

MAYOR & CABINET			
Report Title	Response to the Lewisham Poverty Commission		
Key Decision	Yes		Item No.
Ward	All		
Contributors	Executive Director, Resources & Regeneration		
Class	Open	Date: 10 October 2018	

1. Summary

1.1 This report constitutes an update on the Council's response to *Working together to tackle poverty in Lewisham*, the final report of the Lewisham Poverty Commission, published in October 2017.

1.2 It indicates the progress that has been made against the Commission's recommendations.

2. Recommendation

2.1 The Mayor is recommended to note the strong progress made in delivering the Commission's recommendations.

3. Policy context

3.1 Lewisham's Sustainable Communities Strategy (2008-2020) sets out a vision of a resilient, healthy and prosperous borough. The Strategy informs the direction of Council policy and it guides the process of decision making. One of the governing principles of the Strategy is the ambition to 'reduce inequality and narrow the gap in outcomes for citizens'. It is recognised in the Strategy that '...deprivation and poverty can limit people's prospects (and) some of our communities are more likely to experience their effects than others'.

3.2 In addition, the Council has a number of corporate priorities, three of which are particularly relevant to the Commission's work: Community leadership, Decent Homes for All and Strengthening the local economy. The Commission made recommendations for action in each of these areas.

3.3 The final report of the Lewisham Poverty Commission makes recommendations to Lewisham Council and its partners on how poverty can

be alleviated, how its negative effects can be mitigated against and how people's resilience can be strengthened. The Commission recommendations and the actions taken in response therefore contribute to the aims of Lewisham's Sustainable Communities Strategy and to the three corporate priorities of the Council as outlined above.

4. Background

4.1 The Lewisham Poverty Commission was established by Mayor & Cabinet in September 2016 following a recommendation from the Safer Stronger Communities Select Committee. Its aims were to review poverty in the borough and develop recommendations to tackle it.

4.2 The Lewisham Poverty Commission published its final report *Working together to tackle poverty in Lewisham* in October 2017. The report contained recommendations to Lewisham Council, other public sector bodies in the borough, partners in the borough's voluntary and community sector and national government

4.3 The Commission made over fifty recommendations across four key areas of focus:

- Supporting residents to access well-paid, secure jobs inside and outside of Lewisham
- Tackling child poverty by supporting parents into decent work
- Improving the local housing market
- Strengthening support within communities

4.4 Appendix A of this report provides officer responses to each recommendation. Since the publication of the Poverty Commission report, officers across all service areas have been working to identify how recommendations can be progressed, where there might be barriers to implementation, and where further exploratory work is needed.

4.5 The Mayor is recommended to note the strong progress made in delivering the Commission's recommendations.

5. Financial implications

5.1 The Lewisham Poverty Commission focused on improving and coordinating existing work by the Council and its partners rather than recommendations that would require additional financial resources.

5.2 There are therefore no financial implications arising directly from this report. Activity to respond to the individual recommendations is covered from within existing budgets and programmes.

5.3 Any activity or future initiatives that incur expenditure are subject to the Council's formal processes with decisions for approval brought forward by the responsible service in the usual way.

6. Legal Implications

6.1 There are no specific legal implications for this report, save for noting the obligations imposed pursuant to the Equality Act 2010.

6.2 The Equality Act 2010 (the Act) introduced a public sector equality duty (the Equality Duty or the Duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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

6.3 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.

6.4 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

6.5 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to

do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

6.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty
- Meeting the equality duty in policy and decision-making
- Engagement and the equality duty: A guide for public authorities
- Objectives and the equality duty. A guide for public authorities
- Equality Information and the Equality Duty: A Guide for Public Authorities

6.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

7. Crime and disorder Implications

7.1 There are no crime and disorder implications relevant to this report.

8. Equalities Implications

8.1 The Poverty Commission worked to challenge some of the systemic inequalities existing in the borough. Its recommendations were aimed at tackling poverty and preventing the negative impacts it has on people's lives, such as lower educational attainment, a persistence of intergenerational poverty, and poor physical and mental health outcomes. The Commission received views and ideas from across the community, but particularly from those residents living in poverty in Lewisham.

8.2 Any further decisions that may arise from the implementation of the recommendations in the Commission's report will be subject to the Council's formal decision-making and an assessment of the equalities implications of those decisions will be made then.

9. Environmental Implications

9.1 There are no environmental implications relevant to this report.

Background documents

- Appendix A: Lewisham Poverty Commission Recommendations and Officer Responses
- Lewisham Poverty Commission (Mayor & Cabinet Report, November 2017):
<http://councilmeetings.lewisham.gov.uk/ieDecisionDetails.aspx?ID=3733>

If there are any queries on this report please contact James Noble on 020 8314 9258.

Appendix A - Lewisham Poverty Commission Recommendations and Officer Responses

	Recommendation	Action at October 2018
	Supporting residents to access well-paid, secure jobs inside and outside of Lewisham	
1	<p>The Council and its public sector partners, as the borough's main employers and biggest spenders in terms of procurement, should cooperate closely to support local economic growth.</p> <p>This group of anchor institutions should work to establish a 'Lewisham Deal' which outlines joint commitments to improve opportunities for residents and support inclusive local economic growth. The Lewisham Deal could include:</p> <p>A coordinated approach to apprenticeships to promote opportunities for residents, including maximising the local spend of the apprenticeship levy for upskilling and in-work progression, building on the strength of the Council's existing apprenticeship programme.</p> <p>A shared commitment to London Living Wage accreditation and promotion, flexible working and opportunities for job progression for employees.</p> <p>A shared commitment to support good mental health in work by committing to the 'Time to Change' Employer Pledge,⁴⁵ by developing an action plan that normalises conversations about mental health in the workplace and ensures that employees who are facing these problems feel supported.</p> <p>A shared commitment to generating social value through procurement, for example by negotiating for the provision of apprenticeships and job opportunities for local residents.</p>	<p>The Lewisham Leaders Group which includes the Mayor, the Warden of Goldsmiths and Chief Executives from all partners met in March 2018 to agree the themes that will be included within the Lewisham Deal.</p> <p>The Lewisham Deal will have five themes:</p> <ul style="list-style-type: none"> • Procurement • Apprenticeships • Information Advice Guidance • Volunteering • Living Wage <p>A senior officer Steering Group has been meeting to coordinate the work across the six partner organisations.</p> <p>In July 2018, the Partnership delivered a "Meet the Buyer" event which was attended by over 120 businesses. Officers from across the partnership had their organisations' 2018-19 procurement pipelines so that businesses could see what contracts were coming out to tender. Officers also gave workshops informing businesses where to look for public sector tenders and guidance on completing a winning tender. The event was deemed a success by the businesses that attended with over 95% assessing the day as good-excellent.</p> <p>Following the event, one of the SMEs who attended has been successful in winning a contract with the Council. Other outputs from partners are being collected.</p>

	<p>A commitment to investigate whether the organisation's procurement processes could create opportunities for local, often smaller, businesses to provide goods and services, to enable more money to stay in the borough.</p> <p>A shared strategic approach to the skills and local economic development agenda, including training, employment opportunities and business engagement. This could enable the skills shortages in the NHS and wider public sector to be met through higher level apprenticeships, pre-employment support, training while in employment and routes through to Further Education (FE) and Higher Education (HE).</p> <p>A coordinated approach to encourage staff to contribute to local communities by linking staff and service users with local volunteering opportunities.</p> <p>A joint commitment to supporting the community and voluntary sector by building on existing work by Goldsmiths, Voluntary Action Lewisham and the Lewisham Local Collaboration.</p> <p>A commitment to engage with local schools and FE colleges to raise aspirations of their students and provide information and advice about apprenticeships and further/higher education or work experience opportunities.</p>	<p>Work on the other Lewisham Deal themes is ongoing. The next Lewisham Leaders Group in November 2018 will include the new Mayor and four new local Chief Executives.</p>
2	<p>The Council should work with Lambeth, Southwark and Jobcentre Plus to build on the success of its joint Pathways to Employment programme to develop a pilot that supports career progression for residents who are in work, but in poverty.</p>	<p>Lambeth, Lewisham and Southwark Councils are working with St Giles Trust's Routeways Project, which secured external funding. This in-work pilot began in January 2018 and will support 350 residents across all three boroughs with personalised support, skills training and career advice. The aim is to support residents into better work (secure contracts and London Living Wage), increase</p>

		<p>skills levels and help with wider barriers to progression such as debt, housing and benefits.</p> <p>Lewisham Deal officers working with the three boroughs through the Better Placed Partnerships are exploring additional opportunities for working more widely with residents and local businesses to develop initiatives to support in-work progression.</p>
3	<p>The Council's adult education service should work with partners, including housing providers, to support those furthest away from the job market to develop soft skills by providing access to pre-employment training.</p>	<p>The Council has mapped family learning provision, including identifying the location of partners across the borough, to ensure need is being met in areas of high priority.</p> <p>The Council continues to work with and develop our Family Learning provision in schools and other partners to promote the soft skills needed to progress to mainstream learning, such as our ESOL provision for learners with very low levels of language acquisition. Family Learning is also increasingly being offered at our centres that helps in providing seamless progression opportunities and breaking down barriers in accessing learning opportunities.</p> <p>The Council is working with Lewisham College about working together in a strategic partnership of future working with Adult Learning Lewisham.</p>
4	<p>The Council and its partners should continue to prioritise the improvement of Lewisham's secondary schools to offer young people the best start in life, building on the work of the Lewisham Education Commission.</p>	<p>The Lewisham Secondary Challenge Project has allocated support for all our secondary schools from Challenge Advisers as well as subject advisers. This has been funded through a grant from the Department for Education via the Strategic School Improvement Fund and Lewisham Learning. The Secondary Challenge Project started in September 2017 and is in its second year of operation.</p> <p>Support for schools has been allocated as the result of a risk analysis, such as likely Ofsted due as well as any concerns from school outcomes.</p>

		<p>Impact of the Secondary Challenge/ATLAS SSIF project has been seen in Lewisham's 2018 GCSE results: Attainment 8 improved, English had some improvement, maths had significant improvement, English and maths saw improvement.</p> <p>In addition no school is graded Inadequate by Ofsted. In 2017/18 Ofsted inspections outcomes were:</p> <p>1 school went from Good to Outstanding, 1 from RI to Good 1 from Good to RI 1 remained as RI 1 moved from Inadequate to RI with Good for leadership and management.</p>
5	<p>The Council and its partners should explore ways to raise aspirations and provide good quality careers advice in schools by linking industry, public sector institutions, professional trade bodies and HE and FE providers with local schools. The Council and partners should start a pilot where their staff, via their staff volunteering programmes, are encouraged to volunteer in support schools and FE colleges with careers advice and mentoring programmes. This can be expanded to include people working elsewhere in Lewisham and London.</p>	<p>Lewisham has a strong and effective Education Business Partnership which works with a range of employers, businesses and schools to provide young people with a rewarding and realistic introduction to the world of work. The Partnership continues to focus on providing employability skills for children and young people in Lewisham.</p> <p>The Council is currently exploring ways in which our own workforce can further support these initiatives as well as supporting London-wide programmes such as London Ambitions.</p>
6	<p>The Council's Pension Investment Committee should use its influence as an investor of roughly £1bn to open discussions about pay, working conditions and job opportunities for London residents with the businesses it invests in across London.</p>	<p>The Council's Pensions Investment Committee is charged to invest the pension funds for the benefit of its members.</p> <p>The nature of investing over £1.3bn is that the fund has a global reach and is invested at a mandate level, rather than in individual companies based on specific local or employment practices.</p>

		<p>Nonetheless, the Pensions Investment Committee recognise the research which shows good governance, including good employment practices, is a driver of good performance.</p> <p>Therefore, the Pensions Investment Committee pay particular attention to Environment, Social and Governance (ESG) considerations and use their influence by challenging fund managers to explain how their actions support good ESG practices (this ESG focus includes good employment practices).</p> <p>The Council is a member of the Pensions and Savings Lifetime Association and the Local Authority Pension Fund Forum, which is focused on local authority pension funds and shareholder engagement, in particular advising on ESG matters and voting. For more information, see www.lapfforum.org</p> <p>The Pension Investment Committee have recently completed an investment beliefs assessment to inform their strategic thinking for future investments in-line with their fiduciary duties. This continues to highlight and focus attention on requiring managers to account for how they exercise their ESG responsibilities.</p>
7	<p>The Council should use its procurement processes to ensure that all components of the Social Value Act 2012 are geared towards the needs of the most deprived members of the borough.</p>	<p>Social value is a core part of all procurement in the Council. The Council has produced a Best Practice Social Review Report that makes further recommendations to improve the application, monitoring and promotion of Social Value to leverage local good employment and apprenticeships. Through the Leading Places programme and the proposed Lewisham Deal, local institutions will aim to leverage their collective procurement power to maximise opportunities for employment and apprenticeships.</p> <p>The Council is developing a Social Value Policy which will clearly set out that for all procurements over £50,000 social value must be included and must account for a certain percentage of the evaluation weighting depending on the likely scale and impact of</p>

		<p>value which the procurement could deliver. The Social Value Policy will also clearly identify a list of key performance indicators (KPIs) which have been identified as being able to support the most deprived residents of the borough and support strategic objectives, and which can be secured through the procurement. The Council is also developing measurement metrics to ensure that the achievement of these is captured and monitored throughout the duration of the contract.</p>
8	<p>The Council should include statements on the social value offer in the reports it uses in the Council's formal decision-making processes including for its Mayor and Cabinet meetings, for decisions to go to tender or to award a contract.</p>	<p>As noted above, the Council is developing a Social Value Policy. This will bring a new structure to the way social value is built into and monitored in new contracts moving forward including notifying Mayor & Cabinet meetings. This is likely to be in place early 2019.</p>
9	<p>The Council should encourage business growth in the borough, particularly in growth sectors of the London economy. This should build on the success of the existing Council created Dek co-working business spaces and investigate the potential to introduce a local currency – the Lewisham Pound – to support local businesses.</p>	<p>The Enterprise Hub (Dek) opened in August 2016. The 4th floor of the Old Town Hall is fully occupied with creative businesses, whilst the 5th floor is building up with entrepreneurs looking for flexible work space. The Dek office space in PLACE/Ladywell is fully let.</p> <p>There are regular business workshops being run for Dek members and other Lewisham businesses on how to gain the skills necessary to grow and expand their business, as well as bespoke support via one-to-one mentoring and growth advisers.</p> <p>We currently have 162 existing businesses going through our European Regional Development funded Dek Business Growth programme (68 whom are from Lewisham) with a target of 311 by March 2020.</p> <p>The Council is bidding for inward investment funding and providing guidance to developers thorough their master planning exercise to expand the network of Enterprise Hubs and affordable commercial spaces in key Town Centres.</p>

		Officers will undertake a scoping exercise regarding the feasibility and possible impact of a complementary currency for Lewisham in 2019.
10	The Council should continue to champion the Living Wage in Lewisham. It should continue to provide an incentive in the form of a business rates discount to employers that become accredited London Living Wage employers.	<p>Lewisham became one of the first local authorities in the UK to earn Living Wage employer accreditation in March 2012.</p> <p>We continue to encourage other Lewisham-based employers to become London Living Wage employers by offering one-off discounts to businesses of up to £5,000 on their business rates, if they become accredited London Living Wage employers.</p> <p>The borough now has a total of 63 businesses registered as London Living Wage accredited employers. This is an increase of over 20 businesses since the Poverty Commission report was published last year.</p>
11	Regeneration should deliver not just the homes that Lewisham needs, but high quality jobs too. New residential developments should look to provide space for businesses, particularly new and small businesses, so employment in the borough can be stimulated.	The Council actively promotes and works to deliver business space in developments, including affordable workspace to help grow the local economy. This includes partnership working to unlock and encourage investment into Lewisham via sector growth strategies, programme development, bid writing and inward investments; research and improving the evidence-base; Planners, Housing strategy, Workspace providers, Investors and Developers' consultee as part of pre-planning applications; helping to shape the borough's identity via branding and PR within the pan-London/international arena; facilitating occupiers' match to vacant spaces and integration with local businesses.
12	The Council should work with Central London Forward and other London partners to ensure that the devolved Central London Works Programme offers the support local people need to overcome barriers to employment and access high quality jobs. Where possible, the Central London Works Programme should link to existing infrastructure, communities	Lambeth, Lewisham and Southwark Councils through the Better Placed Partnership have worked closely with Central London Forward to develop the Work and Health Programme, which went live in March 2018. Learning from the three boroughs' Pathways to Employment programme has shaped the design of the Work and

	<p>and local partner organisations, building on the success of the Pathways to Employment programme.</p>	<p>Health Programme, and the boroughs regularly share learning with agencies and partners to shape the sector.</p> <p>Lewisham officers work closely with CLF, Ingeous and Job Centre Plus and other key stakeholders to ensure that the programme is being effectively delivered and is supporting our residents.</p>
13	<p>Transport for London should extend the Bakerloo line from Elephant and Castle beyond Lewisham to Hayes as a minimum but also to Bromley Town Centre to improve access to job opportunities across London for residents living in the areas of concentrated deprivation in the south of the borough.</p>	<p>Lewisham Council continues to make every effort to ensure that the vital Bakerloo Line Extension infrastructure project gets the go ahead.</p> <p>This has involved close working with Transport for London on the scheme design and construction. The New Cross Gate Area Framework, which is currently in development, will set the context for the Bakerloo Line station there. In addition, work continues to ensure that the vision for a revamped, fully integrated and more accessible Lewisham Station Interchange is realised.</p> <p>Lewisham Council is also working closely with Southwark Council, having recently launched with them the <i>backthebakerloo</i> website, part of a campaign to secure and demonstrate support for the scheme. Both councils have commissioned studies to bolster the case for the Bakerloo Line Extension - one looks at ways in which the BLE can be funded and the other will identify the economic benefits for both boroughs. Again in partnership with Southwark Council, we have used opportunities to promote the scheme and its benefits to London at regional events.</p> <p>The Council continues to make the case for Phase 2 - the extension of the Bakerloo Line from Lewisham to Hayes. The Mayor of London recently authorised TfL to look at bringing forward the Hayes extension as a means of delivering Phase 1 to Lewisham. This will be a significant boost for the whole borough of Lewisham.</p>

14	The Council should lobby central government to ensure that London boroughs can use unspent apprenticeship levy to invest in business support and the wider skills development of their residents alongside their employees.	The Council continues to lobby for this important intervention through political and officer networks.
15	Central government should pause the roll out of Universal Credit and review its design and implementation, particularly the 6-week wait for an initial payment which is causing many recipients to fall into debt. The Council should also lobby central government for an end to the welfare freeze which are impacting on those who are out of work and those who are in work on low incomes, pushing both further into poverty, and for a reversal of the cuts to Universal Credit.	<p>Despite lobbying, central government proceeded with a full staged national rollout of Universal Credit with Lewisham going to full service in July 2018.</p> <p>In the most recent Budget however, the government announced a number of changes to Universal Credit to address some of the issues including:</p> <ul style="list-style-type: none"> • Abolishing waiting days - removing the 7 day waiting period for new Universal Credit claimants and reducing the length of time they may wait for their initial payment; • Increasing advances - Universal Credit claimants can get a 50% advance of their first month's payment which is recovered over the next 6 months. From January 2018 they will be offered an advance of 100% of their initial payment which will be recoverable over the next 2 months; • Support with housing costs - most vulnerable claimants will be in receipt of housing benefit, new claimants will receive a transitional payment – an extra 2 weeks housing benefit – when moving to Universal Credit which will not be recovered from them; • Alternative Payment Arrangements for Landlords - all private rented sector claimants will be offered the option of having their benefit paid to their landlord. <p>It is too early to tell whether or not the changes have achieved the objectives of improving the administration of Universal Credit in Lewisham.</p>

Tackling child poverty by supporting parents into decent work		
16	The Council should set an example by improving its offer of flexible working opportunities. The Council should become an accredited Timewise employer and work with the Timewise foundation to develop an improvement plan that ensures it offers good quality flexible working opportunities to its employees. The Council should encourage its partners to do the same.	<p>Through its Smarter Working programme, the Council is already beginning to expand and improve the range of flexible working opportunities that it offers to staff.</p> <p>A guide to Smarter Working is being produced and training will be made available to teams. We are engaging with the Timewise foundation to support Lewisham becoming a Timewise accredited employer.</p>
17	The Council should work with its public sector partners to promote flexible working across the borough to support parental and lone-parent employment, including by engaging with local businesses.	The Lewisham Deal seeks to build a coalition of support for inclusive growth across the borough's major employers, and the Council will promote flexible working through this partnership.
18	The Council should work with employment and skills partners to support lone parents to develop the skills that will enable them to take jobs that offer flexible working opportunities.	Lewisham's range of employment and skills interventions continually aim to support vulnerable residents including lone parents.
19	The Council's adult education service and the local FE college should work together to help parents with childcaring responsibilities to access opportunities that allow them to upskill and support their career progression. This could be done by creating flexible and/or family friendly learning opportunities that lead from the Adult Learning Lewisham through to more formal learning in a college setting.	<p>The Council has an on-going partnership with Job Centre Plus for learners who are receiving benefits and often furthest away from the job market and have been very successful in learners gaining essential ICT skills which are key to helping to secure employment.</p> <p>Lewisham is delivering a new 'Work Well' partnership with SLAM NHS Trust, based in Grove Park (in an area of high need) to help residents managing mental ill health to develop skills and access the job market.</p> <p>The Council has created a new leaflet outlining the 4 types of offer available from Adult Learning Lewisham for people who are unemployed and furthest away from the labour market.</p>

		<p>Adult Learning Lewisham have established a new partnership with Lewisham Council's Housing team.</p> <p>In August 2018, Lewisham Council submitted a bid to the Integrated Communities Innovation fund, led by Adult Learning Lewisham but including key partners including Millwall FC, Downham Health Centre, and Phoenix Housing, aimed at engaging with those furthest away from the job market.</p>
20	<p>The Council's Family Information Service (FIS) directory should be improved so that it provides easy-to-use to contain up-to-date information on childcare provision in the borough. The directory should include information on the provision of childcare, including out-of-hours provision, holiday provision, schools' breakfast clubs and after-school clubs. It should include information on eligibility criteria for that care, including advice on childcare entitlements, eligibility criteria for financial support for childcare and information on which providers accept childcare vouchers. The FIS should allow parents to enter their postcode, select the type of providers they are interested in and the geographical area they would like to search, and then be provided with a list of available care providers. The Council should make sure the FIS keeps up-to-date records of extended schools services in the borough.</p>	<p>The Council's FIS directory is currently being refreshed. The childcare element is already up to date and more easily accessible, allowing parents to easily search for childcare. The rest of the directory is in the process of being updated, with a new landing page and better links to information for parents, carers and young people on services and activities.</p> <p>Appointments have now been made to newly created posts. The initial focus will be on developing a more comprehensive collection and collation of setting information with a much more efficient vacancy information option. There will also be work on updating information on extended schools services, alongside work with other partner agencies and our communications team to plan a launch event for both FIS and our new Parent Champions programme. This will ensure we raise the profile of the Family information Service and that it is a first point of call for parents and families.</p>
21	<p>The Council should launch a targeted information campaign to promote the 30 hours entitlement to child care being introduced in September 2017 to maximise take-up, as well as provide information on the existing entitlement for some 2 year olds. The Council should work with its Councillors and partners such as Children's Centres, private providers, schools, Jobcentre Plus and GP surgeries to get the message out to parents, including those who do not have access to the internet, and those with literacy issues. Information about</p>	<p>The Early Years Quality and Sufficiency team has been working closely with providers to promote take up of the extended offer. Lewisham currently has one of the highest uptakes in London of the 30 hours extended offer, and will continue to work with providers and other services to promote entitlement.</p>

	<p>childcare should be routinely offered to parents who access other council services such as the housing options centre or employment support services.</p>	<p>Two new videos have been created and to date have been shared at a community event in Lewisham shopping centre. These will be a shared resource that can be used across the partnership:</p> <p>30 hours: https://vimeo.com/dfptv/review/269143639/354ef7bddc</p> <p>2-year-olds: https://vimeo.com/dfptv/review/269143574/2801c67c21</p> <p>There is also a Parent Champion programme being introduced in partnership with Coram Family and Childcare (formerly the Family and Childcare Trust). This will mean that parent volunteers will go out into the community and talk to parents about the benefits of early years education and the range of entitlements. The programme is established and proven to be successful in other councils, so Lewisham is utilising that knowledge and experience to ensure the project achieves the maximum impact.</p>
22	<p>The Council, children centres, schools, private, voluntary and independent nurseries but also organisations such as food banks should work with Advice Lewisham, the network of the main free advice providers in Lewisham, so parents are helped to access free, expert advice about benefits and their entitlements.</p>	<p>The Council and its partners have well-developed relationships with advice providers, harnessed through the Strong Communities Partnership Board. As the Board continues to review their contribution to the Poverty Commission's recommendations continuing to promote these relationships will be a focus.</p> <p>Advice will be a focus of the Family Information Service, now staffed and due to be relaunched.</p> <p>Advice Lewisham has recently updated their publicity material are working with community organisations to address the impact of Universal Credit.</p>
23	<p>The Council should work with Children's Centres, providers and parent groups to explore ways to encourage parents and extended family to participate in the provision of childcare,</p>	<p>The Council will continue to work with providers and parent groups to explore the feasibility and options on co-produced childcare</p>

	including by exploring options for co-operative childcare clubs, community-led and community-owned nurseries. Parents, extended family and other members of the community participating in these forms of co-produced child care can then also be supported into related careers.	through existing networks and developing a parent champion programme. We are currently working with Coram Family and Childcare (formerly the Family and Childcare Trust) to investigate the possibilities around parent-led childcare with a potential provision being developed on the Vanguard estate in New Cross, in partnership with New Economics Foundation and Peabody.
24	School buildings should be used for the provision of breakfast and after-schools clubs, either by schools providing these services directly or by schools making their buildings available for childcare provision by other providers. Parents should be encouraged to participate in the breakfast and after-schools clubs at their children's schools, which could be run as social enterprises.	The Council will work with schools to identify ways in which they are already working to alleviate poverty through the provision of, for example, before and after-school clubs and school holiday provision, in order to spread good practice throughout the local school family. The Council continues to promote to schools the positive benefits associated with running/hosting breakfast and after-school clubs on their premises, and a large percentage of schools do offer some kind of provision. However, against the backdrop of reduced school funding, schools are finding it very difficult to offer these services if they do not cover their costs.
25	The Council and the Early Years Partnership Board should work closely with private, voluntary and independent nurseries, schools and childminders to increase out-of-hours provision of childcare, including encouraging flexible childminders that can provide care at short notice.	The Council constantly works with providers to ensure sufficient high quality childcare across the borough and this includes exploring the increased use of flexible childminders. This will have an increased focus within the Early Years strategy. We will be taking a closer look at the flexibility of childcare as a part of our next sufficiency review and the work that the family information service will do in consulting parents to better understand their needs will enable the service to undertake specific targeted projects that focus on developing particular models.
	Improving the local housing market	

26	<p>The Council should build as much social housing as possible, and continue to press national government to lift restrictions on local authorities' abilities to use their capital funding, to allow local authorities to retain Right to Buy receipts in order to invest in new social housing, and to lift the borrowing cap on the Housing Revenue Account.</p>	<p>The government recently announced a Green Paper on Social Housing, alongside a consultation on the restrictions around the use of retained Right to Buy receipts. Officers are currently drafting a response to each of these, stressing the substantial limitations that are placed on council house-building through restrictive rules on the HRA, the use of retained Right to Buy receipts and through a lack of adequate financial support. Lewisham Council will be forthright in its response, and will urge the government to take substantive action on a wide range of points to support councils seeking to build.</p> <p>Officers proactively engage through lobbying groups such as London Councils and the Councils with ALMOs group (CWAG), as well as through established channels with the GLA and within the government, to press the case for greater freedom to deliver the social housing that the borough needs, and will continue to do so.</p>
27	<p>The Council should prioritise the building of units with more secure tenancies at rents that are affordable in relation to people's wages as opposed to units at market rent.</p>	<p>Whilst rules around the HRA act as a substantial barrier preventing local authorities from returning to large-scale Council house building, Lewisham is committed to delivering 1,000 new social homes by 2022 as part of an ambitious programme to deliver the homes that our residents need. These will be genuinely affordable to local residents and let on secure tenancies, offering those households in the greatest need a property that is suitable, affordable and secure.</p> <p>The Council also recognises that housing across the borough has become increasingly unaffordable for many residents, including those on low to median incomes. The Council has actively lobbied for London Living Rent, an affordable rent product aimed at working households on such incomes and this now forms part of the London plan.</p>
28	<p>The Council should also continue to negotiate to increase the numbers of social and affordable housing units and other benefits from developers.</p>	<p>The Council enters all negotiations with potential development partners on the basis of current affordable housing policy of 50%</p>

		<p>affordable housing in new developments. Within this we seek to maximise the number of affordable units on every site.</p> <p>Recent examples of progress in this regard include the recent development at Tidemill in partnership with Peabody, where 74% affordable housing has been secured.</p>
29	<p>The Council's land should be used more ambitiously to build mixed developments at greater density and scale, recognising that most often more market-rate properties need to be developed to deliver affordable units. Joint ventures, land-sharing arrangements, community land trusts, partnerships with housing associations and new forms of ownership should all be explored.</p> <p>Exploring the broad range of options above will best enable the council to balance the needs of those that require new housing, particularly those on the Council's housing waiting list, with the needs of current residents. Plans should be developed in consultation with local communities.</p>	<p>The Council is committed to finding ambitious, innovative ways to maximise the delivery of new affordable homes and a number of approaches have been taken to achieve this aim:</p> <p>Entering into a partnership with Grainger plc to establish a joint venture to develop a substantial scheme at Besson Street. The scheme will provide a minimum 10 year residency for occupants through a 5 year tenancy with an automatic right to renew. 35% of the properties developed will be let at London Living rent, providing an affordable property to low income working households, and the development will provide the Council with a much needed income stream to offset the impact of government cuts and to support attempts to achieve our broader aims in other areas.</p> <p>Partnerships with two community land trusts – Lewisham is the only local authority in the UK working with two different CLTs – to enable the development of nearly 50 affordable homes. These projects are at Church Grove in partnership with RUSS delivering 33 affordable homes ranging from social rent to shared ownership, and at Brasted Close with the London CLT delivering 11 low-cost homes for sale where prices are based on local incomes. Both schemes are being delivered on public land on which the Council chose to make the land available to support this type of development, rather than pursue a more commercial approach.</p> <p>Working with housing associations on a number of schemes to maximise the number of affordable homes across a number of substantial regeneration schemes - including agreements with</p>

		<p>Peabody as they redevelop the Heathside & Lethbridge estate and the Deptford Southern Sites and L&Q as they redevelop the Excalibur estate. These projects will deliver over 2,000 new homes of which over 50% will be affordable.</p> <p>To ensure that residents are at the heart of decision making, the Council is developing a residents' charter that sets out the offer to residents that are involved in regeneration schemes. This will be tailored to each individual scheme as appropriate, but a standard offer which applies in appropriate circumstances is being drafted and will be consulted on in due course.</p> <p>The Council puts resident involvement at the centre of its schemes - the CLT's mentioned above are led by residents, steering groups comprised of residents are established at the very start of work to ensure community involvement, and local representative groups are involved where they exist such as the New Cross Gate Trust, which is working with us on our Besson Street development.</p>
30	<p>The Council should promote new types of housing, especially step-down units for older residents to ensure people that want to move to smaller properties are able to.</p>	<p>Two schemes have been developed during the past three years to enable downsizing and to support older residents to retain independence at home. These are Conrad Court, developed in Evelyn ward by Notting Hill Housing Association, and Hazelhurst Court developed in Bellingham ward by Phoenix.</p> <p>A further two schemes supporting the same objectives will be delivered over the next three years. One Housing are developing a scheme at Campshill Road in Lewisham Central ward that has been designed and sponsored by the Council. Another scheme at Bampton estate in Perry Vale ward is being delivered by Lewisham Homes and is due to receive Planning Committee approval by the end of Autumn 2018.</p> <p>The above four schemes include a total of over 200 homes, enabling older residents to downsize into high quality, purpose built</p>

		<p>homes.</p> <p>Lewisham also support households to move through eight separate schemes that encourage mutual exchange, downsizing or cross-borough moving</p> <p>Furthermore, the Council is working to deliver new accommodation to support households with specific needs, including a development for adults with autism on Stansted Road and a development for adults with learning disabilities on Mayow Road.</p>
31	<p>A social lettings agency should be operating in the borough that works with mainstream landlords to offer more secure tenancies at the lower end of the market. This agency can provide a convenient way for tenants to provide feedback about the quality of rental properties in the borough. The Council could look to expand the work of its existing lettings agency or encourage an existing social or ethical lettings agency to operate in the borough.</p>	<p>The Council has established the Private Sector Housing Agency (PSHA) to act as a lettings agency to meet the temporary accommodation needs of homeless and No Recourse to Public Funds families and source “more settled” accommodation in the private rented sector for those in housing need. The PSHA was formed in 2017 from the merger of the Council’s procurement hub with all of the services focused on housing licensing, enforcement and rogue landlords to strengthen the links between all of these services working in the sector and protecting the most vulnerable residents at the lower end of the market. More work is needed to promote these services more widely to improve the understanding of local residents of their rights and responsibilities and this will continue over the next financial year, especially relating to online services and social media.</p> <p>The PSHA also works extensively with the private sector to develop partnerships. These support the objectives of Lewisham Council by providing an additional source of accommodation that can be drawn upon for prevention or relief activity, or for use as temporary accommodation. This has become increasingly important as the private rented sector has grown so substantially as a proportion of available housing stock since 2001, and as the demand for affordable housing continues to outpace the availability of such accommodation.</p>

		Funding was also secured from the Controlling Migration Fund from the Ministry of Housing, Communities & Local Government to support the work of the rogue landlord team and an additional bid will be submitted in the October 2018 bid round to expand this work and tackle the most extreme landlord bad practice.
32	The Council should demand that lettings agents operating in the borough provide tenants with an information pack at the start of tenancies about their rights as tenants and how tenants can access Council services to help enforce those rights.	A programme of visits to local Lettings Agents is underway as part of the work to support the extension of the mandatory licensing scheme of Houses in Multiple Occupation (HMOs) that comes into force in October 2018. As part of those discussions Agents are being told about their legal responsibilities around informing tenants of their tenancy rights and responsibilities. Closer links are also being made between the PSHA and Trading Standards who are also working with Agents to ensure that they conform to their legal trading requirements like being part of a rent deposit scheme. Trading Standards are also assessing the impact and fit with Lewisham of the Agents rating scheme introduced in Newham in late 2017 that measures the professionalism of the services offered by Agents and gives them a rating.
33	A local tenants' union should be established in the borough to offer advice services, help tenants enforce their rights and organise campaigns. Lewisham Citizens, Goldsmiths' students union and existing tenant and residents associations could be asked to develop the union.	This recommendation has been embodied into a manifesto commitment being led by the Cabinet Member for Housing to investigate the options for supporting vulnerable and exploited tenants in the private rented sector. Work to deliver on this commitment is at an early stage but will be developed over the next 6 months. Initial contact will be made with local advice agencies, key community groups and existing local networks to open up a dialogue on how this commitment can be best delivered. This work will also look at best practice across the country to learn for the experiences of others.
34	The Council should consider investing in the enforcement of quality standards in the PRS to create wider changes to the behaviour of bad landlords as they perceive the risk of	There is an existing framework for the assessment of property standards (the Housing Health & Safety Rating scheme HHSRS) in use nationally. The Private Sector Housing Agency (PSHA) uses

	<p>enforcement against them to increase. Newly introduced powers that allow local authorities to use civil penalties against landlords in breach of certain conditions could be used to fund this increased service.</p>	<p>this framework which links the existence of hazards to the health and well-being of the occupier as the basis of its work with landlords. The approach of the housing enforcement teams is to work alongside landlords to undertake required repairs and improvements but if this fails then prosecutions will follow. The number of prosecutions has increased by 7 times over the last year as two rogue landlord investigators (a former police officer and former lawyer) have been appointed but the level of fines and costs awarded still remain disappointingly low.</p> <p>In August 2018, following approval by Mayor & Cabinet, the new Civil Penalty process was implemented in Lewisham. Currently there are 3 cases issued; 7 will be issued by the end of September 2018 and there are 105 properties in dispute. The average fine for failure to licence is expected to be around £10k.</p>
35	<p>The Council should look into expanding the current landlord licensing scheme, and make the case to government for this.</p>	<p>Work is underway to develop a business case for presentation to the Mayor & Cabinet in 2019 for the possible roll out of an all borough selective licensing scheme which would include all privately rented accommodation across the Borough if there is evidence to support a submission to the Secretary of State. In October 2018 there is an extension to the existing mandatory licensing scheme for houses in multiple occupation that removes the requirement for the property to be 3 storeys. This will add an estimated 400 more properties in Lewisham to the licensing scheme.</p>
36	<p>The Council should work to identify those at risk of homelessness at an early stage by greater use of local data and using lessons from behavioural economics to engage with residents to prevent homelessness.</p>	<p>The Council has undertaken a commitment to transform the way in which its Housing Solutions service is delivered. An innovative housing programme has been developed around several key aims including large scale culture change, improved partnership working and the development of earlier intervention and prevention activities. Intensive project work is being undertaken to develop holistic assessment methods involving different services at various stages of the homeless journey. By utilising problem solving and</p>

		<p>coaching techniques to change behaviours the service is enabling residents to take ownership of their lives and trialling new ways in which to prevent homelessness.</p> <p>In order to support and guide this work analysts working within the Strategic Housing team are undertaking a number of detailed investigations into the operation of the service to deliver further insight and drive this service transformation. Research commissioned locally and nationally is being used to refine and shape these findings and to allow the service to more effectively direct limited resources to ensure the best possible outcome for the most vulnerable households in Lewisham.</p>
37	<p>The Council should create a single point of contact for private landlords to discuss the implications of Universal Credit and to help safeguard tenants during their transition to Universal Credit, and proactively reach out to landlords via letting agents operating in the borough.</p>	<p>The Council is continuing to seek implementation of a Universal Credit portal that can be used to provide updated information for landlords on the progress of Universal Credit claims. Many social landlords in the borough already have the facility.</p> <p>In addition, the Council has just concluded a series of workshops highlighting the changes from Universal Credit and particularly targeting private rented sector landlords.</p>
38	<p>The Council should extend its programme of developing units such as PLACE/Ladywell and acquiring properties to increase the quality of temporary accommodation it offers.</p>	<p>Utilising the same innovative approach as at the award winning PLACE/Ladywell, the Council is bringing forward plans to develop 140 new homes across 4 schemes - some of which will be utilised as a cost effective, high quality temporary accommodation as an alternative to nightly paid accommodation, the remainder of which will be used as social homes for households on the housing register.</p> <p>A soft market testing exercise is almost complete, following which planning consent will be sought for these schemes and a procurement exercise will commence with a view to start on site in summer 2019.</p>

		<p>Lewisham Homes continue to acquire properties using the loans that have been provided by Lewisham Council, over 125 properties have been acquired to date which are being used to prevent homelessness and as an alternative to expensive nightly-paid accommodation. The Council is considering how the acquisition programme can be extended to continue to deliver the homes it needs to provide an alternative to Nightly Paid accommodation.</p> <p>The Council is also entering into negotiations to become a founding member of Capital Letters, joining a number of other local authorities to incorporate an organisation to acquire properties across London which will enable Lewisham to access a larger pool of properties in or near the borough, to deliver more properties for use as temporary accommodation and to utilise national and regional funding pools to deliver savings.</p>
39	National government should lift the cap on Local Housing Allowance rates which is driving up homelessness and instead tie it to median market rents.	<p>In April 2018 the Local Housing Allowance cap was lifted for many of the bedroom sizes in both of the Broad Rental Market Areas applicable in Lewisham, dependent on a national formula to ascertain the areas where this was most appropriate. Despite this, the LHA cap remains prohibitively low for households seeking to access the private rental market in Lewisham.</p> <p>The Council has used a recent consultation on tenancies in the private rented sector to highlight the prevalence of homelessness from the PRS, and will continue to call for the lifting of this cap alongside measures to enhance the rights and security of households in the PRS.</p>
40	The Council should also join calls for a pause to the rollout of Universal Credit, pending a review of the system. It should call for an end to the 6-week wait for an initial payment is pushing people into rent arrears.	The Council was unable to negotiate any further delays in implementation with central government and Universal Credit went live in Lewisham on 4 July 2018.

		The issue of the 6 week waiting time was addressed in an earlier Budget announcement with the waiting days for awards being abolished and initial payments being made earlier.
41	Government should consider introducing an insurance product for tenants to replace deposits. This insurance product would cover legitimate costs for the landlord up to a maximum amount in a similar way to how deposits are currently used. This would replace the need for tenants to pay expensive deposits at the start of tenancies.	The rapid growth of the private rented sector as a tenure choice for households in recent years has had a marked impact on the lived experience of people in Lewisham, and across the country. Housing has risen sharply up the national agenda, with the operation of the private rented sector and how to support fair access to the sector forming part of the national dialogue. Officers continue to engage with the Ministry of Housing, Communities & Local Government and other organisations, both government and external, to fulfil this objective as a campaigning council. Colleagues have been involved in work undertaken by London Ventures, as part of London Councils, to explore this theme and will monitor its progress closely.
42	The Council should lobby for the Mayor of London and local authorities to have greater powers over regulation of the private rented sector. This could include powers to review developers' viability assessments; to implement rent controls; to mandate quality standards in the PRS; to make it more difficult for people to be evicted from private rental properties; and to monitor and prevent discrimination in the PRS.	The Council continues to lobby at all levels to encourage the appropriate organisations to devolve greater responsibility to Local Authorities in this area. As part of a recent submission to government on the rules surrounding assured shorthold tenancies, the Council called for a national register of landlords, the end to section 21, rent controls and a raft of other changes to promote and ensure the quality standard in the private rented sector. The council contributed to the recent review into PRS standards by Dr Julie Rugg and David Rhodes, and will continue to proactively pursue this ambition as well as engaging with any call for evidence or consultation on this topic.
	Strengthening support within communities	
43	Lewisham Local should consider developing an anti-poverty fund to fill the current gap in micro-grants to support local community activity. This could be funded by using relevant financial contributions from planning obligations.	Research has started into developing a fund that would encourage local businesses, employers and individuals to give. This would be used to address local needs and good causes and potentially build an endowment fund to help future financial giving in Lewisham.

44	Local Assemblies should be encouraged to function as spaces in which the community sector can develop partnerships, share learning and share information on local activities.	Local Assemblies continue to broaden their work through a number of channels, including supporting local projects financially and providing a central forum to debate key local issues. Good practice is further encouraged through bi-annual co-ordinating group workshops where exemplary projects are discussed and ideas disseminated.
45	A 'vulnerability audit' should be conducted by the Community Connections Service, 60 that identifies where there are 'invisible needs' and where resilience is lowest across the borough to ensure services can become more targeted towards the borough's most deprived residents.	Community Connections undertakes quarterly gap analyses which are discussed with partners in order to address areas of identified need. Neighbourhood Community Development Partnership funds have been used in the last year to address gaps through the development of new projects.
46	Lewisham Council should work with Lewisham Clinical Commissioning Group (CCG), Lewisham GPs and the borough's third sector to enable GPs to take up Social Prescribing across the borough.	<p>Lewisham has a rich and vibrant voluntary and community sector and this is reflected in local social prescribing activity. This includes activity that might be considered 'formal' or systematic social prescribing schemes. These tend to have a formalised mechanism for making referrals and a link worker or coordinator who will follow up on the referral. Examples include Community Connections, SAIL (Safe and Independent Living) Connections and some of the interventions commissioned by Public Health such as exercise on referral, Weightwatchers / Slimming World and the "Be Inspired" programme delivered by Greenwich Co-operative Development Agency (GCDA).</p> <p>There are many other examples of 'Informal' social prescribing activities delivered by voluntary and community sector organisations, these tend not to be linked into a formal referral system or have a designated link worker or co-ordinator.</p> <p>Lewisham Council as a member of Lewisham Health and Care Partners is committed to social prescribing and will continue to raise its profile and benefits. A Joint Stakeholder Group was established by Health and Care Partners in 2017 to develop a more coherent approach to social prescribing across Lewisham. Referrals are</p>

		<p>monitored, including those from GPs and other health professionals. This information is used to inform communications and engagement activity to help raise awareness and increase the use of the service focusing on referrers or specific practices that require a more targeted approach.</p> <p>To help raise the profile of social prescribing with GPs and residents, a film explaining social prescribing has been developed by Healthy London Partnership together with patients. The film is currently being shown in one GP practice waiting room in the south of the borough, this has been accompanied by staff briefings and a poster campaign.</p> <p>The SAIL service has continued to promote the service to widen access. For example, they have focussed outreach with housing providers in the most deprived areas of the borough. They have also targeted health and care professionals in order to ensure access to those with limited community access, socially isolated and to people experiencing a range of physical and mental health conditions.</p>
47	<p>Lewisham Council should build on its work with Go On Lewisham to support the most deprived parts of the community gain basic digital skills by supporting and prioritising community activity which helps develop people's digital skills, with due consideration of where these services are located.</p>	<p>Advice Lewisham works with Go On Lewisham and a range of volunteers to assist residents to develop their digital skills and become more self-sufficient in engaging with a range of agencies.</p> <p>Go On Lewisham is a multi-agency initiative led by Lewisham Council to support residents transition to online services. The project works both with Lewisham core services, including the Housing Option team, Libraries, Customer Services and external partners including DWP, Age UK, RNIB, social housing providers, voluntary sector organisations and community-run libraries. Achievements to date include:</p> <ul style="list-style-type: none"> • Embedding Digital Inclusion in partner agendas

- Reducing digital inclusion in the borough by 10% (year one)
- Working with key target groups and practitioners including older residents, homeless clients and those at risk of becoming homeless, clients with sight and hearing loss, Advice Lewisham and other support agencies
- Reaching target groups through trusted intermediaries including NHS and DWP
- Setting up digital zones to support those in transition and to act as a triage, to signpost those who are unlikely to ever use online services to alternative methods
- Presenting at partner events including Positive Ageing Council and Lewisham Pensioners Forum
- Promoting and supporting relevant funding applications including successful applications to loan iPads from libraries and recruit and deploy digital champions with Phoenix and Lewisham Homes
- Raising awareness to means-tested kit and connectivity for residents including BT Basics (low cost phone and broadband) and computer recyclers (low cost recycled PCs and laptops).
- Brokering partnerships with service providers and beneficiaries
- Working with Adult and Community education partners including Adult Learning Lewisham and Lewisham College to embed Lewisham Online Services and Universal Credit into basic skills and employment curriculums.

Adult Learning Lewisham are currently working with Go On to engage older learners through developing a 'techy tea party' idea, in partnership with colleagues in the Adult Social Care team.

48	<p>The activities by the borough's community sector should be actively promoted to residents and amongst community organisations by:</p> <p>Developing a consolidated and live register of community activity</p> <p>Promoting Voluntary Action Lewisham (VAL) contact information in Lewisham Life</p> <p>Promoting local community activity more in the local press</p>	<p>The Health and Care Online Directory is being redesigned to deliver improvements in the content as well as the search functions and navigability. The directory will support the approach to social prescribing putting people in contact with local services, community activities and events.</p>
49 50	<p>The Council should improve and promote its employee volunteering policy to encourage council staff to volunteer in the borough's most deprived communities by working with Voluntary Action Lewisham and using the evidence from the 'vulnerability audit' described above. The newly launched employee volunteering policy could then be used as an exemplar for Lewisham Local partners to promote to businesses inside and outside the borough, and encourage best practice.</p> <p>Lewisham Local, working with employers inside and outside the borough, should work towards supporting people who are not ready for work into volunteering opportunities which allow them to develop transferable skills and provide training on how to communicate or translate this in practice.</p>	<p>Lewisham Local have instigated the following activities in relation to volunteering:</p> <ul style="list-style-type: none"> • Raised the profile of local voluntary and community sector through the Lewisham Local Card. Over 220 businesses and 150 local charitable organisations involved • Helping connect the Young Mayor and advisers, Youth First and the National Citizen Service with local volunteering, including a recent partnership with Christ the King Sixth Form • Helped initiate Student Volunteering Week, connecting local voluntary and community sector groups to Goldsmiths and Lewisham College • Officers are holding conversations with Lewisham Homes and Lewisham Council's HR department • Developed over 220 relationships with local businesses and employers through initiatives, giving and networking events and through talking to businesses/employers about new opportunities to connect with the community • Local businesses now can access business-to-business offers as an incentive

		<ul style="list-style-type: none"> Developing a Lewisham Local Fund that would encourage local businesses, employers and individuals to give. This would be used to address local needs and good causes and potentially build an endowment fund to help future financial giving in Lewisham.
51	<p>The Council should work with VAL and Lewisham CCG to support the borough's voluntary and community sector to access contract opportunities by organising 'meet the commissioner days' and committing to early notification when contracts go to tender.</p>	<p>Voluntary Action Lewisham has begun conversations with the CCG to look at their priorities and how they can contribute.</p> <p>Community Connections has introduced a team of Community Development Workers working to build a stronger sector and to support the growth of small voluntary sector organisations and community groups, as well as building networks and partnerships. Collaboration and partnership work within the sector are a key way in which sustainability and resilience of services can be established. In addition to facilitating the 4 Neighbourhood Community Development Partnerships the team also supports 9 other community networks:</p> <ul style="list-style-type: none"> Older Peoples Arts Network Caribbean Social Forum Friendships Network ESOL Providers Forum Dementia Action Alliance Lewisham LGBT Forum Community Spaces network Lewisham mental health connections Downham Nutrition Partnership
52	<p>The Council should use its procurement processes to ensure that all components of the Social Value Act (2010), including community engagement, are geared towards the needs of the most deprived members of the borough. This could be achieved by:</p>	<p>Covered under recommendations 8 and 9 above</p>

	<p>Ensuring that all procurement processes are brought to the attention of the Social Value Officer in time to develop relationships with providers</p> <p>Including statements on the social value offer of all new contracts and all decisions to go to tender in the reports used in the Council's formal decision-making processes including for its Mayor and Cabinet meetings.</p> <p>Making community consultation and service user engagement a key component of social value.</p>	
53	<p>Lewisham Council should continue to support the local voluntary and community sector to use their assets (such as community buildings) more efficiently and wherever possible, co-locate.</p>	<p>The Council continues to work with Voluntary Action Lewisham and other community and voluntary sector organisations to encourage co-location and efficient use of assets.</p>
54	<p>The Council should work to ensure that there is a good provision of community resources in new residential developments by supporting developers to work with local community organisations.</p>	<p>The Council continues to work with developers, social housing landlords and community organisations to provide appropriate and sustainable community resources on housing estates.</p>