

<b>MAYOR AND CABINET</b>			
<b>Report Title</b>	Evaluation of the Sustainable Community Strategy 2008-2020		
<b>Key Decision</b>	No	Item No.	
<b>Ward</b>	All		
<b>Contributors</b>	Executive Director for Resources and Regeneration		
<b>Class</b>	Open	Date:	21 June 2017

## 1. Purpose

- 1.1 This report sets out an evaluation of *Shaping our future: Lewisham's Sustainable Community Strategy 2008-2020* in response to a request from Mayor & Cabinet following recommendations made by the Overview & Scrutiny Business Panel.

## 2. Recommendation

- 2.1 It is recommended that the Mayor notes the key achievements, future challenges and conclusions of the evaluation.

## 3. Policy Context

- 3.1 This report considers progress against the principles and priorities of the Sustainable Community Strategy in the round, and is relevant to all objectives of the strategy.
- 3.2 The work inspired and informed by the Sustainable Community Strategy also supports the council's enduring priorities:

- Young peoples' achievement and engagement
- Clean, green and liveable
- Safety, security and a visible presence
- Strengthening the local economy
- Decent homes for all
- Protection of children
- Caring for adults and older people
- Active, healthy citizens
- Inspiring efficiency, effectiveness and equity

## 4 Introduction

- 4.1 Lewisham is a place that instinctively works together. When we are part of a global city, when a majority of residents work elsewhere, and when the place is made up communities and networks that naturally cross borough boundaries, we are less inclined to think we can solve problems on our own.

- 4.2 The Sustainable Community Strategy 2008-2020 clearly articulates Lewisham's approach to partnership working, sets out the local authority and its partners' vision for the place, and identifies principles and priorities intended to realise that vision - that together, Lewisham will be the best place in London to live, work and learn.
- 4.3 The Strategy has been a bold aspiration that has stretched and motivated the council and its partners to deliver services for almost a decade. Its creation in 2008 followed extensive consultation, deliberation and participation amongst the local authority, residents, businesses, other public sector organisations and the voluntary sector.
- 4.4 The Sustainable Community Strategy was led by the Lewisham Strategic Partnership, involving local organisations and stakeholders from Lewisham's public, private, voluntary and community sectors, including the local PCT, hospital, police, housing associations, businesses, educational institutions and voluntary networks and partnerships.
- 4.5 Although the duty to prepare a Sustainable Community Strategy was abolished by the Coalition Government in 2010, it has remained an essential part of the policy context for council decision making

## 5 Partnerships

- 5.1 Partnership working in Lewisham did not begin in 2008, and the strategy reflects a long-standing approach that had been building momentum for some time. A directly elected mayoral system is critical to that. The whole place elects a single accountable leader for the area. The Mayor themselves is not simply an advocate for the council as an organisation but for the whole borough as a place. Most fundamentally, the Mayor has the mandate to act as a convenor of partnerships, solutions and shared perspectives. The Sustainable Community Strategy was an expression of a shared vision forged in that context.

## 6 Principles and Priorities

- 6.1 The Strategy was underpinned by two principles:
- reducing inequality - narrowing the gap in outcomes for citizens;
  - delivering together efficiently, effectively and equitably - ensuring that all citizens have appropriate access to and choice of high quality local services
- 6.2 It also identified six shared priorities for the borough:
1. **Ambitious and achieving:** where people are inspired and supported to their potential;
  2. **Safer:** where people feel safe and live free from crime, antisocial behaviour and abuse;
  3. **Empowered and responsible:** where people are actively involved in their local area and contribute to supportive communities;
  4. **Clean, green and liveable:** where people live in high quality housing and can care for and enjoy their environment;

5. **Healthy, active and enjoyable:** where people can actively participate in maintaining and improving their health and well-being;
6. **Dynamic and prosperous:** where people are part of vibrant communities and town centres, well connected to London and beyond.

## 7 Evaluation

- 7.1 The political and economic context has changed dramatically since 2008. This rapid evaluation of progress has been requested by the Mayor and Cabinet following comments from the Overview & Scrutiny Business Panel. It seeks to test the Strategy's continued relevance, examine key achievements and remaining challenges relating to the principles and priorities contained within the Strategy, and summarise the progress made, before considering the case for the development of a new strategy and making recommendations for its update or replacement. It is supported by an appendix of key achievements under each of the Strategy's priorities.

## 8 A changing place

- 8.1 The view of this evaluation is that the Sustainable Community Strategy has in its own terms been a success. It has supported the development of a strong community - one that has worked together, supported each other and made the borough a better place to live, work and learn during a period of transformational change for the city and the borough.
- 8.2 The story of London and of Lewisham in the last decade has been one of growth. In February 2015 London's population topped 8.6M people, its highest ever. In Lewisham alone, approximately 50K more people now live in the borough than did in 2007.
- 8.3 The physical regeneration of Lewisham that accommodates this growth has been dramatic, with dozens of projects delivering significant numbers of new homes and jobs for the area as well as improvements to the local infrastructure and environment. The town centres in Deptford and Lewisham have undergone major transformation, combining different projects to provide new homes, jobs and amenities, while an exciting vision for Catford is in development.
- 8.4 New transport links like the extension of the DLR to Lewisham and the Overground through to the south of the borough have unlocked investment and development as well as connecting residents and businesses to the economy and cultural life of central London.
- 8.5 This regeneration has enabled Lewisham to lead the way in tackling a city-wide housing crisis, delivering more homes of all tenures. This has accelerated as more development potential has been realised and new, innovative approaches have been identified.
- 8.6 For the first time in over thirty years, the council has been able to work directly with Lewisham Homes to build new council properties for social rent, with over five hundred scheduled to be at least under construction by the end of this Mayoral term. Following significant investment, all of Lewisham Homes's housing stock will have be refurbished to Decent Homes standard by 2018.

- 8.7 New developments have also brought new commercial and business space, including co-working and other flexible spaces like the Deks, promoting new businesses, entrepreneurs and start-ups sectors like digital and creative, social enterprise and business services.
- 8.8 Alongside new homes and business space, the borough's social amenities and public facilities are vastly improved. The council has invested in roads and street lighting to improve safety, while Lewisham's parks and rivers have seen the biggest investment in a generation, with seventeen parks now having Green Flag status, more than ever before.
- 8.9 Unprecedented investment has allowed us to give our young people the best possible facilities for learning. The Building Schools for the Future programme, on course to be completed by the autumn of this year, will have rebuilt or refurbished over twenty schools in the borough, well ahead of many other London boroughs. This is thanks to a pragmatic and flexible attitude to partnerships with contractors, strong leadership from the local authority, and extensive collaboration with schools. It is these qualities that have also enabled us to ensure that we have delivered sufficient school places for every child at primary level every year through the most rapid growth in demand that London and Lewisham has seen.
- 8.10 Lewisham has also benefitted from some outstanding sporting, cultural and artistic facilities - from the refurbished Albany Theatre and the multi-award-winning Deptford Lounge library and community space in the north of the borough, to the brand new flagship leisure centre at Glass Mill and the refurbished Forest Hill Pools and Louise House.

## **9 A strong community**

- 9.1 As the look and feel of the borough has changed, the local authority has worked with partners to ensure citizens are given a fair chance to take advantage of new opportunity, to ensure they are healthier, safer and more resilient, and crucially to ensure that they have a stake in the changes that are being made and participate in decisions that affect them.
- 9.2 We have sought wherever possible to mitigate negative consequences of growth, protecting the environment and ensuring that social regeneration accompanies physical. In the midst of one of the most turbulent periods in our history, with rapid social change, a major financial crash, and deep cuts to public services, Lewisham has sought to retain a sense of fairness, consensus and cohesion.
- 9.3 Our community and voluntary groups are the cornerstone of that. Where many other boroughs have dramatically reduced grant funding schemes, we have sought as much as possible to protect that funding so that we can resource and enable the sector to serve the community, as well as contracting them to deliver services. Representatives of the sector play an important role in influencing policy and service development through membership of boards such as the Health & Wellbeing Board and the Safer Lewisham Partnership.

- 9.4 The outcomes of this distinctive approach can be specific and measurable - like the impact of the award-winning Meet Me At the Albany programme on social inclusion for older people - but it speaks to a broader community-focussed and cooperative ethos that makes the borough more cohesive and less prone to social division.
- 9.5 Leadership from across the community in response to, for example, the London riots in 2011 and the murder of Lee Rigby in Woolwich, meant these had limited wider impact. Faith groups in particular have been in the forefront of working ecumenically and across faith boundaries for peace, symbolised by the new annual Inter Faith walk in solidarity against violence and division.
- 9.6 Residents report increasing trust and confidence in the police. The police and local authority have worked together to ensure the force has the 'look and feel of London' – supporting women and those from minority ethnic backgrounds to become Lewisham police officers. These sorts of partnerships have also supported a commitment to stamp out hate crime and tackle violence against women and girls.

## **10 A stake in decisions**

- 10.1 The local public sector leads the way in ensuring residents and citizens have a genuine stake in decisions that affect their lives. This has been especially acute amidst post-financial crash austerity and the necessity to radically change many services in response to Government funding cuts.
- 10.2 The institutional foundations to this include Lewisham's network of Local Assemblies, which ensure that local communities have a real say in decisions, as well as giving them the resources and support to initiative ward-level activities that can make a real difference to their area. The Positive Ageing Council, established in 2011, helps give older people a voice, while the Young Mayor Programme, in its twelfth year is a pioneering exercise in democracy, youth participation and service delivery. We also undertook our biggest ever budget consultation with the online Big Budget Challenge, with over 4000 residents participating.
- 10.3 The latter demonstrates that Lewisham's approach is about more than simply consulting citizens on pre-defined options, but about working together with residents and partners to change the way services are delivered. Even though the scale of funding reductions could not have been anticipated by the Sustainable Community Strategy, the partnership approach it expounds has enabled us to support citizens in responding to problems individually and collectively.
- 10.4 The council has transformed the way it works to give citizens more independence and more flexible ways of interacting with local services, with a huge variety of services now available online. It has also overseen a large expansion in the number of people managing their own social care through direct payments. We have also enabled residents and community groups to make direct interventions in the local area, tackle the housing crisis directly through self-build schemes and Community Land Trusts.

## **11 A fair chance**

- 11.1 Enabling Lewisham's community to thrive in this changing world also means giving everyone a fair chance to benefit from growth and change. That means ensuring young people have the education and skills to access new job opportunities, and working proactively to link residents with the appropriate vacancies.
- 11.2 Lewisham has many outstanding and over-subscribed primary schools and results at Key Stage Two are above the national average. While challenges remain at secondary level, the schools have had an injection of new leadership and are working together effectively through Lewisham Secondary Challenge to bring about a step change improvement.
- 11.3 Post-16 education is equally important, Lewisham works closely with Lewisham Southwark College and Goldsmiths, University of London, to support progression to further and higher education, and Adult Learning Lewisham provides high quality courses to improve skills and employability.
- 11.4 The groundbreaking Mayor's Apprenticeship Programme has found roles for over four hundred young people since 2009, while the council has worked with developers to advertise over 650 job opportunities linked to local regeneration schemes. The Pathways To Employment programme delivered through the Better Placed Partnership with Lambeth and Southwark has also provided targeted employment support for those furthest from the labour market.
- 11.5 Lewisham has led the way on fair pay by becoming one of the first boroughs to pay the London Living Wage, both to its directly employed staff and through its supply chain, including care workers, and now offer business rates discounts to local businesses who become accredited Living Wage employers.
- 11.6 Overall, there is evidence that the gaps in outcomes for Lewisham's residents has reduced over the life of the strategy, and between 2010 and 2015 Lewisham moved from the 31st most deprived local authority in the country to the 48th. The proportion of residents receiving out of work benefits has fallen consistently in the last four years and equally the percentage of children living in households where a parent or guardian claims out of work benefits has fallen.
- 11.7 For those who are on benefits and otherwise struggling financially Lewisham have used all the tools we have at our disposal to ensure people are treated fairly and to mitigate hardship as far as possible. We have handled those in debt to the council with sensitivity, agreeing payment plans and partnering with credit unions to stop people resorting to pay day lenders.
- 11.8 To help those facing housing troubles, the council has established its own lettings agency and leasing scheme for those placed in the temporary accommodation in the private sector. It has worked with landlords, developers and residents to innovate not only in procuring accommodation, but also in providing it directly through schemes like PLACE/Ladywell.

## **12 A better environment**

- 12.1 Another element of mitigating growth is protecting our environment. The council's investment in parks means we have more Green Flag facilities than we have ever had, high levels of citizen satisfaction and a network of green open spaces that we can be proud of.
- 12.2 Residents, community groups and schools have worked with the council to promote more sustainable lifestyles. We have worked with TfL to improve local public transport options and to promote better cycling and walking routes.
- 12.2 In 2016 we introduced a borough-wide 20 MPH speed limit to reduce emissions, improve safety and make it easier to get around by bike or on foot. Resident satisfaction with the cleanliness of the local environment is up, and we have continued to maintain some of the cleanest streets in London despite significant budget cuts.

### **13 Healthy, active and creative**

- 13.1 The victorious Save Lewisham Hospital campaign is the ultimate symbol of how the community works together to secure the best health care services in the borough. All partners, including the councils, the Clinical Commissioning Group, the Hospital Trusts and voluntary and community sector work together through the Health and Wellbeing Board under a joint health and wellbeing strategy.
- 13.2 The six south east London borough CCGs and NHS England are also working with partners to develop a long-term plan for NHS services, which will include closer integration with social care provision. Lewisham has also overseen an expansion in personalised care and direct payments, increasing independence for residents in need of social care, including the elderly and disabled.
- 13.3 Lewisham's new and refurbished sporting and leisure facilities help the population get active, stay healthier and, for some, like Natasha Danvers, James Ellington and Daryll Neita, compete at the highest level. Part of the great Olympic legacy to the borough are its thriving sports clubs including Saxon Crown Swimming, Lewisham Borough (Community) FC, London Thunder Basketball, Kent AC, and recently promoted Millwall Football Club. The London Marathon is an annual fixture in the life of the borough.
- 13.4 The Creative Lewisham report written by Charles Landry in 2001 proposed that culture and the arts could help revitalise the borough, and the changing face of the area has provided the opportunity for the growth of a vibrant and thriving cultural sector.
- 13.5 There are countless examples where strong partnership working has supported the development of new and existing cultural events and venues - the growth and redevelopment of the borough's flagship Horniman Museum, the refurbishment of the Albany Theatre, the 33 year history of the People's Day festival.
- 13.6 The new Deks operating in conjunction with Bow Arts provide affordable workspace for artists and creatives, many of whom are attracted to the borough by its lower rents and the proximity of Goldsmiths College as a source of collaboration and support.

13.7 Lewisham Library Service is one of the most successful library services in London, often outperforming national trends, attracting increasing numbers of users and extending both opening hours and geographical reach. The service has also led the way implementing new ways to work with local communities, by integrating a new community library service with the rest of the service.

#### **14 Effective and efficient services**

14.1 The journey of Lewisham in the last decade has been shaped by partnership. It is unlikely however, that this partnership approach would have succeeded without being underpinned by strong civic institutions.

14.2 Lewisham chose to adopt the elected mayoral model in 2002 and the character of that governance structure brings subtleties that have reinforced the way partnerships work. The Mayor is the Mayor of the whole borough, not merely the council, and that wider mandate is crucial in brokering partnerships, convening solutions and inspiring wider change.

14.3 It is also the case that without continuing to deliver services efficiently, effectively and with sensitivity to the needs and aspirations of residents, the local authority would not have the credibility to be such a convenor either.

14.4 Despite losing 63% of its funding since 2010, the local authority has continued to be a high-performing organisation providing high quality and effective services. A Corporate Peer Challenge in September 2014 led by the LGA concluded that Lewisham “continues to be a strongly performing council, which approaches local government delivery and practice in an innovative way, with a focus on positive outcomes to residents and businesses.”

14.5 In the resident’s survey of 2015 satisfaction with Lewisham Council services had risen 8-percentage points since 2012 and was in line with national benchmarks at 69%. Notably, a majority of residents (60%) trusted the Council to make the best decisions for the borough as a whole even if they personally disagreed with a decision.

14.6 In an era where outsourcing services has become the sector norm, Lewisham has sought to keep key universal services like waste collection and street sweeping in-house, retaining greater control over quality of service and over employment conditions for staff.

14.7 We have also identified innovative ways to protect and sustain services. Where many councils have abandoned non-statutory provision, we have created new organisations like Youth First and Lewisham Music as charitable mutuals to work in partnership with us to keep our youth centres going and continue to give young people in Lewisham the chance to participate in music at all levels, including learning a musical instrument.

14.8 We have also ensured our Children's Centres have been able to continue providing preventative and early help services to nearly 6,000 families across a network of centres in the borough in collaboration with schools, GP's and health visitors.

14.9 Although most people's interaction with the council is through universal services, the largest proportion of the council's spend is on the safeguarding and care needs of around two thousand young people and six thousand vulnerable adults. Here we have invested to improve these services and are proud that the services for our most vulnerable - around 400 looked after children - were rated good by Ofsted.

## **15 Future challenges**

15.1 Challenges remain as the borough moves into the next phase and as we consider what sort of strategic approach is required.

15.2 One area which will need attention is the need to grow Lewisham's local economy. This is not only a social good in creating jobs, prosperity and amenity, but it is also now a financial imperative for local authorities, whose future funding is reliant on stimulating and promoting business growth and increasing the amount of business rates paid in the borough.

15.3 Lewisham has an historically low business base, with just 1.9% of all of London's businesses being based in Lewisham. Employment has been focussed on the public sector, health, education and retail.

15.4 A new economic development approach is emerging that will seek to attract new industries, make creative meanwhile use of spaces ready for development, and ensure that new developments provide a variety of commercial spaces. This will need to be embedded in future partnership working.

15.5 Improvement is needed in secondary school results to ensure that Lewisham's young people have the skills and qualifications to take advantages of new opportunities in the London economy. This improvement is needed at GCSE and A level. The Lewisham Education Commission was established to set a clear direction and consensus for tackling this challenge, leading to the establishment of Lewisham Secondary Challenge and the development of a school-led improvement partnership to keep all schools in the Lewisham family. Our future strategy for partnership working will address the challenge of how the local authority, schools, colleges, universities and businesses can work together to improve the whole education system in Lewisham.

15.6 In 2013 Lewisham was labelled the least peaceful borough in the UK by the UK Peace Index. Whilst many did not and do not recognise that as a description of the borough, it speaks to the fact that reducing crime and the fear of crime must remain a top priority. While crime overall is down, violent crime has increased in recent years, with some particular high profile instances of peer-on-peer violence amongst young people. A new strategy should build on the outstanding partnerships we already have in this area, especially with the police.

15.7 A central challenge for many in Lewisham is the increasing cost of living in an inner London borough. The average house price in Lewisham is now 11 times more than the average resident annual income, and house price increases have been more pronounced than elsewhere in London. In the private rented sector, rents have increased by over 40% between 2011 and 2016. As a result there has been a 96%

increase in the numbers of families in Temporary Accommodation between 2011 and 2017 - currently over 1800 households.

- 15.8 The new Lewisham Poverty Commission is working with experts and local residents to identify ways the local authority can work with others to reduce and alleviate poverty. A future strategy for the borough must identify ways in which the growth that the borough and the city will experience can be truly inclusive.
- 15.9 Health and social care face unprecedented difficulties, with growing demand, increasing numbers of older residents, residents living much longer with complex care and health needs and increased mental health needs. Future plans for the NHS, whether in the form of Sustainability and Transformation Plans or in another form, need to find ways to prevent recurring overspending and service deterioration, reduce hospital admissions and integrate closely with community based services.

## **16 Conclusions**

- 16.1 There is cause for optimism from the life of the Sustainable Community Strategy. Although Local Strategic Partnerships (LSP) have not been statutory since 2010, our continued place-based approach to service improvement through multi-sector working has made our services more efficient and productive during a period of unprecedented funding reductions, and delivered real benefits to the area. This approach has evolved and become embedded in everything the local authority does. New strategic relationships are being developed in this post-LSP era, and we are set for the future, with partners who share our values and understand our shared priorities.
- 16.2 The challenges we have identified - of growing an economy, improving education and skills, reducing serious crime, making growth truly inclusive, and solving our health and social care crisis - are significant and they are compounded by political uncertainty. The results of the General Election mean that the policy and political context of the coming months is far less certain than it might have been. There is a chance a further election may follow and, regardless, realistic prospects of significant policy change. Alongside this, negotiations on the terms for Britain to leave the European Union are due to begin imminently.
- 16.3 Responding to this will require us to continue to be innovative, adaptable and responsive to changing needs and circumstances. We need to continue to rethink how services are delivered, how we work with other organisations and how we enable communities to support themselves. We do not need to fall into the trap of believing the council can and should do everything when our partners and the wider community have already demonstrated their capacity to make Lewisham a better place. All community leaders, be they the Mayor, frontline councillors, public administrators, business owners or faith leaders, will need to be ambitious and radical to meet the challenges of the 21<sup>st</sup> century.
- 16.4 In 2018, Lewisham will have a new Mayor with a new mandate for the organisation and the place. When we have clarity on the future leadership and policy direction at both local and national level, it will be the right time to consider how a new partnership strategy, developed for and with the local community, can equip the borough for the next phase of its growth.

## **17 Financial implications**

17.1 There are no direct financial implications to the evaluation.

## **18 Legal implications**

18.1 There are no specific legal implications arising out of this report.

## **19 Crime and Disorder Implications**

19.1 There are no direct crime and disorder implications to the evaluation.

## **20 Equalities Implications**

20.1 The Council's Comprehensive Equality Scheme (CES) for 2016-20 provides an overarching framework and focus for the Council's work on equalities and describes the Council's commitment to equality for citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty. Any update to the Sustainable Community Strategy or a replacement strategy will need to adhere to these objectives.

## **21 Environmental Implications**

21.1 There are no direct environmental implications.

## **Background Documents**

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020:

<http://www.lewisham.gov.uk/mayorandcouncil/aboutthecouncil/strategies/Documents/Sustainable%20Community%20Strategy%202008-2020.pdf>

Report to 19 April 2017 Mayor and Cabinet: Response to referral by the Overview & Scrutiny Business Panel on the Sustainable Community Strategy 2008-2020

<http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MId=4451>

If you have any queries on this report, please contact Sam Elliot, Executive Manager, Mayor and Cabinet Office, 2nd floor, Civic Suite, 1 Catford Road, Catford SE6 4RU –telephone 020 8314 9258.

## **Appendix – Key Policy Achievements**

### **Ambitious and achieving - where people are inspired and supported to fulfil their potential**

- To give our young people the best facilities for learning Lewisham's schools have been physically transformed. Over the past decade, an ambitious programme to modernise Lewisham schools has been taking place. Over £300m – a combination of central government and council money – has been spent on rebuilding or refurbishing over 20 of the borough's schools. Additionally, two brand-new schools have been built, and several primary schools have expanded to provide much-needed extra places. The £230M Building Schools for the Future programme, on course to be completed by September 2017, will have rebuilt or refurbished thirteen of our secondary schools.
- Thanks to extensive collaboration with schools, innovative work with contractors and strong leadership from the local authority, every child in Lewisham has been offered a school place a school place at primary level every year.
- Lewisham has an innovative borough wide school meals contract which helps ensure hot lunches for all and breakfast clubs for many.
- We have nurtured a wide range of providers offering childcare in Lewisham, with free hours available to 3 and 4 year olds. We have ensured our Children's Centres have been able to continue providing preventative and early help services to nearly 6,000 families across a network of centres in the borough in collaboration with schools, GPs and health visitors.
- Lewisham has sixteen outstanding primary schools. Results at Key Stage Two are above the national average.
- The groundbreaking Mayor's Apprenticeship Programme coordinated by Strategy and Partnerships has seen a total of 411 people get an apprenticeship with the council or in one of our partner organisations over the last eight years.
- The Young Mayor Programme, in its twelfth year, is a pioneering exercise in democracy, youth participation and service delivery. It is the longest-running programme of its kind in the UK. The Young Mayor, elected by their peers in a full scale election managed by the council, and supported by a team of Young Advisors, work with the council and partners to raise the profile of youth issues, influence policy making, and represent the borough overseas and nationally.
- The Young Mayor has an annual budget they have used to support and improve lives, consulting with young people and creating some key initiatives that benefit young people in the borough, including some sector-leading work on child mental health services.
- Lewisham and Goldsmiths have signed a MoU deepening the links between the two organisation - through student volunteering, local assemblies, supporting young people

and adult learners in the borough to progress to higher education, and supporting business start-ups and the creation of enterprise hubs.

- Lewisham has promoted school governorship as an effective form of civic involvement, recruiting a diverse field, building capacity and offering training opportunities.
- The Lewisham Education Business Partnership supports the raising of achievement, motivation, confidence and abilities of young people in Lewisham to help them prepare for education, employment, training or progression to higher education, providing work experience, careers information advice and guidance.
- We have safeguarded our community education services through Adult Learning Lewisham, enabling adult learners to improve their prospects at work, increase their employability, or prepare for a change of career.

### **Safer - where people feel safe and live free from crime, antisocial behaviour and abuse**

- While crime figures overall can be volatile, the overall trend since at least 2010 is down. Our 2015 residents' survey said that nine in ten residents felt safe when out and about in the borough during the daytime.
- Lewisham is the lead borough in a 6 borough resettlement consortia. This pilot aims to resettlement outcomes for young people leaving custody. Lewisham is the lead authority for this work and has driven a number of pilot schemes including life coaching, trauma informed approaches and restorative approaches in custody.
- Residents report increasing trust and confidence in the police. The police and local authority have worked together to ensure the force has the 'look and feel of London' - supporting women and BAME people to become Lewisham police officers. The Council contributed financially to supporting local residents in a bursary to fund the policing skills qualification.
- Since April 2015, an innovative new VAWG service – Athena – has been commissioned in Lewisham, providing a single point of access (via a telephone helpline) to support anyone in Lewisham (men, women and children) experiencing any form of gender-based violence including human trafficking, sexual violence, prostitution, domestic violence, stalking, forced marriage, so-called 'honour'-based violence and female genital mutilation (FGM).
- Lewisham has protected our services for young people in a time where cuts have ravaged the public sector. In particular we have sustained our Youth Service where many councils have abandoned theirs; indeed we have created a new organisation Youth First as a charitable mutual which is working in partnership with us to keep our youth provision going.

- Placement stability for Looked After Children in Lewisham is above statistical neighbours and national outturn. All placements for our children are graded 'Good' or 'Outstanding' by Ofsted. Lewisham is in the top quartile for Adoption performance in the country, and our social workers are leading the way in innovating, using technology and sharing practice as part of a social work teaching partnership.
- Working with faith groups is an essential part of making the borough a place that is safer, more cohesive and more resilient. We now have a vibrant and growing 'multi-faith' march of solidarity and peace that takes place in Lewisham each year.
- Other parts of the community are encouraged and facilitated to share in keeping the borough safe. Parents Standing Together, established in 2015, is a peer support group for parents who have been affected by violent crime.
- Lewisham leads the way in promoting and enforcing responsible business practices, working with local businesses to devise a responsible retailers charter help minimise the sale of alcohol, cigarettes and knives to young people, and working with the police to seize illegal tobacco and alcohol and crack down unscrupulous landlords and letting agents.
- Unprecedented investment in the borough's street lighting has made the borough safer. A innovative joint contract with Croydon and Skanska Infrastructure Services, the programme will have upgraded all of the council's 42,000 street lights, helping people feel safer at night on the streets, and helping to improve road safety.

**Empowered and responsible - where people are actively involved in their local area and contribute to supportive communities**

- We have over 800 active voluntary groups and more than 200 individual faith groups, and the council has maintained its commitment to working with them through grant funding and contracting arrangements to provide a wide range of services. Representatives of the sector also play an important role in influencing policy and service development through membership of boards such as the Health & Wellbeing Board and the Safer Lewisham Partnership.
- The Lewisham Local Community Contributor Card scheme recognises the invaluable contribution volunteers add to strengthening communities, with 150 independent shops and local businesses contributing to the scheme by generously giving special deals to our cardholders.
- Lewisham's Local Assemblies ensure that local communities have a real say in decisions that affect them, as well as giving them the resources and support to initiative ward-level activities that can make a real difference to their area.
- The council has transformed the way it works to give citizens more independence and more flexible ways of interacting with local services, with a huge variety of services now

available online. The council has also overseen a large expansion in the number of people managing their own social care through direct payments.

- The Positive Ageing Council was set up in 2011 to help give older people a voice, share views and ideas, meet new people and join in with free social activities. The group is open to anyone aged 60 years or over who lives, works, learns or volunteers in the borough.
- The council has worked in partnership with the voluntary sector to tackle loneliness and isolation. Through Community Connections hundreds of residents have been introduced to new ways of tackling isolation through finding new interests and friends and many other organisations have worked with us to develop new services in this area.
- We also undertook our biggest ever budget consultation with the online Big Budget Challenge. Over 4000 residents used the website to consider the ways the council spends money and how that needs to change in the face of Government cuts.
- We have enabled residents and community groups to tackle the housing crisis directly through self-build schemes and Community Land Trusts. The Rural Urban Synthesis Society Community Land Trust (RUSS) are developing a site in Church Grove which will provide 33 affordable homes in the borough, while Lewisham Citizens have taken on a development site in Brasted Close, Sydenham will provide over a dozen homes.
- Lewisham has agreed to welcome ten families of Syrian refugees to the borough. We have worked with the local voluntary and community sector to find accommodation and to coordinate offers of support from local residents, working with community groups like the Afghan and Central Asian Association, Action for Refugees in Lewisham, Catford Community Church, Holy Trinity Centre, Lewisham Refugee and Migrant Network, St Margaret's Church and Lewisham Citizens.

### **Clean, green and liveable - where people live in high quality housing and can care for and enjoy their environment**

- The local authority have led the way in delivering more homes of all tenures from all sources to confront the housing crisis. In the current Mayoral term, 6,100 homes will be built, 2,000 of which will be affordable and over 500 of which will be delivered directly by the council for social rent.
- Heathside and Lethbridge, Excalibur and Deptford Southern Housing are schemes where the Council has worked with partners to deliver high quality affordable housing, and we have used joint-venture and community-led approaches to provide a range of affordable tenures to local residents.
- To meet the ever increasing demand for Temporary Accommodation has innovated and identified new methods and procuring and providing high quality accommodation. This includes entering into short and medium term block booking arrangements, increasing

the Council's hostel stock through purchasing new units, entering into long term leasing deals and bringing empty properties back into use.

- Lewisham is also the home of PLACE/Ladywell, the UK's first (award winning) pop-up village – temporary units that provide accommodation for 24 homeless families, community facilities, and a new creative co-working space for start-ups and small businesses. The method of construction means the units were constructed faster and cheaper than traditional housing, and can be taken down and relocated to allow comprehensive redevelopment of the site.
- To help those in the private rented sector the Council has strengthened its approach to rogue landlords and received considerable recognition for our work in this field. More recently we have introduced additional licensing for Houses in Multiple Occupation (HMOs) over commercial premises.
- 90% of Lewisham Homes housing stock is now up to Decent Homes standard following significant investment and the remainder will be complete by 2018.
- Through innovation like the Love Clean Lewisham app we have an outstanding record for street cleanliness, tackling fly tipping and improving the look and feel of the area. Resident satisfaction with the cleanliness of the local environment is high, with over 75% of residents satisfied with levels of street cleaning, and we have continued to maintain some of the cleanest streets in London despite significant budget cuts. Town centres are swept daily with all residential roads swept once a week.
- Thanks to our partnership with the SELCHP energy-from-waste-incineration plant, Lewisham has one of the lowest percentages of waste going to landfill anywhere in the country - less than 1%. We are also ahead of our targets for reducing residual waste. This puts into context the relatively low recycling figures - with 18% of our waste recycling being below our 20% target. Forthcoming changes to the waste service aim to increase recycling rates and further reduce levels of residual waste.
- The council have worked with residents, community groups and schools to promote more sustainable lifestyles. In 2016 the borough introduced a 20 MPH borough speed limit to reduce vehicle emissions, improve road safety and make it easier to get around by bike and on foot. The council operates a popular and successful bike loan scheme and free training to all residents, and new cycling Quietway routes have been created in Deptford and New Cross to complement the north-south cycling routes already in place.
- Lewisham's latest Air Quality Action Plan sets out ambitious initiatives to control emissions from new developments, increase the number of electric vehicle charging points, raise awareness, especially in local schools and business and work with the GLA and other boroughs in new air quality initiatives.
- Lewisham's parks have seen the biggest investment in a generation. Seventeen of them now have Green Flag status, more than ever before. These magnificent green spaces

are maintained and managed by the park keeper service - retained despite budget cuts - and promoted and sustained by user groups like the Lewisham Parks Forum.

- Our parks are hubs for community involvement and volunteering, as well as local and regional events like the Blackheath Fireworks and OnBlackheath. Ladywell Fields has won awards for the restoration and naturalisation of the River Ravensbourne. Beckenham Place Park will soon be renewed for the twenty-first century thanks to an £4.7M grant from the Heritage Lottery Fund.

### **Healthy, active and enjoyable - where people can actively participate in maintaining and improving their health and well-being**

- Lewisham has seen the building of a brand new flagship leisure centre at Glass Mill and refurbishment such as at Forest Hill Pools. Our partnership with leisure provider Fusion has maintains state of the art facilities, classes and affordable access across the borough. Swimming is free for over 60's.
- Lewisham has a vibrant and thriving cultural sector with outstanding creative organisations, artists and destinations, including the Albany, Blackheath Halls, the Horniman Museum, the Moonshot Centre, the Rivoli Ballroom, Trinity Laban Conservatoire, and the Broadway Theatre amongst many others. The new Deks operating in conjunction with Bow Arts provide affordable workspace for artists and creatives.
- The local authority has worked in partnership with local cultural institutions to support their development, including the extension of the nationally-renowned Horniman Museum and the refurbishment of the Albany Theatre. Our partnership with Albany includes supporting the award-winning Meet Me At The Albany, an all-day arts club for the over 60s.
- Lewisham Peoples Day celebrated its thirtieth anniversary in 2014 and remains an enormously popular festival of music, art, craft and community involvement, with over 25,000 visitors a year, performances across seven stages, and over a hundred exhibitors, craft stalls and caterers.
- The renowned Lewisham Music Service delivers music learning to over 6,000 children and young people each week, with over 3,000 children performing at venues like the Barbican Centre, Broadway Theatre and Blackheath Halls every year. To protect this vital resource, the service has transferred it to an independent charitable trust called Lewisham Music, based at Phoenix Community Housing.
- Lewisham Library Service is one of the most successful library services in London, often outperforming national trends, attracting increasing numbers of users and extending both opening hours and geographical reach. The library service has also led the way implementing new ways to work with local communities, by integrating a new community library service with the rest of the service. This has enabled Lewisham to keep more

libraries open than its comparator boroughs, increase library visits by over 40% in the last decade, and use the facilities as vital community hubs. New libraries like the Deptford Lounge are flagship buildings at the heart of the community.

- The Save Lewisham Hospital campaign, supported by the council, is a symbol of the community working together for the best health care in the borough. Its victory in court over the attempts to downgrade services at Lewisham Hospital came after an outpouring of support from all parts of the community.
- The council works closely with health care partners to tackle the key health and wellbeing challenges faced by the local community. The Health and Wellbeing Board brings together the local authority, the Clinical Commissioning Group (CCG) and the community sector to prepare a joint health and wellbeing strategy.
- Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark CCGs, working with NHS England as co-commissioner, are working in partnership with local authorities, local providers and other key stakeholders to define a five-year strategy for health and integrated care services across south east London.
- Lewisham were the first London borough to sign up to the national Sugar Smart campaign. Now, in partnership with the Jamie Oliver Food Foundation and the food charity Sustain, Sugar Smart Lewisham encourages schools, businesses, hospitals and other organisations to adopt lower sugar alternatives and to limit less healthy choices.
- Lewisham has overseen an expansion in personalised care and direct payments, increasing independence for residents in need of social care, including the elderly and disabled. Our Warm Homes, Healthy People scheme is an example of the council working with those in receipt of care to help them stay in their home and stay healthy.
- Lewisham is committed to supporting disabled people, working with the Lewisham Disability Coalition to promote accessible facilities, supporting independent living and ensuring access to high quality education.
- Unicef, the children's charity, has recognised the Health Visiting Service at Lewisham and Greenwich NHS Trust with its prestigious Level 3 Baby Friendly Award, the highest level attainable. These are evidence-based standards designed to provide parents with the best possible care so they can build a close and loving relationship with their baby.

### **Dynamic and prosperous - where people are part of vibrant communities and town centres, well connected to London and beyond**

- Lewisham is being transformed. Dozens of projects are delivering significant numbers of new homes and jobs for the area as well improvements to the local infrastructure and environment.

- Deptford town centre has undergone a major transformation. The re-located Tidemill Academy and the extended Wavelengths leisure centre now offer even better educational and leisure facilities, while the multi-award-winning Deptford Lounge provides a new focal point for community activities. £2.1 million has been invested in Deptford High Street and over 300 new homes are being built in the town centre. Deptford Market Yard is a spectacular restoration of an historic Victorian carriage ramp hosting a collection of independent shops, restaurants and market space.
- Lewisham town centre is being revitalised through a number of different schemes, each of which will play a part in providing over two thousand new homes, leisure facilities, shops, bars, restaurants, and new public spaces, as well as a new road layout.
- We have an exciting vision for improving Catford town centre. We intervened directly in the future of this area, buying the shopping centre when it was threatened with closure and acting as landowner to bring forward plans for redevelopment. Our vision for the scheme includes new retail space, over a thousand new homes across the town centre, major infrastructure work to the road network, new community facilities, pedestrianised areas and open spaces. This is in addition to the redevelopment of the former Catford Greyhound Stadium site which is already delivering 589 new homes, new commercial floor space and a community centre.
- The extension of the Docklands Light Railway to Lewisham and the Overground to the south of the borough has unlocked opportunities for regeneration as well as connecting residents and businesses to the economy and cultural life of central London. The council is now taking a leading role in lobbying for an extension of the Bakerloo Line through the borough and beyond.
- Our new co-working business spaces Dek Catford, Dek Ladywell and Dek Deptford (our new co-working business spaces) opened in September 2016 and are high quality, fully furnished and serviced co-working spaces designed to promote the growth of start-ups, entrepreneurs and existing businesses, primarily working in the creative, digital media, business and social enterprise sectors.
- Unemployment in Lewisham has been at historically low levels for a number of years, especially amongst those aged 18-24. Unemployment in Lewisham in 2016 was at 6.5% compared to 7.9% in 2008 and 11.3% at its height in 2011. Just 3.2% of those aged 18-24 claim out of work benefits, compared to 2.6% of the entire working age population, and well down from 2013 when the figure was 8.2%.
- The council has worked with developers to ensure residents are able to take advantage of job opportunities both during construction and with end-use tenants. In the years 2014/2015 and 2015/2016 over 649 jobs have been advertised to Lewisham residents through the Local Labour and Business Scheme job alert system.
- Lewisham is working in partnership with Lewisham and Southwark College on the Lewisham Construction Hub which identifies skills and labour needs in construction sites in the Borough and enables local people to get the training to get them onto site and into construction careers.

- Through the Better Placed Partnership, Lambeth Lewisham and Southwark have established the Pathways to Employment programme, delivering employment support services across all three boroughs in partnership with Jobcentre Plus. This innovative partnership has seen 28% of its clients get back to work, a much more successful rate than the Work Programme, and has now become a model for the newly devolved London Work and Health Programme.
- The Council has successfully worked with Jobcentre Plus to make Over 50s unemployment a key priority for both organisations and through the refreshed Lewisham Work and Skills Strategy 2016-18, the Council is working with its partners, in particular housing providers, to support over 50s tenants into employment. Phoenix Community Housing are delivering an award winning project, “Bouncing Back” which is aimed specifically at supporting their over 50’s tenants.
- As an employer, Lewisham became one of the first boroughs to pay the London Living Wage, both to its directly employed staff and through its supply chain. We now insist that care providers pay their workers the LLW for travel time. In the last year we have introduced business rate discounts for accredited Living Wage businesses in our borough and are doubling the number of Living wage employers in the Borough every year.