

Overview and Scrutiny



Safer Stronger Communities Select Committee Agenda

Tuesday, 7 November 2023
7.00 pm, Civic Suite
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Benjamin Awkal,
benjamin.awkal@lewisham.gov.uk

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

Part 1

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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 7 November 2023.

Jeremy Chambers, Monitoring Officer
Monday, 30 October 2023

Members

Councillor Liam Shrivastava (Chair)

Councillor Hau-Yu Tam (Vice-Chair)

Councillor Coral Howard

Councillor Mark Jackson

Councillor Ayesha Lahai-Taylor

Councillor Oana Olaru

Councillor Rachel Onikosi

Councillor Rudi Schmidt (ex-Officio)

Councillor Ese Erheriene (ex-Officio)

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 14 September 2023 at 7.00 pm

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

ALSO JOINING THE MEETING VIRTUALLY: Councillors Rudi Schmidt (ex officio) and Oana Olaru.

APOLOGIES: None.

ALSO PRESENT: Jennifer Daothong (Chief Executive), Pinaki Ghoshal (Executive Director for Children and Young People), Helen Clarke (Director of Communications and Engagement), Sherene Russel-Alexander (Director of People and Organisation Development), Alex Glanz (Head of the Chief Executive's Office), Benjamin Awkal (Scrutiny Manager), and David Weaver (DWC Consulting).

ALSO PRESENT VIRTUALLY: None.

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

1. Minutes of the meeting held on 27 June 2023

RESOLVED

That the minutes of the meeting held on 27 June 2023 be agreed as an accurate record.

2. Declarations of interest

None.

3. Single Equality Framework

Witnesses

Jennifer Daothong, Chief Executive

Pinaki Ghoshal, Executive Director for Children and Young People

Sherene Russel-Alexander, Director of People and Organisational Development

Helen Clarke, Director of Communications and Engagement

Alex Glanz, Head of the Chief Executive's Office

David Weaver, DWC Consulting

Key points from discussion

- 3.1. The Chief Executive and the Head of the Chief Executive's Office introduced the reports. It was noted that the Council was not waiting for the

appointment of officers to the new Equalities Advisor and Disability Policy Officer posts before beginning to implement the longer-term, strategic recommendations of the Lewisham Disabled People's Commission (LDPC) and that new equalities objectives were to be published in early 2024.

Committee members asked preliminary questions. Key points raised included:

- 3.2. The Director of Communications and Engagement was responsible for the Council's relationship with the Lewisham Strategic Partnership, which included the Race and Equality Working Group chaired by Cllr Campbell. The Equalities Advisor would manage the Disability Policy Officer and report to the Director of Communications and Engagement directly to ensure internal communications and communications and engagement with partners were joined up with a strong line of accountability to the Chief Executive.
- 3.3. The whole Council was responsible for delivering against the organisation's equalities commitments; particular responsibility sat with the Mayor and Cabinet and the Chief Executive.
- 3.4. It was difficult for Members to locate guidance on the Fairer Lewisham Duty.
- 3.5. The Council's equalities objectives had driven a lot of its strategic work, such as the Birmingham and Lewisham African and Caribbean Health Inequalities Review. The Council's work increasingly related to the furtherance of the objectives.
- 3.6. A preliminary review of the implementation of the recommendations of the Committee's 2020 report *How Lewisham Embeds Equalities Across its Service Provision* had been undertaken in November 2021. Promoting and embedding the Single Equalities Framework (SEF) within the Council had been significantly hindered by the Covid-19 pandemic, on which organisational attention and capacity became focused shortly after the adoption of the SEF.
- 3.7. Over the last ten years, the representativeness of the Council's workforce in terms of ethnicity had improved significantly at all levels. The proportion of employees who were,
 - Asian had risen from 2.9% to 4.6%,
 - Black had risen from 30.7% to 37.2,
 - from Mixed and other ethnic backgrounds had risen from 3.4% to 4.8%,
 - White had fallen from 56% to 47%.
- 3.8. The proportion of the workforce who did not disclose whether they have a disability had decreased from 50% to 7.5% over approximately five years, while the proportion of staff declaring a disability had risen from 3 or 4% to 7.5%.
- 3.9. Women comprised 68% of the Council's workforce – although this would fall to 59% following the transfer of Lewisham Homes staff into the organisation.
- 3.10. Since 2018, the proportion of Senior Leaders who were,
 - women had increased from 45% to 70%,
 - Asian had increased from 4.5% to 10%,
 - Black had increased from 4.5% to 20%,

- disabled had increased from 0% to 10%.
- 3.11. The Council's gender pay-gap favoured women, in contrast to other London boroughs where it favoured men despite women constituting the majority of staff.
 - 3.12. Of the first cohort to participate in the leadership development programme for Black staff, four participants had achieved internal promotion which they attributed to the programme, particularly its module on 'realising your potential'.
 - 3.13. The standard of external equalities monitoring was still developing, and the Council recognised disproportionality in outcomes for certain groups in the community. Responsibility for external equalities was shared across the Directorates and all Executive Directors were ensuring engagement with the community, particularly with more-marginalised groups. The Mayor and Cabinet and Lewisham Strategic Partnership's Race and Equality Working Group also had a role to play.

David Weaver, DWC Consulting, introduced his report. Key points noted included:

- 3.14. DWC's work was informed by the Council's desire to make transformational change in respect of equality, diversity and inclusion (EDI). David's brief was to assess the Council's current state and existing approach to equalities as both an employer and service provider; to determine the developments or actions required as part of the Council's overall policy approach by means of qualitative engagement with representative samples of the workforce; and to identify key conclusions and recommendations and highlight key issues that required ongoing consideration/lessons to be learnt.
- 3.15. No organisation was perfect but, overall, while there were areas for improvement or greater focus, the Council was doing well.
- 3.16. David's view was that, even if the Council did what it said it would, unless 'positive action thinking' – identifying where there was disproportionality and taking a targeted, leadership approach to identifying and delivering approaches to redress it – was engaged, it would not make the desired transformational difference.

Key recommendations highlighted by David included:

- 3.17. That EDI be recognised openly by the Council's corporate leadership as high priority and business critical.
- 3.18. That a holistic EDI strategy that was fully aligned with the corporate business plan be developed and reviewed annually.
- 3.19. That data capture and analysis be continually improved.
- 3.20. That the Council focus its attention and efforts on the groups experiencing the greatest inequality.
- 3.21. That departmental-level targets and plans be developed and directorate management teams set aside regular time for purposeful exploration of issues.
- 3.22. That EDI be a critical component of performance management and appraisal.
- 3.23. That frameworks be implemented to enable EDI issues to be 'zoned-in on' and highlighted.

- 3.24. That job descriptions be reviewed to ensure they relate to the ability to undertake roles in a diverse context.
- 3.25. That corporate and departmental targets for recruitment of under-represented staff to key/senior positions be set.
- 3.26. That the default position in recruitment processes be diverse candidate shortlists.
- 3.27. That urgent attention be given to protected characteristic disproportionality in internal human resources and management processes.
- 3.28. That urgent attention be given the Equality Analysis Assessment process.

Members then put questions to all witnesses. Key points raised included:

- 3.29. The issues identified could be addressed through both cultural change and formal structures and processes. Open conversations which included those who did not usually engage with EDI discussions were important. There were EDI considerations at the point of decision which managers and staff had to engage with.
- 3.30. There was evidence of important discussions at the Corporate Equalities Board (CEB) which had caused senior managers and Members to give consideration to serious issues. However, the Council and David recognised that the Board's benefits had been sporadic. With staff fora linking into the Board, it should be aligned with business-critical decision-making and conversations, which the review of its terms of reference should address.
- 3.31. The terms of reference were recognised by the Council as outdated and insufficiently purposeful. When they were introduced in 2021, the Council's data were poor and a focus had been improving internal monitoring; and the Council had been conscious that the results of the 2021 Census were forthcoming and would improve its understanding of the borough. The terms of reference had been improved since then by adding staff fora representatives, enabling them to escalate concerns for consideration.
- 3.32. More work was required to consolidate staff fora to ensure they were functioning effectively and their members' views fully represented at the CEB. It was important too to understand why some people who might be members of staff fora decided not to join them.
- 3.33. Recognised trade unions should be involved in EDI discussions. The Council operated a Joint Consultative Committee for engaging recognised trade unions at corporate and directorate levels. The appropriateness of including recognised trade unions in the CEB's membership would depend on a local authority's circumstances: for some it would not be productive due to local dynamics.
- 3.34. The CEB was internally focused and involved significant power dynamics. Elsewhere, Members were involved in such boards in a limited capacity on cyclical occasions in respect of certain specified matters.
- 3.35. Equality analysis assessments had not been completed as robustly as they should have been. Intersectionality had not been considered in as sophisticated a manner as it should have been. Directorate management teams were to be better held to account for the quality of assessments.

- 3.36. The Council conducted in-house recruitment for appointments below director level. For senior appointments, the Council was very clear with external agencies regarding its desire for a diverse workforce.
- 3.37. Difficult conversations about EDI were required, including regarding how people navigated prejudice and discrimination and how it related to their jobs. Staff needed to be supported and challenged in equal measure in a way that did not adversely affect service delivery.
- 3.38. It was important for the Council to evaluate the equalities impacts of services, including how resources were directed, otherwise its EDI conversations would be occurring in a vacuum.
- 3.39. David described poor equality analysis assessments as an organisational risk. Where a good assessment is undertaken, action should not be taken without real consideration of it and potential remedies to identified risks of disproportionality. There were local examples of good assessments being undertaken, but in some cases resulting action not taken; as well as poor ones being undertaken. Equality analysis assessments and potential equality impacts should be borne in mind throughout policy development.
- 3.40. The Council recognised the inconsistency of equality analysis assessment quality; training was being delivered ahead of the appointment of an Equalities Advisor.
- 3.41. For the Equalities Advisor and Disability Policy Officer to be successful, they needed to be resilient, be supported and have interpersonal and structural influence, including strategic links into directorates, human resources and organisational development, policy, and governance processes. The relationship with Members also required consideration.
- 3.42. The large workload for the Disability Policy Officer was recognised. It was important that the appointee was able to build capability in the organisation as well as deliver objectives independently. The implementation of the LDPC recommendations was to be independently reviewed while the Officer was still in post; this would provide opportunity to consider whether dedicated resource was still required.
- 3.43. The Disability Policy Officer role was novel for the Council. It was hoped that the accessibility of the role – e.g. a British Sign Language job description and the acceptance of non-professional experiences as evidence of required professional competencies – would help attract and retain the right person.
- 3.44. Whether the shorter than recommended duration of the role would add an extra layer of pressure was questioned by the Committee. The role was to be co-funded with strategic partners, presenting potential opportunity for extension. A range of potential reasonable adjustments were being considered.
- 3.45. Since DWC's review was commissioned, the Council's appraisal process had been refreshed, and now incorporated consideration of employees' soft skills and any reasonable adjustments they may require.
- 3.46. The development of the Council's new Corporate Values and Behaviours had involved staff from across the organisation. The Values and Behaviours were being embedded.
- 3.47. Staff reported a high level of trust in middle management.

3.48. There were already two Changing Places in the borough. Two further ones were being delivered – in Lewisham Shopping Centre and Downham Leisure Centre – using Department of Housing Levelling Up, Housing and Communities. The Council would continue to seek further funding opportunities.

RESOLVED

To recommend to the officers in attendance:

1. The involvement and representation of more-junior staff in strategic discussions regarding equality, diversity and inclusion, including at the Corporate Equalities Board, be increased.
2. The next Single Equalities Framework and new Corporate Equalities Board Terms of Reference contain more-purposeful and more-measurable objectives.
3. The duration of the Disability Policy Officer role be reconsidered before the draft Lewisham Disabled People’s Commission response is submitted to Mayor and Cabinet.
4. That equalities be measured and considered when evaluating service performance and the distribution of Council resources in the community.
5. Equality, diversity and inclusion considerations be built into staff appraisal and one-to-one processes.
6. In the next Single Equalities Framework, the equalities prisms be more clearly defined.

4. Workforce Equalities

4.1. The Director of People and Organisational Development informed the Committee that the new workforce profile would be completed in November.

5. Select Committee work programme

RESOLVED

To remove unneeded PSPO, warm hub evaluation, and budget reduction items; move the Neighbourhood Community Infrastructure Levy and Local Assemblies item to the November 2023 meeting; add Workforce Equalities to the January 2023 meeting; and to add for information briefings on the development of next single equalities framework.

The meeting ended at 9.30 pm

Chair:

Date:



Safer Stronger Communities Select Committee

Declarations of Interest

Date: 7 November 2023

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Law and Corporate Governance

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:

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

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

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

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

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

- 9.1. Jeremy Chambers, Director of Law and Corporate Governance
jeremy.chambers@lewisham.gov.uk, 020 8314 7648



Safer Stronger Communities Select Committee

Report title: Library and Information Service report

Date: November 2023

Key decision: No.

Class: Part 1.

Ward(s) affected: All Wards

Contributors: Antonio Rizzo, Strategic Libraries and Heritage Service Manager
Sidra Hill-Reid, Head of Community Education and Cultural Assets

Outline and recommendations

This paper provides an update and deep dive into areas of delivery and performance for the Library and Information service and invites committee members comments.

There are no recommendations within this paper

1 Summary

- 1.1 The Library and Information Service operates through a network of four hub libraries (in buildings owned and staffed by the council) and eight community libraries (in buildings managed and staffed by partner organisations). And it offers Archive and Local History as well as Home Library services The libraries cover the whole of the borough with hubs in Catford, Deptford, Downham, and Lewisham, and community libraries in Blackheath, Crofton Park, Grove Park, Forest Hill, Lee, New Cross, Hither Green, and Sydenham.
- 1.2 The Lewisham Model has been in operation since 2011 – the collaboration between the council and partner organisations in offering access to library services – is based on the fact that the council is still responsible for the library provision wherever it is accessed from. The council owns the books, shelving, and IT infrastructure that allows the books to be borrowed. The partner organisations support this in exchange for free rent on the premises they occupy to support their own charitable objectives.

- Our libraries offer Value: They are free, offer access to books, technology, information, and services provided by skilled friendly staff.
- Our libraries are Impactful: They stimulate aspiration, build understanding of the world and grow strong communities.
- Our libraries are Supportive: They help people and communities progress through vital stages of their development.

1.3 Lewisham Council was awarded £19m to revitalise Lewisham Town Centre, after successfully bidding for money from the Government's Levelling Up Fund (LUF). The funding, combined with £5m of additional match funding from the Council, will be used for improvements to the town centre across three projects:

- Renovation of Lewisham Library into a new culture and business hub
- Transformation of the market
- Public realm improvements

1.4 £7million has been allocated to Lewisham Library to create a new culture and business hub and safeguard the future of this vital local service. These renovations will include the provision of a new community space, a new business hub offering flexible office space, meeting rooms and workspaces, with new improved hospitality offer and providing more spaces for local residents to enjoy.

2 Recommendations

2.1 Committee are recommended to note the report

3 Policy Context

3.1 Libraries are free at the point of access, open to all, and form a network of provision that covers all of Lewisham. And because library services across London and nationally have fostered collaborative working over many years, accessing Lewisham libraries also enables access to a richness of resource that spreads far beyond the borough boundaries.

3.2 Libraries have also pioneered partnership working and taking services out of the buildings into communities. Visits to schools, home library services and outreach services into many communities have all long been explored in libraries. In a recent poll, librarians were the second most trusted professionals after nurses. Lewisham's service has a long and proud history of change and transformation, and can keep doing so to impact positively on the way the Council supports and enables communities throughout Lewisham

3.3 Libraries are a key delivery mechanism for Lewisham's [Cultural strategy 2023-2028](#) and Borough of Culture legacy:

- Library sites in localities across Lewisham mean they are perfectly placed to deliver culture in the heart of our communities
- Cultural and creative organisations and individuals value Libraries and the space that they can offer
- Libraries can be a central point of information about cultural and creative networks, activities, resources and expertise across Lewisham
- Libraries are cultural agents in their own right and produce original, cultural output that continues to engage residents in creative ways, as in the case of [StoryTrails](#).

3.4 The Library and Information service delivery aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):

- Cleaner and Greener
- A Strong Local Economy
- Quality Housing
- Children and Young People
- Safer Communities
- Open Lewisham
- Health and Wellbeing

3.5 In particular, the service is closely aligned to the following priorities because:

Cleaner and Greener – The service is required to maintain and operate the facility in an environmentally sensitive and sustainable manner, and to contribute to the delivery of the authority's wider policies for safeguarding the environment and promoting sustainability. This should be reflected in their annual environmental and energy management plan. This should include but not be limited to:

- maximising and promoting recycling and reducing waste
- reducing energy consumption
- displaying energy certificates
- minimising chemical usage
- aiming to use fair trade products and supplies from sustainable sources.

A strong local economy – The service:

works with partners to ensure that libraries are well used by the community, and to act in ways that support further investment into the town centre. The service provider is further encouraged to create work placements and apprenticeship opportunities for young residents. The service provider should commit to paying the London Living Wage, as a minimum.

Children and Young People – The service:

- works with schools to contribute to raising educational attainment, to improve facilities and services for young people, and promote partnership working.
- works in partnership with schools to promote Deptford Lounge events to the school community, utilising school projects where appropriate within their programming.

Open Lewisham – The service:

- ensures that the programme of activities meets the aims and objectives of both the facility and the authority, and be flexible to accommodate future changes in local demographics and participation trends.
- develops programmes that have a proactive approach to addressing the needs of under-represented groups, such as young people, students, people who are economically disadvantaged, disabled people, older people (60+), health referrals, BAME residents, and people who are economically inactive.
- works with local partners in the business and community sectors.

Health and Wellbeing – The service:

- delivers a programme of activities and events that contribute to educating and supporting residents to live healthy, active lifestyles.

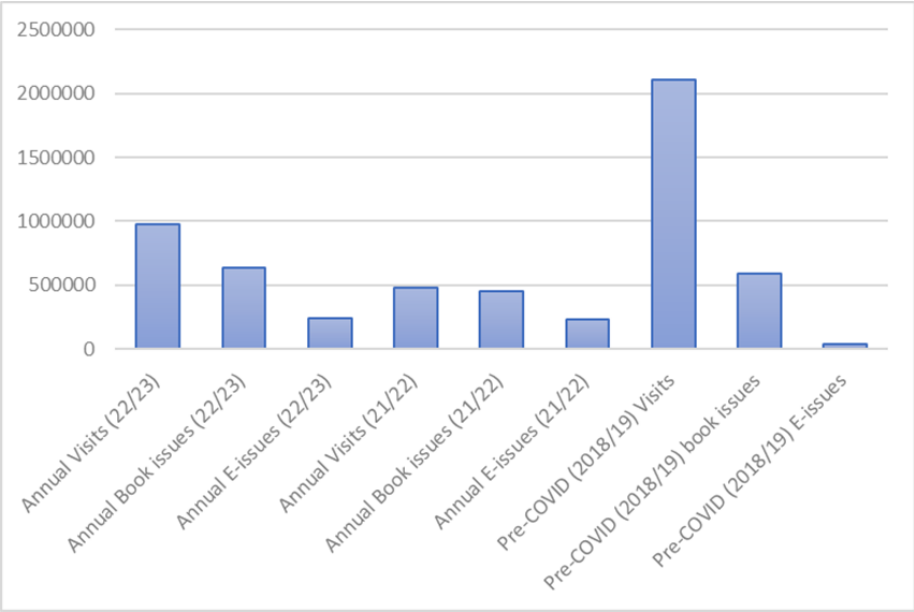
Libraries' physical presence in communities is also a powerful symbol – a symbol of a Council that recognises and invests in communities and all they stand for. The library network covers the borough geographically, enabling access for all within a few minutes' walk of either a council or community run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

4 Background

- 4.1 The Library and Information Service operates through a network of four hub libraries (in buildings owned and staffed by the council) and eight community libraries (in buildings managed and staffed by partner organisations). And it offers Archive and Local History as well as Home Library services. The libraries cover the whole of the borough with hubs in Catford, Deptford, Downham, and Lewisham, and community libraries in Blackheath, Crofton Park, Grove Park, Forest Hill, Hither Green, New Cross, Lee, and Sydenham. The service budget in 2023-2024 is £3.5m of which £2.1m is staffing.
- 4.2 Lewisham Libraries offer opportunities to access culture and express creativity (with exhibitions, poetry reading, reading groups), support reading and literacy (from Bookstart programmes for the under 5s to the Reading Ahead scheme for emerging adult readers), foster digital literacy (supporting access to the internet and digital services in libraries and in the home through loanable web enabled tablets), support economic growth (through projects like BIPC London, in partnership with the British Library's Business & Intellectual Property Centre and through a wealth of free resources for businesses), are embedded in their communities (through community libraries, visits to doctor surgeries, early years settings, older residents' homes), support independent and supported learning (through hosting courses and giving access to online learning), and support health & wellbeing (through links to Macmillan, the Reading Well scheme, health lectures in libraries). Initiatives like City of Stories – with Spread the Word – are a direct way of helping communities work with authors to explore the written word.
- 4.3 A new Library and Information service strategy will be developed and launched in 2026 to coincide with the opening of the refurbished Lewisham Library (Culture and Business Hub).
- 4.4 The reduction in opening hours post pandemic has resulted in a reduction in residents' accessibility to library services and spaces. This combined with the closure of floor space at Lewisham Library due to the poor condition of the building has resulted in visitor numbers not returning to pre-pandemic levels. It is hoped that a rebalancing in staffing levels following the closure of Lewisham will galvanise activities in the building resulting in improved footfall.

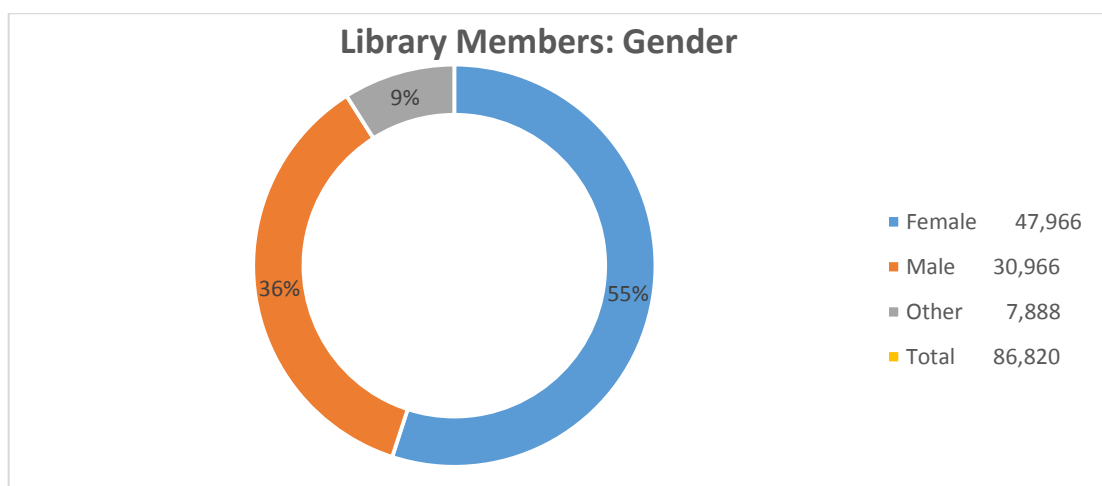
4.5 Although footfall has not fully recovered since the COVID-19 pandemic, it is worth noting that libraries have seen a significant increase in visitors' numbers in 2022/23. However, book issues have significantly increased since 2018/19 from 593,909 to 637,293. E-issues have also thrived since the pandemic from 36,810 in 2019/19 to 240,324 in 2022/23. This demonstrates that our book and digital stocks continue to be relevant and engage with residents.

Annual Visits (22/23)	976,649
Annual Book issues (22/23)	637,293
Annual E-issues (22/23)	240,324
Annual Visits (21/22)	475,778
Annual Book issues (21/22)	449,089
Annual E-issues (21/22)	229,062
Pre-COVID (2018/19) Visits	2,012,709
Pre-COVID (2018/19) book issues	593,909
Pre-COVID (2018/19) E-issues	36,810



The library service has over 86,000 card holders, 55% of whom are female, 36% are male, and 9% identify as other.

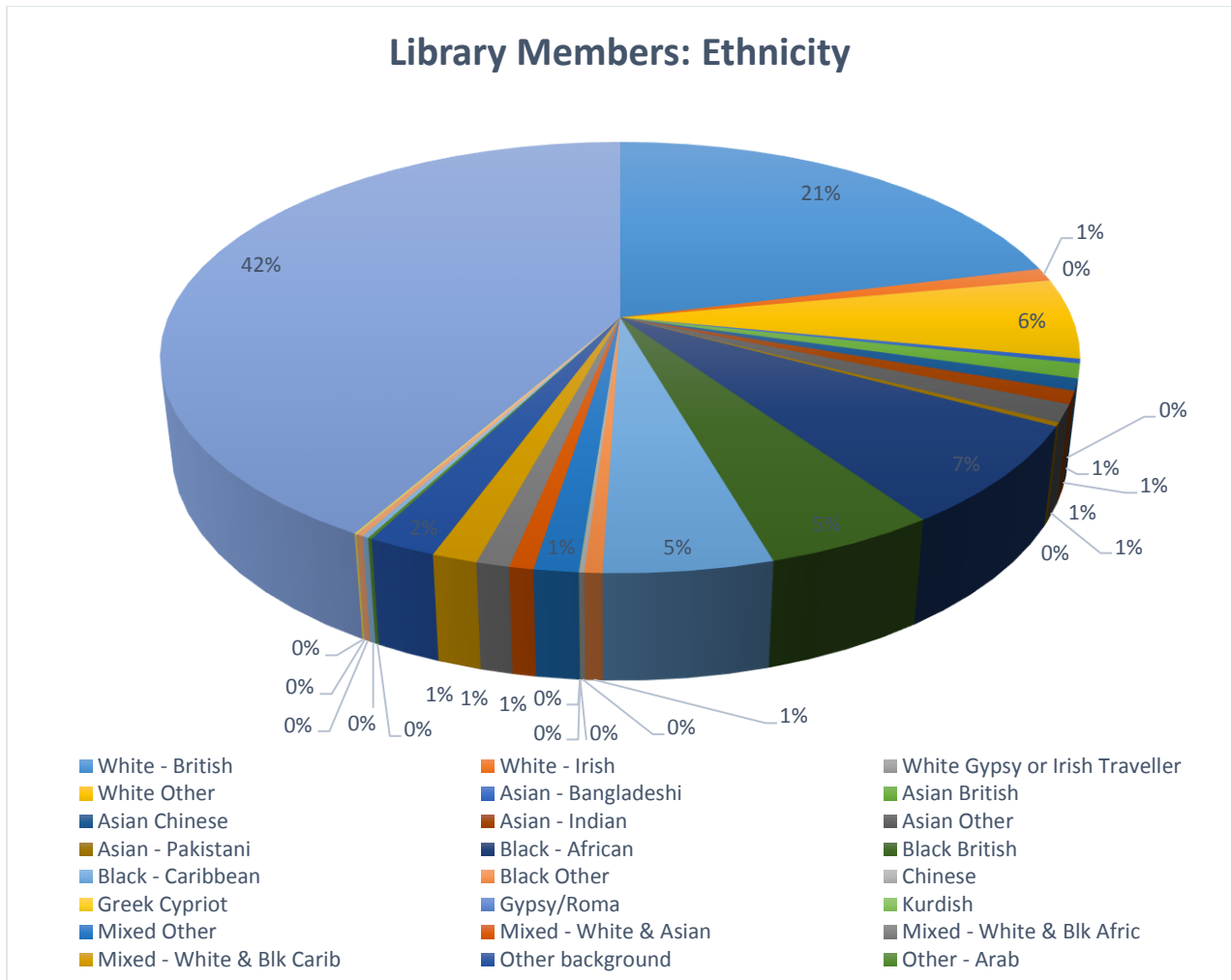
Gender	Count	%
Female	47,966	55%
Male	30,966	36%
Other	7,888	9%
Total	86,820	



The ethnicity and disability breakdown of library members is available in the tables below. These tables also show that 88% of library users report a disability, aligning with the observatory [Health Report](#) for Lewisham that shows, for example, that 78% of adult Lewisham residents report a learning disability.

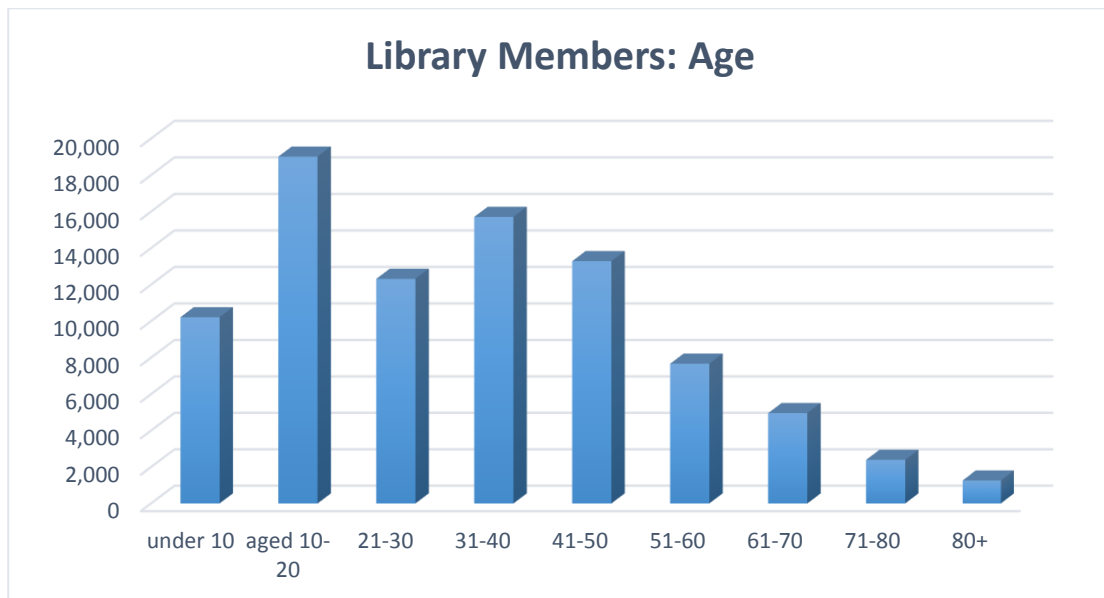
Ethnicity	Count	%	Disability (count)	%
White - British	18,300	21%	14,484	79%
White - Irish	845	1%	649	77%
White Gypsy or Irish Traveller	5	0%	3	60%
White Other	5,217	6%	3,989	76%
Asian - Bangladeshi	290	0%	246	85%
Asian British	946	1%	693	73%
Asian Chinese	767	1%	661	86%
Asian - Indian	839	1%	645	77%
Asian Other	1,129	1%	922	82%
Asian - Pakistani	243	0%	201	83%
Black - African	6,485	7%	5,732	88%
Black British	4,444	5%	3,488	78%
Black - Caribbean	4,339	5%	3,966	91%
Black Other	452	1%	407	90%
Chinese	128	0%	62	48%
Greek Cypriot	3	0%	-	0%
Gypsy/Roma	1	0%	-	0%
Kurdish	8	0%	-	0%
Mixed Other	1,141	1%	911	80%
Mixed - White & Asian	619	1%	476	77%
Mixed - White & Blk African	855	1%	695	81%
Mixed - White & Blk Carib	1,171	1%	1,037	89%
Other background	1,770	2%	1,537	87%
Other - Arab	105	0%	69	66%

Other - Latin American	168	0%	88	52%
Prefer Not to Say	170	0%	76	45%
Turkish Cypriot	24	0%	16	67%
Turkish	56	0%	31	55%
X - not given	36,297	42%	34,976	96%
Total	86,817		76,060	88%



The age distribution of Library members is available in the tables below.

under 10	10-20	21-30	31-40	41-50	51-60	61-70	71-80	80+
10,214	19,011	12,317	15,709	13,286	7,670	4,960	2,394	1,259



5 Community Libraries

- 5.1 On 11th May 2011, Mayor and Cabinet agreed the Community Libraries model as a key element of the future provision of library services in Lewisham. As part of the Council's £88 million savings programme, Lewisham Council decided on the reprovision of the service through partnerships with the voluntary sector enabling the new model by transferring those library buildings to the community whilst retaining a remodelled library service within the individual sites.
- 5.2 The four buildings identified for the delivery of community library services were Sydenham, Crofton Park, Grove Park and New Cross. The fifth building – Blackheath Village Library - is not in Council ownership, and that community library service is being delivered in partnership with Age Exchange from their Reminiscence Centre.
- 5.3 Due to the success of the model, on 9 December 2015, Mayor and Cabinet resolved to extend the Community Library model to the Forest Hill, Torridon and Manor House library buildings.
- 5.4 The Council in community library settings continues to manage and maintain the book stock for library users, although no Council library staff are based at the community libraries. Self-issue terminals enable users to borrow the stock on site and offer access to a catalogue of more than eight million books across The Libraries Consortium.
- 5.5 As part of our ongoing quality assurance and support to our community partners who are delivering the Lewisham Model on behalf of the community library settings, the service is committed to rolling out a Community Library MOT and review process which will support the development of the Library and Information service strategy. This process is intended to provide a regular health check for the providers of our community library provision, including early indication for the need for any intervention and support to continue to deliver provision that meets

local community needs.

5.6 Current providers running community libraries are:

- a. V22 Communities: Forest Hill, Manor House and Sydenham
- b. S&B Childcare: Grove Park
- c. Eco Communities: *Crofton Park
- d. Age exchange: Blackheath
- e. Bold Vision: New Cross Learning
- f. Corbett Community: Torridon Road

* Eco Communities are looking to serve notice on this lease and cease delivery at Crofton Park Library.

5.7 Appendix 2 highlights some issues that recur in the Community Libraries and demonstrate their strengths. In brief, here, we note that following the pandemic, some partner organisations required more time to bounce back to business as usual. This is partly about issues in attracting volunteers (which has been a common issue across the third sector post-Covid) but also about substantial increases in costs. Some measures like the Warm Welcomes Fund have provided a much-needed injection of funds, but the increases in costs of utilities, staff, etc. are proving an intractable problem for some community partners that are looking at reducing their responsibilities and possibly withdrawing altogether from the Community Library Service. The council will continue to work with Community Library partners to make sure that the other providers step in, should this be required.

6 Fines and Charges Policy

6.1 Fines and charges were included in the budget report that was agreed by Mayor and Cabinet on 8th February 2023. As part of the strategy work, officers are reviewing the Fines and Charges policy to look at how these support or hinder residents and offer opportunities for future income generation. The report on the future approach to our fines and charges policy is scheduled to go to Mayor and Cabinet in February 2024.

7 Comparisons with Library services within other boroughs

Description	Lewisham	Southwark	Lambeth
Budget	£ 3,532,170	£ 8,000,00	4,108,000
Number of Libraries	13	12	10
Number of Community Libraries	9 (1 being totally independent)	0	0
Number of Council run Libraries	4	12	10

Annual Visits (22/23)	976,649	1,034,897	Not available
Annual Book issues (22/23)	630,776	1,443,363	673,113
Annual Visits (21/22)	58,680	597,093	Not available
Annual Book issues (21/22)	146,395	902,142	402,494
Pre-COVID (2018/19) Visits	2,012,709	1,989,494	1,439,560
Pre-COVID (2018/19) book issues	593,909	1,443,075	723,542
Resident population (2021 census)	303,600	307,700	317,700
Sq mileage of the Borough	13.4 sq miles	11 sq miles	10.5 sq miles

8 Levelling up fund project – Culture and Business Hub

8.1 Lewisham Council identified a number of socio-economic challenges in the Borough and particularly in Lewisham Central including high levels of deprivation, limited employment opportunities, poor health and high levels of crime. While these challenges are complex and multi faceted, there are urban and spatial challenges that are aggravating them, including:

- A degraded environment
- A limited night-time economy
- Lack of civic space for community activity and services
- Environmental concerns and pollution
- Tackling road safety
- Making the most of Lewisham's transport advantages
- Risk of a divided town centre
- Harnessing local pride in place

8.2 Within this context, Lewisham Council was awarded £19m to revitalise Lewisham Town Centre, after successfully bidding for money from the Government's Levelling Up Fund (LUF). The funding, combined with £5m of additional match funding from the Council, will be used for improvements to the town centre across three projects:

- Renovation of Lewisham Library into a new culture and business hub
- Transformation of the market
- Public realm improvements

8.3 £7million has been allocated to Lewisham Library to create a new culture and business hub and safeguard the future of this vital local service. These

renovations will include the provision of a new community space, a new business hub offering flexible office space, meeting rooms and workspaces, with new improved hospitality offer and providing more spaces for local residents to enjoy.

8.4 Ground floor

- Café opening onto street
- 'Lewisham Lounge' an adaptable community space for socialising, exhibitions and cultural attractions

8.5 First floor

- Improved and more accessible library space

8.6 Second floor

- Business Hub, with flexible office space, meeting rooms, and work spaces

8.7 Third floor

- Archive and Local History Centre, the heart of Lewisham's past and a place to visit in itself that offers schools, scholars, and residents a glimpse into the local heritage.

8.8 Rooftop

- Potential for a rooftop activity/social space and/or food and beverage offer, utilising the panoramic views
- Plant (to free up space on lower floors)

8.9 The new Culture and Business Hub will provide a flagship cultural and civic space with a library to attract visitors. A mixed offer of cultural programming and flexible community spaces, alongside high-quality library and archives service, will draw visitors to the town centre during the day and the evening. A business hub will support local businesses and start-ups and creating jobs. Its hospitality offering (café and rooftop bar) will help activate the night-time economy across the town. The hub will be a focal point for Lewisham and a building that residents are proud of.

8.10 Lewisham Library closed to the public on 15th September 2023 and is set to reopen Spring 2026. Interim provision during the closure of Lewisham Library includes:

- Click and Collect service at Glass Mill Leisure Centre
- The Heritage service relocated to 1st floor of Catford Library
- A programme of peripatetic library events in partnership with community stakeholders in the ward. Examples of peripatetic activities will include, reading groups, author events, activities for children (Storytime, Baby Bounce, RhymeTime), visits to schools, nurseries, Family Hubs, GP surgeries, Lewisham Shopping Centre, outreach awareness sessions to promote online services engagement with local groups and individuals (residential homes, hospital, Age Concern, disability coalition, Migration Museum, Lewisham Youth Theatre, Adult Learning Lewisham), and much more.

9 Financial implications

9.1 There are no financial implications as a result of this report

10 Legal implications

10.1 The Public Libraries and Museums Act 1964 makes provision for regulating and improving library services.

- Section 7(1) sets out the duty of every library authority to provide a “comprehensive and efficient library service for all persons desiring to make use thereof”.
- Section 7(2) provides that, in fulfilling its duties, a library authority should have regard to the desirability “of securing by any other appropriate means” that facilities are available for the borrowing of, or reference to, books and other printed matter, pictures, records, films and other materials in sufficient number, range and quality to meet the general requirements and any special requirements of adults and children.
- Section 9(1) provides that “a library authority may make contributions towards the expenses of any person providing library facilities for members of the public”.

11 Equalities implications

11.1 There are no adverse equalities implications to Lewisham residents in relation to this paper.

12 Climate change and environmental implications

12.1 There are no climate change and environmental implications as a result of this paper.

13 Crime and disorder implications

13.1 There are no crime and disorder implications as a result of this paper.

14 Health and wellbeing implications

14.1 The Library and Information Service delivers a programme of activities and events across the borough that contribute to educating and supporting residents to live healthy, active lifestyles. The options described assure that residents continue to benefit from the libraries’ contribution to supporting health and wellbeing while the Lewisham Library building is refurbished.

15 Glossary

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

Term	Definition
LUF	Levelling up Fund

Term	Definition
GLA	Greater London Authority
DLUHC	Department of Levelling up, Housing and Communities
CIPFA	Chartered Institute of Public Finance and Accountancy
BIPC	Business and Intellectual Property Centre

16 Report author(s) and contacts

- 16.1 Antonio Rizzo, Strategic Libraries and Heritage Service Manager
antonio.rizzo@Lewisham.gov.uk (020 8314 8025)
- 16.2 Sidra Hill-Reid, Head of Community Education and Cultural Assets
sidra.hill-reid@lewisham.gov.uk (020 8314 3343)

17 Appendices

Appendix A – Issues and Visits 2021-22 & 2022/23

Appendix B – Lewisham Library and Information Service – Library (Hub and Community) profiles

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Monthly Issues 2021 - 2022

Hub Libraries	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Deptford	4,986	5,079	8,165	5,873	4,280	4,733	5,953	6,244	4,969	7,036	5,466	7,157	69,941
Downham	2,746	2,566	4,694	3,685	2,642	3,604	4,352	4,724	3,588	5,299	4,222	4,850	46,972
Lewisham	4,413	4,584	7,557	6,808	6,671	7,613	9,177	8,378	7,537	9,972	8,511	9,719	90,940
Catford	1,043	1,049	1,107	1,065	665	353	366	281	184	305	252	257	6,927
Subtotal	13,188	13,278	21,523	17,431	14,258	16,303	19,848	19,627	16,278	22,612	18,451	21,983	214,780
Community Libraries													
Blackheath Village	1,349	1,837	1,896	2,341	2,669	2,406	2,306	2,431	2,075	2,082	1,831	2,375	25,598
Crofton Park	1,191	1,486	2,361	2,277	2,019	2,432	2,613	3,047	2,113	3,388	2,583	3,428	28,938
Forest Hill	2,239	2,976	5,193	5,460	4,424	6,137	7,248	7,549	5,776	8,780	6,487	7,904	70,173
Grove Park	273	308	522	303	123	188	326	629	600	757	645	794	5,468
Manor House	1,697	2,238	4,187	4,574	4,159	4,876	5,985	5,787	4,185	5,886	4,805	5,762	54,141
New Cross	349	233	333	257	131	109	157	244	181	331	265	495	3,085
Pepys	4	4	4	4	1	-	-	-	-	-	-	-	17
Sydenham	400	535	1,050	1,052	1,029	972	1,683	1,683	1,298	1,861	1,760	2,272	15,595
Torridon Road	1,785	2,827	3,410	3,167	2,153	2,372	2,750	2,810	2,227	2,837	2,137	2,819	31,294
Subtotal	9,287	12,444	18,956	19,435	16,708	19,492	23,068	24,180	18,455	25,922	20,513	25,849	234,309
Other issues													
Subtotal	577	1,035	1,101	1,425	3,860	4,144	4,411	5,193	4,064	4,677	4,686	4,269	39,442
E Issues													
Subtotal	23,500	19,337	17,300	19,107	19,357	19,700	19,773	17,018	17,757	19,386	18,196	18,631	229,062
TOTAL ISSUES	46,552	46,094	58,880	57,398	54,183	59,639	67,100	66,018	56,554	72,597	61,846	70,732	717,593

Monthly Issues 2022 - 2023

Hub Libraries	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Deptford	7,018	6,354	6,489	6,592	6,876	7,191	7,250	8,486	7,694	8,381	8,091	9,044	89,466
Downham	4,928	4,316	4,233	4,699	5,019	5,063	5,198	5,077	4,539	5,269	5,479	6,196	60,016
Lewisham	9,816	8,778	8,592	9,689	9,169	8,209	8,664	8,557	6,413	6,899	7,608	8,633	101,027
Catford	238	248	264	1,428	5,991	6,672	7,754	7,718	7,491	7,938	7,951	9,061	62,754
Subtotal	22,000	19,696	19,578	22,408	27,055	27,135	28,866	29,838	26,137	28,487	29,129	32,934	313,263
Community Libraries													
Blackheath Village	2,418	2,702	2,500	2,024	2,304	1,801	1,869	2,362	2,178	1,961	1,781	1,739	25,639
Crofton Park	3,683	3,644	3,584	4,063	4,838	5,080	4,770	5,002	3,974	4,941	4,696	5,681	53,956
Forest Hill	7,680	7,596	7,878	8,126	8,841	8,889	8,657	9,023	7,522	8,319	7,854	9,241	99,626
Grove Park	1,228	1,094	1,014	1,054	924	1,101	908	1,442	969	1,153	1,234	1,280	13,401
Manor House	5,734	5,255	5,822	5,995	7,038	6,186	5,917	6,368	5,276	6,117	5,670	6,593	71,971
New Cross	403	393	382	456	374	502	521	572	459	619	323	641	5,645
Pepys	-	-	-	-	-	1	1	9	2	2	13	5	33
Sydenham	2,463	2,205	2,040	2,258	2,469	2,340	2,308	2,370	2,030	1,867	1,918	2,792	27,060
Torridon Road	2,512	2,561	2,273	2,276	2,236	2,230	2,143	2,194	1,927	2,222	1,929	2,196	26,699
Subtotal	26,121	25,450	25,493	26,252	29,024	28,130	27,094	29,342	24,337	27,201	25,418	30,168	324,030
Other issues													
Subtotal	4,511	4,434	4,645	5,856	5,413	5,545	5,079	4,531	4,866	5,068	2,725	1,423	54,096
E Issues													
Subtotal	19,587	18,979	17,797	17,709	18,585	19,280	20,754	19,190	20,041	26,282	19,810	22,310	240,324
TOTAL ISSUES	72,219	68,559	67,513	72,225	80,077	80,090	81,793	82,901	75,381	87,038	77,082	86,835	931,713
Against last year	155%	149%	115%	126%	148%	134%	122%	126%	133%	120%	125%	123%	130%

Monthly Visits 2021/2022

Hub Libraries	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Hub Libraries													
Deptford	-	-	-	-	-	-	-	-	-	-	3,841	4,367	8,208
Downham	13,413	17,499	8,978	10,590	10,604	9,572	19,989	18,931	24,649	9,023	9,895	12,695	165,838
Lewisham	1,917	2,047	1,169	2,927	4,119	4,872	5,272	5,009	4,110	5,386	5,342	6,098	48,268
Catford	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	15,330	19,546	10,147	13,517	14,723	14,444	25,261	23,940	28,759	14,409	19,078	23,160	222,314
Community Libraries													
Blackheath Village	-	-	854	490	5,647	5,142	6,296	8,163	6,793	5,309	3,869	7,379	49,942
Crofton Park	55	100	498	1,252	2,631	1,888	1,896	2,108	1,578	1,945	2,325	2,801	19,077
Forest Hill	3,285	3,286	2,185	2,410	3,976	5,124	5,633	6,545	3,048	6,522	5,222	5,478	52,714
Grove Park	35	35	35	40	55	55	100	500	75	800	301	595	2,626
Manor House	1,000	1,000	2,000	2,500	5,000	9,000	9,000	9,000	5,000	8,000	8,500	8,500	68,500
New Cross	-	-	-	-	-	-	-	-	-	-	-	-	-
Pepys	-	-	-	-	-	-	-	-	-	-	-	-	-
Sydenham	460	702	376	305	547	604	681	749	392	256	391	419	5,882
Torridon Road	2,352	3,211	4,135	4,455	3,871	4,902	6,241	6,484	3,232	4,664	4,237	6,939	54,723
Subtotal	7,187	8,334	10,083	11,452	21,727	26,715	29,847	33,549	20,118	27,496	24,845	32,111	253,464
TOTAL VISITS	22,517	27,880	20,230	24,969	36,450	41,159	55,108	57,489	48,877	41,905	43,923	55,271	475,778

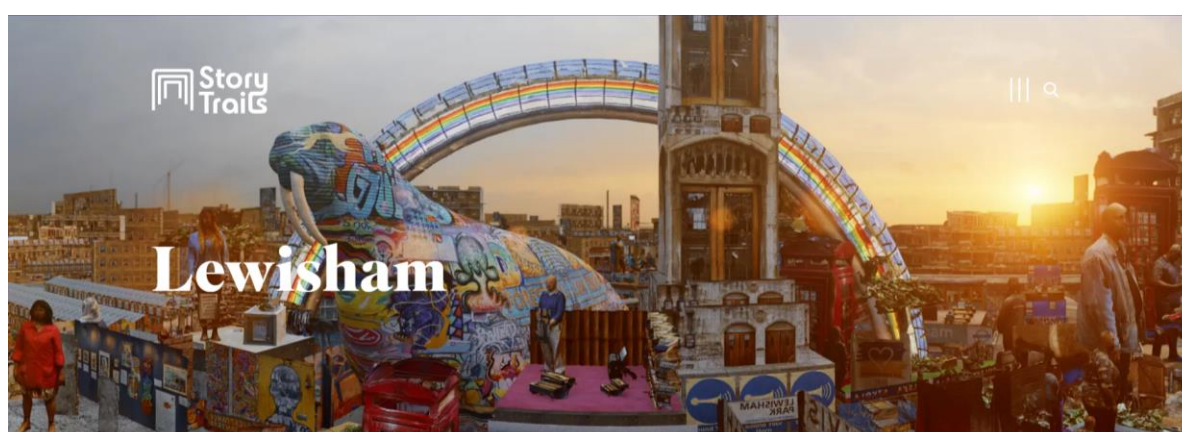
Monthly Visits 2022/2023

Hub Libraries	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Deptford	4,104	5,757	7,828	9,588	9,861	12,766	15,898	14,086	12,657	18,632	15,142	17,836	144,155
Downham	10,628	13,338	12,768	12,601	13,545	13,295	17,722	16,836	14,010	17,173	17,758	20,991	180,665
Lewisham	5,809	5,880	5,098	5,887	6,229	4,923	7,802	8,144	2,371	5,783	7,665	9,295	74,886
Catford	-	-	-	1,420	4,140	13,686	14,025	13,876	13,862	15,202	15,293	15,878	107,382
Subtotal	20,541	24,975	25,694	29,496	33,775	44,670	55,447	52,942	42,900	56,790	55,858	64,000	507,088
Community Libraries													
Blackheath Village	6,592	4,540	4,348	4,789	4,486	4,528	5,725	6,798	5,225	6,000	5,303	7,000	65,334
Crofton Park	2,972	3,038	3,702	5,043	4,639	5,621	5,238	5,141	3,725	4,742	5,443	5,950	55,254
Forest Hill	4,500	9,479	7,317	13,477	7,526	15,597	15,973	16,287	11,600	16,161	16,187	19,263	153,367
Grove Park	947	2,055	1,194	1,398	1,860	1,484	1,151	1,522	1,485	1,495	1,500	2,910	19,001
Manor House	7,500	8,500	7,567	7,856	7,870	7,765	7,843	7,654	7,819	7,718	7,632	14,251	99,975
New Cross	-	-	-	-	-	-	-	-	-	-	-	3,596	3,596
Pepys	-	-	-	-	-	-	-	-	-	-	-	-	-
Sydenham	447	700	805	832	847	871	897	916	789	803	1,221	2,646	11,774
Torridon Road	3,894	5,285	4,153	4,457	4,073	4,547	7,736	6,296	3,444	5,231	5,591	6,553	61,260
Subtotal	26,852	33,597	29,086	37,852	31,301	40,413	44,563	44,614	34,087	42,150	42,877	62,169	469,561
TOTAL VISITS	47,393	58,572	54,780	67,348	65,076	85,083	100,010	97,556	76,987	98,940	98,735	126,169	976,649
Against last year	210%	210%	271%	270%	179%	207%	181%	170%	158%	236%	225%	228%	205%

Appendix B

Library profiles

1. The following presents a brief description of each library in the borough with key indicators, including a short situational assessment for each building, as well as some information about key activities in the last financial year April 2022 – March 2023. Performance has been reviewed against measures in 2018-2019, the last full year of operations pre-pandemic.
2. It should be noted that the Hub Libraries are not currently taking payments. Libraries have not been able to allow borrowers to pay their fines, buy withdrawn books, etc. The only paid service that is still operational to customers with a payment card is printouts, which are paid through Princh, an external provider that allows residents to print from any device. We are hoping to reintroduce payments in later 2023/24.
3. The computer infrastructure, including PCs and Wi-Fi services remains poor, but Lewisham Council has allocated £230,000 of capital investment to the ICT Improvement project, which is due to be implemented by the beginning of 2024/25.



Hub Libraries

Catford

4. On 26 July 2022, more than 700 people enjoyed the reopening of the new library in the Catford Shopping Centre. The library includes new furniture, books, Wi-Fi and computers, additional meeting rooms, study space, and bookable pods. The library is open 7 days per week.
5. Despite the late opening in the year, the library quickly reached an average of 15,000 visits per month which is ca. 60% more than the average 9,000 visits it counted in the old Laurence House location. The average book issues of almost 8,000 books per month is almost three times what the library used to issue in 2018-2019 (our last full year of operations).
6. While the refurbishment has certainly improved the offer, the main issue at present is with the works to the building which are still to be completed. The first floor of the library should offer additional flexible space. The outside of the building on the first

floor should offer buggy parking and cycle locking facilities. Some storage solutions in the building will need to be added to support operations and increase H&S measures. The snagging is not finished, although it is expected that the works will complete before Christmas 2023.

- Clearly the library is incredibly popular, many council departments make regular use of its spaces, including CYP, Adult Social Care, the Mayor’s Office, Economy, Jobs, and Partnerships, and many others. In the last year Catford has been the base of the new BIPC London service that Lewisham Libraries deliver in partnership with the British Library to support local established and fledgling entrepreneurs. But it has also hosted the Mayor’s Awards, the final event of the StoryTrails initiative (<https://story-trails.com/>) that started in Northern Ireland and concluded in Catford Library, and much more.

Catford Library in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
62,754	107,382	64	7	MP and Cllr surgeries, 2 meeting rooms, private pod, open pod, Wi-Fi, 16 PCs, Obie interactive play area, activities for children, BIPC



Deptford Lounge

- The Library at Deptford Lounge is an incredibly versatile cultural and civic space that offers a rich cultural programme thanks to the collaboration with the Albany, that manage the spaces in the Lounge, the bookable rooms across the building, as well as

the FM for both the Lounge and the Tidemill Academy Primary School.

9. The Lounge has been instrumental in supporting the Covid Action Team during the pandemic and is now resuming full programming. The Lounge celebrated the 10th anniversary last year and resumed its successful post-Covid programme reaching ca. 40% of the visits it did in 2018-2019, while issuing 21.5% more books than it did that same year.
10. The Service is looking at the contract renewal next year, which will cover again the cultural programming as well as the Facilities Management and Planned and Preventative Maintenance for the building.

Deptford Lounge in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
89,466	144,155	58	6	MP and Cllr surgeries, 2 meeting rooms, Wi-Fi, 25 PCs, flexible exhibition and performance space, activities for children, as well as ample range of hireable spaces to the upper floors.

Downham

11. The library is co-located within the Downham Health & Leisure Centre and, since 2006 when it reopened, has been at the forefront of the Service's innovation. It was the first library fully co-located with a vast array of other services, it was the first to implement self-service, it was the first to adopt a security presence.
12. The link to the PFI programme allows this library to be maintained according to a definite schedule. Together with Deptford Lounge, this library has kept most of its original appeal and functionality. However, it appears that issues are emerging that are causing issues with the library presence in the building. These relate to maintenance, cleanliness, and more generally communication.
13. Still, the library is incredibly popular both in terms of visits and issues, attracting ca. 50% of visitors and issuing almost 92% of the titles it did in 2018 – 2019.

Downham in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
60,016	180,665	58	6	MP and Cllr surgeries, meeting room, Wi-Fi, 24 PCs, flexible exhibition and performance space, activities for children

Lewisham

14. Preparing the library for the closure in the Summer of 2023 has been incredibly challenging, especially so because of the increased shortcomings of the building, including failing escalator, lifts, heating, electrics, etc. Indeed, for most of the year, the library operated on the ground floor only and suffered numerous unplanned closures.
15. The impact of the building failures reflected on the Archives and Local History provision that has been very disrupted. Indeed the collections had to be moved off site.

16. Despite some major weaknesses, the library remains much loved and needed by residents. Lewisham still issued the largest number of books in the borough even though it attracted a fraction of the visits that would visit it normally.
17. The LUF funding brings once-in-a-generation opportunities to revive the building and improve services for the longer term.

Lewisham in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
101,027	74,886	58	6	Cllr surgeries, 2 meeting rooms, private pod, open pod, Wi-Fi, 28 PCs, 4 iMacs, flexible exhibition and performance space, activities for children

Community Libraries

1. The Community Library partner organisations have again supported the libraries admirably, providing additional services to the communities they serve.
2. However, they all had to contend (in varying measures) with pressures related to delays in opening post-Covid, increases in costs for utilities and maintenance, revenue generation, recruitment of volunteers, and changes in their individual organisations.
3. They all participated and took advantage from the Warm Welcomes funds, and delivered much needed services to thousands of residents, who visited their buildings last Winter. The funding has also supported their cashflows at a critical time, which we hope may be possible again next year.

Blackheath Village Library – Age Exchange

4. A small library, coordinated and staffed by local volunteers and run as part of the Lewisham libraries. They have a varied catalogue of adult, young adult and children's fiction, non-fiction and other titles.
5. They offer yoga, belly dancing, computer classes, local councillor surgeries, creative writing classes, reader groups, bump and baby classes, movement classes.
6. Blackheath surpassed their target number of issues for 22/23.
7. They aim to focus more on children and young people moving forward with their stock, which is something Lewisham Libraries staff can support and explore together.

Blackheath Village in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
25,639	65,334	21	5	Meeting room, activities for children
Building tenure				N/A. Age Exchange own their building

Corbett Community Library

8. The Archibald Corbett Society and Corbett Residents Association took over the running of the library in October 2016 and have been overwhelmed by the support and interest they have received from the spectacular local community. They are a mainly volunteer run Community Centre, Library and registered charity, serving the community in Catford.
9. The provider cooperated with Lewisham Council to provide a full library service whilst also providing, free public access internet and computers, Pay-to-use print facilities, Help with various online forms including benefits, council tax/ blue badge and bus passes, a Book Shop, Various children's singing and story-time groups, ESOL (English as a second language) classes, Dementia friendly drop-in group, Reminiscence groups, Gently seated Yoga/ Hatha Yoga, Knitting clubs, Book club groups, Weekly Health Visitor, WI, Homework club, Monthly Folk Club, Slimming World, and more.
10. They also organise arts and music events, quiz nights, craft fairs, evening talks, concerts and art displays that attract large groups of local people, including many families with small children.
11. Corbett Community Library have surpassed their target for issues for in 2022-23.

Corbett Library in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
26,699	61,260	29.5	4	Meeting room, activities for children
Building tenure				Premises Management Agreement, duration 5 years renewable, no rent

Crofton Park Community Library – Eco Communities

12. Crofton Park Library hosted numerous events for Borough of Culture along with their regular weekly events. They provide a free, accessible library service that enable the community to thrive.
13. Crofton Park Community Library had the second highest number of new borrowers after Forest Hill. All Community Libraries are up 91% on new borrowers from the year before.
14. They have embraced and offered Lewisham Warm Welcomes, art exhibitions and installations, spoken word and poetry performances, Summer Reading Challenges, Café pop ups, art and photography competitions.

Crofton Park in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
53,956	55,254	27	5	Meeting room, studios for hire, Wi-Fi, 11 PCs, activities for children
Building tenure				Lease, duration 25 years, no rent

Grove Park Library – Eco Communities *now* S&B Childcare

15. Grove Park offered warm spaces as part of Lewisham’s Warm Welcomes during winter 2022. Held book clubs, mother and toddler groups, stories and rhyme times, coffee mornings and knitting clubs. They also offered a few one-off events, such as Personal Development and Counselling.
16. Grove Park Library surpassed their target number of issues for 2022/23 and will be celebrating its 70th anniversary on 12th December 2023.
17. Eco-Communities have released their tenancy and Service level agreement to deliver community library services at Grove Park and a new provider has been appointed. The library is currently closed but we are working with the provider to ensure the library opens again as soon as possible.

Grove Park in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
13,401	19,001	25	4	Meeting room, studios for hire, Wi-Fi, 8 PCs, activities for children
Building tenure				Lease, duration 25 years, no rent

Forest Hill Community Library – V22

18. Forest Hill Library is a purpose-built library from the early 20th century on Forest Hill's busy Dartmouth Road. The library has several creatives using the former offices on the 1st and 2nd floor, nearly all working in and around the arts and entertainment industries. The children's library is adaptable enough to host public meetings after the library closes and the air-conditioned community room hosts several groups from as little as £10 an hour. The library has 15 public PCs and colour and black and white printing and copying services at 50p/10p respectively for A4 and twice that price for A3, along with free scanning capabilities.
19. Forest Hill Library continued to flourish during the 22/23 year, and had 1,193 new borrowers signing up, the most out of all the Community Libraries in Lewisham for 22/23. It was also had the highest number of visitors through the door in one month, a grand total of 19,263 visitors in March 23.
20. Forest Hill Library was involved in lots of Borough of Culture projects, from workshops to exhibitions, culminating in the Murmuration installation, which was so impressive that it made the national press. Some of which now exists as a permanent legacy display from a fantastic year of cultural celebration across the borough.
21. Forest Hill Library benefitted from two NCIL grants, one to improve the community room, which is now being used for a whole host of activities from The Story of Chinese



Words workshops to Yoga classes and has proved useful for hosting meetings and classes alike. The second grant was spent in the children’s library, giving it a new lick of paint and providing a colourful new rug. Artwork from the V22 Collection has started to arrive to provide the finishing touches to this much-loved space.

22. In the year ahead V22 hope to expand the number of activities in the community room and expand support for digital literacy and the support we can offer job seekers. Forest Hill Community Library has gained some funding for new environmentally friendly LED lights to be installed throughout the building and hope to once more be a warm space this winter, providing a place for residents to sit and relax, and learn more about how to cut their bills and reduce energy waste in their own homes.

Forest Hill in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
99,626	153,367	62	7	Cllr surgeries, meeting room, studios for hire, Wi-Fi, 15 PCs, activities for children
Building tenure				Lease, duration 25 years, no rent

Manor House Library – V22

23. Manor House celebrated its 250th anniversary in 2022 and has been a library for over 100 years, a full history of the building is currently being compiled as part of a Mayor of London backed project into untold histories and that will be unveiled and celebrated as we go into 2024. The site currently has a library over two floors, plus three community rooms and spaces dedicated to providing day care, wrap-around and midwife services, plus studios for local creatives and a small independent charity. The fully air-conditioned community rooms overlooking Manor House Gardens can be hired from as little as £15 an hour and there is also provision for free space to local community groups and other NFP / Charity groups. Manor House has 12 PCs for users to make use of and free scanning services. Colour and black and white printing and copying services are available at 50p/10p respectively for A4 and twice that price for A3.



24. Manor House continues to be the main hub for community activities in Lee, with the busy library operating six days a week and the community rooms packed with a variety of activities for young and old alike. Manor House hosted several Borough of Culture projects including the Internal Landscapes project curated by Dima Karout, a former V22 studio-holder and good friend of the library. They also hosted the popular SHeroes of Lewisham exhibition for a week as well as craft events and writing groups.
25. Three book groups returned to more usual numbers as old members cautiously returned after covid and new people joined, and the weekly rhyme time sessions for pre-schoolers found a new host and regular Wednesday morning slot during term times.

26. A new Manager has given events and operational activities across all three V22 libraries a new, and very well organised, sense of purpose. V22 were able to gain some excellent grant funding over the period of a couple of years and this has resulted in a stronger presence of management staff and Manor House goes from strength to strength as a result, with visitor figures now almost at pre-pandemic levels once more. 99,975 people came through the doors in 22/23.
27. As well as hosting social gatherings for those displaced by the war in Ukraine, V22 also raised funds and collected produce to be shipped out there in the early days of the conflict, and have continued to support displaced people housed at Pentland House throughout the year, be they from Ukraine, Syria or elsewhere, helping to provide ESOL classes and other resources, as well as volunteering opportunities for those looking to embrace British culture and gain a better understanding of their new surroundings.
28. In its 250th anniversary year, Manor House also hosted several events aimed at mental health support and wellbeing – including classes aimed at young fathers; SLAM recovery college workshops; Bromley, Lewisham and Greenwich Mind activities and sessions designed to support other marginalised groups. Local history talks, environmental and warm space groups and activities around Windrush also take place at this community library.
29. Along with other local spaces, Manor House Library hosted Lee Green Open Studios over two weekends towards the end of 2022, which included meetings from several local community groups and charities as part of their leading role in the Lee Green Consortium. An NCIL grant from Lee and Blackheath wards allowed the purchase some much-needed new tables and chairs so that for the enhanced comfort of residents using the space.
30. Plans for the coming year include some vital refurbishments to community rooms, and some long overdue reparations to the fabric of the library that have been caused by a leaking roof. A new sign at the front of the house is going to be installed, putting into context the plaque to Sir Francis Baring, in light of the history of Manor House and former associations to the slave trade of a number of residents and owners.

Manor House in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
71,971	99,975	46	6	Cllr surgeries, meeting room, studios for hire, Wi-Fi, 12 PCs, activities for children
Building tenure				Lease, duration 25 years, no rent

Sydenham Library – V22

31. Sydenham Library is one of the oldest Carnegie Libraries in London, and the first purpose-built Carnegie Library in Lewisham. There are between 6 and 8 PCs operating for service users depending upon demand and offer black and white and colour printing in A4, priced per side at 10p and 50p respectively, while scanning is free. The community room is bookable from £10 an hour, meanwhile most of the other spaces are rented to fine artists and other local creatives, plus My Local Tutor, offering a variety of out-of-school support in a range of subjects and support for digital access and other in-demand services.

32. It was a difficult period for Sydenham Library, with ongoing issues with the fabric of the building and the cost of operation. Unable to gain main grant funding or secure any money from NCIL, the service was cut and unfortunately, was unable to hold on to the management team. However, this did not stop the public visiting and all the usual activities carrying on as best they could, including a reading group, craft club, knitters and activities for children including the after-school writing group and the rhyme time every Tuesday morning for pre-schoolers.
33. A number of events happened over the course of the year to help celebrate Lewisham being the London Borough of Culture, including an event on the opening day. Sydenham Library were also hosted the actors and backstage staff of Spontaneous productions as they put on performances in Home Park, and played a part in the Internal Landscapes project, part of which remain on display in the library.
34. The advocacy service helped over 200 throughout the year, fixing a range of problems for people who otherwise struggle to cope with, or deal with, some of the issues life throws up, especially in an age of austerity, complicated by covid, an energy crisis and a move to a world that is digital by default and therefore alien to many.
35. The year 23/24 is going to be a new dawn for Sydenham Library getting a new lease of life, with some long-overdue works being carried out, new Lights being installed and a return to full hours with new members of staff.

Sydenham in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
27,060	11,774	34	5	Meeting room, studios for hire, Wi-Fi, 8 PCs, activities for children
Building tenure			Lease, duration 5 years renewable, no rent	

New Cross Learning Library (NXL) – Bold Vision

36. New Cross Learning (formerly the New Cross People’s Library) is a community-run space offering a library service and a bookshop, printing services and Credit Union along with a wide range of learning activities, supported by registered charity Bold Vision. Among our major donors is the New Cross Gate Trust. New Cross Learning is wholly volunteer run.
37. NXL has been involved in local community activities for just over a decade. They offer CV writing clinics, IT training and help, computer and internet access and talks, workshops on a wide range of subjects, knitting club, crochet club, Baby Bounce sessions, Benefits, employment and Housing advice drop-in with trained advisors.
38. NXL surpassed their target number of issues for 22/23. Successful warm bank, advice, which will be offered again this coming winter. Community Advice Works and energy advice. They will be offering Code Club at the end of September 2023 as well.
39. In January 2022, Credit Union moved into the front of the library building, paying rent. Air-con was also installed in the whole building. Credit Union has a similar mission statement as NXL and who they want to attract. Meaning footfall has increased in the library building thanks to this collective use of space.

40. A coach trip to the seaside took place this summer for Summer Reading Challenge completers and their families, also it was open to people in the local community who have never been to the seaside, as a reward for reading and a chance to see the sea. NXL continue to offer as much as they can to help and support the community.

New Cross Learning in numbers

Issues	Visits	Weekly opening hours	Days open per week	Key services
5,645	3,596	16	4	Credit Union, projecting facilities, space for hire, Wi-Fi, 8 PCs, activities for children
Building tenure				Lease, duration 8 years, no rent

Lewisham Library spaces

Name/Location	Type	Size (SqM)	Ward	Services provided
Blackheath Village Library	Community	46	Blackheath	Library
Catford Library	Hub	632	Rushey Green	Library, (Local history centre to be relocated to the 1 st floor whilst Lewisham Library is closed for refurbishment)
Crofton Park Library	Community	443	Crofton Park	Library
Deptford Lounge	Hub	1,124	New Cross	Library
Downham Library	Hub	645	Downham	Library
Forest Hill Library	Community	450	Forest Hill	Library
Grove Park Library	Community	662	Grove Park	Library
Lewisham Library	Hub	2,680	Lewisham Central	Library, Archives & Local History (until closure 15 th Sept 2023)
Manor House Library	Community	482	Lee Green	Library
New Cross Library	Community	432	New Cross	Library
Pepys Library*	Community	-	Evelyn	Library
Sydenham Library	Community	547	Sydenham	Library
Torridon Road Library	Community	433	Catford South	Library
Total		8,576		

*Not part of the Statutory provision



Safer Stronger Communities Select Committee

Report title: Update on Local Assemblies Programme

Date: 7th November 2023

Key decision: No.

Class: Part 1.

Ward(s) affected: All

Contributors: James Lee, Director of Communities, Partnerships and Leisure and Sakthi Suriyaprakasam, Culture and Community Development Service Manager

Outline and recommendations

The purpose of this report is to provide an overview of the way in which the Local Assembly programme has operated in recent years and to identify options for the way in which local Assemblies and democratic engagement will develop in the future.

Members of the Select Committee are asked to comment on the report and recommend further work on assemblies based on the report below and the views expressed by councillors in the survey.

Timeline of engagement and decision-making

Resumption of Assemblies post-Covid – January 2021

Survey of councillors – October 2023

1. Summary

- 1.1 The report provides a review of the development of the Assembly Programme since 2007. It also highlights the work of Assemblies and how they have evolved over the past 16 years.
- 1.2 The report highlights the different ways in which the Assembly Programme has been delivered over a number of years and identifies its strengths and areas for development. It includes up to date feedback on the performance of Assemblies provided by councillors in a recent survey.

2. Recommendations

- 2.1 Members of the Select Committee are asked to comment on the report and recommend further work on Assemblies based on the report below and the views expressed by councillors in the survey.

3. Policy Context

- 3.1 This report aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):

- Cleaner and Greener
- A Strong Local Economy
- Quality Housing
- Children and Young People
- Safer Communities
- Open Lewisham
- Health and Wellbeing

In particular, this report is closely aligned to the Safer Communities and Open Lewisham priorities.

4. Background

- 4.1 How the Local Assemblies Programme has developed

Local Assemblies have developed and changed over the past 16 years, since the Mayor's Commission – Empowering Communities and Neighbourhoods - in 2007. The role of Assemblies, as outlined in the Commission, was that they should be a "Vehicle for local empowerment, establishing a structured environment in each ward that will support an ongoing process for identifying and resourcing local concerns and implement local solutions".

Since then, the Assembly Programme has developed across the borough and became the Council's principal, standing, way of engaging with local residents on a wide range of subjects and issues.

The Local Democracy Review, which was launched in 2018 and reported in 2019 concluded that there was a need for increased empowerment and enablement of local people, and particularly a need to actively engage with

seldom-heard groups and individuals. The Review contained a number of recommendations in relation to Local Assemblies under three themes:

- Enhance their openness and transparency
- Further develop public involvement in Council decisions
- Promote effective decision-making

4.2 Review of the Assembly Programme

A key finding from consultation undertaken for the Democracy Review, published in 2019, was that Assemblies could be more inclusive, with a number of respondents stating that they still tended to attract people who were already democratically engaged and that more could be done to widen participation. With the onset of the Covid 19 pandemic, further lessons were learnt about democratic engagement and the power of communities working together, alongside learning about need within communities. The pandemic also revealed the value, vibrancy and cost effectiveness of online communities, many of which developed rapidly and effectively in response to very specific local need in individual communities.

4.3 In 2021 and in light of the Covid 19 pandemic, an exercise in resident engagement called Voices of Lewisham was undertaken, incorporating consultation with residents about the Council's approach to working with residents in the following areas:

- Does the Council show visible, empathic leadership?
- Is the Council flexible and innovative?
- Is the Council agile or too focussed on boards, meetings and membership?
- Is the Council collaborative?
- What should the Council's approach to place-based working be?
- Where should the Council refocus delivery?

This was incorporated into planning of the post-pandemic Assembly Programme.

4.4 In March 2020, at the time of the initial Covid-19 lockdown, the Assembly Programme, like many other public engagement initiatives, had been suspended, resuming online ten months later in January 2021. Online meetings provided an alternative to the previous in-person events that had taken place from 2008, and an opportunity to hear from and connect with residents at a significant time and after a long break.

In June 2022, an initial Strengths and Challenges review of the Assembly Programme was undertaken by officers in consultation with the lead Cabinet member, considering possible models for the Assembly Programme, based on the learning from community engagement which had taken place during the Covid emergency and taking into account wider cost-related pressures facing all Council services. This considered four key areas :

- Strengths and challenges for residents
- Strengths and challenges for the Council and elected members
- Strengths and challenges relating to the delivery of funding

- Strengths and challenges relating to the development of good practice

4.5 The key strengths of the Assembly Programme identified included:

- Residents have a regular time and space to meet with their local councillors
- Co-ordinating groups (co-groups) give local people, businesses and those working or studying in the area the opportunity to steer the community's agenda
- Officers from the Council have a place to present ideas/consult with residents
- The Council can evidence regular engagement with communities in given areas
- The allocation of funds to local projects is overseen by those living or working in the area
- The links created through Assemblies generate ideas/applications for Section 106 monies or other external funds
- There is huge scope to develop more purposeful use of digital platforms including social media
- There is the opportunity to be proactive in seeking views that galvanise a wider range thoughts around issues locally
- Residents value regular time set aside to engage with them in a purposeful way

4.6 Key challenges were identified as being similar across wards, and included:

- Assemblies as good democratic engagement tools, but not necessarily ideally suited to people with additional barriers
- Meetings can sometimes feel “top down” in approach
- Similar issues across multiple wards and priorities can lead to replication/duplication of effort

4.7 Following these reviews and in light of the need for cost savings across the Council, in April 2022 the Assembly Programme budget was reduced by £225,000 per year. The reduction affected staff posts and the funding of Assembly meetings, including premises, refreshments, and the printed and distribution costs of materials for in-person Assembly meetings.

These reductions were on top of the previous removal of the funds distributed via the Assemblies as set out below:

Financial Year	Fund Name	Value per ward	Annual Total	Notes
2007/08	Mayor's Fund	£25,000	£450,000	Unspent as assemblies being established
2008/09	Mayor's Fund	£50,000	£900,000	Includes £25,000 per ward rolled over from 07/08
2009/10	Mayor's Fund	£25,000	£450,000	
2010/11	Mayor's Fund	£25,000	£450,000	

2011/12-2013/14	Assemblies Fund	£18,750	£337,500	Includes £3,750 Discretionary Fund for local councillors
2014/15-2018/19	Assemblies Fund	£15,000	£270,000	Includes £2,500 Discretionary Fund for local councillors
2019/20	Discretionary Fund	£2,500	£45,000	
2020/21	Discretionary Fund		0	

In addition to the Mayor's Fund/Assemblies Fund, each ward had a devolved budget to cover costs of engagement and meeting production. This was £3,200 per ward, per annum (£57,600 per annum in total) and was expected to cover the costs of up to 4 meetings per year. In many wards, Assemblies would have a presence at a community event in lieu of one of these meetings. Costs included venue and equipment hire, catering and production and delivery of newsletters to all homes in the ward.

4.8 As a result of these ongoing and proposed reductions for 2022, the model for Assembly delivery was agreed to be a minimum of two online meetings a year organised by the ward's community development officer in conjunction with local councillors and the local co-ordinating group. Complementing these would be up to two community-led Assemblies per year, organised by local community organisations with the support of the community development officer.

4.9 NCIL Mitigation for Assembly meeting costs

At the time of the reduction in the Assembly budget, it was identified that the availability of NCIL ward-based funds could possibly mitigate some of the consequences of the reduced budget. Ward-based organisations and councillors were asked to consider submitting NCIL applications for community engagement activities which could support the work of local Assemblies. In the event, eight applications covering nine wards were successful in applying for ward-based NCIL funding. The list below provides details of the nine wards and the organisations receiving funding:

- Blackheath – Parkside Residents Association
- Forest Hill – SEE3 Limited
- Hither Green – Goldsmiths Community Centre
- Ladywell – Ladywell Assembly Organising Group
- Lee Green – Lee Green Lives
- Perry Vale – Sydenham Garden
- Rushey Green – Lewisham Local
- Sydenham – SEE3 Limited
- Telegraph Hill – Bold Vision

4.10 The projects were hosted by a wide variety of organisations, proposing a range of engagement activities, including Assemblies. In these wards, NCIL has enhanced the delivery of community-led Assemblies by providing funding to support in-person engagement.

5. Future development of Assemblies

5.1 Assemblies from April 2022 to date

Since April 2022, a programme of local Assembly meetings has been organised. These have consisted of a combination of online and in-person meetings. The in-person meetings have been dependent on local support from community organisations able to provide venue and refreshments for meetings. The meetings have been organised and supported by each ward's designated community development officer.

5.2 Between April 2022 and September 2023, 53 Assembly meetings have taken place. Of these, 19 have been community led. Please see table below for breakdown of meetings by ward.

Ward	No. of meetings April 22 – Sept 23	Online	In-person	Council-led	Community-led	NCIL funded	Total attendance
Bellingham	3	1	2	2	1	N	182
Blackheath	2	1	1	2	0	N	85
Brockley	3	1	2	3	0	N	30
Catford South	2	0	2	1	1	N	131
Crofton Park	2	1	1	2	0	N	79
Deptford	2	1	1	1	1	N	40
Downham	2	0	2	0	2	N	73
Evelyn	2	0	2	2	0	N	36
Forest Hill	3	1	2	2	1	Y	67
Grove Park	4	1	3	2	2	N	75
Hither Green	3	0	3	0	3	Y	74
Ladywell	3	0	3	1	2	Y	85
Lee Green	5	1	4	1	4	Y	153
Lewisham Central	3	0	3	0	3	N	74
New Cross Gate	2	1	1	2	0	N	51
Perry Vale	3	1	2	1	2	Y	65
Rushey Green	3	1	2	3	0	Y	63
Sydenham	5	0	5	5	0	Y	212
Telegraph Hill	2	1	1	1	0	Y	14
Sub-total	54	12	42	31	23		
Total	54		54		54		1,589

5.3 After an initial slow start in confirming meeting dates and venues, the programme of Assembly meetings has improved over the last 18 months. Attendance at meetings was initially low but has begun to increase, with a

significant number of people stating that they had not attended an Assembly meeting previously. To start with, identifying venues was a challenge but this has improved significantly in the last 6 months as more community organisations have become involved in Assembly meetings and better understood their purpose and impact.

- 5.4 Initially, community Assemblies represented a relatively small proportion of the total number of Assemblies held. However, numbers have increased in recent months. The majority of community Assemblies has been delivered in partnership with organisations receiving NCIL funds. However, non-funded organisations have also provided venues. The proportion of in-person Assemblies is higher than anticipated as, in many cases, local councillors have been keen to have face to face rather than online meetings, and development officers have endeavoured to help them achieve this wherever possible.
- 5.5 One of the reasons why community organisations were not initially involved in community-led Assemblies was because, in many cases they did not have the resources or capacity to lead on delivering Assembly meetings and, in some cases, did not see delivering Assemblies as being a principal part of their role.
- 5.6 At the meetings held, a number of key subject areas have been discussed. They have included discussion of policing matters led by Safer Neighbourhood Teams. Discussion of environmental issues has also been a feature in many wards, as has sustainable streets which appear to be a resident priority at the moment in a number of areas.
- 5.7 Discussion of NCIL funded projects has featured in all Assemblies where organisations have reported on their projects and have sought feedback from residents on the work they are delivering and consulted on the future direction of their NCIL activities. In many cases, they have sought the active involvement of residents and other community organisations.
- 5.8 Key considerations for the future role of Assemblies

From the reviews that have been undertaken, it is clear that Assemblies, which feature in the Council's constitution, provide a formally structured way to engage with residents. However, in order to be even more effective, as previous reviews have identified, they will need to be complemented by other forms of resident engagement, including people from groups that do not currently attend Assembly meetings, e.g. young people.

- 5.9 Decisions need to be made about the future number of meetings to support optimum engagement, recognising that focussed with currently non-participating groups will require a significant proportion of community development officer time.

Decisions also need to be made about issues including:

- Whether meetings should be themed
- Whether some meetings should take place on a multi-ward/borough-wide basis where issues impact across more than one ward

- What subject matter is best discussed within an Assembly meeting and across what geography (consider which have impact at hyper-local level)
- What guidance needs to be agreed to maximise the constructiveness of meetings

5.10 Further feedback was sought from councillors in October 2023 via an online survey. At the time of writing of this report, the analysis of key findings is still to be published and will be appended to this report in advance of the Safer Stronger Communities Select committee at which this report will be discussed.

5.11 The findings from this survey will be considered alongside much wider feedback received through the Lewisham 2030 programme to ensure that there is a consistent, and universally understood mechanism for community engagement across the Council.

6. Financial implications

6.1 There are no specific financial implications as a result of this report.

7. Legal implications

7.1 There are no legal implications contained in this report.

8. Equalities implications

8.1 There are no specific equalities implications in this report. However, it should be noted that the report highlights the need to engage with individuals and groups in the borough that are not currently participating in Assemblies.

9. Climate change and environmental implications

9.1 There are no specific climate change or environmental implications to this report.

10. Crime and disorder implications

10.1 There are no specific crime and disorder implications to this report.

11. Health and wellbeing implications

11.1 There are no specific health and wellbeing implications to this report although Assemblies do have the potential to increase resident engagement and social connectedness in their communities, all shown to have positive impact on wellbeing.

12. Background papers

12.1 Mayor's Commission – Empowering Neighbourhoods and Communities, 2007
Local Democracy Review report, 2019
Councillors' Survey, October 2023

13. Glossary

Term	Definition
Local Assemblies	Ward-based meetings which take place across Lewisham's 19 wards on a regular basis under the council's constitution

14. Report author(s) and contact

14.1 Sakthi Suriyaprakasam - Head of Culture and Community Development.
Sakthi.suriyaprakasam@lewisham.gov.uk

15. Appendices

15.1 Appendix A - Councillors' survey – October 2023

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Local Assemblies - Councillor Survey

* Required

Introduction

1. Ward Assemblies (subsequently Local Assemblies) were established following the Mayor's Neighbourhood Commission in 2007. The aim was that they would help to deliver the "empowered and responsible" priority of the Sustainable Community Strategy.

The Assemblies form part of the Council's Constitution being defined as 'an important consultative mechanism [that] provide a conduit to the Council and other public service providers through which the local community can prioritise local issues and advise the Council, including on the determination of the Locality Fund'. The constitution does not define the operational management or frequency of the meetings.

Local Assembly delivery has been coordinated and managed by the Assemblies Team since 2008, working with local Co-ordinating Groups, running regular Assembly meetings, open to all local residents, and operating within Lewisham Council's Cultural and Community Development Team in the Community Services Directorate.

Assemblies gives residents a chance to:

- Find out what is happening in their ward
- Discuss and share what matters to them
- Work with their councillors and others to identify solutions and shape the future of their neighbourhood.

Assemblies also provide councillors with a key route to taking forward their community leadership role and engaging directly with ward residents. The role of councillors in community leadership is described here:

<https://lewishamcouncil.sharepoint.com/sites/MembersInfo/bwc/SitePages/Role%20of%20the%20Councillor.aspx>

One major strength of Assemblies over the years has been that each ward has been able to take a flexible approach in the way they work to address the needs of their own community and the priorities of ward councillors. For example, in Telegraph Hill ward, a community network has been developed to engage with a range of voluntary and community sector organisations working in partnership. The Assembly meetings run alongside this, but the majority of local operational issues are discussed by partners at network meetings, also attended by Councillors.

Assembly meeting attendance has been varied over the years depending on the topics being discussed, the demographics of the population and time of year.

2. In 2019, a programme of budget cuts was agreed which included removing all funding for the running costs of assembly meetings as outlined on page 40 of this report: <https://councilmeetings.lewisham.gov.uk/documents/s62492/Budget%20Report%20Appendices.pdf>; see also <https://councilmeetings.lewisham.gov.uk/ieDecisionDetails.aspx?AllId=21763>. This means that whilst ward officers are still in place to run assembly meetings, there is no operational budget for covering items such as printed publicity, venue hire, refreshments etc.

There were also proposals to reduce staffing in the delivery of Assemblies, leading to agreement that the minimum number of Assemblies per ward should be two online Assemblies per year.

This approach was informed by the successful online delivery of all Assembly meetings during COVID-19 but it is acknowledged that this is a significant reduction in Assembly delivery overall. A review of Assemblies was undertaken in 2021 to address budget constraints. As part of the review, the following approaches were suggested:

- hosting online meetings in addition to in-person meetings
- encouraging a 'community-led' approach where local organisations take the lead on organising meetings

The review recommended:

- A minimum of two formal Assembly meetings, delivered on-line, per year with greater coordination of wider activity and advantage taken of other existing structures like the Police's Safer Neighbourhood Teams Ward Panels
- The delivery of additional face to face events throughout the year in partnership with the local community groups and organisations

As services resumed following the pandemic and during planning for the first NCIL programme, it was suggested that the shortfall in council-led Assembly meetings could be mitigated by community-run, in-person Assembly meetings and community development activities organised through VCS groups, who could apply for NCIL funding to meet the costs.

VCS groups were encouraged to do this in all wards. However, only seven out of eighteen (at the time) wards submitted successful applications.

The NCIL-supported approach has now been operational for 15 months, complementing the minimum number of Council-led online Assemblies organised by community development officers as described above. There are significant inconsistencies across the borough relating to numbers of assembly meetings and resources available to host and promote them in different wards. Whilst the flexibility of approach referenced above has always meant differences in Council-led Assemblies, the current discrepancy in number of meetings and resources available to run them has been heavily influenced by the introduction of NCIL funded projects. While there is an expectation and targets relating to community-led Assemblies in the seven wards which received NCIL funding, in the other (now) twelve wards, officers have been attempting to work with community partners to deliver community-led Assemblies, without additional resources. This has been challenging and has resulted in variable degrees of success, depending on the number of VCS partners in the ward, how closely they have worked with the Council previously, and how relevant the role of community-led Assemblies are to those organisations' core services and mission.

3. Questions and concerns have been raised across wards and by councillors about the disparity in resources. The Executive member with responsibilities for Assemblies has, in partnership with Safer Stronger Scrutiny Committee, requested that the views of councillors are sought via the questionnaire below in order to gauge the experience and views of individual councillors to help us move forward in developing a more consistent offer.

The questionnaire will help us assess your views about Assembly meetings, what further information, support and resources are needed to deliver Assemblies, and what can be done to improve and or change how Assemblies are run. The initial responses from this survey will be considered by the Safer, Stronger Scrutiny Committee on 7th November 2023, with a full report returned to the Scrutiny Committee alongside responses to questions and issues raised.

Please respond to this survey by **midnight Wednesday 1st November**.

Thank you for your time. *

I have read the text on this page

Respondent details

4. Name *

5. The ward you represent *

- Bellingham
- Blackheath
- Brockley
- Catford South
- Crofton Park
- Deptford
- Downham
- Evelyn
- Forest Hill
- Grove Park
- Hither Green
- Ladywell
- Lee Green
- Lewisham Central
- New Cross Gate
- Perry Vale
- Rushey Green
- Sydenham
- Telegraph Hill

6. Were you new to the role of Councillor when you were elected in May 2022? *

- Yes
- No

Your local assembly

7. How successful do you think Council-led Assemblies have been in your ward? *

- Very successful
- Fairly successful
- Limited success
- Not successful

8. Please tell us why you gave the answer above *

9. How successful do you think the Community-led assembly approach has been in your ward *

	Not applicable	Not successful	Limited success	Fairly successful	Very successful
Your NCIL funded community-led assemblies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your non-funded partnership approach to community-led assemblies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please tell us why you gave the answer above *

11. Please tell us your view of the overall approach of NCIL funded Assemblies from NCIL application to delivery of meetings.

12. How were your meetings promoted (select as many as apply) *

- Email to residents via Ward Officer mailing list
- Email to residents via Councillor contact list
- Promotion to residents via community organisations and housing providers
- Promotion to residents via NCIL funded organisations
- Posters
- Leaflets
- Social media via Council communications service
- Social media via Councillor contact list
- Don't know

13. If applicable, which platforms did the Council's communications service use to promote your meetings?

14. If applicable, which platforms were used via the Councillor contact list?

15. Which of the following statements best describes your experience of the promotion undertaken to publicise your assembly meeting? *

- Comprehensive coverage
- Good coverage
- Adequate coverage
- Limited coverage
- Poor coverage

16. Please explain your reason for the above answer *

17. On a scale of 1-5 (1 being poor and 5 excellent), how would you rate your assemblies in the following areas *

	1	2	3	4	5
Disseminating information to residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeking community views on the Council's plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing space for community groups to share updates on their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a forum for identifying and addressing emerging needs, issues and concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a space for residents to constructively question and challenge the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Please provide any further comments regarding the role performed by assemblies

19. In relation to venues for meetings in your ward, please give us your view on their adequacy and appropriateness.

*

20. Is there anything you feel we need to improve in accessing better venues in your ward?

21. How do you rate the support you receive from the Community Development Team where 1 is poor and 5 is excellent? *

- 1
- 2
- 3
- 4
- 5

22. Please tell us why you gave the rating above. *

23. Do you think the meeting format and agenda work to achieve the stated objectives of assemblies? *

- Yes
- No
- Not sure

24. Please tell us why you gave the answer above. *

25. What could be done to improve our Assemblies?

26. Is there anything else you'd like to share about the Local Assembly programme in Lewisham?

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.





Safer Stronger Communities Select Committee

Report title: NCIL Update Cover Report

Date: 7th November 2023

Key decision: No.

Class: Part 1.

Ward(s) affected: All

Contributors: James Lee, Director of Communities, Partnerships and Leisure and Sakthi Suriyaprakasam, Culture and Community Development Service Manager

Outline and recommendations

The purpose of the slides is to provide an update on the next round of the Neighbourhood Community Infrastructure Levy (NCIL) Grant Programme. The presentation identifies key points from the review of the previous programme and considerations for delivery of the next round of grants.

Members of the Select Committee are asked to note and comment on the update.

Timeline of engagement and decision-making

Mayor & Cabinet Approval of overall NCIL strategy – June 2019

Borough-wide NCIL programme Launch – May 2021

Ward NCIL Programme Launch – September 2021

Agreement of Recommended Ward Projects by Mayor and Cabinet – March 2022

Project delivery – June 2022 for up to a maximum of 2 years

Review of previous programme – June – Sept 2023

1. Summary

The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on “chargeable” new development in their area. The Levy is collected and monitored by the Council’s planning department. An element of these funds is to be spent at a local level and is known as Neighbourhood CIL (NCIL).

Lewisham’s NCIL strategy was agreed by Mayor and Cabinet on 5 June 2019 and Full Council 24 July 2019.

The borough-wide fund was launched in May 2021 and funded 25 projects amounting to £877,094.

The ward NCIL grant programme was launched in September 2021 and 150 projects across 18 wards were funded, amounting to £2,931,270

Projects were to be delivered across a maximum of two years, beginning in June 2022.

It was recommended at the Mayor & Cabinet Meeting of 5th June 2019 that a holistic review of the NCIL process take place once the programme had been completed or partially completed to review what was successful and what was challenging throughout the process with a view of improving the programme for future rounds. The outcome of the review would be presented to Mayor and Cabinet with any recommendations on amendments to the process.

This update provides key points from the review undertaken, our learning from the previous programme and considerations for delivery of the next programme.

2. Recommendations

Members of the Select Committee are asked to note and comment on the update.

3. Policy Context

This report aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):

- Cleaner and Greener
- A Strong Local Economy
- Quality Housing
- Children and Young People
- Safer Communities
- Open Lewisham
- Health and Wellbeing

4. Financial implications

There are no specific financial implications as a result of this update..

5. Legal implications

There are no legal implications contained in this update.

6. Equalities implications

There are no specific equalities implications as a result of this update.

However, it should be noted that a equalities will be a key consideration in allocation of NCIL grants once decisions about the process are agreed.

7. Climate change and environmental implications

There are no specific climate change or environmental implications to this report.

8. Crime and disorder implications

There are no specific crime and disorder implications to this update.

9. Health and wellbeing implications

There are no specific health and wellbeing implications to this update.

10. Background papers

None

11. Glossary

Term	Definition
NCIL	The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on “chargeable” new development in their area. The Levy is collected and monitored by the Council’s planning department. An element of these funds is to be spent at a local level and is known as Neighbourhood CIL (NCIL).

12. Report author(s) and contact

James Lee – Director of Communities, Partnerships and Leisure.

James.lee@lewisham.gov.uk

Sakthi Suriyaprakasam - Head of Culture and Community Development.

Sakthi.suriyaprakasam@lewisham.gov.uk

13. Appendices

None

Update for Safer Stronger Select Committee on Next Round of NCIL

7th November 2023

James Lee

Director of Communities, Partnerships and Leisure

Background

- The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on “chargeable” new development in their area. The Levy is collected and monitored by the Council’s planning department.
- An element of these funds is to be spent at a local level and is known as Neighbourhood CIL (NCIL).
- Lewisham’s NCIL strategy was agreed by Mayor and Cabinet on 5 June 2019 and Full Council 24 July 2019.
- The agreed strategy allocates 25% of CIL receipts as NCIL and uses the ward structure as the basis for distribution. A portion of receipts (50%) were to be retained in each ward where they were generated; a portion (25%) redistributed across the wards based on the Indices of Multiple Deprivation (IMD), and a portion set aside for projects that contribute to a borough-wide benefit (borough-wide fund).
- Two separate funds were established: the NCIL borough-wide fund and the NCIL ward fund.

NCIL borough-wide fund & ward fund

- Priorities for borough-wide fund agreed by Mayor and Cabinet in March 2021; the fund was launched on 28th May 2021; on 3rd November 2021 Mayor and Cabinet agreed the allocation of £977,094 towards 25 projects and an Air Quality fund that met the borough-wide priorities
- At its meeting on 14 September 2021 Mayor and Cabinet agreed to top up the NCIL ward fund with NCIL funds collected between 2018 and 2020 (increasing the NCIL ward fund by a further £1,188,483 to £2,931,270)
- M&C also agreed agree an additional overarching Covid-19 recovery priority to be added to all 18 wards.
- The Mayor & Cabinet Meeting of 5th June 2019 agreed NCIL governance arrangements. This included the need to monitor the outcomes of the NCIL process and projects through the Authority Monitoring Report each year which is ongoing
- It also recommended that a holistic review of the NCIL process take place once the programme had been completed (or partially completed) to review what was successful and what was challenging throughout the process with a view of improving the programme for future rounds. The outcome of the review would be presented to Mayor and Cabinet with any recommendations on amendments to the process.

Previous NCIL process agreed by M&C

Stage 1: Priority setting – NCIL priorities informed by wider public consultation and ratified by ward assemblies (8 weeks)

Stage 2: Open Call for projects - submitted by community groups/organisations, residents etc (8 weeks)

Stage 3: Officer evaluation of projects and publish long-list (10 weeks)

Stage 4: Develop project bank – prioritisation of long-list of projects by ward assemblies (8 weeks)

Stage 5: Allocate and delivery of projects (2 years)

Stage 6: Monitoring and evaluation (ongoing)

What was funded

- **NCIL borough-wide fund** - 25 recommended projects which amounted to £877,094. The recommended projects addressed the following agreed priorities:
 - Initiatives that seek to support local community groups to contributing to tackling crime and anti-social behaviour
 - Provision of high quality mentoring services and those designed to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime
 - Support for people with learning disabilities and/or issues with mental health to find employment opportunities
 - Projects that will assist in Lewisham's Covid-19 recovery by demonstrating a benefit to Lewisham's communities at a borough-wide level
 - The final £100,000 was allocated to projects which would increase community involvement in projects to improve Air Quality in the borough

What was funded cont.

- **NCIL Ward fund** - 150 projects from 18 wards requesting £2,931,270 were recommended and awarded funding.
- This included a range of capital and revenue projects across the 18 wards
- The priorities for funding were developed using online and face to face consultation and agreed through Local Assemblies

Process of review

- What the programme has delivered (impact)
- Strengths
- Weaknesses
- A proposed process and timeline that builds on what worked
- Funding available and proposed administration

Impact of the programme

- 2-year programme only 14 months into delivery – challenging to take an overall view of impact

However, from the first year of delivery we can see:

- 63 capital projects funded including playgrounds, planting of trees, upgrading community facilities and libraries, improving school green spaces, buying play and gym equipment, developing cycle storage and providing public lighting.
- Approximately 76,000 residents benefitting from NCIL projects
- Only 1 project has not gone ahead (they received alternative funding for the outlined project)
- All other projects on track or have completed delivery on schedule
- Approx. 80% of projects have reported back to Assemblies

Strengths (1):

- Extensive consultation and agreement via Assemblies meant that over 18,000 residents participated in agreeing priorities
- Delivery of significant capital projects across the borough – primarily in parks
- The programme enabled us to fund a significantly larger number of VCS organisations than we have funded before many at a very local level
- Application workshops for residents and community groups were well received – 13 online workshops were delivered over a period of 8 weeks attended by 200 organisations and individuals
- The support programme enabled many smaller organisations who would not otherwise have applied to the NCIL fund, to put in applications, thereby upskilling residents and organisations
- Boroughwide pot allowed a focus on equalities issues

Strengths (2):

- The programme has built in and developed accountability of local, ward level groups and projects to local residents through the Assembly programme – approx. 80% of projects have attended and updated on progress through their local Assembly
- The role of Councillors engaging in the process and bringing their local knowledge to the review of bids was a useful mechanism for linking in existing and emerging needs to the assessment process
- The engagement of different Council teams throughout the process for example for those relating to parks and open spaces and pathways to employment
- The disbursement of approximately £3.7million through NCIL borough-wide and ward funds mitigated the £800k cut to the Main Grants programme – we received very little pushback against the cuts to the MG programme and no appeals

Weaknesses (1)

- Compression of programme during stages 3 to 5 as a result of Covid along with upcoming general and local elections meant pressure on staff to deliver in that compressed timeframe
- Due to the compressed timeframe, the NCIL programme ran concurrently with the Main Grants programme, creating significant additional pressure on resources
- Public not well placed to cost and deliver capital bids which has caused delays and some resentment
- The vast majority of wards selected the same priorities and these had strong read across to the Council's Corporate priorities already agreed through the democratic process
- The Boroughwide projects lacked some focus and were not universally understood

Weaknesses (2)

- Some Councillors felt pressured to endorse bids from local groups they did not know
- Some wards had such small allocations that it was difficult to deliver capital projects
- Cross-ward funding difficult to coordinate
- Some people raised concerns that the use of the Council's consultation platform Common Place and wider online engagement effectively excluded some groups
- Idea that NCIL could be used to support Assemblies is flawed as not all areas have the organisations required to undertake this task

Learning

- Some stages should be made less complicated to reduce pressure on resources
- The Council is best placed to identify and deliver capital projects
- Members should not be put in a position where they feel pressured
- A ward approach has had strengths and weaknesses. Allocating across a larger footprint would allow for the delivery of larger projects and avoid some areas effectively being excluded
- The Boroughwide pot allowed a positive focus on equalities but did not have the same ownership as the local projects
- Online consultation mechanisms should be used with caution
- Not all wards have a local organisations able to help support Assemblies

Next Steps

- Proposals currently being drafted for agreement with lead Cabinet members
- Proposals include
 - Timeframe for potential launch for summer next year taking into account 2 elections
 - Funding administration of the programme
 - A more efficient process taking into account our learning from the previous round
 - Pros and cons of ward boundaries as best option for NCIL grants
 - Ensuring as little cross-over with the re-letting of Main Grants as possible



Safer Stronger Communities Select Committee

Select Committee Work Programme Report

Date: 7 November 2023

Key decision: No

Class: Part 1 (not restricted)

Wards affected: Not applicable

Contributor: Benjamin Awkal (Scrutiny Manager)

Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any necessary changes.

The Committee is recommended to:

- Review the work programme attached at Appendix D.
- Consider the items for the next meeting and specify the information required.
- Review the forward plan of key decisions attached at Appendix E and consider whether there are any items that should be considered for scrutiny.

Timeline of decision-making

27 June 2023 - Draft Safer Stronger Communities Select Committee work programme 2023/24 agreed by the Committee

4 July 2023 - Work programme 2022/23 – approved by the Overview and Scrutiny Committee

1. Summary

- 1.1. The Committee proposed a draft work programme at the beginning of the municipal year. This was considered and approved, alongside the draft work programmes of the other select committees, by the Overview and Scrutiny Committee on 4 July 2023.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

2. Recommendations

- 2.1. The Committee is recommended to:
 - Review the work programme attached at Appendix D.
 - Consider the items for the next meeting and specify the information required.
 - Review the forward plan of key decisions attached at Appendix E and consider whether there are any items that should be considered for scrutiny.

3. Work programming

- 3.1. When reviewing the work programme the Committee should consider the following:
The Committee's terms of reference
- 3.2. The Committee's areas of responsibility, include, but are not limited to:
 - scrutinising the Council's statutory crime and disorder function;
 - reviewing the development of policy in relation to crime and disorder and in particular the borough's community safety plan: the Safer Lewisham Plan;
 - enhancing the Council's ambitions for equality of opportunity within the borough
 - community development and the voluntary sector.
- 3.3. The Committee also has a role in engaging and reflecting the views of residents in relation to community development-related matters. This includes, for example, community partnership and consultation as well as 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.
Whether any urgent issues have arisen that require scrutiny
- 3.5. If the Committee becomes aware of an issue requiring further scrutiny, it should consider the prioritisation process (Appendix B) and the Effective Scrutiny Guidelines (Appendix C) before deciding on its priority.
Whether a meeting is the most effective means for scrutinising the issue
- 3.6. Committee members should consider whether there are alternative methods for gathering information or receiving updates on issues of interest. For example, would a briefing, written summary or review of exiting material be more appropriate and effective?
Whether there is space in the Committee's work plan to consider the item
- 3.7. Members should consider which work programme items could be removed or rescheduled to make space for the full consideration of more important issues.

Whether the item links to the priorities set out in the corporate strategy

- 3.8. A new corporate strategy has been developed¹ – which sets out the Council's values, priorities and focus for the next four years (2022-2026). These are categorised under the following headings:
- Cleaner and Greener
 - Strong Local Economy
 - Quality Housing
 - Children and Young People
 - Safer Communities
 - Open Lewisham
 - Health and Wellbeing
- 3.9. The work of the Safer Stronger Communities Select Committee will relate most closely to the 'safer communities' and 'open Lewisham' priorities, which commit the Council to:
- work with the police to implement our Violence Against Women and Girls strategy.;
 - support the Mayor of London's Have a Word campaign, which encourages men to reflect on their own behaviour and the way they see, treat and talk about women.
 - reduce the number of young people who enter the criminal justice system, focusing on prevention and expanding our trauma-informed approach, championed by our Youth Offending Service.
 - continue to focus and develop our successful public health approach to youth violence, aiming to tackle knife crime and reduce sexual exploitation across the borough.
 - celebrate Lewisham's diversity, ensuring we are a representative and inclusive council and workforce.
 - maintain our status as a Borough of Sanctuary and London's leading borough for refugee resettlement.
 - develop plans to build on our legacy as London's Borough of Culture, celebrating the diverse and creative communities within Lewisham. This will include creating a new Culture and Live Music Strategy and bringing artists, community groups and businesses together to launch a Black Arts Festival.
 - maintain and strengthen the Lewisham Way of working in collaboration with our voluntary and community sectors and seek new areas where we can partner together. We will actively listen to our residents, being responsive to their concerns and communicative in our approach.
 - co-design services with those affected by them and ensure strong consultation processes that reach out to people whose voices are seldom heard.
- 3.10. The Committee should consider how its work programme reflects these priorities. The Committee might also consider whether there are suggestions that should be put forward for consideration in the new municipal year.

¹ <https://lewisham.gov.uk/mayorandcouncil/corporate-strategy>

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	Review type
Safer Lewisham Plan	Performance monitoring and policy development
Workforce Equalities	Performance monitoring

- 4.3. Information suggested by the Chair and Vice-Chair for inclusion in the Safer Lewisham Plan papers:
- Context and planning assumptions
 - Data and intelligence insights
 - Performance against, and impact of, previous plan
 - Risks/challenges/barriers and mitigations
 - Draft plan including proposed changes, inc. any resulting from the Serious Violence Duty
 - Risks/challenges/barriers and mitigations

5. Referrals

- 5.1. This is a list of referrals made by the Committee this municipal year:

Referral title	Date of referral	Date considered by Mayor and Cabinet	Response due at Committee
Proposed Public Spaces Protection Order	27 June 2023	19 July 2023	Updated report for decision due at Mayor and Cabinet on 6 December, which will be circulated to the Committee

6. Financial implications

- 6.1. 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.

7. Legal implications

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

8. Equalities implications

- 8.1. 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.
- 8.2. 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.
- 8.3. 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.

9. Climate change and environmental implications

- 9.1. 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)². 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.

10. Crime and disorder implications

- 10.1. 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 Benjamin Awkal (Scrutiny Manager) benjamin.awkal@lewisham.gov.uk

² See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.

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
- To consider matters referred to it in accordance with the Council's Petition Scheme

(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

(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 and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent where the law does not require them to attend).
- 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 and/or Positive Ageing Council 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 and/or Positive Ageing Council 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 and the Positive Ageing Council.
- To keep the Council's local ward assemblies and Positive Ageing Council 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 and 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 (Part IV E 10), 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 Committee. Once approved, 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 to place an item on the agenda of that select committee for discussion.
- The Council and the Executive will also be able to request that an 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 Overview and Scrutiny Committee 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:-

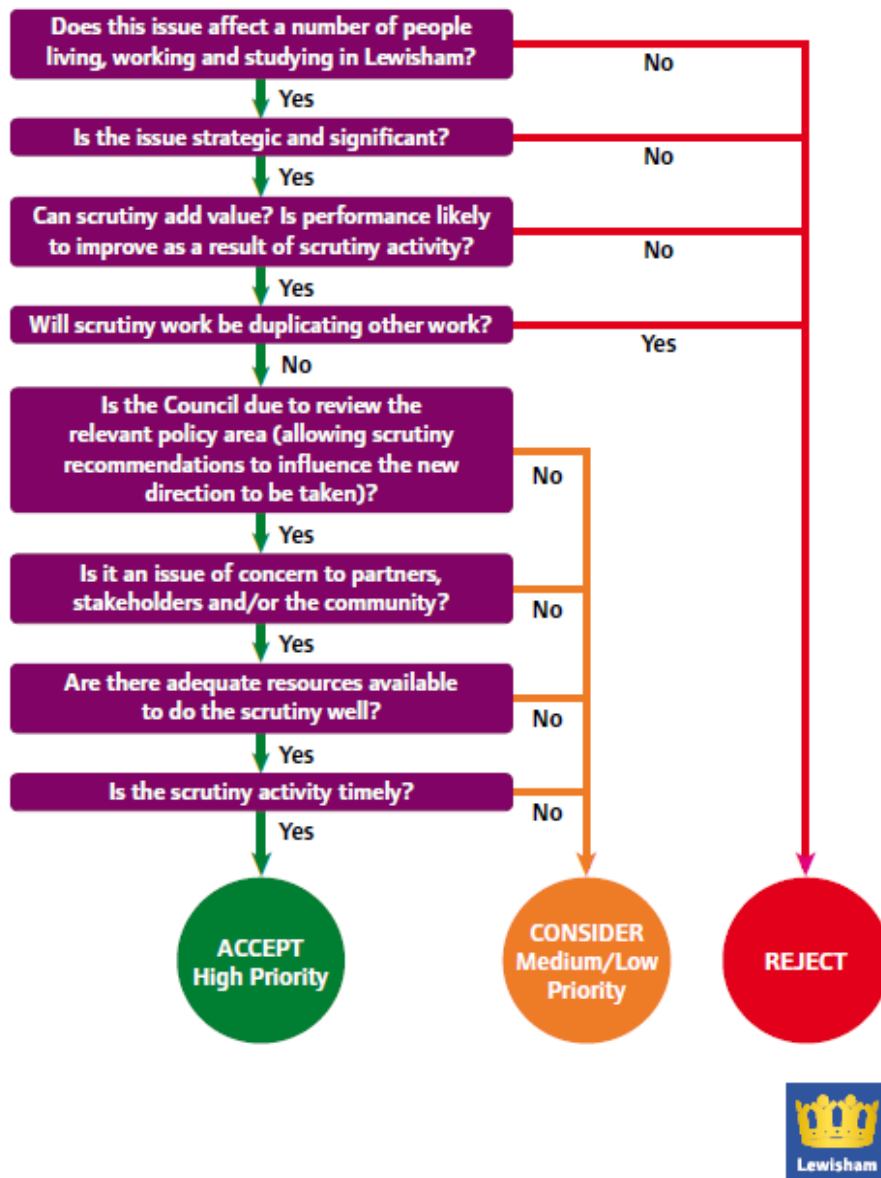
- to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
- to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
- to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
- 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;
- 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;
- to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
- to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

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

Appendix B

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 C

Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

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

2. Are independent

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

3. Work collectively

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

4. Engage

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

5. Make SMART evidence-based recommendations

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

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

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Safer Stronger Communities Select Committee work plan 2023-24

Item	Type	Priority	27-Jun	14-Sep	07-Nov	16-Jan	20-Mar
Public Space Protection Order	Pre-decision scrutiny	CP7, CP4, CP6 and CP1					
Equalities: external review; SEF 21/22 & 22/23 reviews; and staff profile.	Performance monitoring and policy development	CP1					
Neighbourhood Community Infrastructure Levy	Performance monitoring and policy development						
Local Assemblies	Performance monitoring	CP1					
Safer Lewisham Plan	Performance monitoring and pre-decision scrutiny	CP7					
Performance and direction of library provision	Performance monitoring and policy development						
Workforce Equalities	Performance monitoring	CP1					
Borough of Sanctuary Strategy progress	Performance monitoring	CP1					
Lewisham Disabled People's Commission response implementation	Performance monitoring	CP1 and CP5					

Information reports, briefings, events and visits

Police Service update inc. A New Met for London	Performance monitoring	CP7				In run up to Jan. meeting	
Fire Brigade update	Performance monitoring	CP7				In run up to Jan. meeting	
Single Equalities Framework development	Pre-decision scrutiny and policy development						
Fire station	Site visit	CP7			November/December		

Suggested items for 24/25 municipal year

Culture Strategy implementation	Performance monitoring						
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FORWARD PLAN OF KEY DECISIONS

Forward Plan October 2023 - January 2024

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 Head of Governance and Committee Services, the Local Democracy Officer, at the Council Offices or emma.campbellsmith@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.

March 2023	Contract award for Council Insurances	01/11/23 Executive Director for Corporate Services	Karen Eaton, Group Manager, Insurance and Risk and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
March 2023	Dementia Strategy	01/11/23 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care 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
			Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
July 2023	Financial Monitoring - Period 4	01/11/23 Mayor and Cabinet	Nick Penny, Head of Service Finance and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
July 2023	Levelling Up Fund Programme - approval for procurement of contractors	01/11/23 Mayor and Cabinet	and		
April 2023	Lewisham and Lee Green LTN monitoring update	01/11/23 Mayor and Cabinet	and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2023	Property Agreement between LB Lewisham and TfL in relation to the A205 Road Realignment Project	01/11/23 Mayor and Cabinet	Charlotte Harrison, Head of Strategic Regeneration and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
September 2023	Youth Justice Partnership Plan	01/11/23 Mayor and Cabinet	Keith Cohen, Head of Lewisham YOS and Councillor Chris Barnham, Cabinet Member for Children and Young People		
September 2023	Young Mayor's Budget	22/11/23	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
		Council			
September 2023	Approval to make an Article 4 Direction to withdraw permitted development rights for the change of use from commercial, business and service use (Use Class E) to residential use (Use Class C3)	06/12/23 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2023	Approval to procure School Minor Works Programme 2024 (SMWP 24)	06/12/23 Executive Director for Children and Young People	Akweley Badger, Project Support Officer and Councillor Chris Barnham, Cabinet Member for Children and Young People		
September 2023	Brent Knoll and Watergate Co-operative Trust - appointment of a Local Authority Trustee	06/12/23 Mayor and Cabinet	Suhaib Saeed, Strategic Lead Governors' Services and School Leadership and Councillor Chris Barnham, Cabinet Member for Children and Young People		
September 2023	Building for Lewisham (BfL) Programme Update	06/12/23 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
July 2023	Catford Regeneration Partnership Limited (CRPL)	06/12/23 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes 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
	Business Plan		Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
September 2023	Corporate Performance Report Q1&Q2	06/12/23 Mayor and Cabinet	and		
September 2023	Council Tax Base Report 2024/5	06/12/23 17/01/24 Mayor and Cabinet Council	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
September 2023	Developing a new early childhood offer and integrating Children and Family Centres in the new Family Hub model	06/12/23 Mayor and Cabinet	Simon Whitlock, Head of Joint Commissioning • Joint Commissioning FQC and Councillor Chris Barnham, Cabinet Member for Children and Young People		
August 2023	Gambling Policy 2023-2026	06/12/23 Mayor and Cabinet	Richard Lockett and Councillor Will Cooper, Cabinet Member for Housing Management and Homelessness		
July 2023	Learning Disability Implementation Plan	06/12/23 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		

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
September 2023	Lee Neighbourhood Plan, recommendations by independent examiner and approval to proceed to referendum	06/12/23 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
April 2023	Millwall FC Lease Restructuring Proposals	06/12/23 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and		
May 2022	On Street Advertising Contract Variation and Extension	Not before 06/12/23 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
September 2023	Parking Services: Contract Extension	06/12/23 Mayor and Cabinet	Paul Boulton, Interim Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
May 2023	Permission to award Maximising Wellbeing at Home contracts (Lots 5,6,8,9)	06/12/23 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care, Councillor Paul Bell, Cabinet Member for Health and Adult Social Care, Councillor Paul		

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
			Bell, Cabinet Member for Health and Adult Social Care		
August 2023	Property Agreement to support the A205 road realignment	06/12/23 Mayor and Cabinet	Charlotte Harrison, Head of Strategic Regeneration and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
March 2023	Public Space Protection Order consultation outcome	06/12/23 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
September 2023	Response to the recommendations of the Disabled People's Commission Report; If not now, then when?	06/12/23 Mayor and Cabinet			
July 2023	Sustainable Streets recommendations and next steps - Evelyn	06/12/23 Mayor and Cabinet	Martha Lauchlan, Transport Planner and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2023	Gambling Policy 2023-2026	17/01/24 Council	Richard Lockett and Councillor James-J Walsh, Cabinet Member for Culture, Leisure 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
			Communication		
September 2023	Adventure Playgrounds Grant of Leases and Contract Award	24/01/24 Mayor and Cabinet	Harsha Ganatra, Joint Commissioner (FQC) and Councillor Chris Barnham, Cabinet Member for Children and Young People		
January 2023	Annual progress update on the Autism Strategy Action Plan	24/01/24 Mayor and Cabinet	and		
July 2023	Approval for s106 monies to go to Deptford Challenge Trust	24/01/24 Mayor and Cabinet	Julia Robbins, Developer Contributions Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	Approval to appoint operator for concessions contract at Beckenham Place Park Lake	24/01/24 Mayor and Cabinet	Peter Maynard, Contract Officer, Green Scene and Councillor Andre Bourne		
September 2023	Building for Lewisham - approval for new homes on Small and Complex Sites	24/01/24 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
April 2023	Grant of Leases for Adventure Playground Sites	24/01/24 Mayor and Cabinet	Harsha Ganatra, Joint Commissioner (FQC) and Councillor Chris		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Barnham, Cabinet Member for Children and Young People		
September 2023	Permission to procure the Honor Lee / Rokeby House Supported Housing contract. The extension of two additional supported housing contracts	24/01/24 Mayor and Cabinet	Jonathan Scarth and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
September 2023	Council Budget 2024/25	07/02/24 28/02/24 Mayor and Cabinet Council	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
September 2023	Climate Emergency Action Plan update 2023/24	13/03/24 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2023	Treasury Management Strategy Mid-Year Review	27/09/23 Mayor and Cabinet Council	Katharine Nidd, Head of Strategic Finance, Planning and Commercial 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
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