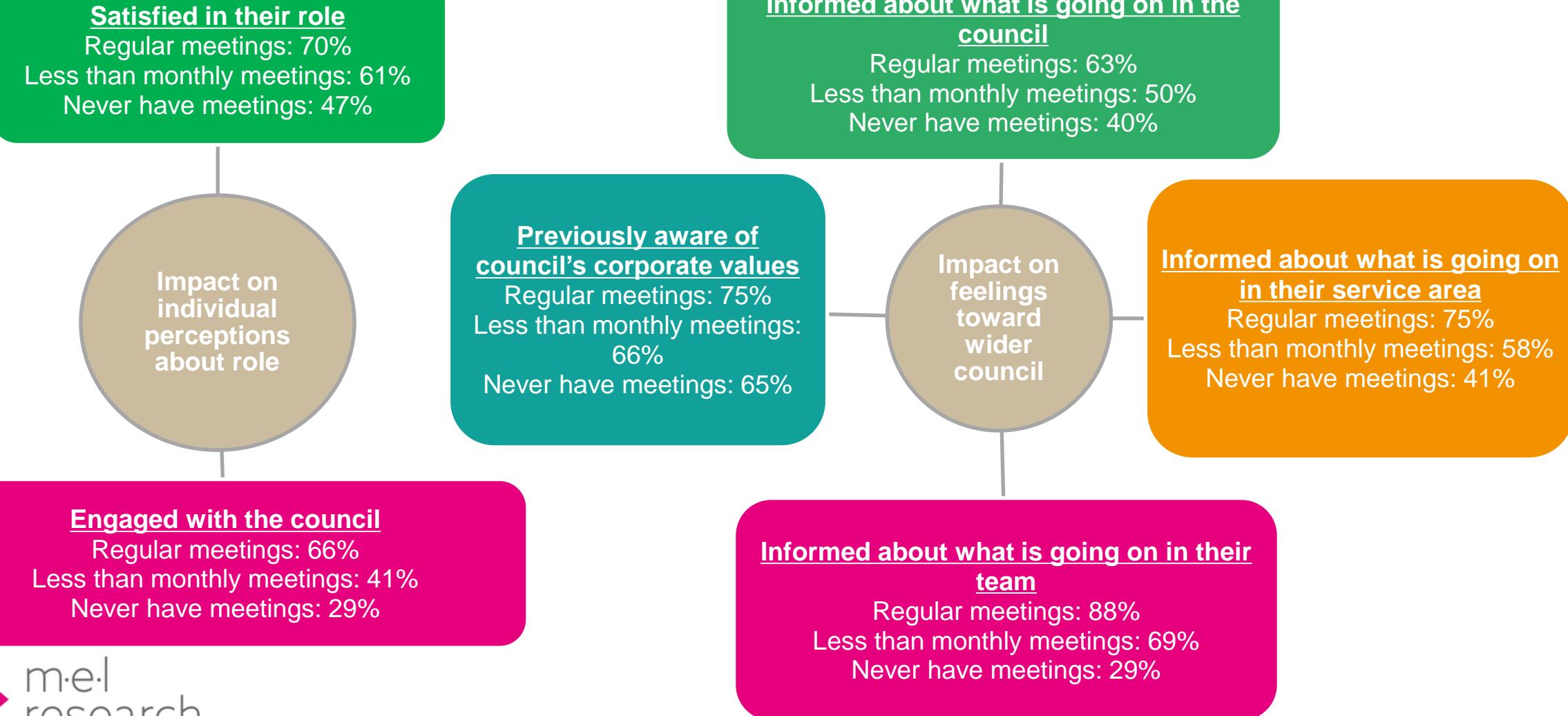
Have regular (at least monthly) 1:1 line manager meetings

- **11% have never had 1:1 line management meeting;**
  - More likely to be mobile workers
  - More likely to be dissatisfied and disengaged with their role

Q23. Do you have regular one to one meetings with your line manager/supervisor?  
Sample base: 1459

# Impact of regular line manager contact

Those who have regular (monthly or more) contact with their line managers are more likely to feel satisfied with their role, engaged, aware of the corporate values and aware of what is going on in the council.

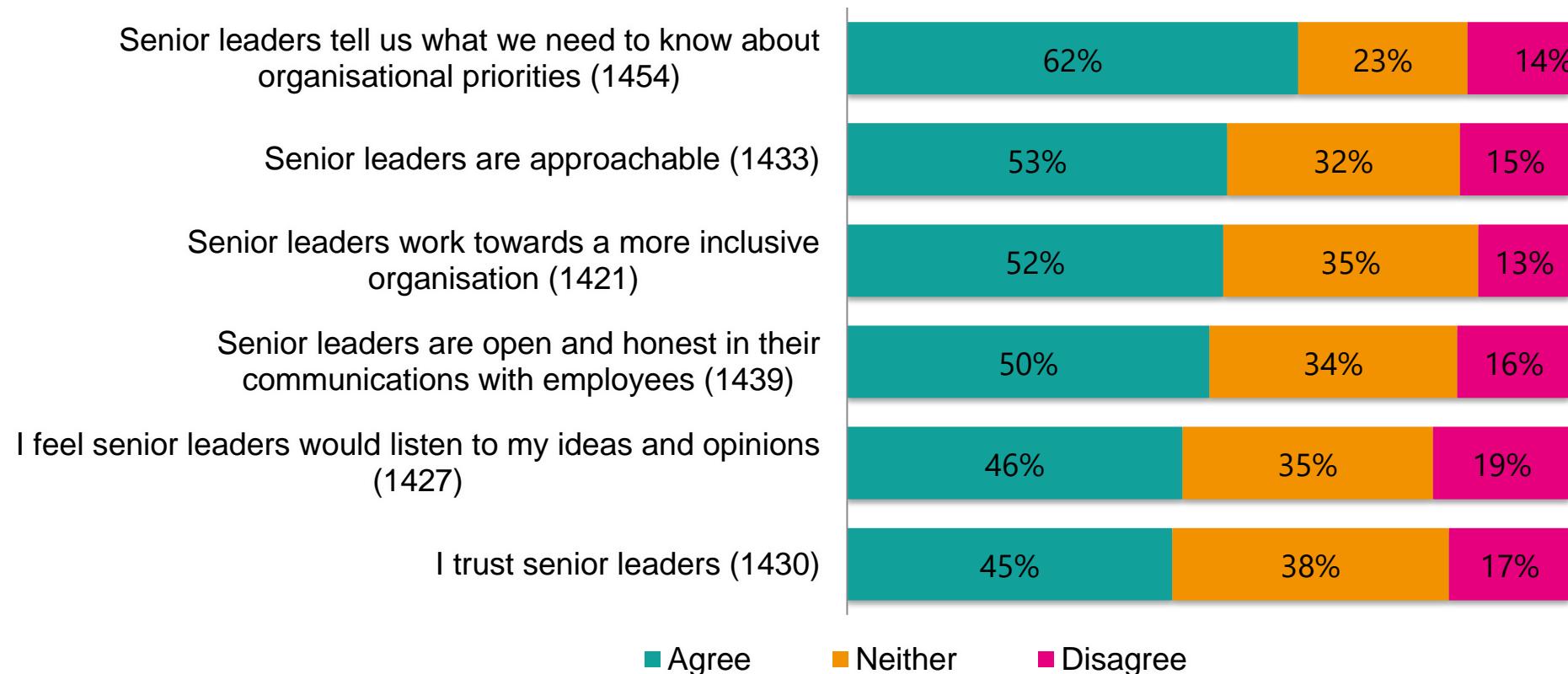




# Senior Leaders

# Senior leaders

Less than half of employees trust senior leaders. Communication of organisational priorities scored more highly, however less thought that their ideas and opinions would be listened to.



Q25. To what extent do you agree or disagree with the following statements about senior leaders at the council?  
Sample base: In parentheses.

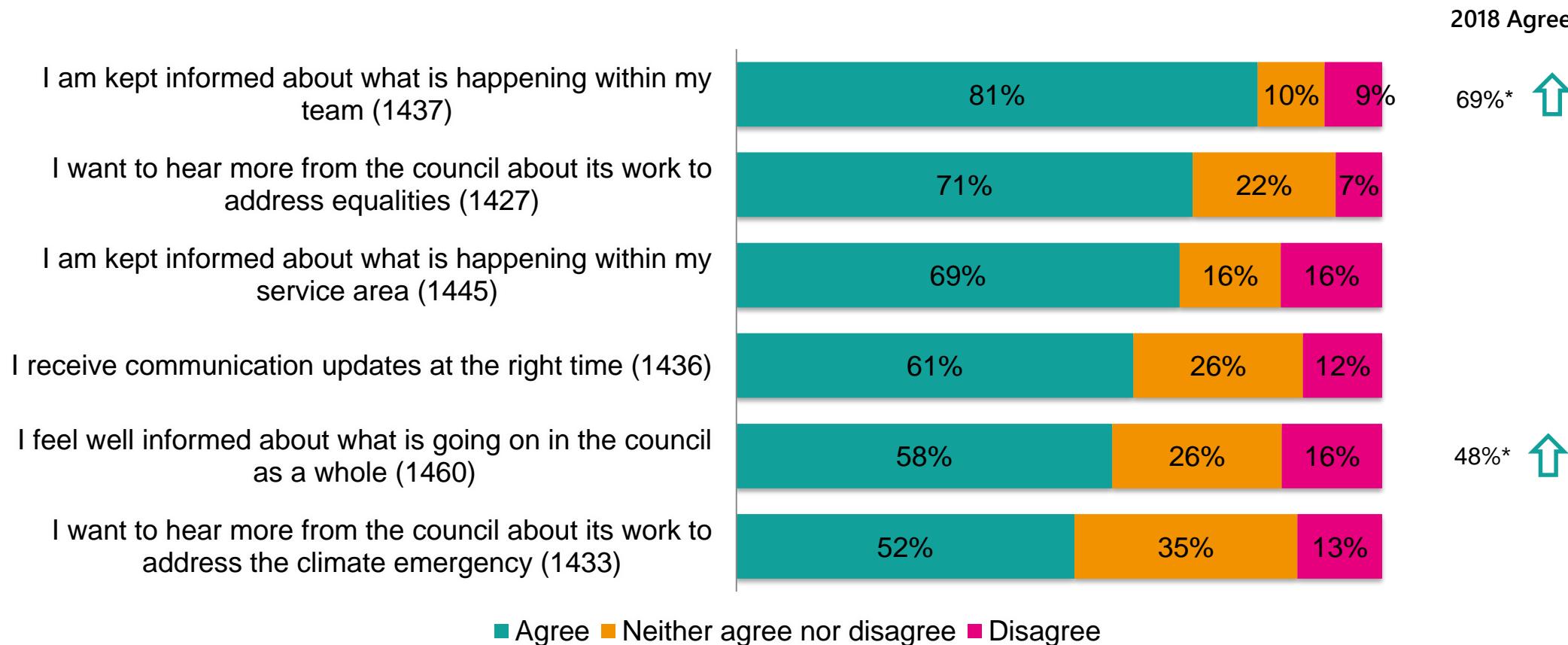


# Communication



# Communications received

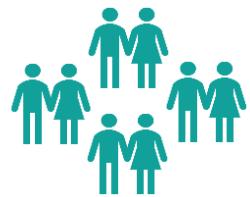
In terms of communication priorities, 71% of staff want to hear more about how the council is addressing inequalities vs 52% who want to hear more about how the council is addressing the climate emergency.



# Feeling informed

Staff feel more informed at both team and Council levels than was the case in 2018.

**I am kept informed about what is happening in...**

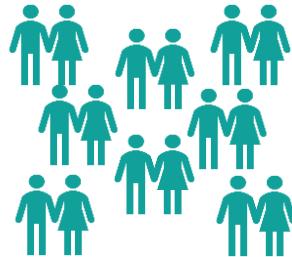


... my team

**81%**

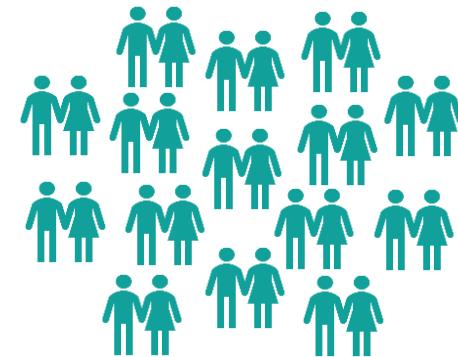


+ 12 ppts (2018\*)



... my service area

**69%**



...the Council as a whole

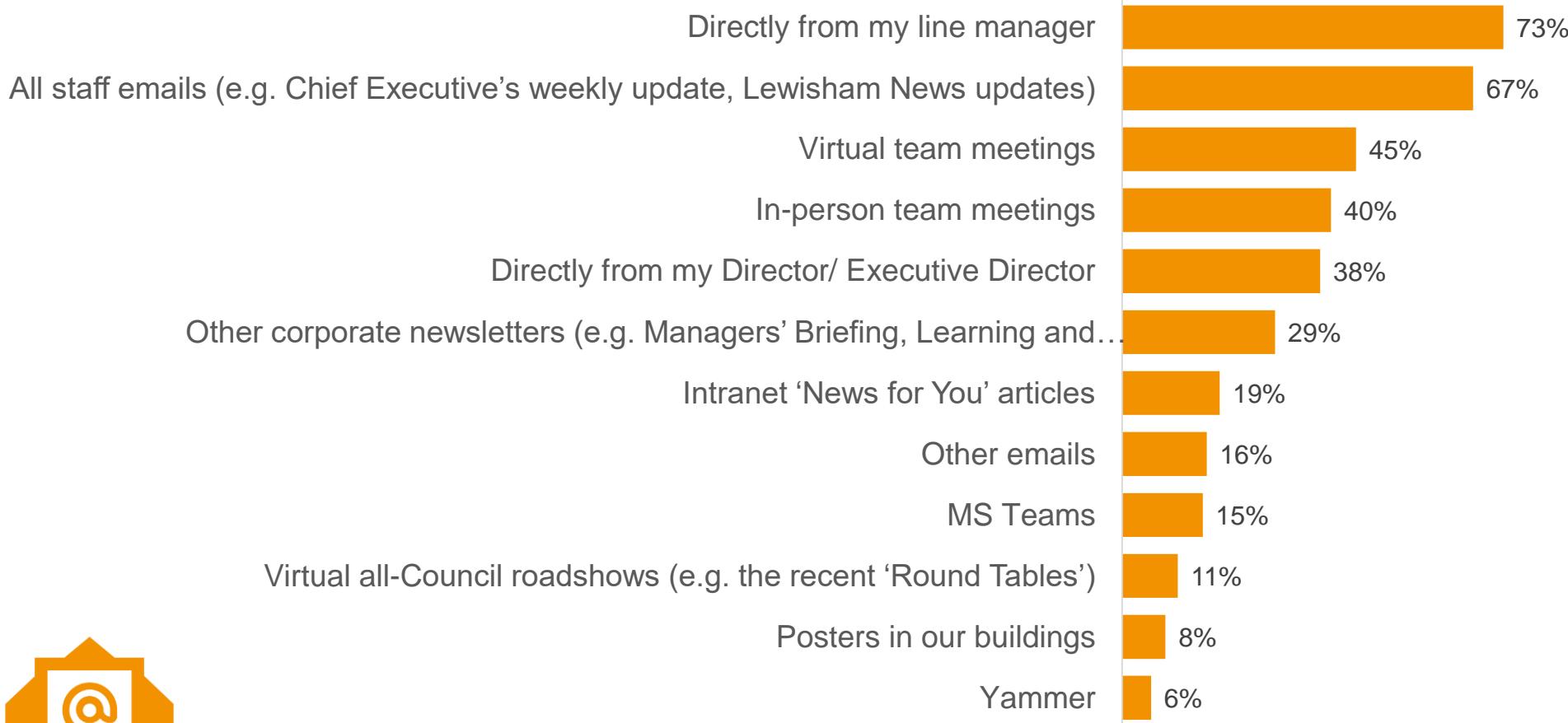
**58%**



+ 10 ppts (2018\*)

# Communication methods

The preferred communication method is through line managers and all staff emails. Team meetings, whether virtual or in-person, are favoured by less than half of employees.



Q27. Please tell us your preferred way to find out news and information about your role and the Council.  
Sample base: 1454

NB: This question was multiple choice, so results do not add to 100%.

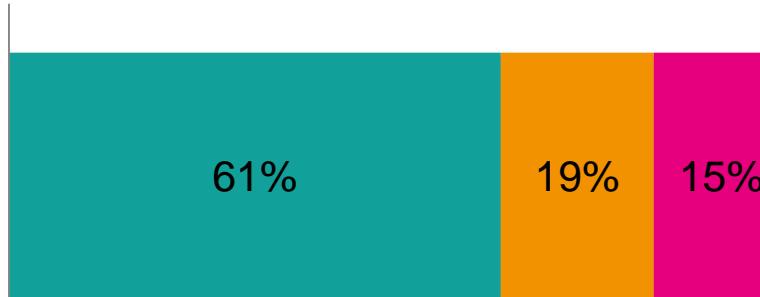


# Discrimination

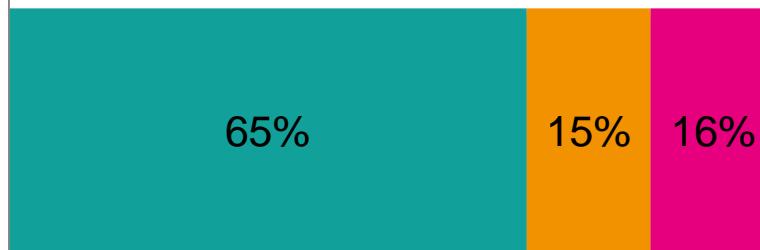
# Discrimination, bullying and harassment

Six in ten employees believe that Lewisham Council treats all staff fairly. A slightly higher proportion believe that any complaints made would be taken seriously. Some uncertainty is evident on both these measures.

Reflecting on the last two years, I feel that  
Lewisham Council treats all staff fairly  
regardless their personal characteristics  
(1398)



I feel confident that if bullying, harassment or  
discrimination complaints needed to be made,  
these would be taken seriously (1387)



■ Agree

■ Neither agree nor disagree

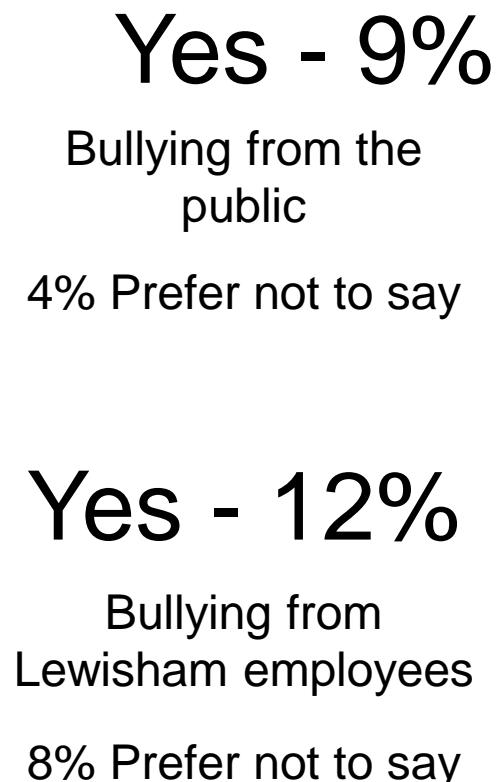
■ Disagree

Q29. To what extent do you agree or disagree with the following statements?

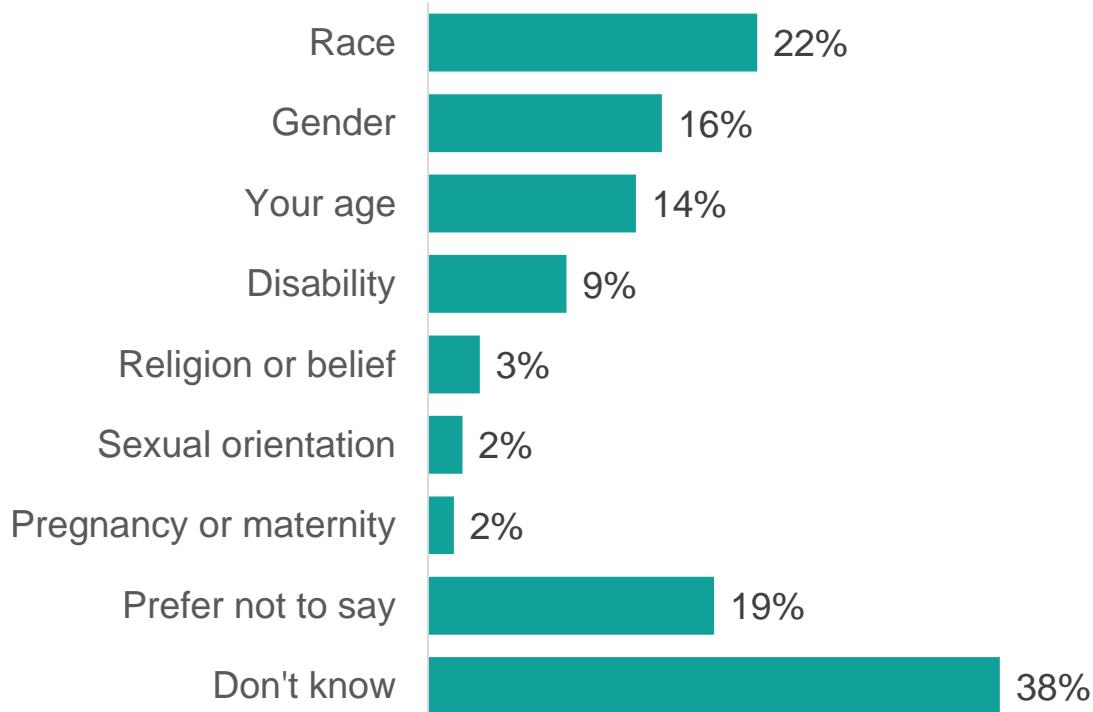
Sample bases: In parathesises.

# Experienced bullying/harassment from public/Council employees?

One in eleven have experienced bullying from the public, with a similar number experiencing bullying from other Lewisham employees. When asked the perceived reason for the bullying, race and gender were the most commonly mentioned factors.



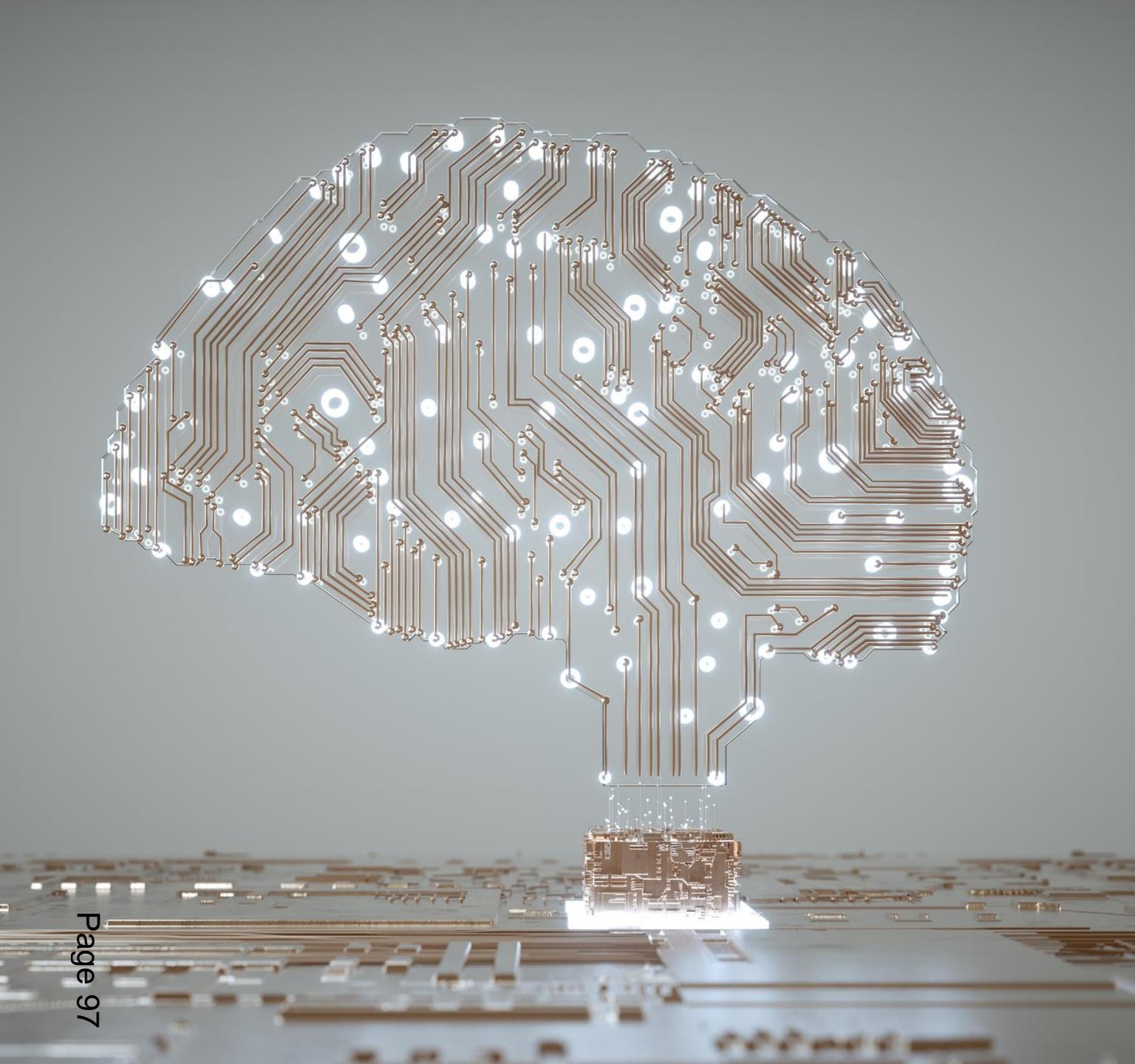
**Asked of those who had experienced bullying from the public, or from Lewisham employees – Do you feel the discrimination, bullying or harassment was because of any of the following?**



Q30. In the last 12 months do you feel you have personally experienced any form of bullying or harassment from a member of the public? (Sample base: 1455)

Q31. In the last 12 months do you feel you have personally experienced any form of discrimination, bullying or harassment from other Lewisham Council employees? (Sample base: 1424)

Q32. Do you feel the discrimination, bullying or harassment was because of any of the following? (Sample base: 1441)



# Key messages

# Key messages (1)

## Direction of travel

- ❖ Progress is evident since the last full employee survey was undertaken within Lewisham Council in 2018. For 18 out of 21 comparable indicators, significant improvements in positive perceptions are evident.
- ❖ Notable gains have been made on the delivery of appraisals and wider sentiment on learning and development opportunities. However, appraisal processes can still lack tangible outcomes and benefits for some staff.
- ❖ Compared to 2018 an increasing proportion of employees feel valued for the work they do (60% cf. 51%) and proud to work for the council (71% cf. 63%). As employees feeling valued is commonly associated with strong engagement, progress here is encouraging. However, there should be an ambition to move this proportion higher still.

## Culture and values

- ❖ While the council's values are recognised by a majority, they are not quite central to ways of working. Four in five (79%) agree that the council's corporate values are relevant to their role, with 73% previously aware of the council's corporate values.
- ❖ While nearly all employees (94%) agree that they put the council's corporate values into practice at work, recognition of others doing so is lower- 74% agree that the people they work with put the Council's values into practice, with this dropping to 60% when considering senior leaders.
- ❖ When considering the council's values in practice 79% agree that employees respect all people, and communities, with a similar number (76%) agreeing that they prioritise the service to the public. However, only 42% agreed that Lewisham Council invest in employees.
- ❖ This weak scoring on this indicator plays out in the more specific questions about learning development, as only 54% feel supported to develop their skills to help progress their career, and only 57% agree that they regularly review their learning and development needs with their supervisor/line manager.
- ❖ A fifth of employees (22%) state that they are likely to leave the council in the next year. This represents a risk to both resourcing and knowledge retention.



# Key messages (2)

## Ways of working

- ❖ Only two in five (42%) employees agree they can complete their job without needing to work excessive hours. Indeed, this measure produced the highest proportion of negative responses within the whole dataset.
- ❖ In the context of this workload pressure, it is notable that:
  - ❖ Only six in ten employees (65%) state they have the right tools to do their job effectively. More exploration of perceived gaps and how these impact on productivity may be necessary.
  - ❖ One in five (22%) disagree that their emotional and mental wellbeing is supported at work. Provision of such support would seem vital when staff feel stretched.
- ❖ Two thirds of staff (67%) currently understand the Future Working approach, but fewer (57%) know how this relates to them and their job. On this basis more needs to be done to embed the details of this programme.

- ❖ When considering home/hybrid working, benefits to the climate and productivity are most commonly identified. A blurring of the boundaries between work and home and reduced team connectivity seem to be the key risks of hybrid working.
- ❖ Line manager behaviours are generally seen as positive, a finding that should be celebrated. Relationships between line managers and individuals are predominately felt to be based on trust and respect, with improvements evident compared to 2018. Managing poor performance and challenging unacceptable behaviour are potential areas for improvement.

# Key messages (3)

## Communications

- ❖ There is scope for the sense of direction (messages from senior leaders) to be strengthened. Currently, only 50% agree senior leaders are open and honest in their communications with employees.
- ❖ The survey findings also suggest that employees sometimes feel like they lack a voice. While line manager level relationships are good, only 48% agree that they consulted in a meaningful way before changes are made to their job.
- ❖ Staff feel more informed at both team and council levels than was the case in 2018.
- ❖ In terms of communication priorities, 71% of staff want to hear more about how the council is addressing inequalities vs 52% who want to hear more about how the council is addressing the climate emergency.
- ❖ Communication via line managers and all staff emails most commonly preferred. Team meetings, whether virtual or in-person, are favoured by less than half of employees.

# Next steps

- ❖ Sharing of the results with all staff across the council.
- ❖ Further analysis by demographics and directorate/divisional level (where appropriate) to understand the difference experiences across the council. This will allow the us to develop universal and more targeted approaches to addressing issues that the survey has identified.
- ❖ Follow-up engagement for example in the form of pulse surveys and/or focus-groups to unpick specific issues (e.g. workload) identified in survey.
- ❖ Development of an action-plan(s) to address the issues identified in the survey and follow-up engagement.
- ❖ Agreement of 2 – 4 year cycle of follow-up pulse and full surveys to measure progress.



This project has been delivered to ISO 9001:2015, 20252:2019 and 27001:2013 standards:



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Service  
*Supplier*



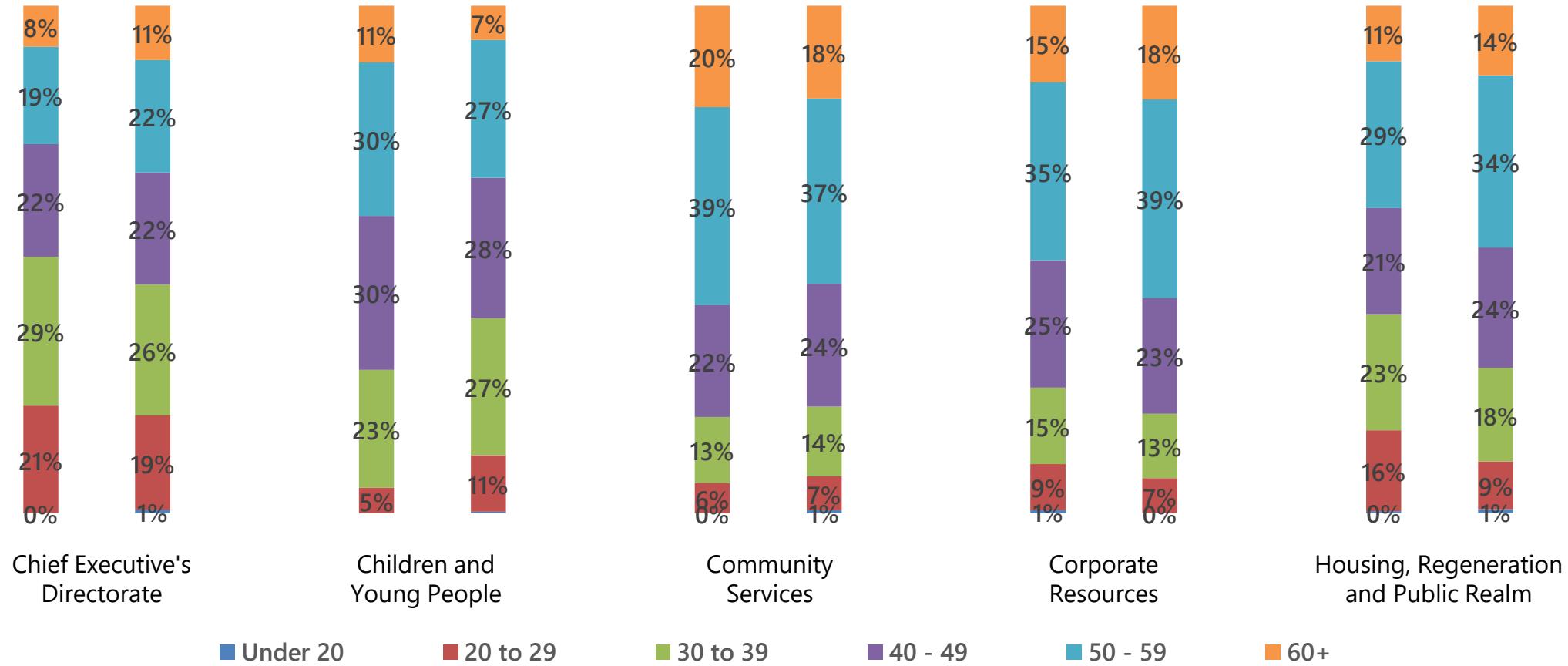


## Demographics Sample Information

# Sample by age / council profile

Left: 2022 survey sample

Right: Latest council profile



NB: In the main report, those aged under 20 and 20-29 have been grouped together due the low proportion of those aged under 20, resulting in the reporting of 'younger staff' or those 'aged 29 or under'.

## Sample by ethnicity / council profile

Top: 2022 survey sample

Bottom: Latest council profile

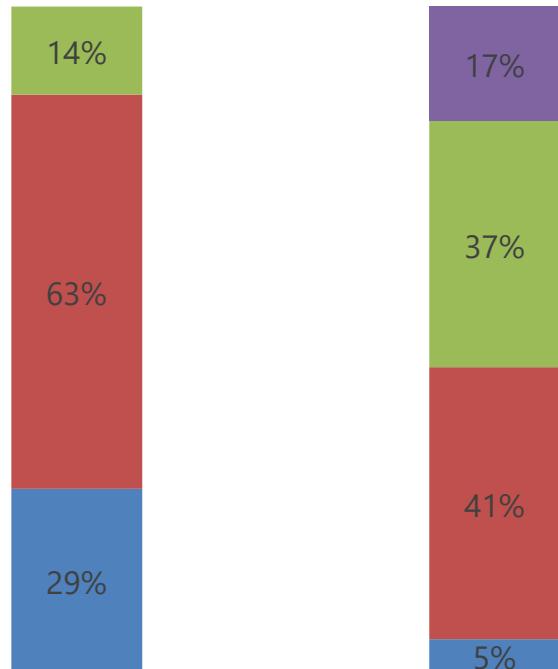


■ Asian ■ Black ■ Mixed ■ Other ■ Undisclosed / Prefer not to say ■ White

## Sample by disability / council profile

Left: 2022 survey sample

Right: Latest council profile



### 2022 survey sample – disability details

*"Do you have a long-term health, medical (or similar) condition that causes personal limitations or differences in any of the following?"*

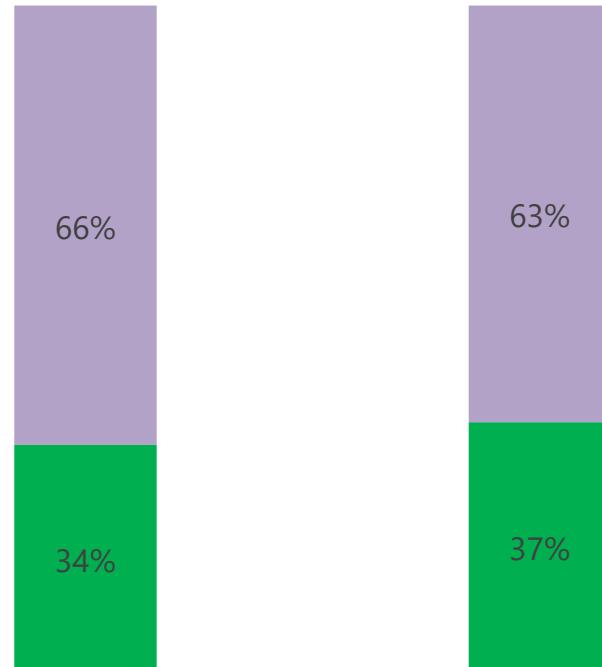
Disability	%
None	63%
Prefer not to say	14%
Other	7%
Mobility	5%
Mental health	5%
Digestive and metabolic	3%
Hearing	3%
Vision	3%
Neuro-diversity	2%
Dexterity	1%
Reading and writing	1%

- Yes
- No
- Prefer not to say
- Undisclosed

## Sample by ethnicity / council profile

Left: 2022 survey sample

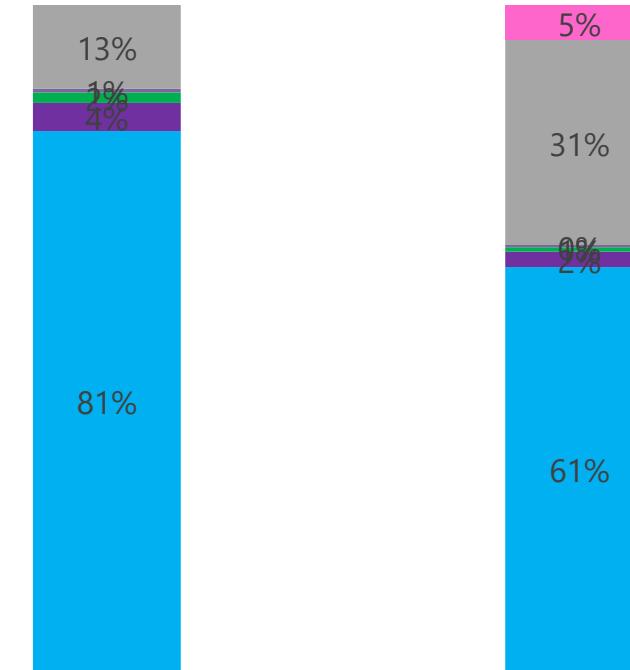
Right: Latest council profile



## Sample by sexual orientation / council profile

Left: 2022 survey sample

Right: Latest council profile



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## Safer Stronger Select Committee

### **Report title: Adult Learning Lewisham – annual report**

**Date:** 15<sup>th</sup> September 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Head of Adult Learning Lewisham

### **Outline and recommendations**

This report provides an update to the Safer Stronger Select Committee on the adult learning service offered by Adult Learning Lewisham (ALL) from September 2021 – July 2022

Members of the Safer Stronger Select Committee are asked to note the contents of this report and to ascertain the service reach to priority communities across Lewisham.

Members of the Safer Stronger Committee are asked to review the inclusivity of the service as well as the core values in creating opportunities for the seldom heard across Lewisham through the provision of adult and community learning

### **Timeline of engagement and decision-making**

A report from Adult Learning Lewisham is presented annually to the Healthier Communities Select Committee as part of the scrutiny and governance processes within ALL.

On the 15<sup>th</sup> September 2022 this report is going to the Safer Stronger Select Committee as part of that scrutiny and governance process.

## **1. Summary**

This report outlines the context within which Lewisham's adult education service operates, and gives details of the performance of the service in 2020/21 and 2021/22. This includes a summary of the 2020/21 Self-Assessment Report grades for Leadership and Management including Safeguarding, the Quality of Education (intent, implementation and impact), Behaviour and attitudes to learning and Personal Development.

## **2. Recommendations**

- 2.1. Members of the Safer Stronger Select Committee are asked to note the contents of this report and to ascertain the service reach to priority communities across Lewisham.
- 2.2. Members of the Safer Stronger Committee are asked to review the inclusivity of the service as well as the core values in creating opportunities for the seldom heard across Lewisham through the provision of adult and community learning.

## **3. Policy Context**

- 3.1. Adult Learning Lewisham (ALL) is funded as a local authority adult education service, and received Department for Education funding, as part of the devolution of skills to mayoral combined authorities, ALL receives its funding from the Greater London Authority (GLA) and contributes to the GLA's Skills For Londoners strategy.
- 3.2. ALL works collaboratively with a range of council services as well as contributes to Lewisham Council's priorities in the following areas (see table below):
  - Delivering and defending health, social care and support;
  - Creating an Open Lewisham;
  - Giving children and young people the best start in life; and
  - Building an inclusive economy.

<b>LBL Corporate Priorities</b>	<b>ALL working in partnership with LBL services</b>
<i>Delivering and defending health, social care and support</i>	<ul style="list-style-type: none"><li>• Social Prescribing – ALL are now an integral part of the social prescribing strategy, to ensure advice and guidance for residents, and provide referrals to courses, reducing pressure on public health services. A social prescribing bursary is now available for anyone who is referred from social prescribing link workers to Community Learning provision but cannot afford to pay the fees.</li><li>• IAPT – ALL have co-located and worked in partnership with SLAM through its Work Well project and now through IAPT to deliver employment outcomes for adults managing mental ill health</li></ul>
<i>Open Lewisham</i>	<ul style="list-style-type: none"><li>• Sanctuary Borough Programme – ALL are working with the Mayor's team as the key delivery partners for ESOL skills and family learning for families arriving in Lewisham through the Syrian, Afghan and Ukrainian Vulnerable Person Resettlement Programme</li></ul>
<i>Giving Children and young people the best start in life.</i>	<ul style="list-style-type: none"><li>• Working with the Young Mayor's Team ALL have drawn on their outcomes framework to help develop a Curriculum For Life, in partnership with schools and the college this will help ensure better outcomes from education for young people and young adults</li><li>• Family Learning Programme – ALL deliver in schools in the most deprived areas of Lewisham, working with families and parents to develop skills, and provide support for children, to help people take the next steps.</li></ul>

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<b>LBL Corporate Priorities</b>	<b>ALL working in partnership with LBL services</b>
	<ul style="list-style-type: none"> <li>• Lewisham Strategic Partnership, and South Lewisham Working Group – ALL have conducted a major piece of research over the past four years, to establish the causes of persistent poverty in the south of the borough. ALL have established, with Lewisham College, CYP, and Economic Development a strategic partnership to ensure that there are opportunities across the borough, especially in the south, for progression through a ‘Skills Highway’ into work, better employment and higher skills.</li> <li>• Culture and Community Development – ALL is contributing to Lewisham’s London Borough of Culture programmes offer, as well as building networks of learners selling their work across the borough.</li> </ul>
<i>Building an inclusive local economy</i>	<p>Examples of work within Lewisham Libraries include:</p> <ul style="list-style-type: none"> <li>• ESOL including the refugee courses, Family Learning and English classes are either delivered from or schedule to libraries and help learners join the library etc.</li> <li>• English classes engage learners with the Reading Ahead programme on an annual basis, in 2021: <ul style="list-style-type: none"> <li>a. Six classes from all levels up to Entry 3 joined up; including eight learners from the complete English Beginner class.</li> <li>b. 67% of all participating learners, completed all six reads (including 75% of the aforementioned Beginner English learners)</li> <li>c. In total, the learner's involved read 161 books/articles/stories etc.</li> <li>d. For International Women’s day, ALL collaborated with Lewisham Libraries in celebration of International Women’s Day. Learners and tutors prepared short videos of themselves talking about their craft and what they enjoyed most about the creative courses at Adult Learning. The videos were shared on Libraries and Adult Learning Lewisham’s social media channels and they were also available to view on the We are Lewisham website.</li> </ul> </li> </ul>
	<p>Examples of work with the Economy, Jobs and Partnership service and Lewisham Works:</p> <ul style="list-style-type: none"> <li>• Pathways to Adult Social care course developed and delivered in partnership with the Lewisham Works team, Eleanor Care and Carepoint was delivered at ALL’s Grove Park Centre. This short course consisted of a week of classroom sessions which included talks from employers, work trails and guaranteed interviews for those who completed.</li> <li>• ALL’s Adult Careers Information Advice and guidance service links with opportunities offered by Lewisham Works</li> <li>• ALL’s Business and Partnership Apprentice works closely with Lewisham Works to increase the supported employment opportunities for adults with learning disabilities. The Pathways to supported employment courses link directly to work experience and employment support offered by the Lewisham Works team.</li> </ul>

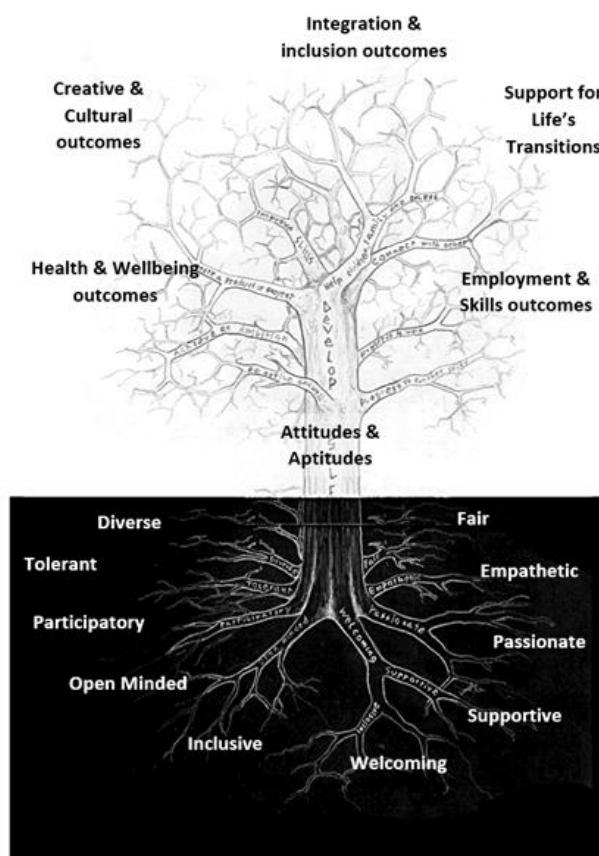
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## 4. Background

- 4.1. Adult Learning Lewisham delivers courses across Lewisham in order to meet the needs of learners, to inspire them and so enable them to fulfil their potential and flourish. The mission of the service is that *ALL Together We Flourish*, in other words that learners should be able to live well, fare well and do well as a direct result of engaging with the service.
- 4.2. The ethos underpinning ALL's mission is represented through its Tree of Values (figure below). The roots of the tree represent the ethos of ALL, incorporating the fundamental values: of democracy (*participatory*), rule of law (*fair*), freedom of expression (*open minded*), tolerance and respect (*diverse, inclusive and tolerant*). Added to these are ALL's own values of being *passionate, supportive, welcoming* and *empathetic*. The branches of the tree represent the outcomes that learners can aspire to achieve. These outcomes fall into six distinct types:
  - Employment and skills (including the development of curriculum and subject specialist skills, and progression to further training or towards work)
  - Development of core aptitudes and attitudes (such as confidence and resilience)
  - Support through life's transitions (including parenting, ageing and independent living)
  - Being healthy and well
  - Increasing integration and inclusion
  - Creating a product or project, and being more culturally engaged



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- 4.3. In 2021/22 ALL received a Greater London Authority (GLA) grant of £3.6 million and currently employs approximately 200 staff, 120 of whom are part-time tutors. The service also generates income of approximately £500,000, the majority of these additional funds come through fee income that is invested back into the adult learning service. ALL offers over 1,051 courses across ten different curriculum departments and located in three bespoke education centres, as well as in community venues, across the borough.
- 4.4. ALL continues to improve as a service: In 2017 ALL was inspected and graded by Ofsted as 2 (good), consolidating the grade 2 it received in 2014. The service was also re-evaluated for the Matrix quality standard for information, advice and guidance, and successfully retained this accreditation in 2019. ALL's Matrix accreditation is due for re-evaluation in December 2022.
- 4.5. The infographic below captures the continuation of strong performance across the service in 2021-22.



## 5. Equalities impact

In 2021-22 ALL worked with 3219 learners. 79% were Lewisham residents, 1% of the adult population of the borough. 72% of learners are from the most deprived communities within Lewisham.

### Gender

78% of our learners were female, 22% male. This inequality is mirrored across many

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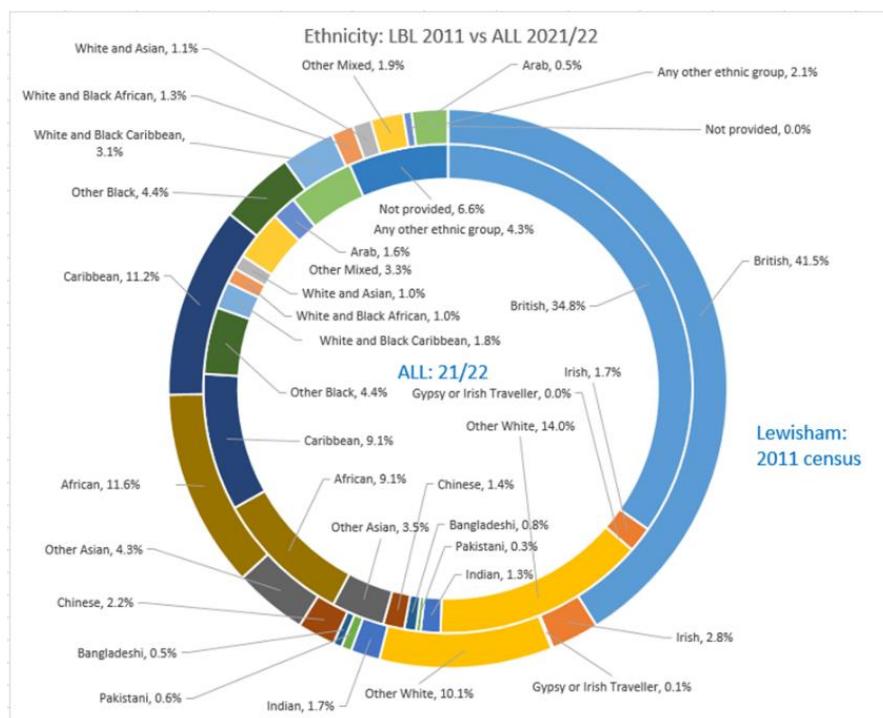
local authorities and equals the average for those where data is available (44 LAs).

## Ethnicity

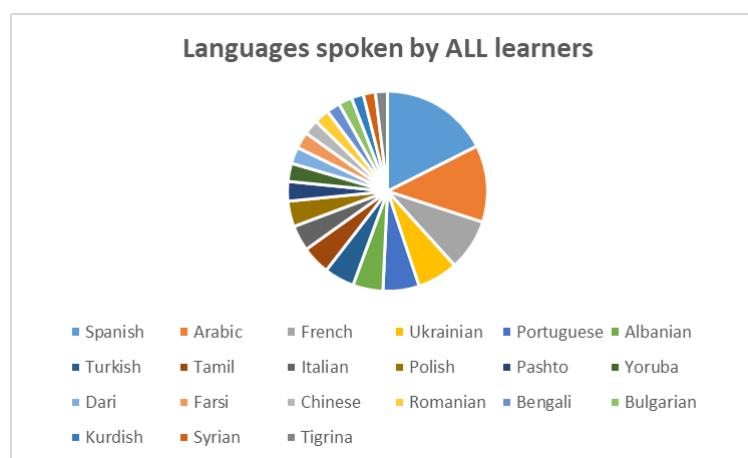
The chart below shows Lewisham residents ethnicity breakdown from the 2011 census\* in the outer ring and the ethnicity breakdown for ALL's learners in the inner ring. In general, there is a close correlation between the two, although there are a few notable variations:

- ALL's lower white British figure is due to ESOL provision being the second largest curriculum area.
- ALL had 6.6% learners who 'prefer not to say', giving a margin of error equal to the difference between ALL and Lewisham's white British percentage, and greater than any other inequality.

\*The 2011 census is out of date, but are the only figures available.



Lewisham is one of London's most diverse boroughs and there are 170 languages spoken by residents and 47% of residents are from BAME backgrounds. By comparison there are 79 different languages spoken by learners at ALL as displayed by the chart below, which reflects the communities that are most in need of provision to thrive.



## Is this report easy to understand?

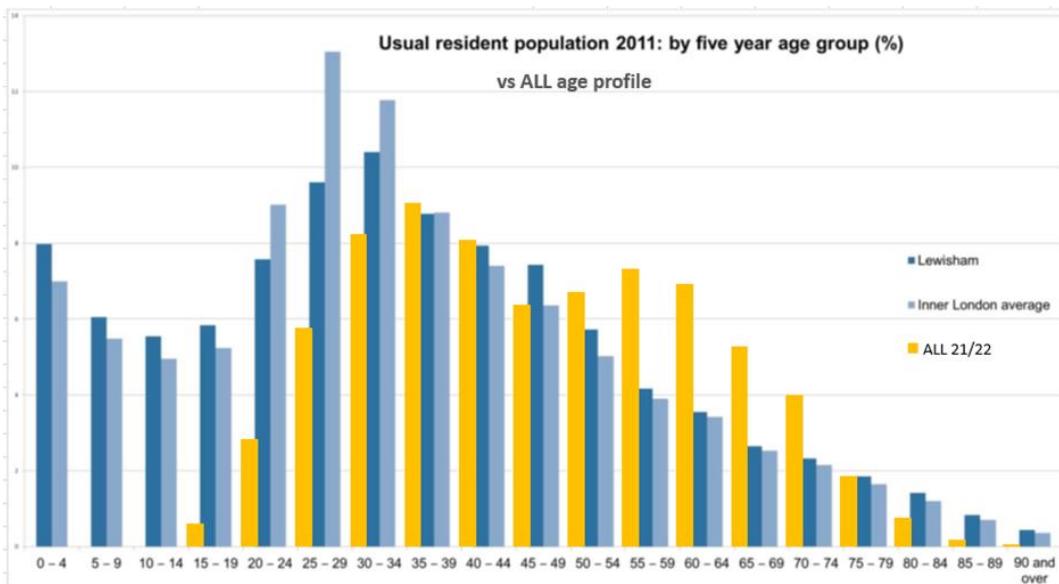
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## Age

ALL's GLA funding contract is for engagement of learners 19 years old and over, however we work with a few 15-18 year olds on separately funded contracts.

The chart shows ALL's age profile against that of Lewisham and of London. The most notable thing is that there is a higher proportion of learners in the 50-74 age range than the general population profiles. People in this age range may expect to have more time and a need due to retirement, children growing up and at risk of declining health or social isolation. It is essential for this cohort of learners to participate in lifelong learning as it provides social integration as well as keeping them physically and mentally active, thus reducing the reliance on health and social care interventions.



## Disability

ALL captures detailed information on learner's disabilities and learning difficulties however there is a lack of local or national figures for comparison. Lewisham has 14.5% of residents with a long term condition which affects their everyday life (2011), while 18.5% of ALL's learners declared a disability or learning difficulty in 21/22. There is specialised provision for learners with disabilities or learning difficulties (Supported Learning) as well as integration throughout all curriculum areas.

## Case Studies

### Kemal Maraz – ESOL learner case study

'Before coming to the UK I worked as a mechanical engineer in my country. Once in the UK, I got various jobs, one of which was as a structural engineer.

I decided to enrol on my L2 ESOL course because I wanted to feel confident in order to apply for jobs. I have learnt many things and my verbal and written communication skills have improved the most. Now I feel more confident to speak to a native English speaker. Also I am able to attend and pass formal interviews and assessments.

This course has changed my life in many ways. I've always wanted to change my career path since I came to the UK, but the English language was my main obstacle. Now I am independent, I feel more confident, and I can show my potential to others.

I applied to become a police officer, I attended and passed all the assessments and stages which are part of the interviewing process, and I got the job. This is something I never thought I would be able to do. Becoming a police officer is what I have always wanted to do. Now that I have got the job, I feel that I have made my dreams come true.

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I enjoyed every bit of my course. My teacher and Adult Learning Lewisham were so supportive. I also enjoyed socialising with my classmates, which is another pro. I would highly recommend the course to other students, so they can improve their skills, in order to get better jobs or study higher level courses'.

### **Sarah Nuza- Supported Learning learner case study- Home Management**

'I signed up for the home management course to learn more about nutritious food, explore new recipes and meet new people. The course gives structure to my day and gets me out of the house. It also encourages me to exercise as I walk to class and back. I like cooking, learning new skills; and I've also learnt about safety in the kitchen, which helps me at home.'

'My confidence in cooking and mixing with people is growing. I like the friendliness of the class and I get lots of support from my tutor Georgia, and Maria the kitchen assistant.'

'Every week my family wait at the door for me to come home with something delicious. I cook a lot of healthy food and the course has taught me how to balance my meals. I found attending the course during the pandemic quite tricky, but I did it over WhatsApp with the support of my tutor, who gave me the confidence to carry on when the course was being delivered online'.

### **Sharon Gaff - Mindlift Learner case study- Art Sculpture**

I have been attending classes which are essential for my mental health. By attending and participating I am helping my mental health, my goal was to take on way more than I could chew so that the challenges would block out all the bad stuff and anxiety, including the stress and fear due to Covid.

I had some very bad wobbles throughout the duration of the school year, doubting myself over and over. But the support I received from fellow students was immense. These classes are so very important. I always thought I was useless but these classes are showing me that I can do things and find some happiness. It's amazing and so encouraging to explore and create more.

Having to give up work and your whole lifestyle due to ill health is soul destroying to say the least. I gave up trying to be confident but then I began these classes and I'm learning to be confident again, it's a very rocky road but it'd be quicksand without the support of ALL. I do need physical and emotional support. These classes are part of my support and are helping me live.

## **6. Top 10 Course types**

6.1. The following tables relate to the top 10 course types at ALL during the academic year of 2021/22. They are broken down into courses that lead to a qualification and Community Learning which are non accredited courses.

Courses that lead to a qualification	Number of courses	Learning hours	Enrolments	Learners
ESOL	132	6043	1103	455
English	41	2090	345	199
Maths	46	2359	406	205
Supported learning	139	3027	1112	238

## **Is this report easy to understand?**

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Community Learning	Number of courses	Learning hours	Enrolments	Learners
Pottery	76	1369	687	296
Glasswork	29	481	222	79
Mindlift	58	1276	406	147
Yoga, meditation and mindfulness	31	328	241	109
Clothes making and tailoring	48	722	400	212
Family learning	63	1205	276	165

6.2. The following provision support learners to progress into employment or self employment or to increase their earning potential:

- ESOL including refugee and asylum seeker resettlement programmes, English and maths (Skills for Life) and ICT
- Care: Childcare and early years education and Adult Social Care
- Pathways to employment programmes (supported employment for adults with learning disabilities and mental health conditions and ESOL), Job Club and Careers IAG sessions
- Business Savvy courses for design, media and food, fine art and performing arts, floristry, balloon designs and clothsmaking.

## 7. ALL Self Assessment Report grade summary for 2020/21

7.1. ALL assesses itself annually against the Education Inspection Framework (EIF) provided by Ofsted. Section 7 summarises the self assessment grades using the themes of the EIF, which are: Leadership and Management including Safeguarding; the Quality of Education (intent, implementation and impact), Behaviour and attitudes and Personal Development. (The full Self Assessment Report for 2020/21 can be accessed via the following link: [ALL SAR 2020/21](#) ) :

- Overall effectiveness is self-assessed as good.
- Leadership and Management for the service are self-assessed as good.
- Safeguarding is self-assessed as effective
- The quality of education is self-assessed as good
- Behaviour and attitudes is self assessed as outstanding
- Personal development is self assessed as good

### Is this report easy to understand?

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## **8. Financial implications**

- 8.1. The service is financially sound and has invested significantly in its infrastructure and resources. A successful financial, data and systems audit also demonstrated that ALL has robust procedures and systems in place across the service. Access to curriculum data for both the curriculum and the Business and Resources Team, in year, enables monitoring of performance and effective responses to any areas of improvement and to maintain strengths.
- 8.2. The service is 100% externally funded by the GLA's AEB, learner fees and other external funding sources (as detailed in para 4.3). The Department for Education (DfE) have launched a funding and accountability consultation on proposals to change the funding structure for adult education. The key issue for the Council is the proposal to move away from the existing policy for community learning funding (non-accredited courses). Community learning funding currently represents 65% of ALL's provision. If the DfE's proposals were to go through, it would result in a significant risk to the services ability to charge course fees. ALL is in the process of deploying a range of actions to lobby against the proposed changes which include a response to the consultation. The service will monitor closely the financial impact that this might have on its provision of courses for residents.

## **9. Legal implications**

- 9.1. It is one of the roles of the Select Committee to review policy within its terms of reference. It can make enquiries and investigate options for future direction in policy development. Additionally the Committee can require the Executive Members or Executive Directors to attend before it to explain amongst other things the extent to which actions taken implement Council policy and provide evidence of the same.
- 9.2. The power for local authorities to provide an adult education service for adults is a discretionary one. This discretion should be exercised reasonably in the sense that only relevant matters should be taken into account and irrelevant considerations ignored.

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

- 10.1. There are no climate change or environmental implications arising from this report. However all three adult learning centres have undergone decarbonisation capital works to reduce the carbon footprint of all sites.
- 10.2. Further capital works at the Brockley Rise centre due to start in September 2022 will also increase the green landscaped space at the site. There will also be a reduction of parking spaces in order to encourage learners and staff to use greener methods of transport such as cycling, walking and public transport.

## **11. Crime and disorder implications**

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

## **12. Health and wellbeing implications**

- 12.1. ALL contributes to health and wellbeing of the borough in multiple ways. In the broadest sense of wellbeing (as lifelong flourishing) it is the mission of ALL to ensure that together we flourish. Through all the courses available at ALL, the service aims to promote outcomes that will give residents the best opportunity for them to flourish and be well. Through the specific health courses ALL focuses on

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physical health and mental wellbeing for learners on those courses. And through the partnership with the social prescribing team ALL aims to guide residents to the best service (which may include a course at ALL) to help them towards wellbeing. A social prescribing bursary is now available for anyone who is referred from social prescribing link workers to Community Learning provision but cannot afford to pay the fees.

### **13. Social Value implications**

13.1. There are no social value implications arising from this report

### **14. Background papers**

14.1. [ALL Self Assessment Report 2020/21](#)

### **15. Glossary**

Term	Definition
ACL	Adult Community Learning
AEB	Adult Education Budget
ALL	Adult Learning Lewisham
DfE	Department for Education
ESFA	Education & Skills Funding Agency
ESOL	English for Speakers of Other Languages
GLA	Greater London Authority
LBL	London Borough of Lewisham
Mindlift	ALL's supported learning programme for adults with mental health conditions
Ofsted	Office for Standards in Education
Supported Learning	ALL's supported learning programme for adults with a learning difficulty or disability

### **16. Report author and contact**

16.1. Sidra Hill-Reid, Head of Adult Learning Lewisham

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## Safer Stronger Communities Select Committee

### **Report title: Select Committee Work Programme Report**

**Date:** 15 September 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** Not applicable

**Contributors:** Scrutiny Manager

### **Outline and recommendations**

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

The Committee is asked to:

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

### **Timeline of decision-making**

Safer Stronger Communities Select Committee Work Programme 2022/23 – draft agreed on 16<sup>th</sup> June 2022

Safer Stronger Communities Select Committee Work Programme 2022/23 – agreed by Business Panel on 19.07.22

## **1      Summary**

- 1.1. The committee proposed a draft work programme at the beginning of the municipal year. This was considered alongside the draft work programmes of the other select committees and agreed by Business Panel on 19 July 2022.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

## **2      Recommendations**

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

## **3      Work Programming**

- 3.1 When reviewing the work programme the Committee should consider the following:

The Safer Stronger Communities Select Committee scrutinises the Council's statutory crime and disorder function and has a responsibility for reviewing and developing policy in relation to crime and disorder, equality of opportunity within the borough, community development and the voluntary sector. The scrutiny function includes holding decision makers to account and monitoring the Council's performance
- 3.3 A key part of the Committee's role is scrutinising the Council's statutory role relating to crime and disorder and in particular the review of the Council's Community Safety Plan – the Safer Lewisham Plan. The Committee also has a role in a number of other areas including community partnership and consultation, Equalities and Libraries. The Committee has also led on aspects relating to staff such as reviewing staff survey results.
- 3.4 The Committee's full terms of reference are set out in **appendix A**.
- 3.5 Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)
- 3.6 Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?
- 3.7 Whether there is capacity to consider the item - could any work programme items be removed or rescheduled?
- 3.8 Whether the item links to the priorities set out in the [Corporate Strategy for 2018-2022](#):
  - [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
  - [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
  - [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
  - [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

- [Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.
  - [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.
- 3.7 A new Corporate Strategy is currently in development, which will include a refreshed set of priorities and describe how the Council will address the social, economic and environmental challenges facing the borough up to 2026. Once this is in place, the Committee may wish to review its work programme in light of the new strategy.
- 3.8 The committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, Future Lewisham, which support what we want for every single resident and that we know are what we need to focus on locally: *An economically sound future; A healthy and well future; A greener future; and a future we all have a part in.*

## 4 The next meeting

- 4.1 The following items are scheduled for the next meeting. For each item, the Committee should clearly define the information and analysis it wishes to see in officer reports. If the Committee has designated one of its members as a climate change champion, that member should work with the Chair to ensure that officers are given appropriate steers in relation to the reports, to ensure they include relevant climate change considerations.
- 4.2 The Committee should also consider whether to invite any expert witnesses to provide evidence, and whether site visits or engagement would assist the effective scrutiny of the item.

Agenda Item	Information and analysis required	Review type	Corporate Priority
Budget Cuts		Pre-decision Scrutiny	All
Lewisham Libraries		Performance Monitoring	CP1, CP3

## 5 Scrutiny between meetings

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

Agenda Item	Date due	Outcome	Corporate Priority
Public Health Approach to Violence Reduction	Sep 2022		CP7

briefing note			
Budget Information Breifing Note on Community Services Directorate	Sep 2022		CP1
Tour of Youth Offending Service	7 <sup>th</sup> September		CP7

## 6 Referrals

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

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

## 7 Financial implications

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

## 8 Legal implications

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

## 9 Equalities implications

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

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

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

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

## **10 Climate change and environmental implications**

- 10.1 There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Sustainable Development Select Committee)<sup>1</sup>. The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this.

## **11 Crime and disorder implications**

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

## **11 Health and wellbeing implications**

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

## **12 Report author and contact**

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

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<sup>1</sup> See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.

## **13 Appendix A – Safer Stronger Communities 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:-

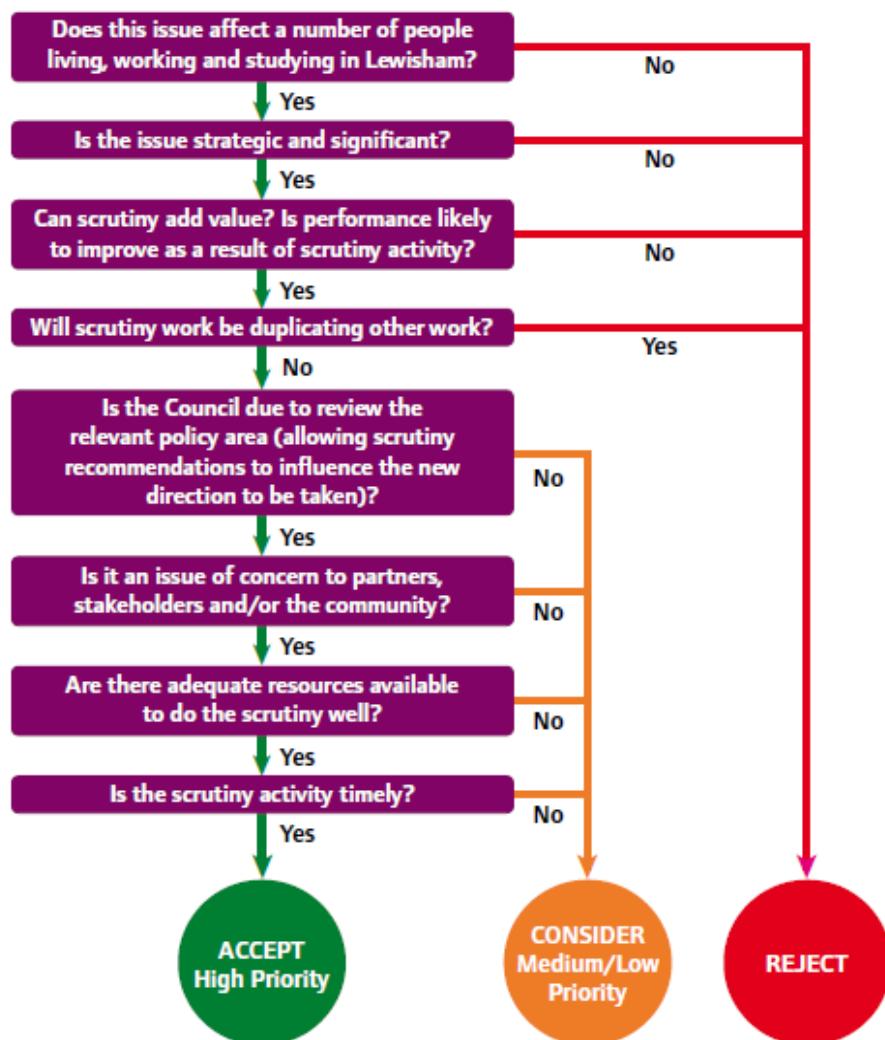
1. to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
2. to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
3. to advise the Executive or other 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 C

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

### Scrutiny work programme – prioritisation process



## **Appendix D**

### **Effective Scrutiny Guidelines**

**At Lewisham we:**

#### **1. Prioritise**

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

#### **2. Are independent**

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

#### **3. Work collectively**

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

#### **4. Engage**

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

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

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

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

## Safer Stronger Communities Select Committee 2022/23

Work Item	Type of review	Strategic Priority	Delivery deadline	16-Jun	15-Sep	03-Nov	17-Jan	02-Mar
Budget	Standard Item	CP1-CP7	Nov-22					
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Jun-22					
Select Committee Work Programme 2022/23	Constitutional requirement	CP1 and CP7	Jun-22					
Introduction to the Safer Communities Service and Statutory role on crime and disorder.	Introduction item	CP1 and CP7	Jun-22					
Adult Learning Lewisham - Equalities	Performance monitoring	CP1	Sep-22					
Staff Survey Results	Pre-decision and Performance monitoring	CP1	Sep-22					
Youth Offending Service and National Probation Service	Performance monitoring	CP7	Sep-22					
Libraries	Performance monitoring	All	Nov-22					
Safe Lewisham Plan	Pre-decision and Performance monitoring	CP7	Jan-23					
Update from local Police and Fire	Performance monitoring	CP7	Jan-23					
Borough of Sanctuary	Performance monitoring	All	Mar-23					
Single Equalities Framework	Performance monitoring	All	Mar-23					
Borough of Culture Legacy	Performance monitoring	All	Mar-23					

Information Reports and briefings

Public Health Approach to Violence Reduction	Information	CP1	on-going					
Budget information	Information		on-going					
Borough of Sanctuary	Information	CP1 and CP7	on-going					
Lewisham Disability Commission Report date TBC	Information	CP1	on-going					
Equalities Data/Update on census	Information		on-going					
Update on Fairer Lewisham Duty	Information	CP1	on-going					

Item completed

Item on-going

Proposed timeframe

Corporate Priorities	
Priority	
1	<b>Open Lewisham</b>
2	<b>Tackling the Housing Crisis</b>
3	<b>Giving Children and young people the best start in life.</b>
4	<b>Building an inclusive local economy</b>
5	<b>Delivering and defending: health, social care and support</b>
6	<b>Making Lewisham greener</b>
7	<b>Building Safer Communities</b>
	<b>CP 1</b>
	<b>CP 2</b>
	<b>CP 3</b>
	<b>CP 4</b>
	<b>CP 5</b>
	<b>CP 6</b>
	<b>CP 7</b>

## **FORWARD PLAN OF KEY DECISIONS**

### **Forward Plan September 2022 - December 2022**

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

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Emma Aye-Kumi, the Local Democracy Officer, at the Council Offices or [emma.aye-kumi@lewisham.gov.uk](mailto:emma.aye-kumi@lewisham.gov.uk). However the deadline will be 4pm on the working day prior to the meeting.

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

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

November 2021	<b>Award of Corporate Estate Maintenance Programme Phases 1 &amp; 2 works contract</b>	28/06/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Catford Library Winslade Way works - Contract Award</b>	28/06/22 Executive Director for Corporate Services	Kplom Lotsu, SGM Capital Programmes and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job)		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			share)		
January 2022	<b>Contract for Statutory Funeral Provision</b>	28/06/22 Executive Director for Community Services	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community Services, LBL and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Digital Infrastructure Fibre Wayleave</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Expert Assessors services for Concessionary Award Schemes</b>	28/06/22 Executive Director for Corporate Services	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Expert Assessors Services for Concessionary Award Services</b>	28/06/22 Executive Director for Corporate Services	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	<b>Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Procurement of Learning and Development Services Provider</b>	28/06/22 Executive Director	and Councillor Amanda De Ryk, Cabinet Member		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		for Corporate Services	for Finance and Strategy		
June 2022	<b>Procurement of Replacement Housing Management System and implementation of Customer Relationship Management System</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Authority to procure ASD Post Diagnosis Parent Support</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to Procure Mediation and Disagreement Resolution Service</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to procure SEN and Disabilities Advice and Support Services</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to Procure SEN Transport - Dynamic Purchasing System Licence</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to procure Specialist Short Breaks - Mentoring Programme</b>	19/07/22 Executive Director for Children and	and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Young People	Services and School Performance		
May 2022	<b>Meliot Centre Relocation Contract Award</b>	19/07/22 Executive Director for Housing, Regeneration & Environment	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Approval for Contract Award - Works contract for the former Catford Constitutional Club Pt1 &amp; P2</b>	14/09/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	<b>Approval for s106 monies to go to Deptford Challenge Trust</b>	14/09/22 Mayor and Cabinet	and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
May 2022	<b>Approval for the Local Development Scheme (LDS)</b>	14/09/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	<b>Approval of the Lewisham Local Plan - Regulation 19 Proposed Submission document for public consultation</b>	14/09/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing Development and Planning		
August 2022	<b>Authority to Procure NHS health checks provision</b>	14/09/22 Mayor and Cabinet	Jason Browne, Public Health Commissioning Manager and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
February 2022	<b>BfL Programme - Approval to enter into contract</b>	14/09/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Carer Information Advice and Support Services - permission to procure</b>	14/09/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Catford Regeneration Partnership Ltd Update</b>	14/09/22 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
June 2022	<b>Lewisham and Lee Green LTN Monitoring Update</b>	14/09/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Climate		
January 2022	<b>Lewisham Autism Strategy</b>	14/09/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best		
August 2022	<b>Lewisham Homes Business Plan</b>	14/09/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Maximising Wellbeing of Carers</b>	14/09/22 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Permission to Procure for refurbishment works and registered provider for Supported Accommodation for Young People for Site 1 and Site 2</b>	14/09/22 Mayor and Cabinet	Kevin Chadd, Senior Planning Lawyer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Permission to procure for the provision of Temporary Agency Staff/Managed Service Provider</b>	14/09/22 Mayor and Cabinet	Karin Courtman, Service Manager, Family Support and Intervention and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2022	<b>Permission to Procure new registered provider for supported accommodation and building management (Northover and Amersham).</b>	14/09/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Reduction and Recycling Plan 2023-2025</b>	14/09/22 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2022	<b>Request to extend three Children and Family Centre contracts and client record system for 12 months from 1 April '23 - 31 March '24</b>	14/09/22 Mayor and Cabinet	Caroline Hirst, Joint Commissioner, Children and Young People's Services and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>To approve the procurement strategy for a Lewisham based Healthwatch service</b>	14/09/22 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	<b>Watergate Special School Expansion budget approval and approval to procure</b>	14/09/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Services and School Performance		
June 2022	<b>Young Mayor's Budget 2021-22</b>	14/09/22 Mayor and Cabinet	Katherine Kazantzis, Principal Lawyer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
	<b>Award of Corporate Estate Maintenance Programme Contract 2, Phase 1</b>	27/09/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
	<b>Award of Corporate Estate Maintenance Programme Contract 3, Phase 1</b>	27/09/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Approval of the Lewisham Local Plan (Regulation 19 'Proposed Submission' document for public consultation</b>	28/09/22 Council	David Syme, Head of Strategic Planning and		
June 2022	<b>Catford Regeneration Partnership Limited (CRPL) - Update</b>	28/09/22 Council	Kplom Lotsu, SGM Capital Programmes and		
June 2022	<b>Catford Regeneration Partnership Ltd Update</b>	28/09/22 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Businesses, Jobs and Skills		
June 2022	<b>Approval to procure - Beckham Place Park Eastern side works</b>	05/10/22 Mayor and Cabinet	Adam Platts, Project Manager and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
	<b>Authority to Procure Adult Weight Management Services: Universal offer; Targeted offer</b>	05/10/22 Mayor and Cabinet	Iain McDiarmid and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>BfL Appropriation for Planning purposes</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>BfL Programme - Approval to enter into contract</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
	<b>Brownfield Land Release Fund (BLRF)</b>	05/10/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Brenda		

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			Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Church Grove - Lease of Affordable Housing Units</b>	05/10/22 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Consultation on a borough-wide Public Space Protection Order</b>	05/10/22 Mayor and Cabinet	and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
	<b>Contract for Microsoft Licences - EMT approval to use framework. Mayor and Cabinet to note procurement and delegate authority for award to ED of Corporate Resources.</b>	05/10/22 Mayor and Cabinet	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Highways Planned and Unplanned Maintenance Contract</b>	05/10/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	<b>Lewisham Education Strategy</b>	05/10/22 Mayor and Cabinet	Angela Scattergood, Director of Education Services, Education Standards and Inclusion and Councillor Chris		

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			Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	<b>Lewisham Play Strategy 2022 - 2027</b>	05/10/22 Mayor and Cabinet	Sara Rahman and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
	<b>Microsoft Office 365 E5 licencing (part 2 report)</b>	05/10/22 Mayor and Cabinet	Wendy Carr and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>On Street Advertising Contract Variation and Extension</b>	Not before 05/10/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Part 1 - Recommendation for the delivery of Extra Care Services at Hazlehurst Court, Catford</b>	05/10/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	<b>Public Realm Call Off Framework</b>	Not before 05/10/22 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		

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June 2022	<b>Public Realm Framework contract award</b>	05/10/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	<b>Service Charge Policy</b>	05/10/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Treasury Management Strategy Mid-Year Review</b>	05/10/22 Mayor and Cabinet	David Austin, Director of Corporate Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
	<b>Walsham - Budget Requirement</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
	<b>Award of a Contract for Microsoft Licences.</b>	Not before 11/10/22 Executive Director for Corporate Services	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Accommodation Procurement</b>	02/11/22	Fenella Beckman,		

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	<b>Strategy</b>	Mayor and Cabinet	Director of Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Award of Contract (Stop Smoking Service)</b>	02/11/22 Mayor and Cabinet	Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	<b>Highways and Traffic Works Partnering Contract</b>	02/11/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2022	<b>Management of Parks and Open Spaces</b>	02/11/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and		
	<b>Oak Hill Nursery expansion of Commercial Lease into Designated Children Centre</b>	02/11/22 Mayor and Cabinet	Michael Grant, Early Intervention Business Manager and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		

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June 2022	<b>Part 1 - Notification of the transfer of Conrad Court Extra Care Housing</b>	02/11/22 Mayor and Cabinet	Beate Hellawell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	<b>Permission to Tender Lawrence House Ground Floor Refurbishment Works</b>	02/11/22 Executive Director for Housing, Regeneration & Environment	Gavin Plaskitt, Programme Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Right to Buyback 2</b>	02/11/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
	<b>Award of Corporate Estate Maintenance Contract Phase 2</b>	15/11/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Approval to appoint operator for concessions contract at Beckenham Place Park Lake</b>	Not before 01/12/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		

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June 2022	<b>Parts 1 &amp; 2 - Recommendation regarding the delivery of Extra Care Services by Housing 21 at Cinnamon Court Deptford</b>	07/12/22 Mayor and Cabinet	Beate Hellawell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	<b>Building for Lewisham Budget requirements Pt1 &amp; Pt2</b>	11/01/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Council Tax Base Report 2023/24</b>	11/01/23 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	<b>Financial Monitoring Period 8</b>	11/01/23 Mayor and Cabinet	Nick Penny, Head of Service Finance and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		

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