

# Social Value Impact Report 2022–2023 Lewisham Council



Image: Lewisham Local  
Recipient of Deptford  
Community Fund



## Foreword from Cllr Amanda de Ryk

Cabinet Member for Finance and Strategy

I am very proud to introduce Lewisham Council's Social Value Impact Report for 2022-23. The report shows how we, as a Council, strive to ensure deeper, longer lasting benefits for our local community from every Lewisham pound we spend. It is a Council-wide effort, across every service – either through procuring goods, works and services or engaging with businesses and providers inside and outside the borough. We also recognise the contribution our Local Strategic Partners and our Voluntary, Community, Faith and Social Enterprise sector make to this valuable work. Thirteen years of austerity funding has seen the Council's capacity severely cut back, so it is right that we work in partnership across every sector to secure the support our residents need.

In the wake of the pandemic and amid a cost-of-living crisis, the need to build wealth in the community and target support to our most vulnerable households has never been more critical. Twenty-five per cent of Lewisham households are estimated to be vulnerable to rising living costs and the number of households living with enduring negative budgets has doubled between 2022 and 2023. This report shows that our determination to underpin economic resilience through sustainable procurement and focus on local suppliers is paying off, and we can help support our vulnerable residents. We've spent £74m on local contracts, creating 824 jobs for local residents, which means £18m in wages for local people.

We recognise there is still more to do to capture the breadth and depth of the social value we create. Going forward, our goal is an annual report with cumulative totals of value over time. We are also paying particular attention to the way we work – ensuring that we understand current best practice in the public and private sectors and use accurate data to target help to those most in need. The Lewisham Community Exchange is a new initiative, hosted by Lewisham Local, that will ensure businesses are signposted to the places and projects that need support.

We are proud of our local businesses and suppliers that we have worked with, who have demonstrated their commitment to ethical practices to support the community. We have seen significant workplace obligations such as providing mental health support in the workplace, subsidised gym and leisure memberships; public health initiatives such as healthy cafes, the water refill campaign, and community toilet access; and climate emergency commitments such as the reduction of CO2 and vehicle emissions and waste.

Crucially, our work is helping to bring down the barriers into employment specifically felt by the disadvantaged and disabled. We are promoting the upskilling of employees and forging a pathway towards progression into sustainable and fairly paid jobs for every Lewisham resident. We are also working with our local businesses to ensure that apprenticeships and work experience opportunities are as widely available as possible.

I want to thank all the teams across the Council who have contributed to this significant work. Our determination to secure the benefits of social value for Lewisham is a call to arms for existing and potential suppliers. It is the cornerstone of how we will work together to underpin Lewisham Council's work to ensure equality of opportunity and outcome, and to maximise prosperity and wellbeing for everyone across the borough.

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## Our approach to Social Value

Social Value refers to the return on investment in our communities, our places, our economy, and our environment that creates wellbeing on a wider scale. This investment can be time, money, materials, or ways of doing things. It is calibrating the wider social impact and economic feasibility to create the most impact in how we do things. The end goal is to create long term positive changes from investment.

Social Value is what we do every day in Lewisham as a borough. Our services and operations, both statutory and non-statutory, seek to drive social value for the borough and beyond. We create social value through our placemaking activity in making Lewisham a welcoming, healthy and equitable place to live. We consider social value as a key pillar of investing in Lewisham to build community wealth. We understand that social value is the active practice of economic placemaking in Lewisham. It is how we support our businesses, work to provide opportunities for residents, improve our environment, and shape a future that enables all residents to maximise their wellbeing. Our approach to social value is therefore shaped by the priorities of our Corporate Strategy and our communities.

While social value is part of the fabric of the Council's interaction with its residents and businesses, one of the most tangible tools for delivering social value is through the benefits achieved via our procurement of goods, works and services. This is enshrined in the Public Services (Social Value) Act (2012). For public sector authorities, social value is the additional economic, social, and environmental benefits that can be created when the organisation purchases goods, works or services from outside the organisation. Social value should have wider community or public benefit that increases the wellbeing of residents.

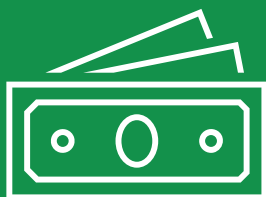
Through our procurement, we work with our partner businesses to build sustainable, diverse, and ethical supply chains. This is led by our sustainable procurement approach of good work practices, addressing the climate emergency, and championing our local economy. Through our social value programme in Lewisham, we promote a dynamic culture of social value across the organisation and in commercial activities. We work with suppliers who share these values as part of their business to become partners in our community.

Social value can also be created through developers' contributions in Section 106 agreements, which are a mechanism for mitigating against the impact of development. We seek to use the social value generated via procurement and in developers' agreements to influence the local economies, places, and markets in which we operate. We want to strengthen and develop assets already held in our communities, empower the social economy, and keep wealth local, circular, and inclusive. We intend to build an inclusive local economy that addresses inequalities and inequities within the community. We see our small and medium enterprises (SME) as the lifeblood and vital to our ambition to build a strong local economy. Social value is a key tool in achieving this.

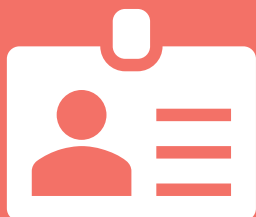
In our [Sustainable Procurement Strategy](#), we made a commitment to grow the Lewisham Pound. We are using social value to create impactful social returns on investment through facilitating new opportunities and collaborations for Lewisham's businesses and communities with our suppliers. We are partnering with our local businesses and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector as vital assets in our local economy to generate social value in our communities.

Social value is about impact. We achieve this both through the investment we bring into Lewisham from our partner businesses in the wider economy as well as the assets within Lewisham itself.

## Impact Summary



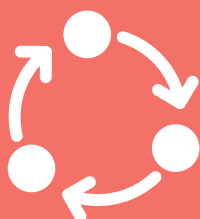
£18 million in wages to  
Lewisham residents



824 residents employed  
through our contracts



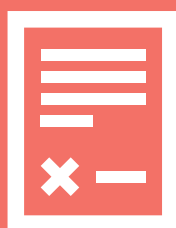
82% of in-year spend within  
the London region



£74 million spent in  
Lewisham supply chains



23 contracts for local VCSE  
organisations



50 contracts held by local  
businesses

## Key Takeaways

Social Value is being directed to the causes most in need

- We work with partner businesses to be led by insight, community knowledge and service expertise when planning social value activities

Social Value creates investment and opportunities in Lewisham

- Partner businesses contribute by adding value to our communities through their specialisms and unique business activities

Social Value helps us to tackle inequalities in Lewisham

- We are intersectional in our analysis and specific in using social value to benefit those who are most disadvantaged

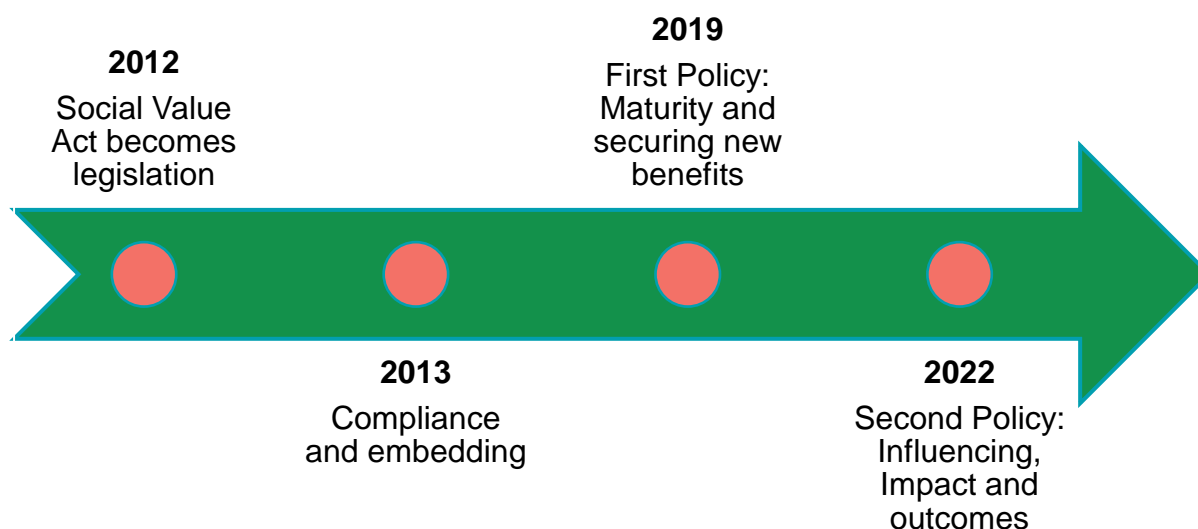
The total impact will be greater than reported

- Not all social value activities have been captured, meaning that the total benefits delivered will be greater than what is reported

Impact reporting provides us with a baseline to grow and improve

- We want to showcase the benefits being realised for Lewisham – impact reporting helps us to identify what we are doing well and where we could improve

## Our Social Value Policy development



Social value is formally defined through the Public Services (Social Value) Act (2012), which required public authorities to have regard to economic, social and environmental well-being in connection with public services contracts. The act came into force in 2013.

From 2013 to 2019, the Council was compliant with the Social Value Act, encouraging suppliers and our procurement practices to have due regard to the wider implications of our commercial activity. During these years, social value practice was developing across the public and private sector. Lewisham's practices were beginning to influence our supply chains and gaining some additional benefits for Lewisham residents.

Lewisham's first social value policy was published in early 2019. The new policy introduced significant improvements to the Council's work in this area by emphasising that the Council placed significant weight on social value both at the point of procurement but also throughout the life of each contract. The policy was built on best practice from other areas and established Key Performance Indicators (KPIs) that represented outcomes the Council wanted to achieve through social value. Additionally, this policy also mandated that all procurement evaluations should allocate at least five per cent weighting to social value, where relevant.

### Social Value Policy 2022

In October 2022, an updated version of the Social Value Policy was published, reflecting the priorities of the latest Corporate Strategy. This increased the minimum evaluation weighting for social value to up to 10% across all relevant council contracts, which intended to secure more benefits for the borough and is targeted particularly at those most disadvantaged. The policy also set out a refreshed set of four key themes and KPIs that the Council would be seeking through its contracts to support our strategic aims to deliver for the needs of the borough.

Theme 1 is our Core Commitments, which is focused on using our leverage to drive improvements and resilience in our supply chains through influencing good business practices. Theme 2 is Employment and Skills, which is aimed at reducing inequalities in the local labour market and increasing opportunities. Theme 3 is Economy and Growth, which



seeks to improve and diversify our local economy through promoting innovation and entrepreneurialism and thus build more local wealth. Theme 4 is Environment, Community, and Place, which aims to protect, strengthen, and empower Lewisham as a place and the resilience of its communities.

The Council procures over £300m of goods, works and services annually, with an average duration of contracts being circa two to four years. This means that there are still live contracts in place in the Council which commenced before the introduction of the initial Social Value policy in 2019. Therefore, while the annual reporting of social value provides a strong evidence base of the levels of additionality achieved via procurement, the full benefits of the 2022 Social Value policy are yet to be captured. Through our annual Social Value Impact Report, the Council will be able to demonstrate the cumulative value added back to its residents, businesses, and communities.

### Sustainable Procurement Strategy

Our Social Value Policy works in tandem with our Sustainable Procurement Strategy 2021-2025, which outlines our ambitions to grow the Lewisham Pound, confront Modern Day Slavery, and tackle the Climate Emergency. Within this strategy, we are committed to using procurement to retain wealth in the borough, for example through the inclusion of at least one local supplier for all tenders below threshold of £50,000 and as a first point of market engagement, where possible.

## Modern Slavery

In 2022, Lewisham Council published its third Modern Slavery and Human Trafficking Statement, continuing to demonstrate our opposition to these exploitative practices. The Council has demonstrated its duty towards this commitment by, in previous years, writing and publishing a Modern Slavery and Human Trafficking Protocol and signing up to the Co-operative Party Charter Against Modern Slavery. The charter makes necessary a number of actions from the council, which were first considered and addressed within our 2018-2019 statement.

### The Co-operative Party Charter Against Modern Slavery

1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
7. Review its contractual spending regularly to identify any potential issues with modern slavery.
8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
10. Report publicly on the implementation of this policy annually.

## Electronics Watch

In 2019, Lewisham Council became the second local authority in the UK to become affiliated with Electronics Watch to protect the rights of workers in our electronics supply chains.

We work with Electronics Watch to verify that all IT and digital equipment we purchase is modern slavery free. We conduct financial due diligence checks and run CreditSafe reports on bidders and successful suppliers, which allows us to identify any potential risks and implement mitigation strategies if necessary. This provides assurance that we work with legally formed entities.

### Local Labour and Business Scheme

In tandem with securing social value through procurement, the Council also secures benefits for Lewisham residents and businesses through Section 106 planning agreements. These requirements are outlined in the Planning Obligations Supplementary Planning Document (SPD) and managed through the Local Labour and Business Scheme (LLBS).

The aims of the LLBS are to:

- Increase the number of Lewisham residents securing apprenticeships.
- Increase the number of Lewisham residents securing full and part time jobs.
- Provide the opportunity for Lewisham residents to access work experience placements (age 14-16 and 16 and over) / mentoring.
- Upskill Lewisham residents by providing access to accredited and non-accredited training.
- Encourage referrals to community involvement activities, for example, work with schools, youth and adult groups involving them in industry processes and raising awareness of opportunities available within the construction and other industries.
- Delivering Lewisham's annual Job Fair. The job fair provides opportunities for internal and external partners to deliver on their agreement to engage with local residents. These events also serve to ensure that our residents are given the opportunity to meet employers of local people, from a variety of sectors, face to face.
- Work in partnership with Lewisham's business support service provider to ensure that local businesses are able to access procurement processes and contract opportunities. Partnership working will include being involved in supply chain workshops, contractors' workshops and other business events.

### Federation of Small Businesses (FSB) Local Leadership Partner

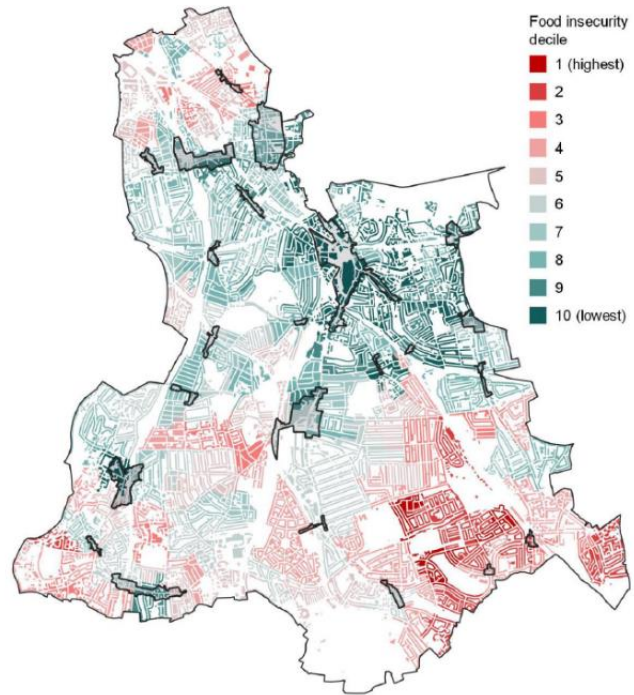
In May 2023, Lewisham Council officially became an FSB Local Leadership Partner. Becoming a partner demonstrates that the council is committed to empowering small businesses and the self-employed to continue to deliver growth, prosperity, and jobs within the borough. Lewisham is the second London Borough to sign up to deliver on the FBS's '5 Asks' of London Boroughs:

1. Give parity of esteem between residents and business.
2. Ensure consultations with businesses are clear, simple and well communicated in good time.
3. Visit businesses – face to face contact is important for building a trusting relationship with small businesses.
4. Talk to and share information with neighbouring London Boroughs.
5. Have a dedicated Councillor and Single Point of Contact acting as a small business champion.

## Responding to Local Needs in Social Value

Recent years have been particularly turbulent across the world and the effects on Lewisham have been in common with elsewhere whilst also reflecting our own unique circumstances. The Covid-19 pandemic has had lasting effects, while also exacerbating and exposing already existing inequalities. The continuing cost-of-living crisis is aggravating these inequalities and pushing those that were just about managing into new forms of hardship.

Around a quarter (31,000) of Lewisham households are estimated to be vulnerable to rising living costs through being low-income. Borough-level estimates by Experian that have been shared with the GLA estimate that 640 Lewisham Households were in a negative budget in 2022 and 1200 are likely to be in 2023. Financially distressed households continue to rise.



Food insecurity decile, where red is more food insecure, and green is less food insecure (Source: Consumer data research Centre)

Our social value requirements when working with partner businesses are therefore tailored to the specific needs of the borough. This includes income maximisation through employment support, and a minimum expectation of paying the London Living Wage when providing good and services to the council through our contracts. We also target support for the VCSE sector and our small businesses who are pivotal in keeping the local economy resilient and supporting our communities.

### Top five cost of living issues

Time series for Lewisham

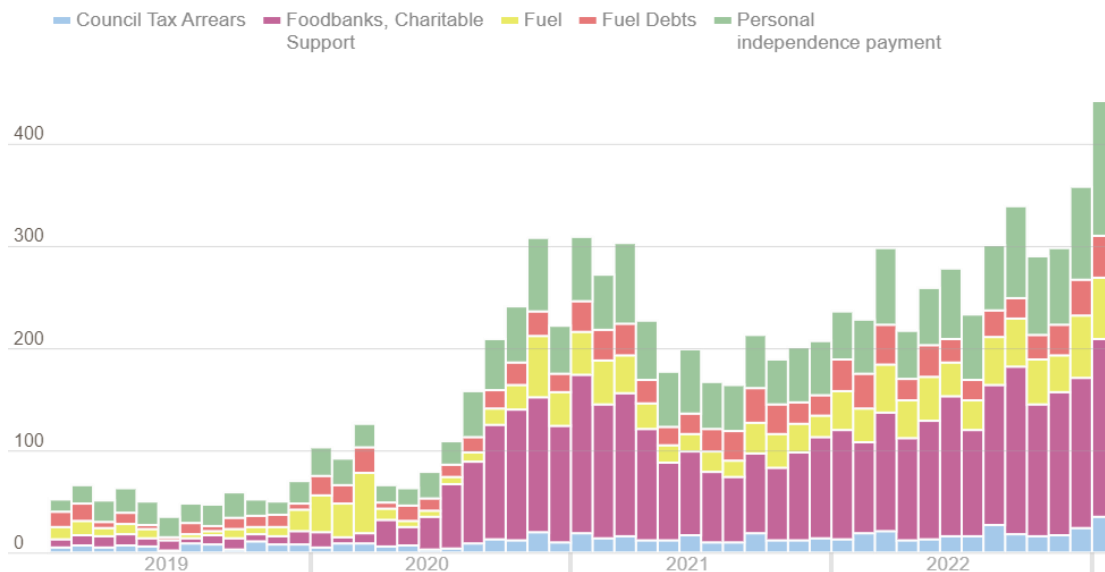


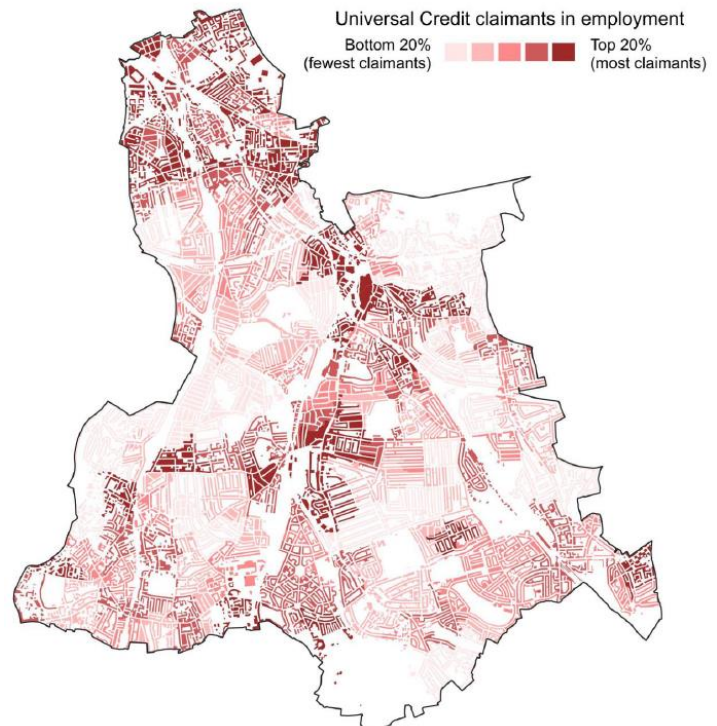
Image: Citizens Advice



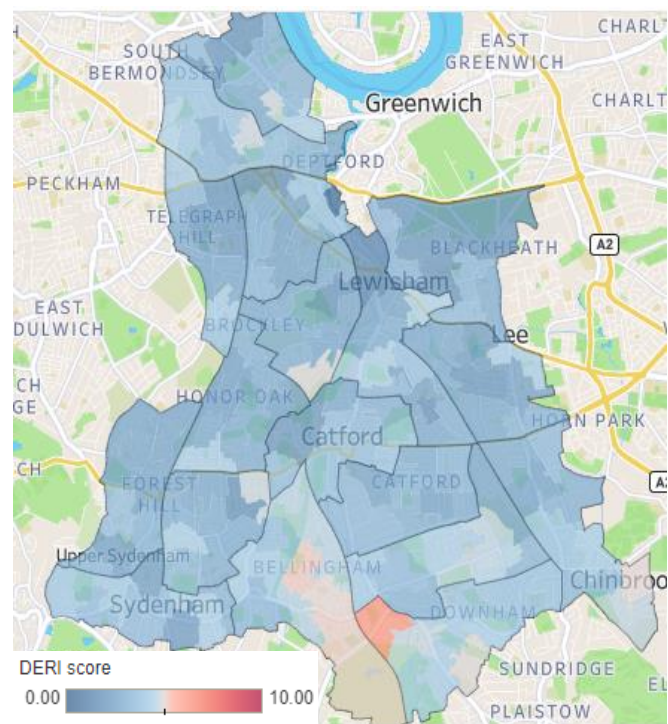
While economic hardship is a particularly difficult challenge for many, it is not the only way that residents experience inequality. In fact, these experiences often intersect with other issues to create multiple disadvantages, which compound and create new and further challenges for people. For example, someone that does not have access to the internet, or does not know how to use a digital device may experience increased challenges with accessing job sites, or booking a GP appointment, due to these services being online. This can therefore result in multiple forms of disadvantage causing a bigger issue for the person.

In our last residents survey, which was held in 2021, it was found that while internet usage is prevalent among residents, a quarter (26%) indicated that their lack of skills with the internet or technology made it difficult for them to access services or support during the pandemic. This proportion increases further amongst the Financially Stretched and those over 75 years of age.<sup>1</sup>

Analysing how multiple social characteristics and experiences intersect to create systems of discrimination or disadvantage is a key method in how we carry out equalities impact and needs assessments. This is known as intersectionality and combines with our use of evidence to ensure we procure goods and services in a way which maximises social value.



Source: DWP Stat-Xplore



Digital Exclusion Risk Index in Lewisham (Source: Greater Manchester Combined Authority)

<sup>1</sup> Financially stretched is a definition used by ACORN data to segment the UK population, which was used in the analysis for our Resident Survey by MEL Research.



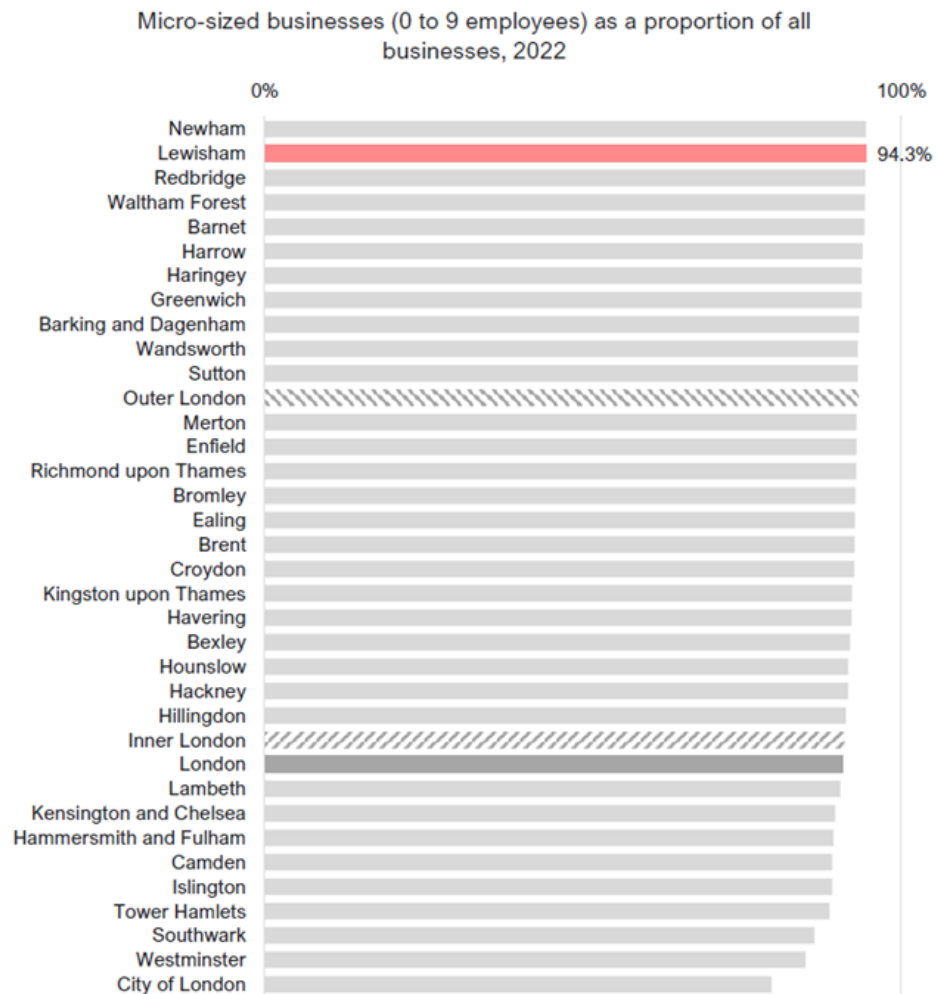
## The Lewisham Business Base and Economy

Lewisham has a relatively unique position as an inner London borough, being highly residential with a small proportion of large businesses. Lewisham is also the London borough with the second highest proportion of micro businesses (zero to nine employees) of its total business base - at 94.3%. The total number of businesses in Lewisham is around 9,950.

Lewisham Council's annual headcount and survey of independent high street businesses found that between 2021 and 2023 the number of independent businesses on Lewisham's high streets increased from 62% to 65% and the number of high street businesses that were black, Asian or minority ethnic (BAME) owned remained constant at around 65%.

However, Lewisham also has one of the lowest job densities in the country – there are around three people for every one job. The claimant count in Lewisham, which is the amount of people claiming benefits principally for the reason of being unemployed, is around 5.8% of the population, which is higher than both the London and England average.<sup>2</sup>

14.6% of Lewisham residents in the 2021 Census reported having no qualifications.<sup>3</sup> This is less than the England and Wales average and London average but varies significantly by ward. Over 20% of residents in Downham reported having no qualifications, while only around 10% did in Lewisham Central.



Source: UK business: activity, size and location, ONS

<sup>2</sup> Claimant Count, Office for National Statistics, May 2023.

<sup>3</sup> Census 2021, Office for National Statistics, 2022.

## 2022-23 Social Value Impact

We are pleased to publish and report the outcomes in Lewisham Council's first Social Value Impact Report, which shows that our business partnerships are delivering benefits directly to Lewisham residents and the borough. Our partnerships, both local and far, show that these relationships create new opportunities in Lewisham that are responding directly to the needs of the borough and the current economic climate. Through our partnerships, we have generated social value that draws upon embedded community knowledge, while also leveraging skills and expertise into the borough. These collaborations have created mutually beneficial outcomes that unlock social value for suppliers and for Lewisham.

The information in this report is based upon data collected from 81 of the council's contracts that were live during the financial year April 2022 to March 2023. We also received information from five developers in the borough. The Council is ambitious to achieve full reporting that captures all social value achievements and the new Social Value Policy, KPIs and approach are already demonstrating this impact. Some legacy contracts' social value is more bespoke and harder to measure when not necessarily aligning with present KPIs. Therefore, the data within this report does not represent the full impact of all the social value that has been delivered through contracts but is a snapshot of the benefits we are securing for Lewisham, which will be greater than what is reported. We are committed to providing cumulative reporting that builds on the excellent work reported in 2022-23 and to improve our expertise in measuring social value.

Social value has typically been about identifying, unlocking and measuring 'hidden benefits'. While we do not believe we have measured all the social value unlocked for Lewisham, we are pleased with our improved ability to identify the forms of value which are more easily felt than measured. This is exciting because we know that there are still more benefits to celebrate. The insight we have found on impact shows that we are working with responsible business partners who are making a difference to the lives of our residents with the most timely and urgent needs and crises, including:

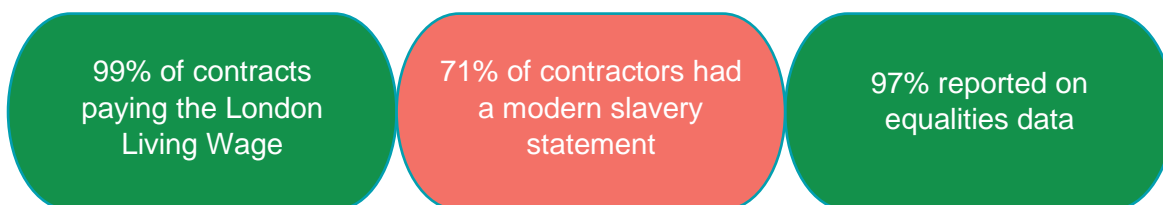
- The cost-of-living crisis
- Sustaining local businesses and the community sector in times of economic uncertainty
- Overcoming barriers to work, good employment and access to developing industries
- Food justice
- Social isolation
- Digital exclusion
- The climate emergency

## Core Commitments

Our core commitments focus on influencing our supply chains to encourage better work practices in the market. When we updated our Social Value Policy in December 2022, we also included a number of new KPI's that suppliers could commit to as part of their social value offer. These include commitments to Carbon Net-Zero, publishing a Modern Day Slavery Statement, Mental Health Tick Accreditation, Fair Tax Mark Accreditation and Living Wage Accreditation. All our contractors are expected to pay the London Living Wage to their directly employed staff and their contractors. These commitments are working to assert the minimum standards we expect from businesses who seek to win contract awards with us.

Our core commitments are helping us to work with sustainable businesses who maintain ethical business practices. This means working with businesses and organisations who see the opportunity to provide goods and services to Lewisham as a partnership in maximising value delivered to Lewisham, rather than as an opportunity to extract wealth from the borough and wider society.

In our annual compliance questionnaire of our suppliers:



As the new social value KPIs would not have affected the majority of contracts, the impact of the core commitments will not have been fully realised yet. The contracts which monitored these new commitments include the following figures:



- 27 had a carbon net-zero commitment
- 22 had commitments to measurable CO2 reductions
- 14 committed to using local and sustainable resources
- 12 committed to a measurable reduction in waste sent to landfill
- 6 were Mental Health Tick accredited
- 14 were accredited with the Living Wage Foundation
- 12 committed to supporting good working practices by challenging low pay and insecure working conditions in their supply chains
- 39 committed to wellbeing practices for employees
- 16 were promoting health initiatives, such as SugarSmart
- 14 had commitments to change champion initiatives
- 12 committed to consolidating deliveries

## Core Commitments – Notable activities

To demonstrate their commitment to good working and ethical business practices our suppliers did the following:

### Working Practices and staff wellbeing:

- **Glendale** demonstrated their commitment to supporting mental health conditions in the workplace by holding Able Futures consultations and providing mental health first aiders.
- **BNP Paribas** promoted employee wellbeing by providing workspace meditation sessions, as well as subsidised gym and leisure memberships.
- **One Health Lewisham** maintain ethical working practices by paying the London Living Wage, providing NHS pensions and generous sick leave provisions to ensure their staff achieve an appropriate work-life balance with a focus on their mental and physical wellbeing.

### Public Health Initiatives:

- **Greenwich Leisure Limited** supported healthy communities by providing sugar match signage, enabling healthy living referrals and support, and providing healthy options in their cafés.
- **Lewisham Local** support the Sugar Smart campaign, run the Water Refill Campaign, promote community toilet access and are a breastfeeding hub.
- **JC Decaux** supported the Childhood Obesity Trailblazer initiative through Lewisham's on-street advertising screens, promoting co-produced health focused advertisements.
- **St Mungo's** have trained staff to deliver stop smoking services, sexual health advice in our supported living service.

### Climate Emergency actions:

- **1Life** committed to a five per cent measurable reduction of CO2 annually as well as a 10% annual reduction in vehicle journeys.
- **PAM** have had a 73% reduction in total CO2 emissions since 2019.
- **Eleanor Care** clusters their wellbeing workers into zones within walking distance of service user's locations. This helps to reduce emissions that would otherwise be emitted if they were having to travel by vehicles.

### Case Study: Reducing carbon emissions through commissioning: Textile Collection Bring Bank Service – LMB

Our Textile collection service saves 6117.62kg of CO2e from being produced per tonne of clothing collected. The average emissions from the production of new clothing is estimated to be 22,310kg CO2e per tonne, while the cost of this going to landfill is 552kg CO2e. By diverting clothes to a second use, reprocessing into cloth as a substitute to single use paper wipes, and diverting from landfill, LMB prevents these emissions from going into our atmosphere. LMB's waste is collected and handled by their partners First Mile who have a Zero to Landfill promise and operates an electric fleet in the UK. Collections are coincided with deliveries ensuring no empty vehicle mileage. LMB offer all staff a bike2work scheme and have secure parking facilities for bikes. Their site is located close to public transport links and our staff are encouraged to use this as opposed to driving.

## Core Commitments: Outcome Based Commissioning - Maximising Wellbeing at Home and Proud to Care



Procurement is one tool of the local authority to drive innovation and social value in service delivery to contribute to our strategic aims. As a major commissioner of social care services, we have taken an approach to drive up standards and combat challenges in the sector. This is with the intention to create a more sustainable social care workforce, increase improved outcomes for clients and change perceptions of the sector, as well as enable us to secure better employment for local people, reduce car use and CO2 emissions in service delivery, and drive sustainable wealth in our communities.

Maximising wellbeing is the key outcome of the service, which has therefore been commissioned to shape the market in this direction. Rather than referring to the service as domiciliary care, this approach demonstrates what the council seek to achieve through the service and how wellbeing workers contribute to this greater purpose. Lewisham's championing of the Proud to Care campaign and our commitment to UNISON's Ethical Care Charter within the recruitment of wellbeing workers asks our partner businesses to share our public value priorities. As such, we ask them to share a three-step approach to the recruitment of Wellbeing Workers:

**Step 1** – Recruitment into our Proud to Care Lewisham Family pool of wellbeing workers through a values-based approach. This step is coordinated by our Proud to Care Lewisham apprentices in collaboration with Lewisham Works and includes a pool of interviewers drawn from registered managers based locally, unpaid carers and people with lived experience, putting service users and practitioners at the heart of service delivery. Values based recruitment is an approach which attracts and recruits Wellbeing Workers on the basis that their individual values and behaviours align with the values of Lewisham Council and the NHS Constitution.

**Step 2** – Each Maximising Wellbeing at Home organisation based in Lewisham can advertise vacancies to all candidates in the Proud to Care Lewisham Family. Each organisation must ensure their recruitment approach is fully compliant with CQC regulations and the UNISON Ethical Care Charter. Compliance with the Charter ensures all Wellbeing Workers are enabled to:

- Maximise wellbeing of clients, provide appropriate support and time to talk.
- Ensure they are not forced to rush their time with clients or leave early to get to the next client on time through ownership of their rotas.



- Work in Wellbeing Teams enabling clients to be allocated the same Wellbeing Workers.
- Have confidence in raising concerns about their clients' wellbeing through robust local provider procedures.
- Develop professionally and provide high quality care through access to the Proud to Care Lewisham training programme.
- Develop individually and within their wellbeing team through regular meetings with team and co-workers to share best practice and limit their isolation. Each Wellbeing Team will be allocated an internal coach by their employer to support ongoing development of the team.
- Receive sustainable pay at the Living Wage Foundation's Living Wage, terms and conditions and access to training.
- Be covered by an occupational sick pay scheme to ensure they do not feel pressured to work when they are ill in order to protect their welfare and that of their vulnerable clients.
- Be paid for their travel time and costs, and other necessary expenses such as mobile phones.

**Step 3** – Supporting the Maximising Wellbeing at Home pool of Wellbeing Workers. If Wellbeing Workers do not feel that the role they are currently employed in is meeting their needs, they can resign from that organisation and re-enter the Proud to Care Lewisham pool where they will be matched to another Maximising Wellbeing at Home provider.

[Watch our video about our celebrating wellbeing workers event.](#)

## Employment and Skills

Lewisham has one of the lowest job densities in the country – three people for every one job. We use our procurement contracts and construction schemes in Lewisham to require partner businesses to recruit residents from Lewisham as part of their workforce as much as possible. This helps us to provide jobs and avoid unemployment, provide skills and training for our residents to help keep them competitive in the workforce, and keeps wealth generated in the borough circular, through wages staying local and being spent in the local economy.

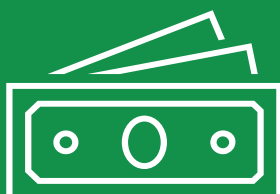
### Local challenges we are addressing through Social Value

- Addressing barriers into employment and progression into sustainable and fairly paid jobs for communities who face disadvantage in the labour market, such as young people not in education, employment, or training; young offenders; disabled residents; carers and those requiring specialist supervision.
- Inequalities in the labour market that affect our diverse communities, our younger (18 - 24) and older (50+) working age residents, as well as geographical inequalities in the borough.
- Skills and qualifications for those without appropriate education, contemporary skills for emerging sectors and skills to enhance diversity in traditional sectors.



residents employed through our  
contracts

(Including apprenticeships)



£18 million in wages to  
Lewisham residents

## Employment and Skills – Notable Activities

EMPLOYMENT AND SKILL SUPPORT	NUMBER OF PEOPLE
Local Employment	786
New Apprenticeships	38
Work Experience	61

Across the 81 contracts from which we received information, there were 786 Lewisham residents who were directly employed within the 2022-23 financial year. This includes both part time and full-time roles, of which we expect to be for a minimum of 26 weeks, or for the duration of the contract if shorter and to pay at least the London Living Wage. A ‘full time equivalent’ (FTYE) estimate would equate to 425 full time jobs.<sup>4</sup> Using a Lewisham median salary of £33,000 per annum (2021) this equates to c.£18 million in total gross annual wages.<sup>5 6</sup>

There will be more residents employed through contracts we have not captured, as well as it being likely that there will be more employed through the sub-contracting opportunities and in the supply chains of our contractors.

### Case Study: Green Spaces Management and Maintenance Contract

Our employment and skills KPIs are targeted especially at disadvantaged Lewisham residents. **Glendale**, who manage our Parks and Green Spaces contract have provided employment opportunities for two rehabilitated young offenders, 12 refugees and disabled residents and seven NEETs (16 – 24 year olds not in education, employment or training). They have also employed an apprentice, provided work experience to four refugees / 14–16 year old students and three others requiring specialist supervision. They have also provided job support to 22 individuals.

### Work Experience Case study: Lewisham Film Office

Management of filming and photographic permissions in the borough by **The Film Office** has secured creative access opportunities for Lewisham residents. This includes paid dailies as marshals on the production of ‘You and Me’, ‘Dreamland’ and ‘Slow Horses’.

### Job Fairs: Greenwich Leisure Limited

Our Leisure contractor, **Greenwich Leisure Limited** is a social enterprise which is committed to reinvesting back into the services within Lewisham and to benefit the whole population of the borough. They have attended multiple job fairs in Lewisham to talk about careers in the leisure industry, including Goldsmiths Career Fair; Lewisham College Jobs, Apprenticeships and Training Fair; as well as events at Job Centres.

<sup>4</sup> HCA guidelines (on job densities, 2014) suggests that there are roughly two part time workers per one full time worker once a commercial scheme or business is operational. This is reflected in Labour Market statistics which reported 24.59M people working full-time and 8.46M working part time as of May 2023; EMP01 SA: Full-time, part-time and temporary workers, ONS, 11 July 2023.

<sup>5</sup> Lewisham Median Income, Annual Survey of Hours and Earnings, ONS, 26 October 2022.

<sup>6</sup> HCA, Employment Densities guide, 3<sup>rd</sup> ed, 2015. **SOCIAL VALUE IMPACT REPORT 2022-2023** | Lewisham Council

## Employment and Skills – LLBS

Our Local Labour and Business Scheme means we are working in partnership with developers to ensure that developments in the borough are inclusively designed and maximise opportunities for Lewisham residents.

LOCAL EMPLOYMENT	NUMBER OF PEOPLE
New Apprenticeships	15
Continued Apprenticeships	2
Work Experience or Traineeship	28
Jobs Advertised through LLBS	76
Job Starts - Lewisham residents securing work through project	31
UPSKILLING THE LOCAL WORKFORCE	
Accredited Training for Lewisham Residents (incl. standards/frameworks)	34
Training Other (Project or sector-specific training)	145
Community Involvement Activities	54

### Notable Activities:

- Two volunteers from **Mulalley** attended Pinsent Mason Offices in London to present to a group of students from Lewisham schools about careers in construction. This was arranged by the **Construction Youth Trust**.
- Developer **Lendlease** attended 30 school events to highlight future careers in construction.
- **Mulalley's** Site Manager of the Frankham Street development attending event at Lewisham College to speak to students about his role, experience in the industry and to talk about work experience and apprenticeship opportunities on site.
- Four members of the **Balfour Beatty's** Lewisham Gateway team hosted a careers talk for Barnardo's at a local Academy for 20 (16 -18 year old) students.
- A Quantity Surveyor and Senior Quantity Surveyor from **Balfour Beatty** attended two sessions with St Matthew Academy on 'Math Quantity Surveyor' and 'Math Measuring in 3D'.

## Employment and Skills – Developer contributions

### Job Support: Lendlease



Image: Lendlease

As part of their developer contributions, in October 2022, Lendlease donated £10,000 to Construction Youth Trust to deliver a Building Future Skills programme in Lewisham. The programme was designed to give local young people opportunities to meet professionals working in STEM, immerse themselves in the world-of-work through fun activities such as site visits and team challenges, and develop the skills being sought by modern employers.

The programme engaged 14 young people recruited from two Lewisham schools, Sedgehill Academy and Sydenham & Forest Hill Sixth Form. The programme was hosted by Lendlease at their local Lewisham site, Deptford Landings. It was supported by 17 industry volunteers from six different companies, who gave over 30 hours of time. The programme drew a diverse group of participants, helping to support future diversity in STEM careers:

- 50% of programme participants identified as BAME.
- 57% of programme participants identified as female.
- 43% of programme participants identified as male.

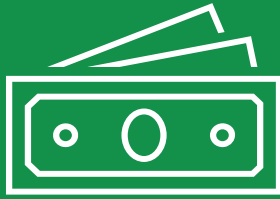
*“I really enjoyed going around the construction site and seeing all the people working together, as it’s not something that I and many others have had the opportunity of doing” –*  
Building Future Skills Participant

Feedback from the programme reported the following:

- 92% of young people reported improvements in indicators related to their professional skills (for example, CV writing and teamwork).
- 83% reported that they understand what skills employers are looking for, with 67% reporting improvements.
- 75% reported feeling positive about their future after the programme.
- 92% of young people reported improvements in indicators related to their knowledge and interest in Construction & Built Environment sector.
- 95% of volunteers reported that the programme made them feel more confident encouraging a young person to pursue a career in STEM.



## Employment and Skills - Lewisham Works



£400,000 developers'  
contributions towards the  
service through S106

Lewisham Works, our in-house, employment support service is a free service for unemployed Lewisham residents seeking support to gain new skills and get a job. Support includes careers advice, CV development, application and interview skills support, access to training and funds to support with the transition in to work. The service provides pathways into a range of jobs in various sectors. Residents can benefit from local employer relationships and opportunities, including those gained through our social value and S106 schemes. The team continue to support residents after they have started work, helping to overcome any challenges and ensure long term success. The following results are a snapshot of what the team have achieved:

- 190 residents securing 'good' work
- 27 Apprenticeships within the Council
- 23 external Apprenticeship opportunities
- 31 Construction Jobs for residents
- 207 job outcomes through core partners and commissioned programmes
- 375 residents supported with soft skills training
- 153 residents accessing vocational training
- 37 residents achieving a 'basic' skills outcome

### Employment and skills - Kay's Story:

*"I'm a single mum and have been struggling to find work that fits around childcare for over a year".*

Kay initially met a Connecting Communities Advisor from City of London in April 2022. Upon a recommendation from the Lewisham Council Benefit Cap team, Kay requested to transfer to the local team, where she met her advisor Sian. Kay had been with other employment support programmes before but felt a difference with the Lewisham Works team: *"I have been with a few programmes and never got anywhere. This is the only programme I have been with actually helping you look for work. Others feel like they ring you cos it's something they have to do, rather than helping you look for work. With Sian I felt like I was getting somewhere."*

Sian could see how motivated Kay was, but she was lacking in confidence and needed some support on how to find suitable roles. Kay disclosed to Sian that she felt like she didn't look smart in work clothes as she didn't have suitable clothing that fit. Sian knew a local specialist fitting service and the Lewisham Works team got her the items she needed to feel confident.

Next, they looked at suitable roles in the local area: *"Sian's been supporting me through looking for jobs that suit my time and the person I am. We have been working around my daughter's time and nursery. Sian gave me training on what to say in interviews. She gave me the extra confidence I needed. She made me believe in myself."*

Sian engaged with a local employer in Catford and discussed vacancies they may have. She told him about Kay's skills, experience and current circumstances. He trusted her recommendation and booked in an interview with Kay.

Kay had no childcare to attend the interview, so Sian attended the interview and kept entertained Kay's daughter so Kay could speak to the employer: *"This is the first job I have found that fits round my childcare hours. Even at the interview, the employer was happy for me to come with my daughter."*

A job offer soon followed. Sian and the team coordinated and paid for Kay to complete the Food Hygiene Training prior to her starting work.

Childcare and nursery was the next challenge. Sian looped Kay in with the local children's centre who provided some information about her entitlement for free childcare hours. Kay chose a nursery close to home who had the hours to take her daughter, and Lewisham Works was able to support Kay's daughter's nursery bill to enable her to start work.

Kay is feeling the benefit of being back in work in her life: *"Working makes a difference to me - to my mental health. Being at home as a single mum all day is not nice. You have nothing to do. Working has helped me with my mental health, and the people I work with are really friendly, which is a bonus."*

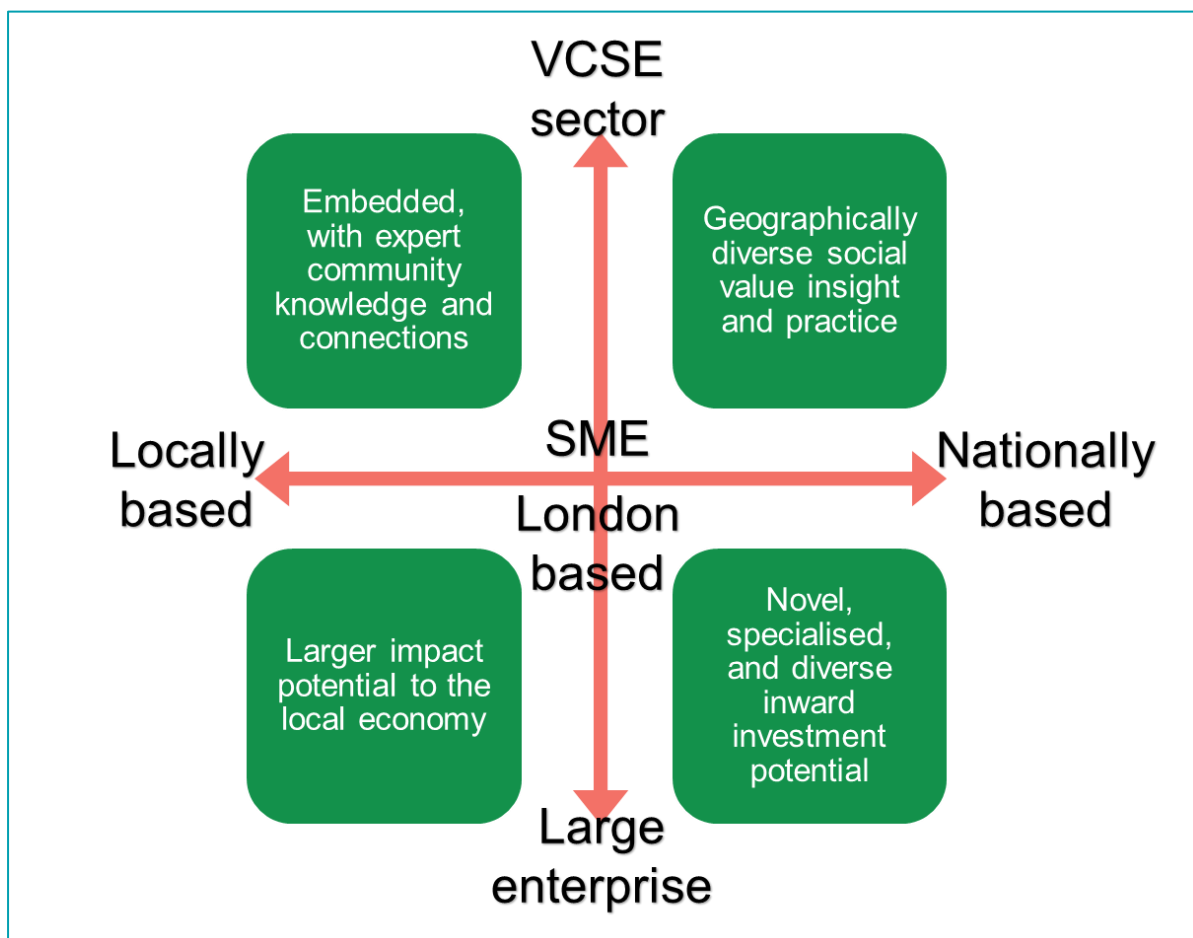
Sian says *"Supporting Kay on this journey has been challenging and rewarding. I have really enjoyed getting to know her and giving her bespoke support. When I checked in on Kay at work, her employer was really happy with the placement. I wish Kay every success in the future."*

## Economy and Growth

Lewisham has a relatively unique position as an inner London borough, being highly residential with a small proportion of large businesses. With a high density of micro businesses, it is important that we facilitate opportunities within our supply chains to attract investment into our communities and keep the Lewisham economy resilient. Our suppliers and developers contribute towards our economy through sub-contracting opportunities, redirecting their spending and resources into Lewisham and encouraging employees to spend locally. However, as much as we value attracting external investment into our communities, we also see procuring with local organisations as having high social value. Particularly where spend is with locally owned businesses and VCSE sector organisations who are embedded in our communities, this spend is likely to go further in our local communities - the multiplier effect, which is a key pillar of community wealth building. Particularly where an organisation has a triple bottom line, we know that the organisation's activity is accountable to social, environmental and economics aims, which are concurrent with our own objectives and therefore have a high social return on investment.

## Local Challenges we are addressing through Social Value

- The cost-of-living crisis
- The strain on our local businesses and voluntary and community sector as operational costs have increased and the economy has experienced turbulence
- Increased need on our voluntary and community sector organisations in supporting the local economy, particularly in relation to food security



## Economy and Growth - Spend Analysis

We have analysed our procurement spend to understand how we interact with the local assets in our community and the markets in which we engage. Our spend with local businesses and organisations means that we are a key partner within the ecosystem of the local economy. Our long-term engagement as a buyer of goods and services can have an impact in the sustainability and resilience of the local economy, especially during times of economic hardship. This also means that we can create new opportunities for businesses in the borough to scale and grow as well as providing lead markets for services.

In terms of our wider spend within the London economy, we recently came top in the Local Government Procurement Index for regional spend, a collaborative piece of analysis between Tussell and LocalGov. They reported our spend within the London economy as being 82% of our total spend. This included Lewisham Homes, our Arm's Length Management Organisation (ALMO), showing that our combined spend has a key impact on the region.<sup>7</sup> This underscores the importance of how we both contribute to and benefit from the London economy. Tussell further claimed that of the total spend, 22% went to SMEs or VCSEs.

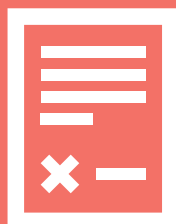
The Council seeks to further understand the more local impact of spend within the borough rather than simply at a London level, and so has determined that in the financial year, 2022-23, we spent around £74m in the borough through our contracts. One quarter of our total live contract value within the year was with local suppliers. Of these contracts around 60% were with SME's and around 30% were with the VCSE sector or other public sector and anchor organisations. Eighty-four contracts were held by businesses with a local postcode.



£74 million spent in  
Lewisham supply chains



82% of in-year spend within  
the London region



84 contracts held by local  
businesses

<sup>7</sup> The housing management and landlord services provided through Lewisham Homes as an Arm's Length Management Organisation will be returning to Lewisham Council on 2<sup>nd</sup> October 2023. From then on, Lewisham Homes will cease to exist as a legal entity.

## Economy and Growth – Notable Activities

### Ad-hoc spending in the local economy

- Through our Healthy Walks programme, run by **Enable**, walk participants spend money at local community venues after walks have finished, such as at St Christophers Hospice in Crystal Palace, where walkers use the local café for refreshments, Chinbrook Meadows who use the WG Grace Community Centre for refreshments, and Lewisham Park walkers who use the pensioners forum group at St Mauritius House for teas and coffees.
- Many of our Supported Living contracts use local taxi companies for appointments and transportation for when their service users move on.

### Sub-contracting for local businesses

- Through their Lewisham Gateway development, **Balfour Beatty** has ensured that £1,436,000 worth of contracting opportunities have gone to Lewisham based businesses.
- **St Mungo's** contracts The Felix Project within their service delivery. They also contract a local business for massage therapy sessions.

### Donations of materials to local VCSEs

- **Glendale** have donated plants and mulch to local voluntary groups as part of our Parks and Green Spaces contract. Glendale have given away approximately 10 van loads of wood chip. This has gone to places such as Rushey Green School, Chinbrook Orchard and the Community Garden at Forster Park. Glendale have also taken away wood chip from the British Legion to help them with costs. They have also given plants to the two local bowls clubs and have also donated bulbs to Brookmill Park and Friendly Gardens.
- **MCL** donated 250 hi-vis vests to Lewisham Local.
- **Cfield** provided Lewisham homes with 500 hi-vis vests for their volunteers for the London Borough of Culture 2022 events.

### Workspace for local start-ups and the VCSE sector

- Hire spaces have been provided to local businesses and business support as part of our Downham Health and Leisure Centre Contract with **1Life**.

### Digital Inclusion activities to support employment and skills

- Our supported living contractor **Marsha Phoenix**, **One Housing**, and **Equinox** have ensured Wi-Fi is available in all their premises and have provided computers for service users to access job sites, Jobcentre support and apply for jobs.
- **One Housing** received mobile phones and tablets from Hubbub, which were issued to service users to enhance their opportunities to engage with remote learning.
- **St Mungo's** have a digital recovery college where residents can do various ETE courses remotely. The college loans residents laptops and gives basic training on IT. They had a 'move on volunteer' who ran workshops with residents focussed on a range of life skills. This included digital skills and using software to write CV's. An employment specialist also provided one to one support once a week for residents, which included using IT for job applications or finding vacancies.



## Environment, Community and Place

We want to make Lewisham a place for everyone. Our partners businesses can contribute to this by making Lewisham a more sustainable, and inclusive place with a strong social economy. Our suppliers create social value in this regard when they contribute their skills, expertise, resources or equipment to local community groups, or infrastructure improvements. This can also include activities such as finding more innovative and sustainable models of service delivery through workshops and co-production with service users and the local community. They also add capacity to local agencies, community groups, schools and the VCSE sector by providing specialist support.

### Local challenges we are addressing through Social Value:

- Enhancing the social economy to maximise social investment.
- Addressing the climate emergency.
- Developing our communities and creating an inclusive Lewisham.
- Protecting and enhancing our natural assets and urban infrastructure.



Community Donations



163 Community benefit activities

## Environment, Community and Place – Notable Activities

### Environment

- **Equinox** installed a cycle rack in their garden to encourage staff to cycle to work.
- **One Housing** improved the front garden of the service premises with support from the community (neighbours and the local gym). Plants were donated by B&Q. Services users also created vegetable garden at back of building as a social inclusion project. They have also allowed section of green space to grow longer to promote a healthier environment for local bees and other insect life.
- **ByEd** Lewisham installed an electric vehicle charging point at Greenvale school. They also install Smart Meter's across the schools within their contract, amounting to £9,400. A Nano Tech System was also installed at the pool at Greenvale, which will capture 20 - 23% of lost heat in the swimming pool to save energy.
- **Glendale** reviewed the equipment used in the maintenance of Lewisham's parks and open spaces. Several petrol machines have been swapped out for newer, cleaner electrical equipment. They have also introduced electric vehicles as part of the contract. One way in which this is beneficial is that the reduction in noise pollution will decrease the disturbance caused to wildlife that reside in the parks.

### Volunteering

- **Your Voice in Health and Social Care** donated 810 hours volunteering time to support health complaints advocacy for Lewisham residents.
- **Enable**, who run our healthy walks programme upskilled and supported 46 volunteers to lead programmes in Lewisham.
- **St Mungo's** have four volunteers working at LARC providing additional support for their residents. They run a walking group, gardening sessions, arts and crafts sessions and cooking sessions. They also have 10 service users volunteering at the service and two volunteering in the local community.
- **Thames Reach's** Intensive Housing and Support Service (IHASS) provided floating support service in Lewisham. They recruit local digital skills volunteer who provide support and assistance to individuals who wish to improve their skills using new technology to bid on properties on council websites, pay bills online and be more confident on a computer. Thames Reach are also part of the North Lewisham Forum, which is a space for the PCN to collaborate with the community and focus on 'doing with, not to' when looking at addressing Health Inequalities.
- Volunteers from **Mulalley** litter pick at the pocket park by Frankham Street for five hours per week.
- Eight volunteers from **Balfour Beatty** spent the day at the Felix Project in Deptford helping to sort, organise and package food that has been donated from hundreds of suppliers.

### Social Inclusion

- **One Housing** regularly receive donations of phones and tablets which they offer customers to enable them to access appointments, educational classes, financial education, and pharmacy information. They also have social inclusion clubs on cooking fresh healthier meals alongside peer discussions and posters on the benefits of healthier nutritional meals in relation to lifestyle.

- **Community Fibre** have provided open access to their [Affordable Tariff Scheme \(Essential\)](#) for any Lewisham residents who applies through their website. Their social broadband tariff, Essential, is unlike other social tariffs because it's made available to anyone who financially needs it. That means, there is no eligibility checks or requirements.
- **Community Fibre** have also offered to provision **40** free connection installation and a free ongoing 1Gbps broadband service to an agreed list of community spaces. This is to be allocated, with the further 39 to be claimed and agreed.
- **Hyperoptic** provided a code for their Affordable Tariff Scheme, which offers social housing residents a discounted broadband package using their services.

#### Donations of Goods, Materials and Services

- **Mulalley** donated wood and a shed from a welfare site to Pepys Estate Allotments, as well as timber, crates and cable drums to Tidemill School.
- **Balfour Beatty** donated a hand football table to Grove Park Youth Club.
- **Microsoft** have provided a range of additional digital activities as part of their contract with the council. They are helping to improve our Starter, Mover and Leavers process to make it more efficient when employees join and leave the council. They have also provided free digital skills and certification for Council employees via Microsoft Enterprise Skills Initiative, as well as tailored Government learning courses for initiatives such as digital transformation. These benefits will help to make the Council more efficient and effective for residents.

#### Devices Donated

- Lewisham Council worked collaboratively with **Catbytes** to clean and refurbish old laptops and donate them to community groups. Beneficiaries included Rastafari Movement UK, Kinarra, 360 Lifestyle Support Network CIC, Lewisham COMMUNITY, Lewisham Local, Torrindon Primary School, Rushey Green Primary School, Stansted Lodge Senior Club, Sydenham Arts and even to a primary school in Sierra Leone via The Heavenly Cake Company! 40 Laptops were donated in total.
- Developer **Lendlease** donated £2,000 in laptop donations to Catbytes and 2000 Community Action Centre.
- **ByEd** Lewisham donated an interactive whiteboard for Prendergast Ladywell Fields College. They also facilitated a donation of Laptops to Forest Hill School from Infra-Red.

#### Monetary

- Developer **Lendlease** donated £3,600 towards Lewisham People's Day. They have also donated £5,000 to 2000 Community Action Centre Food Bank.
- **ByEd** Lewisham donated £500 to Forest Hill School's Community Fund for a charity of the school's choice.
- **Balfour Beatty** donated £10,000 for the sponsorship of JR Sports Stars, run by England Rugby legend Jason Robinson OBE, to work with Downderry Primary School, located in the one of the most deprived area in Lewisham, to provide a programme of coaching for pupils to support mental health, active minds and confidence to 'be the best they can be'.

## Community Arts Projects

**Mulalley** facilitated a community arts project by facilitating an innovative women's art project display on the hoardings at Frankham Street, led by group Procreate. Procreate is supported by the Mayor of Lewisham and is a pioneering grassroots arts organisation supporting the professional development of women and non-binary artists who are mothers/parents. Procreate Project creates radical models and platforms that suit women's experience, referencing and facilitating systemic change in the arts. In response to the ongoing crisis, isolation and invisibility of unpaid care work, the space is thought for mothers and primary caregivers to re-occupy public spaces.



*Image credits: Mulalley*



## Balfour Beatty – JR Sports Stars Programme at Downderry Primary School



*Image: Balfour Beatty*

As part of their developers' contributions, **Balfour Beatty** provided the JR Sports Stars 12-week sports training programme at Downderry Primary School for all classes years one to six. The programme was funded by Balfour Beatty in partnership with MUSE, who are responsible for the Lewisham Gateway development.

JR Sports Stars is a charity with a purpose to get children moving, to help them grow in confidence and to teach them the importance of teamwork, co-operation, and leadership to develop character, resilience, spiritual, moral and social skills. The programme provides motivational and sports engagement support through experience with new sports and physical activity. In total, 360 children benefited from the sports coaching sessions.

The programme donated sports equipment to the children at Downderry Primary School for playing rugby, cricket, netball and hockey.

To conclude the programme, Former England World Cup rugby winner, Jason Robinson headed an assembly with Lewisham's Young Mayor, to tell his inspiration story of sporting success. Jason showed his World Cup, MBE and OBE medals and took part in the PE lesson with the children, challenging the pupils to a race off. The children had a great day, with one child saying that the day had been "the best day of my life".

[Watch the video about the day here.](#)



## Our Partnership with the VCFSE Sector

The role of the VCFSE sector during the Covid pandemic was fundamental in protecting the local community and continues to play a leadership role in supporting people through the cost-of-living crises. The sector's embedded nature in our communities and their social relationships means they have on the ground experience of community needs. The sector is a key partner in how we work with and create impact for diverse communities in Lewisham and our partnership with the sector is something we continue to value and strengthen.

The sector provides a number of our frontline services, including:

- Supported Living for Adults with Learning Disabilities
- Lewisham Dementia Hub
- Supported Housing
- Increasing awareness and uptake of PrEP in underrepresented communities
- Mental Health Support
- Autism Support
- Addictions Service
- Adventure Playgrounds
- Food Justice
- Cost-of-Living Support
- Care Leavers Support
- Leisure Centres
- Youth Services
- Homecare



23 contracts for local VCSE organisations

## Case Study: Adventure Playgrounds – London Play



Image: London Play

**London Play**, a London based charity, was awarded the contract for the management and maintenance of our Adventure Playgrounds in the borough. They run a scheme where probationers and corporate volunteers provide one day a week's work for the maintenance of the five adventure playgrounds across the borough. They help to repair old wooden frames, maintain mature tree, carry out weeding, mowing, and painting. This has resulted in thousands of hours maintenance work, saving between £150,000 - £200,000 of the lifetime of the contract, as well as facilitating opportunity to give back to the community.

## Case Study: Youth First – Riverside Youth Club



Riverside Youth Club is an iconic and much-loved centre in one of Lewisham's most disadvantaged areas. The club was opened in May 1969 by the legendary boxer Henry Cooper. Generations of young people have grown up playing sport, taking part in activities, and learning life skills at what has for many been like a second home. In recent years the building has become extremely dilapidated and was at risk of closing within five years.

The club welcomes some of Lewisham's most disadvantaged young people on the Evelyn Estate, which is in the 10% most deprived wards in the UK. Obesity levels in the area are high and physical activity is low. Last year, the Club provided youth work sessions, including sports, to 321 local young people. 78% of attendees were BAME, compared to 48.9% of the Lewisham population.

Through our partnership with **Youth First**, a London based charity who provide our Youth Services contract, we partnered with Millwall Community Trust to secure a £745,000 grant from the Premier League, the FA and the Government's Football Foundation to revitalise and expand Riverside Youth Club in Deptford. Youth First led the public campaign which resulted in substantial donations from private donors and local trusts and foundations to secure the award.

Youth First estimate that with the revitalised centre they will be able to work with up to 1,000 young people a year, making a significant impact to the area and its residents.

[Read about the campaign here.](#)



### Case Study: Food Justice and cost-of-living support:



**Lewisham Local** (LL) have been commissioned by The Council to distribute community food justice grants across local organisations who can deliver hyper-local initiatives to improve and increase sustainable food aid across the borough. They are also commissioned to deliver our Food Network Coordination and Support Service, Good Food Lewisham. Lewisham Local have directed offers and donations to projects in the food network through Lewisham Community Exchange, including:

- 400 catering plates from the Cloth Workers Foundation to two local food projects
- 50 sheets, 30 duvets, 20 towels, 10 pillows, seven beds and 30 tea towels.
- Handknitted items: 16 hats, seven scarves, one blanket, 10 hot water bottle covers and gloves.
- Directed CIS Security to at least two local food projects.

They have also secured social value from community minded businesses through the Lewisham Local Card scheme, Local Giving work and Good Food Lewisham:

- **Regular Cleaning** have provided cleaning equipment and donations of food for LL's weekly community meal. They have supported various events and are trialling Lewisham Exchange platform.
- **Nonki Café** and shop in Hither Green recently signed up to LL's Good Food Business Charter as they offer fairtrade products and are breastfeeding friendly.
- **Elsewhere**, in Crofton Park agreed to offer 20% off for LL Card holders.
- **Ignition Brewery** offer a discount for LL Card holders, have provided LL with a space free of charge for our Good Food Lewisham network meetings, are a community toilet and refill station, and employ people with learning disabilities at London Living Wage. They were one of the first places to become a Warm Welcome to support people over the winter.
- **Ed the Baker** provided bread for the quarterly Good Food Lewisham meeting and is a campaigner for good food: [Sourdough September: Meet Ed the Baker](#). He offers a discount to LL Card holders and signed up to LL's Good Food Business Charter.
- **Homestead Café** offered 20% off for LL Card, is signed up to Refill, and has Joined the Good Food Lewisham Business network.
- **Mont 58 Coffee** is a LL Card Member Business, is signed the Good Food Business charter and pays London Living Wage.
- **Found Hope Café** donates surplus veg to LL's community meal and cooks a weekly meal for the Irish Centre's food delivery service.
- **The Fellowship Inn**, having come under new management, was looking for ways to connect with the community. LL connected them at a local Interagency meeting and secured the following outcomes: became a Lewisham Refill site, joined The Lewisham Community Toilet scheme, signed up as a LL Card business, joined the Warm Welcomes scheme and linked up to Street Trees for Living to plant trees around the pub.

The VCSE sector working with businesses to secure benefits for the areas that benefit most



**Lendlease** worked in partnership with **Lewisham Local** to provide funding to deliver a small grants programme to support community regeneration in Deptford. These were additional funds to their Social Value legal commitments. They agreed to provide a package which enabled Lewisham Local to pay residents to be part of the process to decide which projects are funded as part of a participatory grant making process. Funded projects included:

- Establishing a sustainable food-growing initiative in the local area, through edible windowsills, local foraging, creating a designated space for food growing and skills development.
- Funding for a new and inclusive women and non-binary football team.
- A digital access scheme to help residents to develop digital and professional skills, provide cost of living advice and wellbeing support.
- Football coaching for young people between the ages of 11 and 25.
- A healthy weekly luncheon club for members of the Vietnamese community.
- An art exhibition by a group providing a safe and creative space for the LGBTQ+ community.

[Sustainable food growing and inclusive football team among projects to receive share of new £20,000 Deptford community fund - Lewisham Local](#)



Image: Lewisham Local



## Case Study: Warm Welcomes – Lewisham Local



## 11,355 hours over 3 months offered as warm spaces

In the context of the extraordinary rise of energy costs, **Lewisham Local** were commissioned to co-ordinate commercial and VCFSE organisations to offer their spaces as 'warm welcomes' over the winter. These were welcoming warm shelters the community could access for free, with many organisations offering complementary support, activities, and hospitality. Twenty-five spaces were able to access small grants to extend their offer, but over 50 stepped up voluntarily with no additional funding, including pubs, cafés and gyms. This amounted to 11,355 hours of time donated over the three months as warm spaces, or the equivalent of £31,000 worth of heating!

Some of the businesses and organisations that supported the cost-of-living response and offered their spaces as Warm Welcomes included:

- 2000 Community Action Centre
- Age Exchange
- Better
- Brockley Community Church
- Corbett Community Library
- Crofton Park Baptist Church
- Crofton Park Community Library
- Ewart Community Hall
- Fellowship Inn
- Forest Hill Community Church
- Glass Mill Leisure Centre
- Goldsmiths Community Centre
- Goldsmiths UoL
- Grove Centre Church
- Honor Oak Community Centre
- Horniman Museum and Gardens
- Ignition Brewery
- King's Church Downham
- LandSec
- Lee Green Lives
- Lewisham Irish Centre
- Manor House Library
- Millwall Football Club
- New Cross Learning
- Pepys Community Hub
- Phoenix Community Housing
- Rastafari Movement UK
- St George's Church
- St Luke's Church
- St Mark's Church
- St Mildred's Church
- St Peter's Church
- Sydenham Arts
- Telegraph Hill Centre
- Telegraph Hill Playclub
- ThamesReach
- The Field
- The House of Bread
- The Salvation Army Catford
- WG Grace Centre



## Lewisham Community Exchange

In partnership with Lewisham Council, Lewisham Local have developed a new platform to host volunteering opportunities, a community organisation directory, and a community marketplace for the exchange of good and services between businesses and community group requests. The Platform will enable asset sharing within the Lewisham community to better facilitate the fulfilment of community groups' needs.

This will be a benefit to both Lewisham Council and the local community as it enhances our ability to connect our suppliers with opportunities in the local community, to fulfil their social value obligations. Our suppliers and contractors consistently inform us that a key challenge they face is being able to reach those most in need directly, particularly when businesses may not have a deep knowledge of the social economy in Lewisham and of community needs. This will also help contract managers to support their suppliers in the ease of delivery of their commitments, rather than having to source the opportunity for them, particularly when their core focus is on the direct delivery of services to our residents. When we are working with smaller organisations and businesses with a strain on resources, there has been a challenge in terms of finding the capacity to fulfil these obligations. The introduction of the platform will be instrumental in removing the need for the council to broker opportunities, increase the speed and efficiency of the process and will deliver tangible benefits where the needs is greatest and most clearly articulated.

[You can access Lewisham Community Exchange here.](#)

## Business Support

Lewisham Council is committed to supporting local businesses to grow and thrive. The Council has a range of initiatives underway to support this.

Lewisham Council is a signatory to the Small Business Friendly Concordat. This is a voluntary and non-statutory concordat, which confirms our commitment to small and medium-sized enterprises (SMEs). The concordat requires local authorities to encourage a mixed range of suppliers in order to help develop and stimulate a varied and competitive marketplace. It sets out the actions local authorities should take to make their contracts more accessible to SMEs and is in line with the Council's strategy of engaging with SMEs and local suppliers.

In 2022, Lewisham Council won the Covid-19 Support and Recovery category at the Federation of Small Businesses (FSB) Local Government Awards. Judges said they were very impressed by the Council's work to help the local small business community by the establishment of 'Lewisham Backs Business', a partnership of key stakeholders which helped shape and deliver support to over 21,000 businesses visited by Council teams to promote grants available, plus the introduction of a fortnightly business e-newsletter which now has over 4,000 subscribers. A huge 14,000 grants were administered totalling £76m to borough businesses. A discretionary grants scheme was adapted to support home-based and freelance businesses, and a further grants scheme helped to establish a network of 60 local businesses deemed integral to Lewisham borough's future growth.

More recently, the Council became the first local authority in South London to become a Local Leadership Partner with the FSB. Becoming a partner demonstrates that the Council is recognised as committing to empowering small businesses and the self-employed to continue to deliver growth, prosperity and jobs within the borough.

To better understand the needs and diversity of businesses in the borough, the Council has also conducted an annual headcount and survey of businesses in our 10 biggest town centres and high streets. This showed that 70% of businesses on our high streets are independently owned, and that two-thirds are led by a Black, Asian or Minority Ethnic business owner. As a result of the findings of the survey the Council commissioned targeted business support for Black-led businesses and has established a new business network for Black and female business owners.

This is all alongside other business support programmes including the annual Mayor's Business Awards, one to one business advice support and a new Business Centre in Catford Library.

### Ready to Supply

Ready to Supply was a pilot programme commissioned by Lewisham Council to understand what assistance is needed for SMEs in Lewisham to build their capacity to bid on contracts and works order for the Public, Private, Construction and Healthcare sectors. This yielded a total number of 44 Lewisham-based businesses registered, with 18 of these receiving full business support and a total of £100,000 of contract wins being achieved. Eight capacity-building workshops were undertaken, together with a combination of five Meet-the-Buyer, Networking and Ready to Supply events. Sixty-nine SMEs attended the Meet the Buyer related events. This has informed our understanding of the needs of businesses in the borough and will inform the future commissioning of support services.

## The Wider Partnerships of Lewisham based businesses and organisations

### The Lewisham Strategic Partnership

The Lewisham Strategic Partnership was launched in 2022 and superseded what was previously the Lewisham Deal. Our previous Social Value Reports were a commitment of the Lewisham Deal and reported on a range of activities that the local anchor institutions were doing in Lewisham to respond to economic challenges in the borough. The Lewisham Deal started in 2018 in response to [Lewisham Poverty Commission's](#) recommendations which highlighted the crucial role that major anchor institutions can play in tackling modern poverty.

The Deal began with four key pillars of co-ordination between the partners:

- Apprenticeships – as employers, providing high quality apprenticeship opportunities.
- Procurement – ensuring that local businesses have the opportunity to secure contracts with Lewisham Deal partners.
- Living Wage – Ensuring employees and contractors receive a fair wage.
- Information, Advice and Guidance – to support residents to progress.

Two additional pillars were then added:

- Progression for Black, Asian and Minority Ethnic Staff, and
- Responding to the climate emergency.

These pillars were reported on through our previous social value report. These pillars have now become integrated with the working groups under the Lewisham deal, including:

- Cost-of-living
- Opportunity and investment
- Climate emergency
- Race and equality

Going forward, the Lewisham Strategic Partnership will establish its own mechanisms for reporting on its objectives. This has therefore given Lewisham council scope to explicitly report on its own social value activities.

## Learning and our Future Ambitions for Social Value

### Future Impact Reports

We are ambitious in our commitment to tell the stories of our businesses and communities and how they are realising social value. We will continue to publish an annual social value report and endeavour to learn and improve our understanding and practices around capturing, quantifying, and documenting social value. We will continue to track year-on-year progress to demonstrate the incremental and cumulative benefit across the years and understanding the impact of our updated social value policy.

For our next report we aim to:

- Increase the value we achieve from our relationships with partner businesses – our increased tender weighting makes social value an even more significant element of our procurement process, and ultimately the resultant contracts. We will seek meaningful social value benefits from our partners and in turn we will tell the community about their impact and achievements. We will also look at other ways the council facilitates social value through our upcoming economic strategy.
- Better capture the impact of social value through enhanced data capture – better understand the amount of volunteering activities and support for the VCSE sector, the amount of money reinvested in the local economy through sub-contracting and donations, and to capture who the recipients of social value activities are, and wherever possible, at ward level information.
- Learn to improve – track progress and demonstrate incremental and cumulative impact. We will analyse our own practices to see where we are securing significant return on investment and where we are not. Understand which strengths particular sectors have and work constructively with partners. Knowledge share and benchmark with other public sector organisations and the private sector to stay attuned to best practice.



## Learning and our Future Ambitions for Social Value

### Supporting local, diverse suppliers and small businesses

We will continue to support our small businesses, VCSE sector and ensure our supply chains are diverse and resilient. We will create opportunities for these businesses through ready to supply programmes, meet the buyer events and networking opportunities, and through procuring locally, where possible.

### Influencing standards and practices in our markets and supply chains

We will continue to champion good practices and improved standards in the markets in which we operate and in our supply chains. The publication of our Modern Slavery Statement 2022-23 underscores the importance of our commitments to ethical trade, whilst our Sustainable Procurement Strategy outlines our vision for achieving this. We will continue to build upon this work and ensure that our partner businesses are champions for the same good practice.

### Improved guidance on social value

We will produce a Social Value toolkit for suppliers and contract managers in the council to assist in delivering social value. We will support this with better internal networking, communication of community needs and create more uniformity across our reporting mechanisms to ensure all opportunities are exploited fully.

### Championing community needs and connection through Lewisham Exchange

Community need is understood best by grassroots organisations who are embedded in complex community networks. We will continue to work closely with Lewisham Local to better understand the needs of voluntary, charity, faith and community sector organisations. We will unlock the value of community connections using Lewisham Exchange to broker supply and demand within the community economy.

## Appendix

### Data quality, methodology and analysis

To collect the data for this survey we conducted mixed method research across our contracts by surveying and requesting information from contract managers in the council to submit themselves or with their suppliers. The data requested was both qualitative and quantitative information on social value activities undertaken in the period April 2022 to March 2023. This returned data on 81 contracts. To verify and explicate the data, cross referencing against ITT method statements and social value monitoring documents was undertaken alongside exchanges with contract managers. To enrich the data and develop case studies, interviews and digital exchanges were undertaken with select contract managers and contractors.

Data from developers was collected from monitoring reports and through discussions and interviews.

Our quantitative data on financial spend is based upon the council's payments data and was verified as contracted spend through data matching against our contract register, which is hosted on Proactis. This was conducted by matching against company names and registered addresses.

Data on suppliers paying the living wage and having modern slavery statements was collected through our annual supplier compliance survey which was conducted in the summer of 2022.

### Limitations of the data collection and analysis

The data doesn't capture the full extent and impact of social value delivered in 2022-23, and the Council has prioritised improved data collection for 2023-24. Our data does not cover all contracts and not all contracts would have captured the full extent of their social value activity. This is because not all contracts contain social value and because we are working with some suppliers to help them understand and develop their social value programmes. The actual extent of social value delivered by all suppliers and developers will therefore be greater than outlined in the report.

This data reported from our contractors and developers allows us to report on headline figures but not a detailed analysis of wider impact, such as assessing those indirectly impacted from social value initiatives, savings made to governmental, health and social systems and longer-term impacts on individuals and communities.

Data verification – The data captured covers commitments which have been made through legal obligations and contracts and all parties are aware of their obligations to submit accurate records of their activities. Outcomes are validated through documentation and discussions with S106 monitoring officers and contract managers.

## Glossary

**ALMO** – Arm's Length Management Organisation is a not-for-profit organisation that provides housing services on behalf of a local authority.

**Anchor Institution** – An organisation which has an important presence in a place, usually through a combination of being large scale employers, the largest purchaser of goods and services in the locality, controlling large areas of lands and/or having relatively fixed assets; and are tied to a particular place by their mission, histories, physical assets and local relationships.

**BAME** – Black, Asian and Minority Ethnic is used as a collective acronym to contrast against the white population in the UK. This is not to suggest the groups within the acronym are homogenous, but rather is a common way of gathering and collating statistics. However, the term has come under criticism in recent years for disguising differences between groups, prioritising specific groups and being divisive for people.

**Commissioning** – The strategic activity of identifying need, allocating resources and procuring a provider to best meet that need, within available means.

**Community Wealth Building** – A people centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

**Developer** – Property and land developers who have been granted planning permission, which is conditional upon commitments made to the community through Section 106 agreements.

**ESG** – Environmental, Social and Governance refers to corporate performance evaluation criteria that assess the robustness of a company's governance mechanisms and its ability to effectively manage its environmental and social impact.

**Inclusive Economy** – Economic placemaking which seeks to distribute benefits as broadly as possible and create more opportunities for those that are disproportionately disadvantaged in the current economy.

**ITT** – Invitation to Tender is a standardised documents when procuring a provider for a contract. The document outlines the requirements of the contract and what evidence the supplier will need to outline to successfully bid for the contract.

**Lewisham Works** – Lewisham Council's in-house employment support service.

**Multiple Disadvantages** – A term that refers to people who face multiple and intersecting barriers or inequalities that negatively affect their wellbeing and quality of life.

**NEET** – 16 to 24 year olds Not in Education, Employment or Training.

**Procurement** – Obtaining or purchasing goods or services for business purposes, usually in a manner where the terms are agreed through tendering and a competitive bidding process.

**Social Economy** – The part of the economy whose activity is focused on social missions, rather than purely by financial returns. This often includes charities and organisations typically referred to as social enterprises but is also inclusive of business activities which seek to balance social mission with economic viability.

SROI – Social Return on Investment is a method for measuring value generated that are not traditionally reflected in financial statements, including social, economic and environmental factors.

S106 Agreements - Section 106 Agreements are legal agreements between Local Authorities and developers, also known as planning obligations. They are drafted when it is deemed that a new development will have significant impact on a local area. They are used to ensure that pressures created by new developments will be moderated through improvements to the surrounding area and ensure the development will make positive contributions to the local area and community.

Social Value – The value generated in business activity which has benefits for people, place and community. This is defined through the Public Service (Social Value) Act (2012). The Act requires all public sector organisations and their suppliers to look beyond the financial costs of a contract to consider how the services they commission and procure can improve the economic social and environmental wellbeing of an area.

SME – Small and Medium Enterprises are organisations which have fewer than 250 employees and a turnover of less than €50 million or a balance sheet total less than €43 million.

Strategic Procurement – Procuring good and services in a way which creates additional benefits for organisations or places.

Triple bottom line – Organisations which have commitments to evaluate their performance according to the social, environmental and economic benefits they generate to create greater business value.

VCFSE – Voluntary, Community, Faith and Social Enterprise are organisations grouped together as a sector which often have different models of ownership, or ways of organising themselves, or alternative objectives than purely profit based activities, which often makes them unique in the way they are able to deliver services and activities.