

Overview and Scrutiny Report: Fairness in procurement and pay & employment practices

Public Accounts Select Committee
October 2012



Membership of the Public Accounts Select Committee in 2011–12:

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1. Chair's Introduction



The work of Lewisham Council directly affects many residents and businesses within the borough, and has an indirect impact on the quality of life and success of most others. In the years up to the financial crash in 2008, the question of whether the benefits of the Council's work were being enjoyed equitably by all was, perhaps, masked by the relative plenty of the funding received and services dispensed. In the current harsher financial climate, it is right and proper that the fairness of Lewisham Council's services, expenditure and policies is more closely examined.

Our work scrutinising Lewisham Council's activities in a number of key areas has attempted to pierce the vagueness that often accompanies aspirations of 'fairness'. We have sought to identify firm and clear steps that can be taken to promote a more equitable delivery of services, dispensation of contracts and drafting of policy to the ultimate benefit of service user, Council Tax payer and local entrepreneur alike.

Residents, service users and tax payers should welcome our recommendations on pay and employment, and our sister committees' work incorporated within this report on housing, financial exclusion, affordable childcare, the voluntary sector and improving health outcomes in the borough. Local businesses, entrepreneurs and all looking for good quality and good value services should see the benefit of our recommendations on procurement and policies. Our conclusions are clear and our recommendations are realistic: it is not impossible to promote and to achieve greater fairness in the work of the Council at a time when its resources are being reduced. In fact, it is an urgent necessity.

I should like to thank the members of the Public Accounts Select Committee for their work on this scrutiny review, and those of the other Select Committees for their contributions. The work of the officers supporting the work of members on scrutiny committees is often unsung, so I should like to thank all the officers who have assisted with our work, and in particular Andrew Hagger, and his predecessor Charlotte Dale, for all their work on this review. Lastly, we would not have been able to carry out such a thorough review without the contributions from our expert witnesses – thank you.

Alex

Cllr Alex Feakes
Chair of the Public Accounts Select Committee

2. Executive Summary

2.4 The Committee agreed to carry out this review after considering the extensive work carried out by Islington Council in 2010/11 on fairness. Islington set up a Fairness Commission in July 2010 to look into how to make the borough a fairer place. Whilst Islington's review was not carried out via scrutiny, was an independent commission and covered a wide range of areas, this review was a scrutiny review and focussed on two areas within the remit of the Public Accounts Select Committee – procurement policies and pay & employment practices. However, other areas of council business were scrutinised in relation to fairness, by other select committees, and the results of that scrutiny has been included in this report.

2.5 The Committee held three evidence sessions (one on procurement and two on pay and employment practices); and consulted Lewisham's local assemblies on the key findings and issues emerging from the review, before finalising its work.

2.6 In terms of procurement, the Committee welcomed the Council's overall approach and, in particular, recent initiatives such as encouraging suppliers to pay the London Living Wage (LLW) and promoting the incorporation of social considerations such as apprenticeships, into contracts. However, as the Committee's recommendations reflect, Members felt that more could be done to encourage local businesses to bid for council contracts; get even more social considerations (such as staff training and pay commitments) incorporated into Council contracts; and ensure more robust contract monitoring. The Committee was therefore pleased to receive a positive Mayoral response in relation to its recommendations, once its interim report was published; and to hear from Steve Nelson from the South East London Chamber of Commerce, that he couldn't have wished for a better outcome from the review and would be working with the Council's Head of Procurement on the introduction of the Chamber's directory of members to the Council, to assist in increasing the number of local contractors delivering council services.

2.7 In terms of pay and employment practices, the Committee was very pleased to find that the Council had adopted the LLW for all its staff as well as taking significant steps to encourage its suppliers to do the same. The development of a local management trainee scheme was also welcomed. However, the Committee feels that the following issues are of concern and need to be monitored closely: the disproportionate impact of council redundancies on women; the ageing staff profile; the employment of Black and Minority Ethnic (BME) staff at senior levels; the involvement of school staff in Council processes; and the length of service of agency staff. With respect to agency staff, the Committee also feels that agency staff should be required to submit themselves to the Council's pay and transparency rules – that the public interest test should be deemed to always apply in this case, overruling any confidentiality requirements agreed between the staff member and their agency. The Committee has not yet had a Mayoral response to its pay and employment recommendations but hopes to receive positive feedback in relation to its findings.

3. Purpose and Structure of Review

3.1 Islington, the eighth most deprived local authority area in England, set up a Fairness Commission in July 2010 to look into how to make the borough a fairer place. The Commission met seven times and produced a final report with 19 recommendations.¹ Drawing on the example of Islington's Fairness Commission, Lewisham's Public Accounts Select Committee agreed to conduct an in-depth review into fairness in Lewisham in 2011/12, focussing on (a) the Council's procurement policies and (b) the Council's pay and employment practices. The Committee also felt that some of the issues covered by the Islington's Fairness Commission that did not fall within its remit, were also worth considering. Members therefore recommended that each of the Council's Select Committees considered the recommendations arising from the Islington Fairness Commission, relevant to the remit of their committee, to assess whether they might be applicable to Lewisham. The work carried out by other Select Committees over the course of the 2011/12 municipal year is summarised in section 4 below.

3.1 The timetable for the review was modified during the course of the review. The final schedule of work was as follows:

- **14 July 2011** – first evidence session (procurement policies)
- **12 October 2011** – consideration of interim report including procurement recommendations
[publication of interim report and submission to Mayor & Cabinet]
- **12 January 2012** – second evidence session (pay and employment practices)
- **9 February 2012** – response from Mayor & Cabinet to interim report and recommendations on procurement
- **27 March 2012** – third evidence session (pay and employment practices) and consideration of work carried out by other Select Committees
- **14 June 2012** - consideration of final report, including recommendations on pay and employment practices
- **18 July 2012** – review follow up session (employment profile)
[consideration of final report by local assemblies]
- **10 October 2012** – consideration of feedback from local assemblies
[publication of final report and submission to Mayor & Cabinet]
- **10 January 2013** – Mayoral response to final report and recommendations on pay and employment practices.

3.2 Andy Murray, Head of Procurement; and Steve Nelson from the South East London Chamber of Commerce gave evidence at the first evidence session on procurement policies. Janet Senior, the Executive Director for Resources; John Baker, Strategic Adviser Human Resources; Jackie Stirling, Group Manager Human Resources; Helen Glass, Principal Lawyer; John Collins, UNISON; Tony Smith, GMB; and Kim Knappet, ATL (Association of Teachers and Lecturers), gave evidence at the second evidence session on pay and employment practices. Andreas Ghosh, Head of Human Resources; and Alan Docksey, Head of Resources (CYP) gave evidence at the third evidence session on pay and employment practices.

¹ The Islington Fairness Commission Final Report, Islington Council, June 2011. See: http://www.islington.gov.uk/DownloadableDocuments/CouncilandDemocracy/Pdf/fairness_commission/IFC_final_report_closing_the_gap.pdf

4. Work carried out by other Select Committees

- 4.1 Each Select Committee was asked to consider the work streams and recommendations made by the Islington Fairness Commission relevant to its remit and consider whether they might be applicable to Lewisham.

Housing Select Committee

- 4.2 The Committee considered a number of issues relating to housing supply and overcrowding (the key housing themes arising from the work of the Islington Fairness Commission) during the course of the 2011/12 year. The Committee carried out an in-depth review into the private rented sector and the report and recommendations arising from the review were considered by the Mayor in October 2011 and the response presented to the Committee in March 2012. The recommendations and the responses received can be seen at **Appendix D**. The private rented sector is key to increasing housing supply and reducing overcrowding and, following the review, the Council is now seeking to establish its own social lettings agency and set up a single unit within the Council to deal with all aspects of private rented sector housing in the borough, including helping private sector tenants who require advice and assistance.
- 4.3 Another stream of work for the Committee was assessing, in detail, the options that will become available through the new self financing regime, in terms of the delivery of decent homes works and the supply of new social housing. Regardless of the option ultimately pursued (which has not yet been agreed), the Committee has sought assurances around protecting (a) social rents and (b) security of tenure. It has also sought confirmation that the Council will have 100% of nominations to any new vehicle that might be created to replace the ALMO, Lewisham Homes.
- 4.4 Other work carried out in relation to fairness in housing included an all party briefing held on 10 October 2011, where presentations were given by the main social housing providers in the borough on their plans for introducing 'affordable rents' and fixed term tenancies; and consideration of, by both the Housing Select Committee and the Audit Panel, the work that Lewisham Homes has been undertaking in relation to eliminating housing fraud and illegal sub-letting.

Sustainable Development Select Committee

- 4.5 The Sustainable Development Select Committee conducted a review into financial exclusion in Lewisham as part of its 2011/12 work programme, which involved looking at issues around consumer protection for the financially excluded as well as the demand for, and availability of, debt advice. Affordable credit and reputable lenders were also examined as a key part of the review, including the problem of illegal money lending. The final review report was agreed in March 2012 for submission to Mayor and Cabinet.
- 4.6 The Committee found that credit unions such as Lewisham Plus play a vital role in communities, providing local and ethical financial services and there has been good support for the Credit Union from Lewisham Council. Good quality financial advice can help people get their finances in order and make sure they receive any benefits that they are entitled to. Financial and debt advice services are available in the borough, although demand constantly outstrips supply, with organisations such as CAB, Evelyn 190 Centre and 170 Centre New Cross unable to deal with all the queries they

receive. Recommendations from the review include establishing a Financial Inclusion Partnership for the borough. The full set of recommendations made by the Committee can be seen at **Appendix E**.

Healthier Communities Select Committee

- 4.7 Reading was a key work stream in the Islington Fairness Commission and the Healthier Communities Select Committee carried out a detailed review of libraries and library services in Lewisham in December 2011. Members took evidence from the Executive Director for Community Services, the relevant service manager and representatives of the three organisations hosting the "community" libraries in Lewisham. The Committee considered, in detail, the accessibility and development of local library services in Lewisham, and commended, in a referral to Mayor and Cabinet, the work of officers and partner organisations in developing the community model in Lewisham.
- 4.8 In relation to health inequalities and exercise, the Committee carried out a year long in-depth review into premature mortality in Lewisham, a key health inequality. The final report and recommendations were agreed in March 2012, and covered a wide range of health inequality areas, including a focus on access and affordability in relation to healthy food and physical activity: two key areas in preventing premature mortality. The report and recommendations have been referred to Mayor and Cabinet and the Shadow Health and Wellbeing Board in Lewisham. The recommendations made by the Committee can be seen at **Appendix F**.

Children and Young People Select Committee

- 4.9 In February 2012, the Committee looked at affordable childcare (a key Islington Fairness Commission work strand) and considered a report covering all under-five provision in the borough to assess the range, availability and affordability of provision in the borough. The Committee reviewed all of the information made available to parents of young children and the total picture of placements across the public, private and voluntary sector, as well as average cost information.
- 4.10 The Committee also considered children's health and agreed that, rather than focus on the priorities identified in Islington, it would focus on the already identified priorities for children's health in Lewisham. At its meeting in February 2012, the Committee considered a detailed update on progress against all of the health priorities for Children and Young People (CYP), and took information from council and public health officers on progress made. The Committee also fed into the review of the CYP Plan for Lewisham, which included updated health priorities for CYP in Lewisham.

Safer Stronger Communities Select Committee

- 4.11 During 2011/12, the Safer Stronger Communities Select Committee carried out an in-depth review looking at the Community and Voluntary Sector (CVS). The final report of the review was agreed in February 2012 and highlighted the multiple roles fulfilled by the CVS and the clear benefits to be gained from an active and healthy voluntary sector. The review found that the capacity of the CVS was not fully developed, partly due to the isolated nature of many organisations and the lack of knowledge amongst some smaller organisations of where funding, guidance and advice is available from. The Committee also found that philanthropy was not able to fill the gaps in funding that were occurring at the small, local scale. The recommendations made by the Committee can be seen at **Appendix G**.

- 4.12 In January 2012 the Committee considered the draft Lewisham Volunteering Strategy which included a wide definition of volunteering, recognising that people give time for different reasons and in different ways in the community. The Committee welcomed this wider definition as it acknowledged the importance of less 'formal' or structured forms of volunteering. The importance of developing a good infrastructure to support and enable volunteering was recognised.
- 4.13 Due to its responsibilities as the crime and disorder scrutiny committee, the Safer Stronger Communities Select Committee has a duty to consider anti-social behaviour (ASB). In June 2011 the Committee considered information on the partnership approach being taken to tackle gangs. It was observed that the fear of crime, especially in relation to gangs, was often worse than reality, but that fear could have a significant impact on people's everyday lives; and that providing clear information in relation to ASB and gangs was of paramount importance.
- 4.14 In February 2012 the Committee considered an item on fairness in engaging with the community. During earlier discussions about the fairness agenda, the Committee agreed that engagement was a key aspect of fairness that had not been covered by the Islington report. It was noted that Lewisham Council looks to incorporate fairness into the engagement agenda through the use of tailored and targeted approaches and through the removal of barriers to participation. The Council has achieved national recognition with innovative programmes such as the Young Mayor and Local Assembly schemes. It has also developed systematic approaches to gathering and responding to the views and concerns of residents and stakeholders on a frequent basis. Lewisham has a history of actively involving customers in the design and delivery of services and active community involvement. The Committee discussed the importance of the Local Assembly scheme as a way for the Council to improve engagement and the Committee will be contributing to a review of Local Assemblies as part of its 2012/13 work programme.

5. Evidence and findings - Procurement

Lewisham's approach to procurement

- 5.1 Two of the main aims of the Council's procurement strategy are (a) to ensure that procurement policies and procedures reflect the Council's vision, values and objectives; and (b) to engage with all elements of the business community including Small and Medium-sized Enterprises (SMEs); Black and Minority Ethnic Enterprises (BMEs), social enterprises and the voluntary sector, to provide Lewisham with a mixed economy of service provision.
- 5.2 The Council actively encourages local small businesses to access opportunities with the Council, other public sector organisations, and large private sector organisations, whilst the Council's Business Advisory Service has held events such as 'How to win business in Lewisham'. In 2006 the Council signed the National Procurement Concordat for Small and Medium-sized Enterprises. The Concordat commits the Council to helping small businesses by encouraging a mixed range of suppliers in order to help develop and stimulate a varied and competitive marketplace.

Procurement rules

- 5.3 The procurement of supplies and services over £156k and construction works over £3.9m are subject to EU procurement rules. However, the vast majority of the Council's procurement is under the EU threshold. Regarding lesser value contracts, the Council's procurement code, as outlined in the constitution, only requires officers to obtain a single quote for contracts under £10k. Contracts under £40k require between three and four quotes; and contracts over £40k but under the EU threshold require an open advert but this could include an advert on the Council's website.
- 5.4 Larger contracts can not be arbitrarily split up to bring them below EU thresholds. However, contracts can be split into smaller contracts if they are clearly distinct, although this can make contract monitoring more difficult. For example, the catering contract has recently been split into three contracts – one for education and one for social care, with sixteen local companies and shops being allocated the hospitality contract.

Social considerations

- 5.5 The EU Public Procurement Directive implemented in the UK in January 2006 makes explicit the scope available to public organisations to take social and environmental issues into account at the relevant stages of the procurement process. The Directive allows a contracting authority to use award criteria aiming to meet social requirements, provided such criteria are linked to the subject matter of the contract:

“In general, any contracting authority is free, when defining the goods or services it intends to buy, to choose to buy goods, services or works which correspond to its concerns as regards social policy including through the use of variants, provided that such choice does not result in restricted access to the contract in question to the detriment of tenderers from other Member States.”

- 5.6 Social considerations can cover a very wide range of issues and fields, including measures to ensure compliance with fundamental rights, with the principle of equality of treatment and non-discrimination; with national legislation and with community directives applicable in the social field. It is important to note that there are certain constraints upon the Council seeking to impose requirements upon Contractors/Service Providers compelling them to use local businesses and/or suppliers in relation to works or services under their contracts with the Council.
- 5.7 Under EU law, the EU principles of non-discrimination prevent public bodies from disadvantaging economic operators within the EU by inserting provisions in contracts which would give an advantage to contractors/providers within their respective Member State. There are also restrictions against breaching the principle set out in the EU Treaty guaranteeing the free movement of workers. This is one of the fundamental freedoms guaranteed by EU Law and it provides for the right to equal treatment in respect of access to employment. There have been a number of cases in the European Court of Justice, and one in recent years involving the UK, which have reinforced the EU requirement that in any procurement of a contract whose value is above the relevant threshold, there should be no provisions which would favour local employment. This does not extend to the offer of apprenticeships and work placements which is recognised under EU Law as being exempt, particularly where there is a social and economic need within the region for such provision to be made in contracts.
- 5.8 Even where contracts are not subject to the EU Procurement Regime, i.e. where the value is below the relevant threshold or it is an exempt service, there are constraints

relating to Best Value under local government legislation (the Local Government Act 1999). Therefore, it is important that any move to require contractors to use local labour, business or supplies does not breach competition regulations or Best Value.

- 5.9 Lewisham's commitment to equalities extends to all stages of the contract process, from standard evaluation procedures of tenderers to contract clauses and monitoring. The Council expects people working on its behalf to practice equal opportunities. They must be clear about the Council's position on equality and be aware of the requirements placed upon them to adhere to the Council's policy.

(a) London Living Wage (LLW)

- 5.10 One social aspect of procurement that the Council has decided to champion relates to the London Living Wage (LLW). The Council includes the provision of a LLW in service contracts awarded by the authority to help ensure that the outsourcing of services or contracting with external providers does not drive down the rates of pay for members of staff employed by companies to work on Lewisham contracts. Lewisham uses the variant route in relation to the LLW. The procurement team assess each contract on renewal to decide whether the LLW is an issue in relation to the staff employed to undertake the service. If it is ascertained that staff are paid below the LLW level, then the contract is priced on two levels with/without LLW and the award report gives the Mayor & Cabinet (Contracts) the option to award on the basis of including the LLW.
- 5.11 To date, all contracts where the LLW pricing has been provided, the Mayor has accepted the LLW option. Only in one area has this proved impossible to implement - Residential & Nursing Homes - due to the nature of the contracting arrangements in this area and the fact that Lewisham does not purchase exclusively all the beds in the homes.

(b) Apprenticeships

- 5.12 Lewisham actively supports the creation of apprenticeships within its own workforce and looks to contracting partners to mirror this commitment. The Youth Task Force leads on this agenda, due to the high number of unemployed young people in the borough. The Task Force's action plan identifies a number of key procurement points which are attached at Appendix A.
- 5.13 To enable the Council to manage and monitor its contracts with regard to apprenticeships and work placements the Committee was informed that the following clauses would be included within contract terms and conditions from September 2011:

The Contractor [Service Provider] acknowledges that the Council is committed to improving opportunities for young people to obtain work placements and apprenticeships to gain work skills and increase their opportunity of obtaining permanent employment. In pursuance of this commitment, it requires the Contractor [Service Provider] to

- *use its best endeavours to provide work placements and apprenticeships for young persons resident within the Borough during the currency of the Agreement and;*

- *comply with, and deliver its obligations under this Agreement in a manner which is consistent with achieving the key performance indicators relating to its arrangements for work placements and apprenticeships as set out in Schedule XX;*
- *assess its performance in relation to this requirement throughout the currency of this Agreement and report to the Council on a regular basis, appropriate to the monitoring period for the key performance indicators for this provision (detailing the level of performance against the key performance indicators). Should the Contractor [Service Provider] fail to meet any such key performance indicators in relation to the provision of work placements or apprenticeships, it shall pay to the Council the penalty specified in Schedule XX within 20 business days of written demand by the Council.*

5.14 When discussing the inclusion of social considerations in contracts, at the evidence session in July, the Committee noted the following key points:

- Suppliers are happy to pay the London Living Wage (LLW) to employees as the Council effectively covers the cost. (New contracts are priced on two levels – with or without LLW – see above).
- The social considerations included in a contract must be relevant to the nature of the contract. It can be difficult to be very specific in terms of the considerations included - for example, it would only be possible to specify that apprentices must be from Lewisham if Lewisham had a proven record of high youth unemployment. (To get around this, the Council offers to help suppliers find local employees and apprentices to encourage a local workforce).
- Transport for London (TfL) has a ‘menu’ of social considerations which are incorporated into contracts according to the size of the contract. Whilst Lewisham could investigate implementing something similar, the Council’s contracts are generally not of the same scale, thus limiting the range and quantity of considerations that could be incorporated.
- ‘Chasing’ contractors on the social consideration aspects of agreed contracts is within the job description of an officer in the economic development team and this role is carried out very effectively. In addition, on the advice of the legal team, a range of clauses have been introduced into contracts enabling better enforcement of social considerations. From September 2011, all Council contracts would be more robust, contract monitoring would be improved and the code of practice would be updated for new suppliers.
- Procurement officers are working with other councils on standardised contract specifications and joint clienting arrangements.
- Local authorities need to procure together more, in order to use collective spending power as a lever to introduce more social considerations into contracts.
- In terms of contract enforcement and penalty options, liquidated damages or payment deductions can be brought into play in the case of non performance. A parent company guarantee can also be requested, although this is only used should a company go bust or a contract terminated.

5.15 The Committee suggested that comprehensive legal advice on what can and cannot be incorporated into contracts in terms of social considerations should be sought. For example, advice on whether suppliers can be asked to (a) adhere to a pay differential below a certain ratio (or at least report their pay differential); (b) aim for a 50/50 gender ratio in apprenticeships; (c) recognise relevant staff unions; and (d) reach a particular minimum level of Continuing Professional Development (CPD) for their workforce and invest the Skills for Care and Development (SCD) recommended minimum percentage for investment in training. If it was not legally possible to

incorporate such clauses into contracts, the Committee felt that the Council should still strongly encourage suppliers to adopt socially responsible practices such as these.

Local Employment and Local Business

- 5.16 Lewisham is working to influence its contracting partners by encouraging contractors, suppliers and service providers engaged to work for the Council to show a commitment to the borough, its residents and businesses. Where it is necessary for employees to be recruited to work on Lewisham contracts, contractors, suppliers and service providers must use best endeavours to appoint Lewisham residents. This can be expedited by notifying the Council of job vacancies in advance of general advertisement, so the Council can offer assistance with publicising the role locally.
- 5.17 Where a part or the whole of the awarded contract is subcontracted, contractors, suppliers and service providers must use best endeavours to appoint a business based in Lewisham borough. Again, this can be expedited by notifying the Council of subcontract work packages available, so the Council can offer assistance with finding suitable local businesses to be included in the tender process.
- 5.18 To enable the Council to manage and monitor its contracts with regard to local employment the Committee was informed that the following clauses would be included within the contract terms and conditions from September 2011:

The Contractor [Service Provider] acknowledges the Council's commitment to reducing unemployment within the Borough and to the sustainability of the local economy. In seeking to work with the Council in achieving its objectives the Contractor [Service Provider] agrees that:

- where it is required to recruit personnel to work on this contract, it shall use its best endeavours to appoint persons resident within the Borough and if this is not possible, to employ persons resident in neighbouring boroughs, subject to those persons meeting the necessary skills required for the post being recruited to; and*
- it shall monitor its recruitment of personnel under this Agreement and report to the Council on a regular basis (appropriate to the monitoring periods for the key performance indicators relating to its recruitment policy as set out in Schedule XX) its level of performance against the target set out in the Schedule XX*

- 5.19 In terms of the Council directly contracting with local businesses, the procurement team offers tailored support to small businesses and the community and voluntary sector, providing guidance on tendering procedures and helping make sure local firms and organisations are contract ready. The Council also aims to pay small businesses within ten working days of receiving an invoice, if undisputed.
- 5.20 The *Compete For* portal was designed to enable businesses to compete for contract opportunities linked to the London 2012 Olympic Games and for related contract opportunities with organisations such as TfL, Crossrail and the Metropolitan Police. In terms of encouraging local suppliers to bid for work with local councils, the Greater London Authority (GLA) and all London local authorities are being encouraged to sign up for a *procure4london* portal which allows suppliers access to a single avenue for public procurement opportunities in the capital with standard procedures and policies. The Committee was informed that it was anticipated that Lewisham would be fully signed up from September 2011 and a link to the portal would be included on the Council website.

5.21 Steve Nelson from the South East London Chamber of Commerce made the following points to the Committee in relation to increasing procurement from local suppliers:

- Most businesses in the local area are interested in Council contracts under £40k as they are not large enough to manage bigger contracts.
- Although contracts under £10k only require one quote, local businesses would really benefit from the opportunity of being asked to quote, so it would be welcome if officers letting contracts under £10k were required to get at least one quote from a Lewisham supplier.
- One problem with Council contracts is the number of different people letting smaller contracts – ensuring they all receive the same guidance is therefore important.
- The Chamber keeps a directory of local businesses (accessible on its website) and residents approaching the Council for tradesmen suggestions could be signposted here.

5.22 All spend above £500 is made available on the Council website and can be used by local businesses to give them a better idea of the type of Council contracts available. The information is available in csv form (comma separated value file) as well as pdf (portable document format) so can be manipulated and is searchable.

5.23 The Committee noted that there is a tension between encouraging smaller local businesses to tender for manageable contracts; and aggregating contracts (as larger contracts normally meant lower prices).

Procurement data

5.24 Using data from the last two full financial years the procurement picture in Lewisham presented to the Committee was:

	2009/10	2008/09
Influenceable Spend	£307,403,645	£384,598,652
Nos. of Suppliers	4,836	9,990
Nos. of Invoices	96,431	170,793
Average Invoice Value	£3,187	£2,251
New Suppliers	1,554	5,226
Suppliers generating 80% spend	4.1%	4.2%

5.25 In terms of spend in 2009/10 the percentage of suppliers that were classified as SMEs was 65.84%; local to Lewisham (this category relates to companies whose registered office is within the borough), 14.88% and the voluntary sector, 12.22%.

Procurement Recommendations and Responses

5.26 Rather than wait until the new municipal year to present the recommendations on procurement arising from the evidence session held on 14 July 2011, the Committee produced an interim report. The report contained seven recommendations which were submitted to Mayor and Cabinet on 26 October 2011. The Mayoral response was considered by the Committee on 9 February 2012. The recommendations made and the responses received were as follows:

Encouraging Local Businesses

- 1. Formal Targets:** The Committee notes that currently only 14.88% of Council suppliers are based in Lewisham but accepts that Lewisham is not a particularly industrial or commercial borough and the Council is limited by the number of companies based in Lewisham. However, the Committee would like officers to set a realistic target for increasing the proportion of its suppliers that are based in Lewisham and a more ambitious target for the percentage of suppliers based in the south east London sub region.

Response:

The opportunity to increase the number of local vendors is linked to Recommendation 2a below, by making it mandatory to include local suppliers in the quotation process it is foreseen that this will lead to more commissions being placed locally. However, the quotation process will still be required to achieve 'value for money' for the Council in any decision to place a contract. Officers have reviewed practice in surrounding boroughs and this shows that formal targets are not set. Consideration will be given to setting an appropriate target for 2012-13 once baseline figures for 2011-12 are confirmed.

- 2. Mandatory quotes from local suppliers:**

(a) The guidance issued on procurement and contained in the constitution should be amended (and re-issued to all staff able to let contracts) to require officers to obtain a quote from at least one local company in respect of all contracts under £40k and over £500, if a local supplier exists. This will include contracts under £10k where, currently, only one quote is required.

(b) In relation to this, the procurement team needs to offer guidance to officers in terms of finding appropriate local companies.

(c) Officers should also be encouraged to offer feedback to Lewisham companies in cases where they have been unsuccessful, so they can improve their chances in respect of future opportunities.

The Committee recommends that the e-procurement tool being developed by the procurement team is used for all Council procurement, including procurement under £10k, and incorporates recommendations (a), (b) and (c) above.

Response:

Recommendation (a) requires the revision of the Contract Procedure Rules contained within the Constitution. Officers in Legal and Procurement are progressing this action, which will be included in the next version of the Constitution which will be presented to the Constitutional Working Party and then Council for approval.

Recommendation (b) officers in the Economic Development team together with the Business Advisory Service are collating a database of local suppliers. This together with a web link to the South East London Chamber of Commerce membership database will form the basis of guidance to buyers within the Council to facilitate knowledge of local businesses.

Recommendation (c) feedback is offered to all businesses that tender for work with Lewisham, this includes the strengths and weaknesses of their bids.

The Procurement team are currently assessing the e-tendering tools on the market and are planning to make a recommendation to the Director of Programme Management & Property in the new year.

3. **Procure4london:** The Committee notes that the Greater London Authority (GLA) and all London local authorities are being encouraged to sign up to the *procure4london* portal which allows suppliers access to a single avenue for public procurement opportunities in the capital with standard procedures and policies. The Committee would like to be reassured that Lewisham is fully signed up, that a link to the portal is featured on the Council website and that the portal is actively promoted to local businesses.

Response:

Lewisham has registered with procure4london and a member of staff within the Procurement team has undertaken training as a 'Super User'. The portal is not yet fully functional but opportunities are being placed on the portal and the link to the portal has been added to the procurement page on the Lewisham website.

4. **Data and events:** The Council should consider whether the data available on the website regarding spend above £500 can be made more useful for local businesses, to enable them to get a better idea of the type of Council contracts that are available, who lets these contracts and when they are up for renewal. Officers should also investigate ways of bringing together local businesses with Council buyers, including holding service based events.

Response:

Data is provided in CSV and PDF formats, which are the standard formats used by most Councils as the former can be manipulated and the latter is easy to read. Lewisham currently provides greater clarity in relation to its spend above £500 than other Councils, but will review content on a regular basis. In relation to the information regarding the contracts this has been included on the website for a number of years, but this is being reviewed in light of the Localism Act and the introduction of the 'Right to Challenge' (guidance awaited). On a number of procurement projects 'Supplier Days/Sessions' are held in advance of the formal tender period to raise the profile of the project and to engage with suppliers to ensure that the Council's requirements are understood. The Procurement team will ensure that colleagues consider the use of this activity, and the procurement guidance will be amended to incorporate this approach.

Social Considerations in contracts

5. **More social considerations:** Procurement officers should seek comprehensive legal advice on what can and cannot be incorporated into contracts in terms of social considerations. Specifically, advice should be sought on whether suppliers can be asked to (a) adhere to a pay differential below a certain ratio and regularly report their pay differential; (b) aim for a 50/50 gender ratio in apprenticeships; (c) recognise relevant staff unions; and (d) reach a particular minimum level of Continuing Professional Development (CPD) for their workforce and adhere to the Skills for Care and Development (SCD) recommended minimum percentage for investment in training. If not legally possible, the Council should strongly encourage suppliers to adopt

socially responsible practices such as these. The Committee would like officers think more creatively about how social considerations can be incorporated into contracts, taking into account legal advice and also best practice from other local authorities and organisations, including TfL.

Response:

Lewisham is the leading London Borough in the implementation of the London Living Wage with its third party service providers. We are developing the requirement to include other social considerations within our contracts; for example provision of apprenticeships, offers of work experience or placements. This will be a contractual obligation. On the 13th December 2011 Lewisham endorsed the 'The Procurement Pledge on Employment and Skills' sponsored by London Councils. The pledge, which will be developed on a borough by borough basis, relates to training and job opportunities created by procurement activity.

Legal issues:

- It is important to note that S17 of the Local Government Act 1988 is still in force which places a duty upon local authorities when exercising their functions in relation to letting contracts to do so without reference to non-commercial considerations. This Section defined non-commercial considerations to include the terms and conditions of employment by contractors of their workers or the composition of, the arrangements for promotion, transfer or training of or the other opportunities afforded to their workforces. It also includes the conduct of contractors or workers in industrial disputes between them.
- The Local Government Act 1999 amended the 1988 Act referred to above to enable local authorities to take into account appropriate workforce matters in the award of contracts insofar as is consistent with their EU obligations and the achievement of value for money.
- It is permissible to require contractors to provide for apprenticeships and work placements under EU law and under UK law provided this represents value for money.
- The requirement that contractors adhere to a pay differential below a certain ratio and regularly report on a pay differential (5a) presents a potential problem in that employers cannot release information relating to their employee's pay without that employee's consent under the Data Protection Act 1998 unless it is in the public interest. It could be argued that where contractors work for public authorities which is being paid for out of the public purse it is in the public interest to be informed of pay differentials. This has to be balanced against the freedom of employers to be able to determine the remuneration for their employees. It also has to be shown that it represents VFM if employers/contractors have a fairer pay differential.
- The requirement at 5(b) that contractor employers aim for a 50/50 gender ratio in apprenticeships is problematic in that it could give rise to claims of discrimination in that the best applicant should be offered the apprenticeship and a potential breach of the Equality Act 2010 which makes it unlawful to instruct, cause or induce someone to discriminate against a person on the ground of gender.
- The requirement that contractor/employers recognise relevant staff unions 5 (c) exceeds what is required under national law. The unions can in appropriate circumstances ask the employer to agree to voluntary union recognition and can ask for an order to be made by the Central Arbitration

Committee for compulsory recognition. Again a value for money argument would have to be made to justify use of this requirement which is expressly stated to be a non commercial matter under Section 17 referred to above.

- The requirement that contractors/employers ensure that their employees reach a particular minimum level of continuing professional development 5 (d) again requires the value for money justification.
- In relation to the London Living Wage it is unlawful under EU law to set a mandatory regional minimum wage although a national statutory minimum wage is recognised under EU law. It is however lawful on a case by case basis when procuring contracts to request contractors to price contracts on the basis of what it will cost if they pay all their employees working on the contract a London Living Wage and by contrast the price if they did not do so. The decision maker would then, on a value for money basis determine whether the bidder offering to pay the London Living Wage, all other things being equal offered value for money in that the improved pay levels would better guarantee a stable and more motivated work force.

However, following the Committee's June 2012 meeting, it was confirmed that:

- The Public Services (Social Value) Act 2012 which came into force recently, requires public authorities to consider how what is proposed to be procured might improve the economic, social and environmental wellbeing of the relevant area and how in the process of the procurement it might act with a view to securing that improvement. The Act permits local authorities to consider non-commercial matters to the extent that the authority considers it necessary or expedient in order to facilitate the social, economic and wellbeing of the area.
- This is an important change to Section 17 of the Local Government Act 1988 which placed a duty upon local authorities, when exercising their functions in relation to letting contracts, to do so without reference to non-commercial considerations.
- However, the non-commercial matters now permitted to be considered must be relevant to what is proposed to be procured and must be proportionate. Therefore whilst this new legislation has now given greater scope to authorities to consider social and environmental issues, it should not be misconstrued as permitting them a broader scope than before in setting unrelated specifications or criteria to achieve social and environmental policy outcomes. There must always be a link to the subject matter of the contract. The principle of value for money must also be observed as the statutory Best Value duty is still in force.
- The new flexibilities are also subject to the EU where the contract value falls under the Public Contracts Regulations 2006 in that equal access must be given for all providers. It should however be noted that The EU itself now permits criteria based upon social and environmental matters provided the rules of equal access are adhered to.
- The effect of this change of law is that there will be greater scope for social and environmental wellbeing considerations to be taken into account in relation to procurement of service contracts which do not fall under the EU regime. It applies only to services and not works or supplies.

6. More robust contract monitoring: The Committee welcomes the fact that from September, all Council contracts will be more robust, contract monitoring will be improved and the code of practice will be updated for new suppliers. Contract

monitoring needs to be rigorous across the piece, with robust enforcement and a range of formal targets - and informal targets (around best practice) where it is legally impossible to enforce formal targets. In relation to this, the Committee recommends that new contracts should require the provision of more detailed management information so officers can better monitor how social considerations are adhered to.

Response:

The Code of Practice was amended at the Mayor & Cabinet (Contracts) meeting held on the 7th December 2011. Included in that revision was sections in relation to Apprenticeships and Local Employment and Business, as well as the Bribery Act.

The Director of Programme Management & Property has instigated a review of contract management practices, and it is planned to spread best practice to cover all client areas. Another specific change in monitoring is also occurring due to the introduction in many contractual arrangements of 'Payment by Results'. It is also planned to incorporate strategic contract management and monitoring meetings with third party suppliers to address issues surrounding social considerations and equality issues.

7. **More joint working:** The Committee is pleased that procurement officers are working with other councils on standardised contract specifications and joint clienting arrangements. This makes it easier for local suppliers to bid for work with local councils, particularly in south and south east London; and also ensures that suppliers do not charge different local authorities different prices for the same services. The Committee would like to see the Council increase joint procurement with other local authorities, so collective spending power can be used as a lever to introduce more social considerations into contracts.

Response:

Lewisham is actively working on a number of joint projects, including Closed Circuit Television Management & Maintenance (Bromley), Oracle Implementation (Barking & Dagenham, Brent, Croydon, Havering, Lambeth), Parking Enforcement (Southwark), Welfare Catering (Lambeth, Southwark). As part of the South East London Procurement Group (Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark) a co-ordinated work programme has been developed from an earlier Capital Ambition project with the aim of developing collaborative procurement opportunities.

- 5.27 Later in the year, following other work on fairness, the Committee decided to make the following additional recommendation on fairness in procurement:
8. **Considering the in-house option:** A re-letting model should be created for all staff letting contracts, which includes analysis of the in-house option as a required step.

6. Evidence and findings – Pay and Employment Practices

Non-Schools

6.1 Andreas Ghosh informed the Committee that, whilst the Council exceeded the majority of recommendations made by the Islington Fairness Commission relating to pay and employment practices, there were one or two areas where the Council was not meeting its own aspirations, such as the age profile of staff. As outlined in this report, a key challenge facing the Council in terms of recruitment is the ageing workforce.

Recruitment and representation

6.2 The Council's People Management Strategy (See Appendix 2) focuses on skill shortages, new ways of working, and a mixed economy approach to resourcing the organisation with people resources. The plan identifies the Council as the main employer in the local area and has helped generate a range of initiatives, including schemes to increase apprenticeships and reduce the numbers of young people not in education training or employment (NEET).

(a) Age

6.3 A key challenge facing the Council in terms of recruitment is the ageing workforce. In 2009-10, people under 25 accounted for only 11% of all appointments and 20% of all SC1-5 posts; and recruitment to this age group remains a priority to target in future years. One off initiatives are not enough to address this issue, as the numbers of younger staff need to be continuously replenished.

6.4 The service areas with a percentage of older workers higher than the Council average are Community Services with 60% and the former Regeneration directorate with 70%.

Age Profile of Workforce

	16-20	21-24	25-34	35-44	45-54	55+	Total
Community Services	16 (1%)	21 (2%)	160 (13%)	287 (24%)	437 (36%)	286 (24%)	1207
Customer Services	2 (0%)	13 (1%)	165 (19%)	232 (26%)	288 (32%)	191 (21%)	891
CYP	6 (1%)	33 (4%)	185 (20%)	216 (23%)	308 (33%)	181 (19%)	929
Regeneration	0 (0%)	3 (1%)	43 (12%)	66 (18%)	145 (40%)	110 (30%)	367
Resources	5 (1%)	15 (4%)	71 (18%)	84 (21%)	147 (37%)	74 (19%)	396
Total	29 (1%)	85 (2%)	624 (16%)	885 (23%)	1325 (35%)	842 (22%)	3790

6.5 The age profile by grade table below highlights the challenge faced by the Council in terms of its ageing workforce, where 57% of employees are over 45 years of age, the majority of whom are in roles graded at SC3 through to PO5. Currently, the highest turnover in the council is in the 18-24 age group (although this has been distorted by the flow-through of those engaged and released through the Future Jobs Fund placement scheme). This is under continual review by the HR division.

Age Profile by Grade

	16-20	21-24	25-34	35-44	45-54	55+	TOTAL
Craft	0	0	3	5	4	5	17
Lecturer	1	0	19	56	64	86	226
SC1/2	26	31	75	65	90	77	364
SC3/5	1	35	135	192	299	226	888
SC6/SO2	1	11	137	169	278	123	719
PO1-5	0	8	223	322	457	224	1234
PO6-SMG	0	0	32	72	118	90	312
JNC	0	0	0	4	15	11	30
Total	29	85	624	885	1325	842	3790

6.6 One form of action being taken by the Council to address the ageing workforce issue is participation in the National Graduate Development Programme (NGDP). Since Lewisham joined the NGDP in 2002, 30 National Management Trainees have gone through the scheme with a good mix of both female and male trainees (56.6% and 43.3% respectively). Retention levels are currently 77% at Lewisham compared with 53% at other local authorities. Lewisham has been successful in retaining trainees as they are offered a planned programme of placements offering a variety of experience across the Council. As well as receiving training from their placement managers, they are also mentored by senior managers. In addition, after 18 months in the scheme, the trainees are placed in one year placements at PO3 level for a year (so at Lewisham they are trained for an additional 6 months, at a higher grade than the national scheme, which is 2 years at Sc6). Since 2002, two graduates have been appointed to permanent SMG roles and 14 to permanent PO grades between PO3 and PO8. The remaining graduates are still at their placement stage of the programme.

6.7 BME representation on the scheme at 13.3% has been lower than the Lewisham BME population, due to the national pool of graduates from which the Council selects (the percentage of BME graduates nationally is much lower than the percentage in Lewisham). This issue was recognised by the IDeA who ran the scheme until 2010. The scheme has now been taken over by London Councils, and the issue has been discussed at NGDP Co-ordinator meetings. The Council's HR division is concerned about this issue and is exploring launching an in-house management trainee scheme to attract local graduates in conjunction with Birbeck University, who run a Post Grad in Management qualification.

6.8 Another form of action being taken by the Council to address the ageing workforce issue, is the apprenticeship scheme which was established in 2009 to create training opportunities for Lewisham's young people. The scheme is targeted at Lewisham residents, who have GCSE A-C grades in English and Maths or equivalent. This approach differs from those of neighbouring boroughs who allow applications from those who reside outside of the borough itself. The apprentice scheme operates over a 22 month period and an apprentice will earn £15,306 in the first year and £15,714 in the second year. The scheme, restricted to young people in 2010², has so far created

² The age restriction was added in 2010 - due to the changes in funding as set out by the Learning Skills Council an employer's contribution towards the NVQ is required for over 19's. Apprenticeship funding is available fully for 16 – 18, funded at 50% for 19 – 24 and no funding is provided for 25+. This change had been attributed to an overwhelming take up in previous years and

55 jobs within the Council in areas such as Local Assemblies; Community Development; the Youth Service; and Finance. A further 97 positions have been created with external partners, such as Lewisham Homes and their decent homes contractors, Mitie & Breyer; Teachsport; Millwall Community Scheme; and the Horniman Museum. More recently the Citizens Advice Bureau has taken on apprentices. In December 2011, the Mayor of Lewisham considered a report recommending that all Council contractors and service providers stipulate how they will meet the Council's corporate priorities in relation to apprenticeships and the employment and training of young people.

6.9 Sponsoring Council managers are asked to scope realistic career trajectories for their apprentices in order to reinforce the message that the scheme provides the framework for them to gain the skills and experience to build a career. Below is an example that Trading Standards have developed for their apprentices which demonstrates this principle in action.

Trading Standards Apprentices – Career Trajectory

- Year 1 NVQ linked traineeship year.
- Year 2 Following satisfactory completion of year 1 traineeship the candidate is trained to give advice to consumers and business in their own right with progression to a role as Trading Standards Guidance Officer.
- Year 3 Whilst filling the role as Trading Standards Guidance Officer, the candidate would receive training to enable progression to the role of Trading Standards Compliance Officer in order to inspect premises and detect and deal with non compliances discovered.
- Year 4 Whilst filling the role as Trading Standards Compliance Officer, the candidate would receive further experience in investigation work to provide a strong basis for commencing formal training within the national Trading Standards Qualification Framework [TSQF] ultimately working towards attaining a formal comprehensive professional qualification. The most appropriate qualification route for the candidate is selected at this time.
- Year 5 Commence formal TSQF training whilst 'on the job'.

6.10 All Apprentices undertake an appropriate recognised Apprenticeship framework qualification and a clearly identified training plan and training agreement which is counter signed by Lewisham College. So far, 22 of the young people who have successfully completed their apprenticeships within the Council, have gone on to obtain permanent work. Lewisham's success was rewarded at the first London Borough Apprenticeship Awards when Lewisham won the "Best work with supply chains to create new apprenticeships" category.

6.11 The Council also operates an annual Mayor's Traineeship Programme. This has been running since 2005 for young people aged between 16 and 18 who are NEETs. Through the scheme, young people acquire skills and confidence to compete for jobs,

reprioritising of government resources. Lewisham College, the primary training provider, did not enforce this requirement for the first apprenticeship intake and covered the additional costs.

return to education or secure further training opportunities. The scheme aims to move young people from NEET status to employment, education and training. At the end of each year, eight young people are offered traineeships (outside of the Lewisham apprenticeship scheme).

- 6.12 In addition the Council offered 46 work experience opportunities within the Council to school age young people between September 2010 to July 2011 in a range of areas including administration, finance, legal and social care.

(b) BME/Gender/Disabled recruitment

- 6.13 The table overleaf provides 2009/10 data on the recruitment of BME/Women/Young People/Disabled People. As transgender has now become a protected characteristic under the Equality Act 2010, this will also be monitored from now on. Although the proportion of black and minority ethnic applicants (66%) exceeds the proportion represented in the local community (40%) the Council appoints these applicants to 46% of all posts. Disabled people account for 4% of appointments, an increase of more than 1% on the previous year. However, this percentage probably under represents the actual position as national research indicates a reluctance to volunteer this information at the recruitment stage - representation amongst disabled employees when asked to self classify tends to be higher. Female staff represent 67% of all appointments, consistent with previous years.

Recruitment of BME/Women/Young People/Disabled People

Recruitment - applied, shortlisted and appointed by equalities groups 2009-10

All Applicants

Grade	Total *	EO known	Blk/Oth	Percentage	Gender known	Female	Percentage	Disabled	Percentage
Apprentice	1209	1101	823	75%	1201	655	55%	47	3.9%
SC1 - SC5	3225	2932	1855	63%	3201	2017	63%	114	3.5%
SC6 - SO2	2421	2227	1530	69%	2404	1480	62%	96	4.0%
PO1 - PO5	2855	2685	1831	68%	2831	1654	58%	125	4.4%
PO6 - SMG	379	357	176	49%	376	189	50%	14	3.7%
JNC	61	56	29	52%	61	30	49%	2	3.3%
Misc	151	131	31	24%	150	80	53%	2	1.3%
Total	10301	9489	6275	66%	10224	6105	60%	400	3.9%

Appointed

Grade	Total *	EO known	Blk/Oth	Percentage	Gender known	Female	Percentage	Disabled	Percentage
Apprentice	19	19	11	58%	19	10	53%	2	10.5%
SC1 - SC5	135	127	67	53%	135	83	61%	5	3.7%
SC6 - SO2	74	71	39	55%	73	52	71%	3	4.1%
PO1 - PO5	159	147	59	40%	159	119	75%	5	3.1%
PO6 - SMG	45	43	9	21%	45	27	60%	2	4.4%
JNC	1	1	0	0%	1	0	0%	0	0.0%
Misc	19	6	4	67%	19	9	47%	1	5.3%
Total	452	414	189	46%	451	300	67%	18	4.0%

- 6.14 Services are required to undertake an Equalities Analysis Assessment (EAA) in conjunction with any restructuring process. The EAA enables a service or function to assess the possible implications on the whole community (including staff) when changes are proposed to the way a service is delivered, through policies, strategies, procedures, projects, reviews, organisational change or savings proposals. Equality Analysis helps ensure that certain groups, individuals or staff are not excluded from services or practices. It also ensures that the whole community benefits from services which the Council delivers. During the recent reorganisations as a result of the budget reductions the percentage of women being made redundant was 73.6% compared with 26.5% of men. This was largely as a result of service areas identified for reduction having a high proportion of women staff. 59.7% of staff being made redundant were white compared with 39% of staff from a BME background. Disabled staff were not adversely affected with only 5% being made redundant.

(c) Agency workers

- 6.15 The Council engages the full time equivalent of about 400 employees as agency workers mainly in environment and social care functions. These appointments have fallen over the last year as a result of budget reductions. The Agency Managed Service (AMS) used by the Council operates by sub-contracting to a high proportion of local suppliers of agency staff. This in turn ensures an agency workforce profile which is representative of the local community. Although agency staff used at the Council are principally sourced via the AMS (98% of agency staff employed), 2% of agency staff are sourced through direct engagement with individual agencies for workers with specialist skills or for more senior interim roles not catered for by the agencies on the AMS supply panel. The AMS contract was first awarded in January 2007 to Reed Managed Services and, after a recent retendering process, the contract has been re-let to Reed for a further 4 years. The principal reasons for the use of agency staff are:
- To cover for sickness absence or leave
 - To cover a role for an interim period prior to a restructure
 - To provide a flexible response to resourcing issues
 - Where it is difficult to recruit permanent staff to particular roles (this used to be principally in social care but is becoming less of an issue)
 - Where speedy recruitment is required
 - To save on potential redundancy costs.
- 6.16 Agency workers are often made permanent and in certain service areas such as refuse, the biggest source of permanent staff is agency staff. All agency staff receive at least the LLW, regardless of age. The main areas of agency use are in the Customer and Community Services directorates. The principal users in Customer Services are Refuse & Cleansing and Door 2 Door. In Community Services, the main use is in Adult Day Services. In terms of overall agency usage, these two directorates account for the bulk of the agency workers currently engaged at the Council. Lewisham's percentage of temporary workers compared to permanent staff is 15.32%, this compares to a London borough's average of 16.3%. Action is being taken to manage down the number of agency staff.
- The HR division provides service managers with detailed monthly management information on the agency spend in their areas and this is closely monitored at DMT and Heads of Service level.
 - There is a Directorate Expenditure Panel (DEP) for each Council directorate. DEPs review each resourcing request, including requests for engaging agency staff, and Reed, in their role in managing the Agency Managed Service, have been instructed not to book agency workers unless there is DEP approval.

- In 2011, the Chief Executive asked Executive Directors to look closely at their agency expenditure, especially in the use of senior interim managers and consultants and, as a result, there has been a reduction in agency use.

6.17 The table below shows the continuing decrease in agency usage across the Council over the last 3 years. At its peak in September 2009, the Council spent £2.047m on agency staff. For the same period in 2011, this figure had reduced to £1.299m. This represents a reduction in agency spend of £748k or 36.5%.

Agency Headcount Total 2009 v 2010 v 2011

	2009	2010	2011
Jan	935	976	711
Feb	955	839	725
Mar	993	890	782
Apr	1010	843	713
May	985	811	657
Jun	1079	869	684
Jul	1022	838	666
Aug	911	742	560
Sept	1071	771	637
Oct	1052	746	618
Nov	1,054	728	617
Dec	1054	739	581

6.18 However, although the use of agency staff and senior interims has fallen; the length of service of the agency staff that are used, is now a key focus for the HR team looking forward.

(d) Part time workers

6.19 Lewisham Council part time workers are afforded the same terms and conditions as their full time counterparts. A significant number of part time staff are employed by the Council, as shown in the table below:

Part Time Employees 2010-2011

	Community Services	Customer Services	Children & Young People	Regeneration	Resources	Total
TOTAL	521	95	251	106	44	1017
%	43%	11%	27%	29%	11%	27%

Re-organisations and redundancies

6.20 There have been a series of reorganisations across the Council over the last two years in response to budget reductions. The reorganisations have been completed in two phases. The total number of redundancies over the two phases has been 457, representing a reduction of 11.43% of the general workforce. By and large, there has been no disproportionate impacts on particular groups of staff. However, the impact on women has

been slightly larger than on men, mainly due to 108 reductions in the Domiciliary Service, where the workers were predominately female. Also:

- The first phase of redundancies had a slightly disproportionate impact on white staff and the second phase on black staff but the impact was within three percentage points.
- There has been no disproportionate impact on disabled staff and whilst the bulk of redundancies has been of over 45s, more had left voluntarily than expected.
- The HR division undertake an Equalities Analysis Assessment (EAA) at each stage of the reorganisations to identify any issues where groups appear to be disproportionately affected. The staffing mix at the commencement of the reorganisations is used as a baseline to measure impact.

6.21 The tables below outline the effect of the redundancies, measured by different equalities criteria, including gender, race, disability and age. Additionally, the effect of the staffing reductions has been measured across the grade bands (table 5).

Table 1 - Breakdown of Reorganisations by Gender

Gender	Staff as at 31/03/10	% of staff as 31/03/10	Total staff redundant Phase 1	%of staff redundant Phase 1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of total staff redundant
Male	1427	35.70%	55	35.26%	42	13.95%	97	21.23%
Female	2570	64.30%	101	64.74%	259	86.05%	360	78.77%
Total	3997	100%	156	100%	301	100%	457	100%

6.22 As can be seen in the table above, in Phase 1, the ratio of redundancies by gender reflected that of the council's employee composition in general. Phase 2, however saw a significant increase in the ratio female employees being made redundant. This was due, principally, to the 108 reductions in the Domiciliary Service, where the workers were predominately female.

Table 2 - Breakdown of Reorganisations by Ethnicity

Ethnic Origin	Total staff as at 31/3/10	% of staff	Total Redundancies Phase 1	% Staff Redundant Phase 1	Total Redundancies Phase 2	% Staff Redundant Phase 2	Total Redundancies	% Total Staff Redundant
BME	1559	39.00%	58	37.18%	141	46.84%	199	43.54%
White	2438	61.00%	98	62.82%	156	51.83%	254	55.58%
Not disclosed	48	0%	0	0.00%	4	1.33%	4	0.88%
Total	3997	100%	156	100%	301	100%	457	100%

6.23 In Phase 1 there was a slightly lower percentage of redundancies among BME employees and a small increase in Phase 2. The HR division will continue to keep this under review.

Table 3 - Breakdown of Reorganisations by Disability

Disability	Total staff as at 31/3/10-	% of staff	Totals redundancies Phase1	% Staff Redundant Phase 1	Totals redundancies Phase 2	% Staff Redundant Phase 2	Totals redundancies	% Total Staff Redundant
Yes	217	5%	9	5.77%	13	4.32%	22	4.81%
No	3780	95%	147	94.23%	288	95.68%	435	95.19%
Total	3997	100%	156	100.00%	301	100.00%	457	100.00%

6.24 The table above shows that there was no significant impact on employees with disabilities as a result of the structures under Phases 1 and 2.

Table 4 - Breakdown of Reorganisations by Age

Age	Staff as at 31/03/10	% of staff as 31/03/10	Total staff redundant Phase 1	%of staff redundant Phase 1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of Total staff redundant
16-20	40	1.00%	0	0.00%	0	0.00%	0	0.00%
21-24	101	2.53%	1	0.64%	3	1.00%	4	0.88%
25-34	700	17.51%	24	15.38%	31	10.30%	55	12.04%
35-44	976	24.42%	31	19.87%	42	13.95%	73	15.97%
45-54	1360	34.03%	62	39.74%	112	37.21%	174	38.07%
55+	820	20.52%	38	24.36%	113	37.54%	151	33.04%
Total	3997	100%	156	100%	301	100%	457	100%

6.25 In terms of the effect of reorganisations measured by age shows the bulk of the redundancies were in the age group of 45+, which, given the numbers of council employees in the age group, was not unexpected. Of the leavers, 174 (38.4%) were in the age range 45-54 and 151 (33.04%) 55+ years of age.

Table 5 - Breakdown of Reorganisations by Grade

Grade	Staff as at 31/03/10	% of staff as 31/03/10	Total staff redundant Phase 1	%of staff redundant Phase 1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of Total staff redundant
SC1-2	395	9.88%	0	0.00%	7	2.33%	7	1.53%
SC3-5	940	23.52%	31	19.87%	176	58.47%	207	45.30%
SC6-SO2	779	19.49%	38	24.36%	34	11.30%	72	15.75%
PO1-PO5	1282	32.07%	72	46.15%	69	22.92%	141	30.85%
PO6-SMG3	328	8.21%	15	9.62%	15	4.98%	30	6.56%
Others	273	6.83%	0	0.00%	0	0.00%	0	0.00%
Total	3997	100%	156	100%	301	100%	457	100%

6.26 The bulk of redundancies, by grade, were in the PO1-PO5 range in phase 1 reflecting the move toward the de-layering of management levels within the council. Phase 2 saw a greater preponderance of staff at SC3-SC5 level. This, as with gender, relates to the reductions in the Domiciliary Service. In terms of the types of roles being deleted, and taking Domiciliary Care as an example, the roles in this area included Home Care Workers (SC3), Home Care Operations Manager (PO4), Admin & Finance Officers (SC5), Home Care Supervisor (SO2), Team Admin Officer (SC4) and a Work Planner (SC5).

Table 6 - Breakdown of Phase 1 & 2 Reorganisations by Directorates

Directorate	Phase 1 Total Redundancies	Phase 2 Total Redundancies
Resources	41	15
Community	24	142
Customer	23	12
CYP	32	119
Regeneration	36	13
Total	156	301

6.27 As part of Phase 1 reorganisations, redundancies were fairly evenly distributed across all directorates, although if the size of the directorate is taken into account, there was a disproportionately high number from Resources. The majority of redundancies in Resources

were as a result of a review in Finance. Turning to Phase 2, the redundancies were principally in the two largest directorates. Many were linked to the ending of centrally-funded grants. In Community Services the bulk of redundancies were due to the closure of domiciliary care. In CYP they were linked to reductions in early years provision and the closure of some nurseries.

- 6.28 All staff made redundant are eligible for redeployment and 22 staff have been redeployed in the last 8 months. However, many posts require specialist skills and the skills of those being made redundant is not always a suitable match.
- 6.29 All employees leaving the organisation are encouraged to complete an exit survey at two stages during the leaving process. Any equality issues are picked up via the HR analysis of the questionnaires or through exit interviews via an HR Advisor where the individual has requested this. Any equalities issues are reflected upon and taken forward to revise policies and procedures. Despite Lewisham's current programme of budget reductions, 68.5% of employees who completed an exit survey, said that they were treated fairly with respect to their individual needs and 66% said they would recommend Lewisham as a good employer.

Pay rates

- 6.2 The Council sets its pay and reward packages in accordance with a fair pay policy and with regard to national and regional pay policy and changing conditions in differing occupational labour markets.

(a) London Living Wage

- 6.30 As covered in the Committee's first evidence session on procurement, the Council supports the London Living Wage (LLW) and includes the provision of a LLW in contracts awarded by the authority. The Council implemented the LLW, currently £8.30, in January 2010 and pays at least this amount to all its employees, apprentices and agency workers. In May 2010 the increase in the LLW meant that spine point 4 in outer London dropped below the LLW by 2p an hour. The Council therefore undertook a review of all the lowest pay grades and the salary for posts on lower spinal points was adjusted to ensure they complied with LLW rates.
- 6.31 In addition to requiring contractors to pay the LLW, the Committee wanted to know if the Council could also require the payment of occupational sick pay to staff working for Council contractors. It was reported that the Council was prohibited from letting contracts which required contractors to change their terms and conditions for staff. The LLW was dealt with by the Council asking contractors, when contracts were renegotiated, to price the contract on the basis of paying all staff working on the contract a minimum salary equal to the LLW and, as a variant, a different price if the bidders did not do so. The award report would give the Mayor & Cabinet (Contracts) the option to award on the basis of including the LLW, thus the Council was, effectively, paying the extra cost of the LLW, where appropriate, for contracted staff. Although theoretically the same could be done for occupational sick pay, Janet Senior, the Executive Director for Resources, stated that this would be problematic and costly.

(b) Senior pay

- 6.32 The Council's approach to senior pay relates to two categories of jobs. First, there are "senior management grade" (SMG) posts. These posts are comprised of three grades paid between £50,000 and £66,400 and there are 96 posts at this level. These posts tend to be for head of profession roles or for highly specialised professional job roles. Second, there are JNC posts which include Executive Directors, Directors and Heads of Service. There are 34 of these roles and the inclusive pay level varies across a range from £73,000 to £140,000 (for the five

Executive Directors). The size and scope of management job roles were set during the review of management arrangements completed in 2006 and the pay levels for these jobs were set after they were independently evaluated by Hay in accordance with principles set out by corporate personnel. However, the Chief Executive is currently engaged in a comprehensive review of the Council's management arrangements to reduce the costs of management through reducing numbers and through changing layers and spans of control. Together with a review of the Council's corporate headquarters function, the aim is to reduce management costs by at least £1.3m in 2011-12 and at least £1.2m in 2012-13.

6.33 Following the Committee's evidence sessions, full Council agreed a Pay Policy Statement for 2012/13 at its meeting on 28 March 2012. The statement sets out the Council's policies relating to workforce pay, particularly in relation to senior staff (or chief officers) and the lowest paid employees. The statement is attached at Appendix C.

6.34 Compared with the London average, Lewisham's senior management pay is currently slightly below average. The Council's pay levels are regularly benchmarked against other London boroughs to ensure they do not stray outside the middle and upper quartile. The average remuneration for senior managers in 2009/10 compared as follows:

	Lewisham	London average
Heads of Service	£87,000	£89,000
Directors	£127,000	£128,000
Chief Executives	£192,000	£194,000

6.35 The Hutton review on Fair Pay³, recommended a new approach to public sector leadership, with a greater transparency on how pay is explained to the public. The review argued that there was a strong case for a maximum pay multiple, such as 20:1 between the lowest and highest paid in an organisation, which would demonstrate fairness by reassuring public opinion, address the collective action problem and benefit productivity. The corresponding figure in Lewisham is 12.93 taking into account the revision to the lowest spinal point to bring it to the LLW rate (so the lowest paid worker's salary x 12.93 = salary of the Chief Executive). Pay statements and pay committees are also an important consideration of the report.

6.36 Although the government has not stipulated the need for pay committees Lewisham has adopted this suggestion and created an Independent Executive Remuneration Panel (IERP). Its terms of reference include:

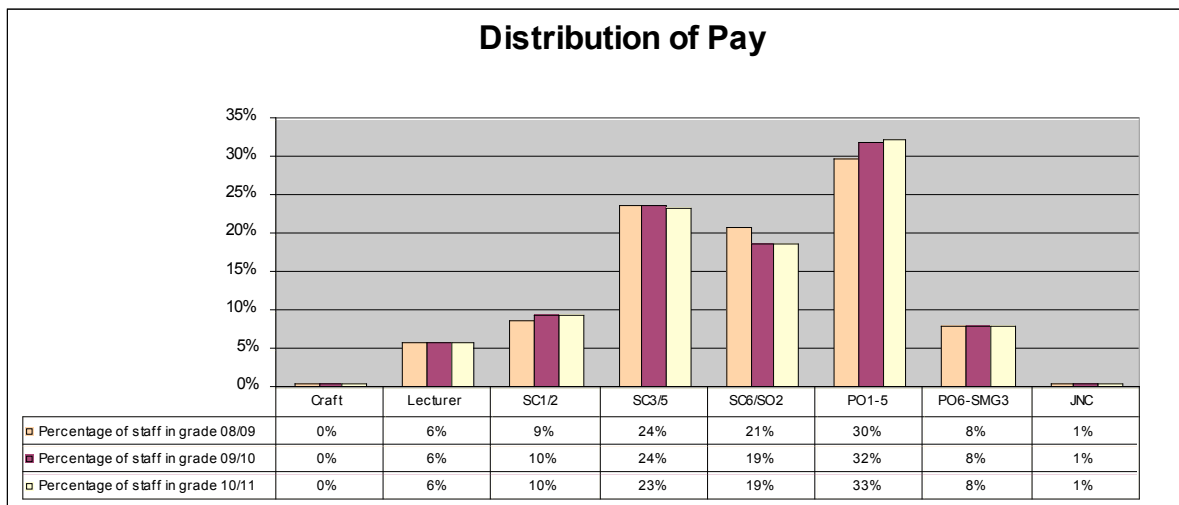
- To advise the Council's appointments panel on the appropriate pay framework and pay structure relating to the chief executive.
- To advise the chief executive on the appropriate pay framework and pay structure relating to executive directors and heads of service.
- To consider and commission reports on pay levels relevant to executive director roles.
- To consider how individual pay anomalies should be addressed.
- To provide a sounding for consultation on national pay issues.

The IERP considered the pay policy statement for the Council and will take evidence on the level of senior pay which will include the chief executive, executive directors and heads of service and the method of their remuneration. The IERP will be advised by independent pay consultants, Hay, and is scheduled to report on the appropriateness of the council's senior pay structures in 2012/13.

³ Hutton Review of Fair Pay in the Public Sector, HM Treasury, March 2011
See: http://www.hm-treasury.gov.uk/d/hutton_fairpay_review.pdf

6.37 Lewisham currently publishes the pay of the Chief Executive and Executive Directors. The Department of Communities and Local Government published guidance in September 2011, *The Code of Recommended Practice for Local Authorities on Data Transparency*, which asks bodies such as Lewisham to consider publishing the names and pay details of certain senior employees. The Council is considering this guidance. The Council's Audit Panel recently considered the number of senior interims employed and although it acknowledged the need for a mixed workforce of agency, interim and permanent workers it asked that the pay details of senior interims be published in the same way as for permanent senior staff. At the January evidence session, the Committee heard from Helen Glass, Principal Lawyer, who reported that whilst individuals could be required to submit themselves to the Council's pay and transparency rules, if the employer was an agency rather than the Council this might conflict with agreed confidentiality requirements. However, if there was a request to disclose the data, the public interest test would apply. It was also noted that the Council could look at the remuneration it was offering for a particular role and ensure it fitted within any agreed multiple. Nevertheless, some flexibility might be required with regard to agreed multiples so that services could be maintained whilst permanent recruitment was undertaken or to ensure that consultants with specific expertise could be hired on a short term basis, although a process of reporting by exception to the IERP could be adopted to address such circumstances.

6.38 The chart below identifies the percentage of staff currently employed at each grade band and salary level; over the last three years:



GLOSSARY OF GRADES OF OFFICERS

<i>Chief Executive</i>	Tier 1	JNC
<i>Exec Director</i>	Tier 2	JNC
<i>Head of Service</i>	Tier 3	JNC
<i>Service Unit Mgr</i>	Tier 4	SMG1-3
<i>Team Manager</i>	Tier 5	PO5 to SMG1

(c) Single status

6.39 The Council's Single Status Framework Agreement came into effect on 1 April 2008 and was incorporated into the contract of employment of all employees covered by the National Joint Councils for Local Government Employees. This common framework covers:

- A standard 35 hour working week;

- The introduction of a new job evaluation scheme;
- A new job evaluated grades for former Manual Workers;
- New rates for overtime (for those eligible);
- Removal of bonus payments and most allowances;
- Introduction of a new pay and grading structure;
- New Standby and Callout payments;
- Former manual worker annual leave brought in line with officer annual leave

The impact of Single Status on pay has been to standardise pay levels across the organisation through the use of a common pay spine, the implementation of a rigorous job evaluation process and the removal of local bonuses and “market supplements” which over time, tend to distort the pay profile within the organisation. However, the Committee heard from John Collins, UNISON, that not all staff were happy with single status and that some lower paid staff had seen a 13% cut in their salary as a result. However, management had noted that there were three or four issues still being considered and discussed with the unions at a local level.

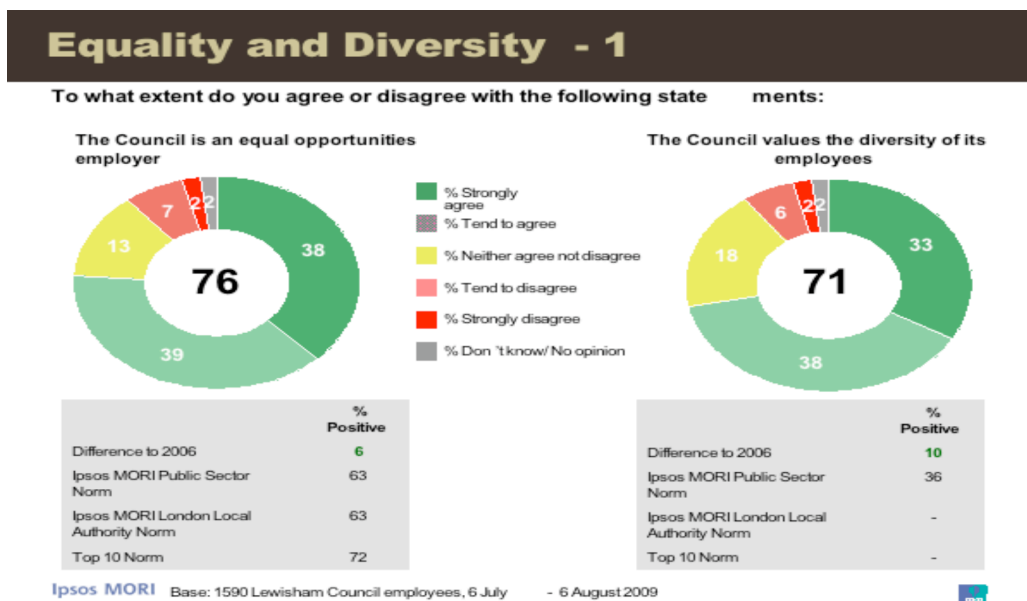
Lewisham as a local employer

- 6.40 Lewisham is the largest employer in the borough and its recruitment activity, although much reduced due to the ongoing budget reductions, has a profound effect on the local economy. The Council looks to recruit a workforce to reflect the local community by advertising jobs on the Council’s own website in order to attract local people. The Council also works in partnership with the local Job Centre, college and with social landlords to attract local people into local jobs. Currently, approximately 50% of staff live in the borough.
- 6.41 The number of JSA claimants in Lewisham has risen significantly since the start of the recession, and is set to rise further as a result of public spending cuts and changes to welfare eligibility. In a highly competitive labour market, those with limited experience or complex barriers to employment – such as young people, long term unemployed or lone parents – may require additional support to compete for a diminished supply of jobs. Tackling worklessness has been a longstanding priority for the Lewisham Strategic Partnership (LSP). The LSP has focused resources on those furthest from the labour market, such as lone parents (Lewisham has the highest proportion of lone parent households in London), long-term unemployed and young people. Worklessness was one of the main themes within Lewisham’s Total Place pilot in 2009-10; following the pilot, Lewisham was chosen as one of five areas to pilot a ‘co-design’ approach with the Department for Work & Pensions.
- 6.42 Lewisham is one of sixteen areas piloting the Community Budget initiative, which aims to pool or align resources across an area to tackle the problems associated with families with complex needs. Lewisham’s Community Budget approach has a strong focus on employment, and includes a ‘family budget’ project which aims to tackle intergenerational worklessness.

Equity in the workforce

- 6.43 Flexible working arrangements offered by the Council include job sharing, working from home, flexi-time, reduction in hours for care commitments, career breaks and generous maternity, paternity and adoption schemes. The Council's People Management Strategy reflects the ongoing commitment to flexible working with many staff undertaking different work patterns and 27% of council staff employed on a part time basis, 83% of these being women.

- 6.44 Lewisham Council uses the Investors in People (IIP) framework as a tool to develop and implement best practice in relation to people development and people management. Whilst one of the IIP indicators focuses specifically on promoting equality of opportunity in the development of the organisation's people, the whole of the framework looks at fairness in relation to organisational strategy, learning and development, reward and recognition, involvement and leadership and management practice. The IIP assessment process provides an opportunity for employees to provide feedback about what works well at Lewisham and what could be improved and provides the organisation with an external view of how well people are managed and developed across the Council wand where it needs to focus its attention. The Council's Staff Survey - 'Talkback', the results of which John Collins, UNISON, stated did not reflect what he was hearing on a day to day basis, was conducted in conjunction with Ipsos Mori between July-Aug 2009 and achieved a 41% response rate. The results of the survey show an increase in positive responses since the previous survey of 2006. The increase in positive response rates means more staff now speak highly of the council and express satisfaction with pay, benefits, job security, health and safety, line management and the valuing of diversity.
- 6.45 Results of the survey questions on Equality and Diversity are shown below. These indicate that three quarters of Council employees feel they work for an equal opportunities employer - an increase of 6% since the 2006 survey. This is ahead of all Ipsos Mori norms. There has also been a 10% increase in the number of employees who agree that the Council values this diversity.



(a) Outplacement

- 6.46 The Council offers outplacement training courses through Capita and also through GGT Solutions, which is a local training company based in Streatham. The Council's approach is to equip those employees leaving the organisation with the tools necessary to assist them in obtaining employment elsewhere. The courses are funded by central government and offer training in CV writing, interview and job search skills free of charge to Lewisham employees.

(b) Staff engagement

- 6.47 The Council works with the unions as well as employee groups to ensure effective employee relations, such as when the single status agreement was negotiated. The Council supports

the principle of collective bargaining and recognises the role trade unions can play in maintaining good employee relations. The unions play a vital role in providing a voice for their members in the decision making processes of the Council as well as representing their members on an individual basis. Around 50% of Council employees (non teachers) are members of a trade union.

- 6.48 For negotiating purposes the Council recognises Unison, GMB and Unite as well as other unions specific to teachers. Time off arrangements for union representatives is governed by the Council's TOFTUA Agreement. This includes paid secondments for the larger trade unions, for example 4.8 (FTE) secondees across the non-teaching unions (Unison, GMB, Unite). The Council's secondment arrangements compares favourably with those provided by other London Boroughs.
- 6.49 The Council has a formal negotiating structure in place, the final stage of which is a meeting with the Mayor & Cabinet via the Works Council. Whilst employee relations within the Council is generally positive with good examples of joint working having taken place in the past, as in the case of single status implementation, Council officers feel that there is an increasing reluctance on the part of the non-teaching unions to participate in the formal negotiating machinery. A review of the council's formal negotiating procedures and secondment arrangements will therefore be undertaken shortly.
- 6.50 The Committee discussed the role of the Works Council with the Union representatives present at the second evidence session and John Collins, UNISON, suggested that the Works Council should incorporate formal contact with the Mayor. However, officers have subsequently clarified that the membership of the Works Council is drawn from the elected members of the Council who, according to the constitution, are the employers.
- 6.51 Service transformation reviews involve staff in discussions about current service delivery and areas for improvement and actively involve staff in redesigning services. Surveys show consistently that the organisations with the most motivated staff are the ones where staff feel involved and able to contribute to what goes on. There are many opportunities for Lewisham staff to have their say about working for the organisation; or to meet with fellow staff either to exchange information or ideas relating to work, or to socialise. Lewisham Council's staff fora include:
- Sustainability forum
 - Young employee network
 - Black Staff Forum
 - Disabled Staff Forum
 - Lesbian, gay, bisexual & transgender employee forum.

Each forum is championed by a member of senior management and has access to clerical support if required.

Developing the workforce

- 6.52 Lewisham provides management development for all levels of managers including supervisors, but creating opportunities at a time of restricted budgets is a major challenge. For junior staff either making the first move into line management or who have ambitions to do so, the Council has, in the past, offered an Institute of Learning and Management (ILM) accredited course to equip them with the necessary skills. A new programme, Invest, has now been developed 'by staff for staff' to offer staff the opportunity to develop new skills or strengthen existing skills and gain new experiences by taking on projects in other work areas across the organisation. This develops staff and supports internal succession planning and internal promotions at all levels. E-learning is available for all staff and includes personal

development courses. It can be accessed by staff from home and so staff can complete courses which are not linked to their work but which may offer self development for those wishing to pursue alternative career paths, for which more traditional development opportunities may be limited, particular in times of austerity.

- 6.53 Lewisham’s Performance Evaluation System provides a formal framework for managing the performance of all Lewisham staff, in addition to regular informal feedback and support throughout the year. The system is designed to ensure all staff receive fair and constructive feedback on their performance. This ensures all Lewisham staff, whatever their role, have a clear understanding of their job role and what is expected of them; receive regular, objective feedback on performance; have their achievements, skills and strengths recognised. It also ensures that their development needs are identified so they continue to develop their skills and improve performance and they have an opportunity to discuss options for career progression.

Benchmarking

- 6.54 The tables below provide comparative data on workforce composition with a number of London boroughs together with London-wide and national data. The comparative data for London Boroughs is as a percentage of average headcount for year ending June 2010. The local government figures exclude teachers, fire-fighters and police. Comparative national, local government and whole economy percentages are taken from the Labour Force Survey, July - Sep 2009.

Age Profiles

	total staff	16 to 24	25 to 39	40 to 49	50+	
London Boroughs Average	UKN	4%	29%	31%	36%	100%
local govt national	UKN	7%	28%	31%	34%	100%
whole economy	UKN	15%	34%	25%	26%	100%
Lewisham	3790	3%	31%	44%	22%	100%
Bromley	2696	4%	14%	39%	43%	100%
Greenwich*	10046	5%	29%	31%	35%	100.0%
Croydon	3995	4%	29%	31%	36%	100%
Barking & Dagenham~	3735	8%	28%	29%	35%	100%
Newham*	12,413	5%	35%	31%	29%	100%
Southwark	5021	4%	30%	35%	31%	100.0%

~ High levels of apprentices engaged at B&D

The age profile across London boroughs shows a similar picture of an aging workforce which is heavily weighted to employees over the age of 40.

Disabled Employees

	Total Staff	Disabled
London Boroughs average	NA	5%
Local Govt National	NA	NA
whole economy	NA	NA
Lewisham	3790	6%
Bromley	2696	2%
Greenwich*	10046	3%
Croydon	3995	8%
Barking & Dagenham	3735	4%
Newham*	12,413	6%
Southwark	5021	5%

Lewisham's representation of disabled employees compares favourably with the rest of the sample. Croydon's representation, at 8%, is high and the HR division will be discussing this with the borough to understand if there are lessons to be learned relating to the recruitment of disabled people.

Ethnicity

ETHNICITY	total staff	asian	black	mixed	other	white	prefer not to state/ UKN	Total BME
London Boroughs average	NA	9%	20%	2%	2%	60%	6%	35%
Local Govt National	NA							
whole economy	NA							
Lewisham	3790	3%	31%	3%	2%	61%		39%
Bromley	2696	N/A	N/A	N/A	N/A	65%	25%	10%
Greenwich*	10046	5%	12%	2%	2%	80%		20%
Croydon	3995	N/A	N/A	N/A	N/A	57%	6%	37%
Barking & Dagenham	3735	6%	15%	2%	1%	76%		24%
Newham*	12,413	24%	19%	2%	1%	52%	<1%	46%
Southwark	5021	4%	38%	3%	3%	52%		48%

* includes schools

Note: The percentage Lewisham's economically active BME stands at 34%

Lewisham's representation of BME staff is on a par with the council's neighbour, Southwark.

Schools

6.55 Schools operate under a Fair Funding scheme of delegation which provides them with significant discretion on employment matters. This effectively means that schools can, if they wish, establish their own schemes for the employment of staff negotiated and agreed at school level. Nationally and locally the vast majority of schools have continued to use nationally agreed arrangements for teachers or local authority based ones for support staff. However, schools are required to have a pay policy which the Governing Body must use in the setting out pay and conditions for their staff.

6.56 In respect of teachers' terms and conditions these are governed by the School Teachers Pay and Conditions Document (STP&CD) which provides the framework for teachers' pay and benefits. This includes all teaching roles including Head teachers.

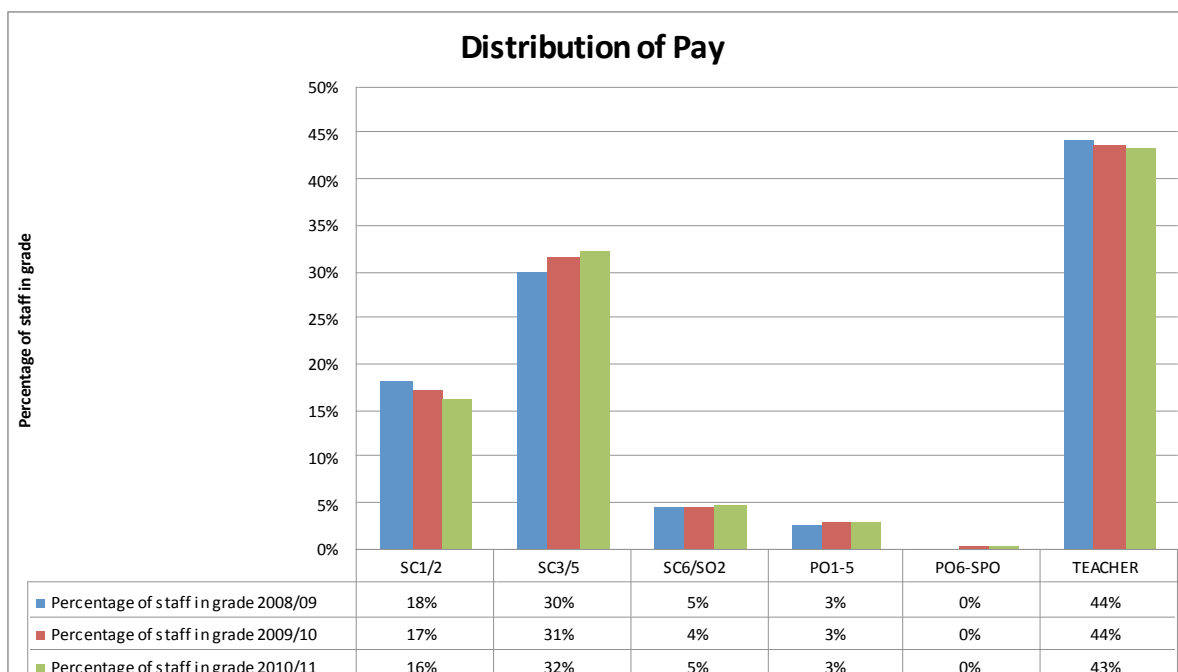
6.57 Support staff in the majority of Lewisham schools, are employed using the same terms and conditions agreed by the Council for Administrative, Professional, Technical and Clerical (APT&C) staff under the Single Status Agreement. At its second evidence session, the Committee heard however, that a large number of non-teaching staff in schools had not yet gone through the single status process. There are also three voluntary aided schools that have not adopted the Single Status agreement and have instead agreed an alternative scheme with their staff.

6.58 The following data relates to the 78 schools that use the Council's payroll system.

Pay

6.59 The Council pays at least the LLW to all its employees in schools. Where schools seek guidance from the local authority on the letting of contracts they are made aware of the London Living Wage and encouraged to consider it in their decision making.

6.60 The chart and table below identify the proportion of staff employed at each grade band and salary level; over the last three years. The small decrease in the teaching staff proportion reflects the increased employment of teaching assistant roles in schools.



STAFF NUMBERS BY SALARY BAND

	2010/11
Salary	Total
£0-£10k	0
£10k-£20k	1086
£20k-£30k	1595
£30k-£40k	520

£40k-£50k	875
£50k-£60k	130
£60k-£70k	79
£70k-£80k	39
£80-£90k	14
£90k-£100k	5
£100k-£110k	3
£110k+	0
Total	4346

6.61 Senior Pay in schools is determined by school Governing Bodies within the framework of guidance in the STP&CD. Governing Bodies must have a pay policy for the school and this must cover how senior leadership positions are to be remunerated. Head Teacher salaries that fall within the disclosure requirements of the Annual Statement of Accounts are disclosed in summary. Within the schools community the salaries of senior leadership roles in schools is shared largely to provide benchmarks for Governing Bodies and to guide them in applying their pay policy for senior staff.

6.62 The table below presents the top pay versus lowest pay for a range of schools according to their "Group Size".

School Group Size	Highest Paid	Lowest Paid
Nursery 1	64,036	16714
Nursery 2	59,980	16714
Primary 1	71,447	16714
Primary 2	65,448	16714
Secondary 1	109,617	16714
Secondary 2	89,322	16714

Part time workers

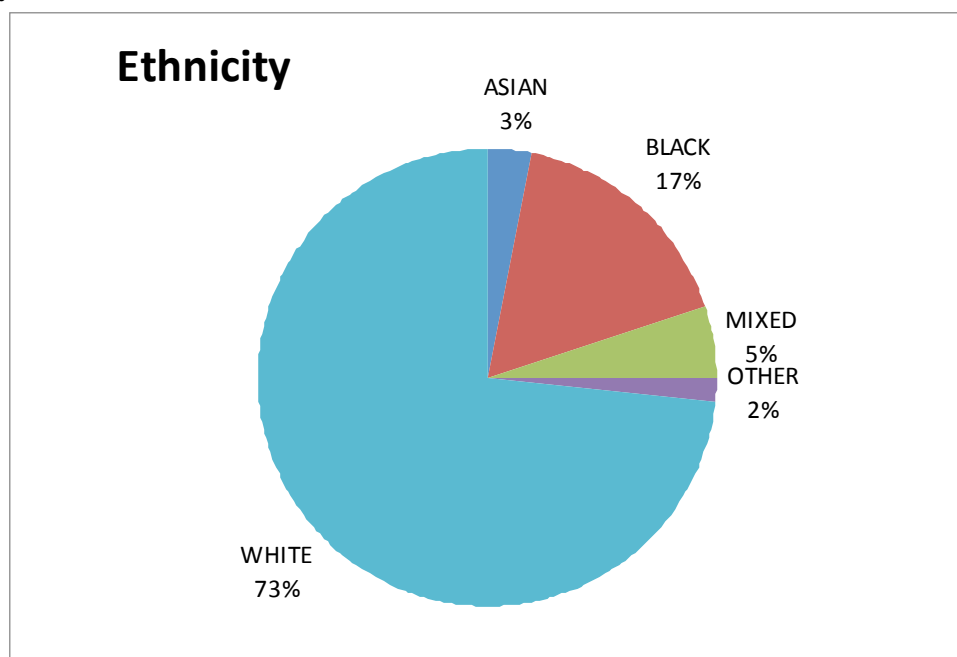
6.63 Schools' part time workers are afforded the same terms and conditions as their full time counterparts. Schools employ a significant number of part time and term time only staff, as shown in the table below, and 52% of the workforce is currently part time.

Grade	Part Time Staff	Total Staff	Proportion
SC1-2	691	709	97%
SC3-5	1075	1408	76%
SC6-SO2	72	207	35%
PO1-PO5	15	126	12%
PO6-SMG3	3	12	25%
Teacher	398	1884	21%
Total	2254	4346	52%

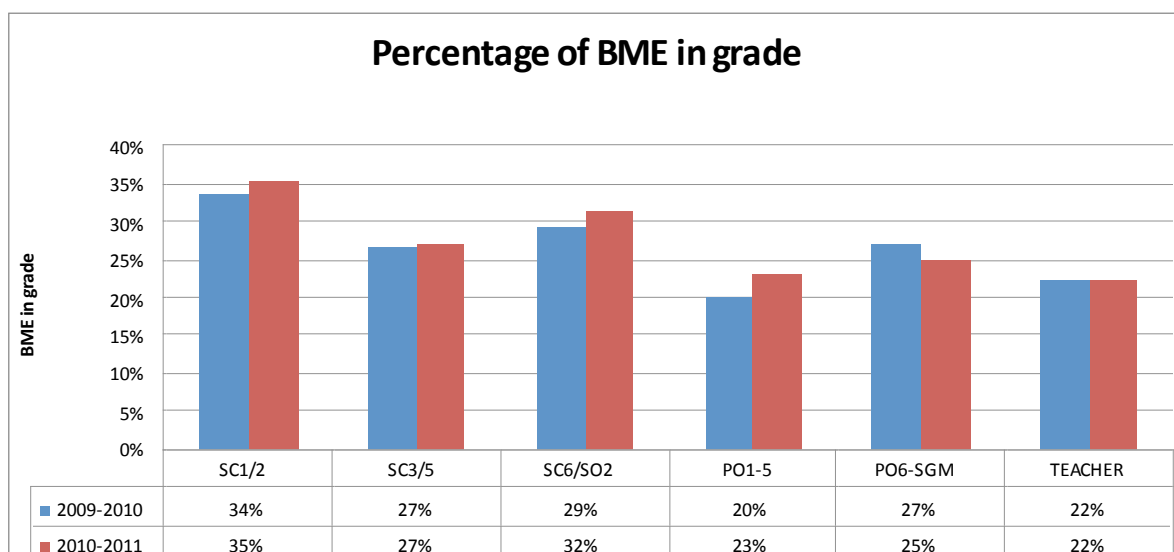
Representation and recruitment

6.64 The Schools' employment profile identifies a stable workforce. Overall workforce needs are analysed and reviewed in an annual employment profile. In terms of the ethnicity of newly

qualified teachers recruited to schools in the borough over the last year 26% were from BME groups. Schools have a diverse workforce with black and minority ethnic staff making up nearly 27% of all staff.



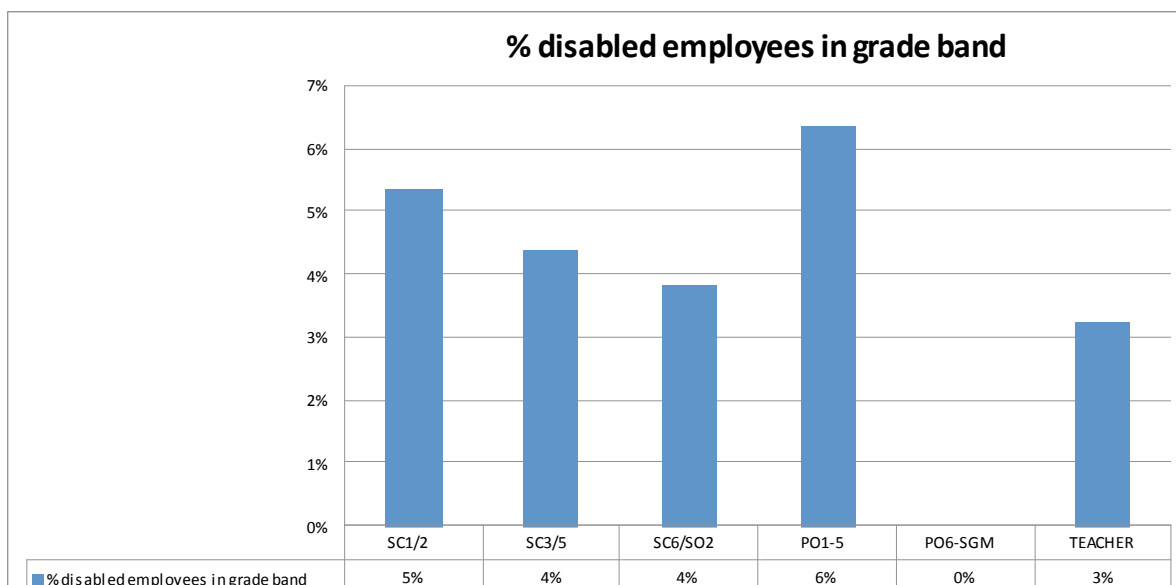
6.65 Representation of black and ethnic minority staff has increased by 2% for grades sc6 to P01-05 in the period 2009 – 2011 and fallen by 2% for grades P06 – SMG. For teaching grades the proportion remains static at 22%. The local authority has over the last two years sponsored with schools and neighbouring boroughs a leadership programme that aims to encourage teachers from a BME background to consider middle and senior management roles. It is too early to assess the long term impact of this programme but in 2010 there were 5 promotions and one headship appointment by staff who had attended the programme.



6.66 The Committee noted that there was better BME representation in lower graded roles although the leadership programme for BME teaching staff was having some early success. Nonetheless, the Committee felt that the data relating to the representation of BME communities in the borough's teaching staff was of considerable concern, especially given

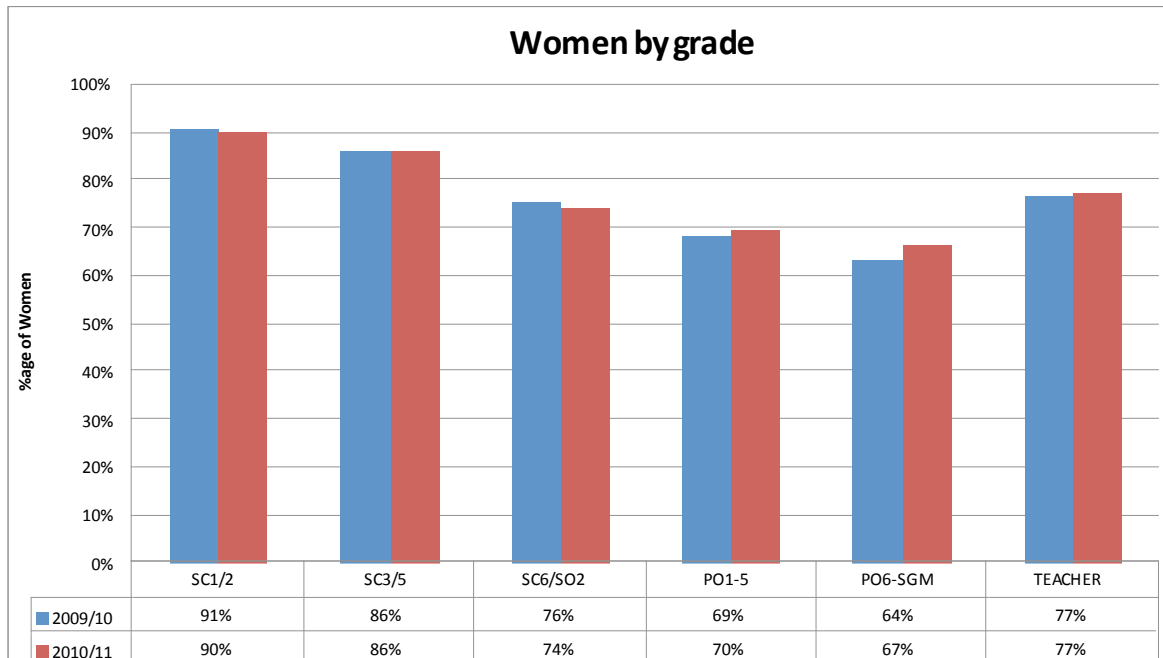
the high percentage of pupils from BME communities. Alan Docksey stated that there were some schools with good practice where representation was much better than the average shown in the report. He also reported that in terms of recruitment there was an issue nationally as to the profile of the population undergoing teacher training for schools to recruit from. The Committee felt that the matter needed further investigation and should be referred to the Children and Young People Select Committee for further consideration. The Committee was advised by Kath Nicholson that, whilst positive discrimination in the recruitment process at the point of employment was not legally possible, positive action to encourage BME teaching applicants was possible and that this could be coupled with aspirational targets. Whilst it was appreciated that schools make their own employment decisions, the Committee felt that the Council should use its "influencing" role to impress on schools the need to ensure their staff reflected the make-up of their communities - not only in the interests of equality and fairness, but also in providing role models to improve self-esteem as part of raising achievement.

6.67 The number of disabled staff within Schools has risen over the years and now stands at 8% of the workforce although this may change as a result of the self-classification exercise being undertaken in January 2012.



6.68 The school workforce is predominantly a female workforce with 77% of staff women. In support staff roles the representation of women varies from 90% in the Sc1/2 grades to 64% in the P06 – SMG grades.

Women as a % of school employees 2009/10 - 2010/11



6.69 The nature of the roles performed in schools – teaching assistants, midday supervisors, office staff and teachers – can only be performed, in the main, when the pupils are present. This limits the scope for flexible working in performing these roles. However job share arrangements are a regular occurrence in schools along with extensive part time working for teachers (21%). Schools also benefit from career breaks and generous maternity, paternity and adoption schemes.

(a) Redundancies

6.70 In 2010 and 2011 the Government sought to protect the budgets of schools. In practice this has meant that funding to schools has been broadly static in real terms over this period and in 2012/13 funding of the Dedicated Schools grant is frozen at cash terms per pupil. As a result the need for redundancies in schools has not been driven by a wide scale reduction in funding. Rather, it has been more focussed on individual schools where pupil numbers have fallen and therefore the resources available to the school have reduced accordingly. In 2010/11 and in 2011/12 secondary age pupil numbers were declining as part of a trend. It is not until 2015 when primary age pupils from the first bulge year (2008) are due in secondary schools that secondary age pupil numbers are expected to increase.

6.71 In 2010/11 there were 26 redundancies of which four affected teaching staff. The bulk of the support staff roles lost were at Sc3-5 and would be teaching assistant roles. Some of these reductions will relate to changes in the additional support required or provided to pupils with SEN. The tables overleaf outline the effect of the redundancies, measures by different equalities criteria, including gender, race, disability and grade.

TOTAL SCHOOLS' STAFF REDUNDANT 2010-2011 BY GRADE		
Grade	Total schools' staff redundant	% of those staff made redundant
Sc1-2	4	15.39%
Sc3-5	15	57.69%
Sc6-SO2	2	7.69%
PO1-PO5	1	3.84%
PO6-SMG3	0	0.00%
Teachers	4	15.59%
TOTAL	26	100%

TOTAL SCHOOLS' STAFF REDUNDANT 2010-2011 BY GENDER	
Male	Female
6	20

TOTAL SCHOOLS' STAFF REDUNDANT 2010-2011 BY ETHNICITY				
Black Caribbean	White British	White Other	Mixed White /Black Caribbean	Asian/ Bangladeshi
6	14	2	3	1

TOTAL SCHOOLS' STAFF REDUNDANT 2010-2011 BY DISABILITY		
Disabled	Not disabled	Not declared
1	12	13

TOTAL SCHOOLS' STAFF REDUNDANT 2010-2011 BY AGE					
16-20	21-24	25-34	35-44	45-54	55 +
Nil	1	6	6	6	7

(b) Agency staff

- 6.72 The predominant use of agency staff by schools is for teaching supply cover. Schools arrange this directly with supply agencies or have a pool of individuals that they regularly call upon for this purpose. Some schools now employ staff who have a role to provide cover internally within the school and this reduces or eliminates the need to use outside agencies.
- 6.73 As schools organise supply cover directly and not through any Council provided service there is no data on the profile of the staff used for this purpose. In the period 2009/10 and 2010/11 the amounts spent by schools on supply arrangements were:

Supply Staff 2009/10	Agency supply Staff outturn 2009/10	Supply Staff 2010/11	Agency supply Staff outturn 2010/11
1,090,110	6,525,246	1,142,805	6,014,864

- 6.74 This is a significant amount of expenditure much of which will relate to sickness absence. The local authority is making more data available to schools on staff absence and providing more direct support, on a traded basis, to schools so that they can manage down absence levels.

Trade Unions

- 6.75 The Council and Schools support the principle of collective bargaining and recognises the role trade unions can play in maintaining good employee relations. For negotiating purposes the Council recognises NUT, NAHT, ATL, ASCL and NASUWT for teaching staff and Unison, GMB and Unite in respect of support staff. Time off arrangements for union representatives is governed by the Council's TOFTUA Agreement. This includes paid secondments for the larger trade unions, for example 2.7 (FTE) secondees across the teaching unions, NUT and others, are currently funded from the DSG.

Developing the school workforce

- 6.76 Lewisham provides leadership development for all levels of teaching staff in schools, including:
- A consultant leader programme for newly appointed Heads
 - A Targeted Support programme for Deputy and Assistant Heads aspiring to Headship
 - For middle managers and subject leaders, an in-school support programme to develop leadership skills.
 - Black, Asian, Ethnic Minority programmes: Extending Diversity in School Leadership and Learning for Leadership Transformation.
 - For support staff, development programmes for Bursars, Support Staff and Higher Level Teaching Assistants.
- 6.77 Lewisham's Performance Evaluation System provides a formal framework for managing the performance of support staff in schools, in addition to regular informal feedback and support throughout the year. The STP&CD provides a framework for the performance management of teaching staff in schools. Recent announcements by Government concerning the performance management of teachers will lead to a reduction in the time scales for performance capability processes for poorly performing staff. These changes are to be introduced in September 2012.
- 6.78 The Committee was concerned to hear from Kim Knappett from the ATL, that, in their view, morale in schools was very low and could be improved if staff were more involved in Council processes, were included in surveys and had more access to the intranet and other council information services so they could access council policies more easily.

Pay and Employment Practices: Recommendations

6.79 The Committee would like to make the following recommendations:

- 1. When assessing the impact of redundancies, contracted and agency staff who are delivering council services should be included in any analysis undertaken.**
- 2. Where possible, employee pathways through the organisation should be monitored to ensure that there is scope within the organisation for employees to progress to more senior roles.**
- 3. The development of an in-house management trainee scheme for local graduates is welcomed and the Committee should be kept updated on progress in implementing this.**
- 4. Corporate HR staff should keep the following issues under review:**
 - (a) The disproportionate impact of council redundancies on women.**
 - (b) The age profile of staff.**
 - (c) The employment of BME staff at senior levels.**
 - (d) The length of service of agency staff.**
- 5. The involvement of school staff in Council processes needs to be improved. This should include making sure that school staff are included in all relevant corporate engagement exercises, including surveys; and have access to the intranet and other council information services so they can access council policies and other relevant corporate information easily.**
- 6. Should the Independent Executive Remuneration Panel (IERP) agree a set pay multiple, any appointment (permanent or agency staff) that exceeds the multiple should be reported to the IERP.**
- 7. Agency staff must be required to submit themselves to the Council's pay and transparency rules. The public interest test should be deemed to always apply in this case, overruling any confidentiality requirements agreed between the staff member and their agency.**
- 8. The operation of the Works Council should be reviewed and consideration given to how more formal contact with the Mayor can be incorporated.**

7 Local Assembly Consultation

7.1 Following the completion of the review, the Committee was keen that the public were consulted on the findings and it was agreed that some of the issues raised by the review would be considered by the local assemblies over the summer, by way of a survey.

7.2 The survey attached at **Appendix H** was sent to local assembly co-ordinating groups, with a request that the assemblies considered putting it on their agendas for discussion and feedback over the summer. At assemblies where the survey was not included on

the agenda, it was still made available for participants to complete and the Committee's report was also available on the information table for reference.

7.3 The Committee agreed the key areas for feedback to be covered in the consultation; and the results of the survey were provided to the Procurement and HR teams to assist them in developing those services. Assembly participants were also asked to email any views they might have on senior pay provision in the Council to the Executive Remuneration team to help inform the development of the Independent Executive Remuneration Panel (IERP).

7.4 The surveys were put forward for consideration at the following Local Assemblies over the summer:

- New Cross, 9 July (6 surveys completed)
- Catford South, 10 July (9 surveys completed)
- Sydenham, 8 September (the surveys were made available but none were completed)
- Telegraph Hill, 15 September (0 surveys completed – the assembly decided not to hand out the surveys due to the meeting format which was an informal social event)
- Brockley, 15 September (18 surveys completed)
- Ladywell, 19 September (23 surveys completed)
- Lee Green, 25 September (6 surveys completed)
- Grove Park, 4 October (20 surveys completed)
- Forest Hill, 8 October (24 surveys completed).

7.5 Feedback from these assemblies is provided below.

7.6 Although the following assemblies met too late for feedback to be presented to the Committee in October 2012, they were still given the opportunity to take part in the consultation and the results were used by the procurement and HR teams:

- Bellingham, 9 October
- Lewisham Central, 11 October
- Evelyn, 13 October
- Rushey Green, 17 October
- Whitefoot, 25 October
- Perry Vale, 27 October
- Crofton Park, 12 November.

The key findings arising from the surveys completed at the assemblies listed at paragraph 7.4 are summarised below. The full findings are attached at **Appendix H**.

7.7 The key findings of the survey are summarised below.

Procurement

- The majority of respondents felt that the Council should be required to obtain a quote from at least one local supplier when looking for companies and organisations to supply goods and services. **(101 in favour, 3 against)**

- The majority of respondents felt that suppliers of council services should be asked to provide apprenticeships for local people, ensure their workforce meets specific gender ratios, and ensure their employees have access to a minimum level of training and development, where this is practical. **(86 in favour, 9 against)**
- In terms of adding social considerations into contracts, some respondents felt that this would be too onerous (in terms of time and money) for small firms; that suppliers of council services should be able to reject unsuitable apprentices; and that gender and other ratios were less important than training and development requirements.
- Suggestions for what the Council could do to encourage more local businesses to bid to supply it with goods and services were wide ranging and included making good use of the website to disseminate relevant information, creating smaller contracts, supporting local businesses in the bidding process, making the procurement process simpler, helping small local businesses to capacity build and allowing joint bids so a number of local small businesses could work together.
- The majority of respondents were not aware that the Council paid the London Living Wage (LLW) **(19 knew, 41 did not)** but were almost all supportive of this practice.
- Comments in relation to the LLW were focussed on making sure external suppliers of Council services paid the LLW. Some respondents were concerned that requiring all suppliers to pay the LLW might affect their competitiveness.

Pay and Employment Practices

- Ideas for what the Council could do to make the local community more aware of job opportunities were very wide ranging. However, common suggestions included better use of the website, closer working with schools and colleges and more advertising in local papers and public places.
- The majority of respondents felt that the Council's apprentice and trainee schemes should be targeted more at local people. **(72 in favour, 6 against)**
- The reasons for this included a feeling that the Council's first priority should be its own residents, that this would help tackle high levels of local unemployment, that employing people with knowledge of the area would be beneficial and that it would help the environment by reducing commuting times. Those against increased targeting of local people generally felt that candidates should be selected for the schemes on the basis of ability rather than geographic location.
- The majority of respondents felt that the Council should require temporary and agency staff working in senior roles to publicly declare their earnings, in the same way as permanent staff. **(83 in favour, 12 against, 1 unsure)**
- The majority of respondents felt that there should be a limit on how much more the highest paid member of staff is paid compared to the lowest paid member of staff. **(81 in favour, 16 against, 1 unsure)**

8 Next steps

- 8.1 A Mayoral response to the procurement recommendations has already been received. A response to the pay and employment recommendations is expected in January 2013.

9 References

1. The Islington Fairness Commission Final Report *Closing the Gap* (Islington Council) June 2011.
http://www.islington.gov.uk/DownloadableDocuments/CouncilandDemocracy/Pdf/fairness_commission/IFC_final_report_closing_the_gap.pdf
2. The Hutton Review of Fair Pay in the Public Sector (HM Treasury), March 2011
http://www.hm-treasury.gov.uk/d/hutton_fairpay_review.pdf

10 Appendices

Appendix A - The Youth Task Force Apprenticeship Action Plan

Appendix B – Lewisham’s People Management Strategy

Appendix C – The Council’s Pay Policy Statement 2012-13

Appendix D – Recommendations and responses arising from the Housing Select Committee’s Review into Private Rented Sector Housing

Appendix E - Recommendations arising from the Sustainable Development Select Committee Review into financial exclusion

Appendix F – Recommendations arising from the Healthier Communities Select Committee’s Review into Premature Mortality

Appendix G – Recommendations arising from the Safer Stronger Communities Select Committee Review into the community and voluntary sector.

Appendix H – Local Assembly Survey and results

Apprenticeships

Lewisham actively supports the creation of apprenticeships within its own workforce and looks to contracting partners to mirror this commitment. The Youth Task Force leads on this agenda, due to the high number of unemployed young people in the borough. The Task Force's action plan identifies a number of key procurement points (responses are shown in italics):

During the re-tender of Council contracts, due consideration be given to the provision of employment for apprentices as well as other opportunities including work experience, work shadowing, etc.

Eligible contractors be asked to outline their capacity for the delivery of positions for apprentices and that this should be used as part of the tender evaluation process.

The code of practice for contractors, suppliers and service providers will be revised to include a reference to apprenticeships and other associated socially responsible practices. Each procurement project over £1m in value will be reviewed with the objective to include the employment of an apprentice.

There will also be included, in all relevant contracts, provisions requiring contractors and service providers to stipulate specifically how they will meet our corporate priorities in relation to apprenticeships and the employment and training of young people.

The management and development of apprentices should be included in the Council's overall management of its contracts.

As part of the management of the relevant contracts, officers will ensure that contractors supply sufficient evidence that they are meeting their contractual commitments. Enforcement of contract conditions will follow the Council's code of practice for contractors, suppliers and service providers, in line with the Council's guidance on best practice for managed contracts. Penalty clauses will be written into relevant contracts to ensure that enforcement can be served for non compliance. Additionally, the Council's website will be used to publish this aspect of contractors' performance.

Oversight of the Council's overarching responsibility for all apprentices employed directly by the local authority or through the Council's supply chain will be corporately maintained.

The Council's current provision for providing apprentices should be used to support the deployment of apprentices into partner organisations.

The Council will promote, encourage and facilitate the placement of apprentices in partner organisations. Officers will meet with partners to ensure that best practice and resources can be shared.

Lewisham will offer partner organisations information on the range of support available and any detail of additional and complementary support service that can be provided from within the locality.

The Council should consider innovative ways to support apprenticeship opportunities in other organisations including partners in the voluntary and community sector.

When considering the programme in any one year the Council will work with partners to ensure that the programme involves the creation of opportunities in the voluntary and community sectors

People Management Strategy 2011-2014

1. Introduction

The Council is experiencing high levels of transformation and the role of the Council is likely to change over the three years of the strategy. This will have a significant impact on our workforce. We therefore need to ensure that we lead, develop, manage and engage our people so they are able to address the challenges facing the Council and continue to deliver high quality services to our communities.

We will need to respond to:

- 28% reduction in income over next 4 years
- Growth forecast in Lewisham's population of 27,000 over the next ten years
- Need to continue to meet community needs with significantly reduced funding and fewer staff
- Localism, the changing role of local authorities and new relationships with citizens.

Some of these changes will require us to deliver services differently or stop delivering some services altogether and we will need to support staff in working differently. We will need to sustain the high performance of some employees and bring others up to the same high standard. Having less staff may expose the organisation to more risk and we will need to support our managers to be able to better assess and manage risk.

Lewisham has a shared vision with its partners that *Together We will make Lewisham the best place in London to live, work and learn*. In order to realise this vision, we will need a flexible, skilled and motivated workforce who are well-led and managed.

This Strategy builds on the 2007-2010 People Management Strategy and sets out how we will address the challenges we face and continue to deliver our strategic priorities through our people.

2 Our Context

The Local Economy

Lewisham's local economy has a relatively small corporate and private sector. Most employment is in the public sector – with the Council as the largest employer in the borough, with 8,500 staff in total; of which 4,000 are employed in 95 schools. Other public sector partners (Lewisham hospital,

Goldsmiths, Lewisham College, the NHS Primary Care Trust and the Metropolitan Police) employ a further 6,500. With the exception of a few large retail businesses and some medium sized office supply businesses, the private sector economy comprises mainly small and medium enterprises in the traditional supply and retail sectors. The changes to employment practices in the council have an impact to employment levels and the economy locally which is particularly marked during any economic downturn.

Our staff

In broad terms, our employees reflect the diversity of the local community which enables the Council to develop services that meet community needs.

Challenges exist in some areas such as representation of black and minority ethnic staff in more senior grades and this remain a priority for this strategy.

Turnover of employees at 7% has been stable for some time but this is likely to increase as a higher proportion of staff leave the organisation as a result of the savings the Council is required to make. Providing support to staff leaving the organisation as well as developing and supporting the majority of staff who will remain within the organisation are key objectives within the strategy.

The Council adopts a mixed resourcing solution. Key to this is an effective agency managed service. 866 agency staff are currently placed with the Council. This represents a decrease of 5.6% and is likely to decrease further as the Council is adopting a strategy of replacing existing or future agency staff with redeployees where this is practicable.

The findings from the 2009 employee survey show that the council has an engaged and motivated workforce and that staff are focused on the needs of customers. As employers the council needs to ensure that the high levels of employee commitment are translated into improved social results for our communities and that the investment in learning and development supports staff in delivering high quality outputs that meet citizens' needs.

The challenge

Over the three year period of the strategy, the Council will need to continue to deliver high quality provision in the context of significant and rapid change and reductions in funding for local government. The role of local authorities, and the public sector more generally, is changing and we will need to adapt to this. We will also need to respond creatively to reductions in funding for local government. During 2010, the council has been actively working to deliver the changing and saving agenda and this focus will continue over the coming years.

Our communities in Lewisham will experience significant challenges and opportunities over the period of the strategy. These include high levels of unemployment, changes to the benefits system as well as opportunities arising from the continuing regeneration and development of Lewisham and large developments outside the borough that will have a big impact on the borough. Lewisham's population is forecast to grow by 27,000 people over the next ten years and a further 22,000 in the ten years after that. This will lead to increased demand for services at a time at which resources are reducing.

Citizens will expect more flexible, personally tailored and responsive services. Many people will want to organise services for themselves, others, however, may continue to want services to be delivered in more traditional ways.

We will need to find new and innovative ways of responding to citizens' expectations by re-designing services and reshaping the way services are delivered. Our employees will need to be able to work differently, for example within different service models and across service and geographical boundaries. Our leaders and managers will need to be able to inspire and motivate staff through these changes and engage them in new ways of working.

3 **Our strategic framework**

Lewisham's Sustainable Community Strategy sets out Lewisham's Strategic Partnerships strategy for the borough looking ahead to 2020. The Council's ten corporate priorities stem from the Sustainable Community Strategy.

The People Strategy sets out how the council will lead, engage and develop its people to contribute to the delivery of the Sustainable Community Strategy. There is a clear link between the priorities in the People Strategy and the Community Strategy priorities and principles, in particular, the two priorities:

- **Ambitious and achieving** people are inspired and supported to fulfil their potential
- **Empowered and responsible** people are actively involved in their local area and contribute to supportive communities

and the 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

Community Strategy priorities and principles	People Strategy Priorities
Empowered and responsible	New ways of working to facilitate innovative provision through an agile and flexible workforce working with citizens in different ways
Ambitious and achieving Reducing inequality	Leading and engaging people through change by providing transformational leadership that facilitates progressive social outcomes within our communities
Delivering together efficiently, effectively and equitably	Developing a high performance culture that delivers high quality services and outputs to service users and residents

Our People Strategy is shaped by the Lewisham Way which sets out the way we work:



The strategy is also shaped by the Council's four core values which set the benchmark for behaviour across the organisation. These are:

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

4 Development of the strategy

The priorities and objectives for the new people strategy were identified through:

- A review of our progress with the current people management strategy
- Priorities identified through discussions with Heads of Service
- Issues and challenges facing the public sector
- Review of key areas for development from a series of diagnostic assessments

The critical issues identified were:

- The requirement to manage change effectively and continue to engage employees
- Keeping morale high at times of downsizing and change
- Improving and managing performance
- Developing succession planning
- Developing key leadership and management skills
- Requirement for generic managers with larger spans of control
- Delivering more with less
- Developing an agile and flexible workforce
- Developing new skills and competencies including understanding of productivity and cost
- Changing how we deliver services
- New ways of working including within different delivery models
- The need for flexible resourcing that draws on agency and temporary specialist staff where necessary.

5 **Monitoring achievement of the Strategy**

We will review our progress with implementing the Strategy on an annual basis and report our progress to SPIG (the Strategic Performance and Information Group). The implementation plan will also be refreshed annually.

At the end of the three year period of the strategy, we will evaluate whether we have successfully achieved the planned outcomes from the strategy.

Priority 1: LEADING AND ENGAGING PEOPLE THROUGH CHANGE

The Council faces significant levels of change over the coming years. We will need visionary and effective leaders who are able to lead and engage people through the transformational changes that are required.

Managers will need to be able to manage the changes effectively, involving staff in shaping the changes as far as possible and maintaining staff morale. This will require our managers to make difficult decisions and manage difficult situations. Managers' ability to maintain staff morale and motivate staff will be increasingly important

Leaders will need to develop teams that are agile, flexible and committed and will themselves need to be agile in order to adapt to changes in their role and be able to manage effectively across different teams and with larger spans of control.

We will ensure that leaders are developed and supported to fulfil their roles, engage staff and develop a culture of innovation and strong performance whilst being supported to assess and manage risk effectively.

The business drivers to improve performance are:

- Need for effective and representative leadership that has insight into the aspirations and needs of the community and is able to deliver positive social results
- Significant changes in the public sector and in the wider environment
- On-going need to reshape the organisational structure
- Need for an agile and flexible workforce
- Need to streamline our management costs
- A stronger need to succession plan so we are able to fill key posts through internal recruitment because of limited external recruitment
- Need to develop staff's resilience to be able to adapt to the changes
- Need for committed and engaged staff who are willing to go the extra mile to ensure delivery of leading edge services to our communities

What we are hoping to achieve is:

Effective leaders who are able to provide direction and engage their teams and encourage a culture of innovation and managed risk taking, working in close collaboration with partners.

A highly engaged and diverse workforce who are able to contribute positively to the changes and continue to deliver high quality services during period of change

We will measure our progress:

- increase in positive responses to leadership questions - Talkback survey
- increase in positive response to management of change questions - Talkback survey
- increase in engagement index measured -Talkback survey
- reduction in management costs as percentage of staff costs
- increase in top 5% of earners that are from black and ethnic minorities
- increase in number of internal staff appointed to management positions (PO6 and above)

Objectives

1. To develop an organisational culture that encourages innovation and involves staff in shaping services.

2. To support managers in effectively leading change and foster leadership skills and behaviours. To review the competencies managers will need to lead and manage over the next three years and ensure leaders and managers are able to access appropriate development in a timely way.
3. To develop and retain a representative workforce and develop our approach to succession planning to ensure we are able to fill key posts through internal recruitment.
4. To put in place mechanisms to ensure employees' contribution to the organisation is recognised and valued.
5. To continue to support staff through the changes and ensure new teams have the skills and knowledge they need to deliver effective services.
6. To provide redeployment and outplacement support to staff who are being displaced as a result of the changes.

Priority 2 IMPROVING PERFORMANCE

At a time of reducing resources and rising customer expectations, it will be increasingly important for managers to develop a performance culture in which high performance is valued and sustained and underperformance is actively addressed. Managers will need to be able to manage and deliver for the future by marshalling available resources at a time when resources are reducing and be accountable for the delivery of key outputs and outcomes to our communities.

The business drivers to improve performance are:

- Need to deliver and sustain high performance in order to deliver progressive service outcomes
- Deliver more with less - improved productivity, reduction in costs and continued high quality
- Managers need to be accountable for the performance of their team.
- Need to be able to address underperformance
- Time, cost and quality are critical for the delivery of effective and efficient services

What we are hoping to achieve is:

We will have a high performance culture in which managers actively support individuals to improve their performance, people are clear about how their work contributes to the delivery of their service, know what is expected of them and receive regular feedback about how they are performing.

We will measure our progress

- Increase in staff with clear performance objectives agreed through the PES

- increase in the proportion of staff who receive performance feedback from their manager – Talkback survey
- increase in the proportion of staff who feel poor performance is effectively addressed – Talkback survey
- reduction in average days lost to sickness absence per FTE employee

Objectives

1. To influence behaviour change through effective performance management and ensure all staff have clear targets aligned with their service plan objectives so they are clear about what is expected of them and how their contribution helps the Council deliver its priorities
2. To review people management policies and processes to ensure they meet the requirements of the organisation and provide timely outcomes.
3. To review management arrangements and support managers to be able to increase their span of control and manage across teams.
4. To explore different models to more closely link reward to performance and achievement.
5. To develop managers skills in performance management and ensure their accountability for effective performance management and the performance of their team.
6. To maximise productivity through skills development and process improvement.

Priority 3: NEW WAYS OF WORKING

The council will need to offer leading edge provision and innovative services to meet customer expectations in an environment of reducing resources. The Council will also need to be able to respond to the government's agenda for local government and to the localism agenda. We will need to reduce duplication across services, consolidate support services and ensure that our processes are efficient.

In order to achieve this, we will need an agile and flexible workforce who are innovative in their ways of working, able to develop new types of relationships with citizens and provide leading edge services. Our staff will also need to be able to work in a variety of different service models and across teams and geographical areas.

The business drivers to improve performance are:

- Increase in population and changing needs of communities
- Changes to the Council's role in delivering services and a range of delivery models.
- Residents' expectations of flexible, personalised and responsive services

- Need for agile and flexible workforce to respond to changing service needs
- Focus on localism and citizens doing more for themselves
- Need to drive out efficiencies through service redesign and restructure and different models of delivery
- Greater involvement of private companies and third sector in the delivery of services

What we are hoping to achieve is:

A flexible organisation with an agile workforce that is able to facilitate the delivery of leading edge provision and progressive service outcomes and a culture that encourages managed risk taking.

We will measure our progress

- Achieve planned workforce reductions
- Achieve the people changes identified through the Efficiency Reviews
- Customer satisfaction rates
- Number of best in class and best practice awards
- Relevant performance indicators In top quartile
- Achieve E HR standard

Objectives

1. To refine terms and conditions and related HR policies to support new ways of working and allow staff to be deployed in different ways working in partnership with the trade unions and staff forums.
2. To deliver a range of HR services through partnership and shared service models to achieve the required efficiencies.
3. To support and develop staff to be able to work in different ways, across different delivery models, across teams and in new areas and develop new processes to support new ways of working.
4. To attract and develop a diverse workforce through a mixed resourcing solution that allows us to tackle skill shortage areas and attract the right people with the right skills, experience and qualifications.
5. To ensure that the learning and development delivered through the South London Consortium reflects Lewisham's provides staff with the skills and knowledge they require.
6. To help to promote a culture of self-directed learning in which staff take responsibility for their own learning and understand different learning solutions available to them.

**London Borough of Lewisham
Pay Policy Statement
2012/13**

1. Introduction

The Council seeks to be a fair and good employer of choice and in doing so deliver effective services in the borough. It seeks to engage talented people at all levels of the organisation and to benefit from the exercise of these people's talents. To this end it sets its pay (and reward packages generally, including pensions, etc.) in accordance with a fair pay policy and with regard to national and regional pay policy. In doing so it has regard to changing conditions in differing occupational labour markets. The Council's people management strategy recognises the need for a committed and engaged workforce which is rewarded fairly for its motivation, adaptability, innovation and achievement.

Whatever their role, the Council seeks to ensure that every member of staff is valued and remunerated on a fair and just basis – taking into account the burden of personal responsibility their job requires, the delivery expectations placed upon them, as well as any requirements for the exercise of any particular expertise or speciality. The Council wants people to do valuable work and it wants the work to be of value to the workers performing the roles. It is for this reason that the Council has decided that it will in all circumstances pay its employees at least the London Living Wage and wherever it is lawful to do so, requires payment of the London Living Wage by its contractors.

The Council's pay strategy is designed to ensure that its pay structures are fair, support a sustainable management structure and foster managerial accountability and effectiveness and provide value for money to the tax payer.

The Council's approach to pay is to:

- ensure pay levels are right to provide the right levels of reward and motivation; and
- ensure pay levels are affordable by the Council

It is set in the wider context of a remuneration policy focussed on:

- employee roles
- employee development
- benefits (including pension)
- salary

The Chief Executive is currently engaged in a comprehensive review of the Council's management arrangements to reduce the costs of management through reducing numbers and through changing layers and spans of control.

2 Remuneration of chief officers

The definition of chief officers appears in paragraph 19, as does a brief description of the roles of Executive Directors and Service Heads. Chief

Officers are all graded as Heads of Service or higher depending on their responsibilities.

The Council pays its chief officers on the following scales shown with pay rates for 2011/12. These pay rates have not been increased in the last 3 years. In the course of 2012/13 these figures may be increased by a maximum of any increase negotiated by the appropriate negotiating body. Generally post holders are not remunerated at a higher level than the position they report to.

Employees	Scale	From	To
Heads of Service	5 points	£69,711	£107,538
Executive Directors	5 points	£130,611	£141,123
Chief Executive	Fixed point	£192,387	

Pay points for chief officers and the Chief Executive are determined following independent pay expert advice. The remuneration for chief officers on these pay points is determined by reference to Hay job evaluation advice. The Council's levels of pay for chief officers are regularly benchmarked against other London Councils. These benchmarking exercises show that Lewisham's pay levels for chief officers fall between the 50th and 75th percentile amongst London Councils.

The salary paid to chief officers is inclusive of all hours worked and no additional payments are paid to chief officers apart from those specifically set out in any of the following paragraphs.

An Independent Executive Remuneration Panel (IERP) has been established to advise on the appropriate pay framework and structure for chief officer positions. In fulfilling this role the Remuneration Panel will:

- support the achievement of the Council's aims,
- take account of wider public sector pay policy and good practice,
- ensure their decisions are proportionate, fair and equitable and support equal pay principles, including compliance with the "Fair Pay" code published by the Review of Fair Pay in the Public Sector,
- take account of appropriate pay differentials, including relationship and multiples between chief officers and all employees,
- develop pay policies which attract, retain and motivate senior managers of the right quality and talent,
- take account of the resources required in transitioning to any revised arrangements.

3 Remuneration of employees who are not chief officers

The majority of employees who are not chief officers are appointed on NJC for Local Government terms and conditions. This will remain the case for 2012/13.

Remuneration for posts below chief officer will normally be determined by either the Greater London Provincial Council job evaluation scheme or the Hay job evaluation scheme. In both cases they are designed to ensure fairness and reward, making assessments based on objective criteria. Salary levels for employees who are not chief officers currently range from £15,306 per annum (see below) to £66,366 per annum though this may change in the

course of 2012/13 to reflect a maximum increase of that negotiated with the appropriate national negotiating body,

The Council does not pay below point 4 (currently £15,306) of the Greater London pay spine and has adopted a policy of not paying below the current level of the London Living Wage (LLW). Because of this, for the purposes of this Pay Policy Statement the Council defines its lowest paid employee as an employee earning the full time equivalent salary for the LLW, without any additional payments. This is to enable a representative pay multiple to be calculated against the Chief Executive's full time equivalent salary using the 2011/12 figures. The Chief Executive earns a multiple of 12.6 times the pay at the lowest point of the scale and the Council intends that this multiple will not increase during the course of 2012/13 unless any nationally agreed pay increase made in the course of 2012/13 amends either or both thereby affecting the multiple.

It is Council policy that employees are not paid more than those who manage them. Council policy is to pay chief officers in accordance with pay scales set by reference to the Hay job evaluation scheme and non chief officers in accordance with the pay scales set by reference to the Greater London Provincial Councils job evaluation scheme. Currently the median average of the pay of chief officers is 3.2 times that of all non chief officer posts. The IERP has been requested to keep this relationship under review to ensure it is fair and appropriate.

4. Performance related pay

As with chief officers, the Council does not pay bonuses or performance related pay to any of its employees.

5 Market supplements

In a limited number of cases the Council currently makes market supplement payments to employees. During 2012/13, the Council may make such market supplement payments where market conditions dictate that this is necessary to recruit or retain suitable staff where it would otherwise be unable to do so. Market supplements are not currently and normally will not be paid to any chief officers.

6 Approach to remuneration on recruitment

New employees, including chief officers, are normally appointed to the bottom of the particular pay scale applicable for the post. If the employee's existing salary falls within the pay scale for the post, the employee is normally appointed to lowest point on the scale which is higher than their existing salary. In cases where the existing salary is higher than all points on the pay scale for the new role, the employee is normally appointed to the top of pay scale for the role.

7 Appointment to new posts paid in excess of £100,000 per annum

Where it is proposed to appoint to a post which is not in existence at the time of the publication of this pay policy statement, and the proposed remuneration is more than £100,000 per annum the appointment may not be made unless

the Council or a meeting of members has agreed to the level of remuneration attaching to the position.

8 Increments and pay awards

For all employees the Council's usual policies on incremental progression and application of appropriate pay awards will apply.

9 Additional salary payments

Council policy allows for an additional salary payment to be made to employees to reflect duties of an exceptional nature that are required to be undertaken which are over and above the normal requirements of the employee's post.

In accordance with Council policy, additional salary payments may be agreed for all employees, in the case of chief officers this is made up to the value of three increments (currently a maximum of £7,290). At present, four heads of service are in receipt of additional salary payments for undertaking additional duties of an exceptional nature. No additional salary payments of this nature are currently made to Executive Directors or the Chief Executive and this will remain the case in 2012/13.

10 Emergency Planning Command and Control

The Council is required to have measures in place to respond to any major incident in the Borough. There is an emergency plan in place which is supported by a team of senior officers within the Council, led by the Chief Executive. The Chief Executive and Executive Directors do not receive any additional payment for undertaking this role which is incorporated into their contracts of employment. Other senior staff, including other chief officers, who undertake a role in emergency planning for the borough and participate in the emergency rota receive an additional payment of either £2,000 pa or £1,000 p.a. depending on the extent of the role performed

11 Terms and Conditions of employment

The terms and conditions of employment for Council employees are as negotiated nationally by the relevant Negotiating Body for Local Authority Employees and supplemented/amended by any policies or procedures agreed

The negotiating bodies which apply to employees include:

- The National Joint Council for Local Government Employees, commonly known as the Green Book, applicable to most non-teaching professional and support staff in the Council.
- The Joint Negotiating Committee for Chief Executives of Local Authorities
- The Joint Negotiating Committee for Chief Officers of Local Authorities

The employment conditions and any subsequent amendments are incorporated into employees' contracts of employment. The Council's

employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.

The Council reached an Agreement with the local trade unions on 1 April 2008, known as Single Status, which applies to most of its employees up to Chief Officer Level. This included the introduction of a single pay and grading structure together with a new job evaluation scheme (the GLPC scheme). The Agreement also sets out the Council's working arrangements and the payments to be made to employees for working outside normal working hours including overtime, and call out payments.

12 Interim and Consultant engagements

The Council can either engage individuals or companies to fulfil interim or consultant engagements. The Council's policy is that such engagements should conform with guidance and pro forma documents issued by the Council to enable managers to determine whether an individual interim worker or consultant is engaged on an employed or self employed basis, or if they are engaged through an intermediary, such as a company. These documents follow the guidance produced by HMRC and are required in order to ascertain the correct tax status of each engagement, and who is responsible for deducting/paying tax and National Insurance. The IERP has been requested to review interim and consultant engagements in respect of chief officers.

13 Election Fees

At any election time, approximately 500 – 600 Council staff will be employed on election duties of varying types. The fees paid to Council employees for undertaking election duties vary according to the type of election they participate in and the nature of the duties they undertake. All election fees paid are additional to Council salary and are subject to normal deductions for tax.

Returning Officer duties (and those of the Deputy Returning Officer) are contractual requirements but fees paid to them for national elections/ referendums are paid in accordance with the appropriate Statutory Fees and Charges Order.

At the Greater London Authority elections in 2012/13, the Chief Executive is to be paid a fee as the Constituency Returning Officer for Greenwich and Lewisham and this is fixed by the GLA. This fee is paid in respect of his personal statutory responsibilities in that position. The Head of Law is to be paid as the Borough Returning Officer for Lewisham in the 2012 GLA election and is to be paid in accordance with GLA provisions for that role.

Payment to staff carrying out other roles in the GLA election, including any chief officers involved in the process, will be fixed by the GLA.

There are no local councillor or Mayoral elections scheduled for 2012/13, but should a vacancy arise and an election be called, election fees will be determined at the time having regard to the most appropriate guidance from London Councils, and benchmarks from recent elections, modified to reflect any alteration in duties.

14 Pensions

All Council employees are eligible to join the Local Government Pension Scheme. The Council does not enhance pensionable service for its employees either at the recruitment stage or on leaving the service, except in certain cases of retirement on grounds of permanent ill-health where the strict guidelines specified within the pension regulations are followed.

15 Payments on ceasing office

The general position

Employees who leave the Council, including the Chief Executive and chief officers, are not entitled to receive any payments from the Council, except in the case of redundancy or retirement as indicated below.

Retirement

Employees who contribute to the Local Government Pension Scheme who elect to retire at age 60 or over are entitled to receive immediate payment of their pension benefits in accordance with the Scheme. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme with the permission of the Council in specified circumstances from age 55 onwards and on grounds of permanent ill-health at any age.

The Council will consider applications for flexible retirement from employees aged 55 or over on their individual merits and in the light of service delivery needs. Approval is conditional upon the employee agreeing to reduce their hours/pay by not less than 40%. Benefits closely reflect those permitted by Regulation 18 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007/1166.

Redundancy

Employees who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on their actual salary. In addition the Council has a policy for the payment of further compensation, of an amount equivalent to the statutory payment. This scheme may be amended from time to time in accordance with the Council's Constitution

Settlement of potential claims

Where an employee leaves the Council's service in circumstances which are, or would be likely to, give rise to an action seeking redress through the courts from the Council about the nature of the employee's departure from the Council's employment, the Council may settle such claims by way of compromise agreement where it is in the Council's interests to do so. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of an Executive Director or the Chief Executive it will only be made following external legal advice that it would be legal and reasonable to pay it?

Payment in lieu of notice

In exceptional circumstances, where it suits the Council's service needs, payments in lieu of notice are made to employees on the termination of their contracts.

16 Re-employment

Employees who have left the Council on grounds of redundancy will not normally be re-employed for a period of two years.

Applications for employment from employees who have retired from the Council or another authority or who have been made redundant by another authority will be considered in accordance with the Council's normal recruitment policy. However like many authorities, Lewisham operates an abatement policy which means that any pension benefits that are in payment could be reduced on re-employment in local government.

17 Exceptional circumstances

The provisions of this pay policy are designed to set out the Council's normal approach to remuneration and to provide transparency for the public about its policies relating to remuneration. However exceptional circumstances may occasionally arise where it would be appropriate to depart from the detailed provisions set out in this policy where Council service needs demand. This pay policy authorises such payment if appropriate specialist external advice is that it would be appropriate to make an exception in any particular case, in which case the Council may act in accordance with that advice

18 Publication of and access to information relating to remuneration

The Council will publish details of all chief officer positions. This will be published at the same time as the Council's statement of accounts.

19 Publication and amendment

The Council will publish this Pay Policy Statement on its website and may amend it at any time during 2012/13 if it is of the opinion that it is appropriate to do so. Any amendments to it will also be published on the Council's website.

20 Definition of chief officers

Within this Pay Policy Statement, chief officer includes the following roles: the Council's Chief Executive, Monitoring Officer and those fulfilling statutory chief officer roles as set out in section 2(6) of the Local Government and Housing Act 1989. It also includes non-statutory chief officers as set out in section 2(7) of that Act, which includes all officers for whom the Chief Executive is directly responsible, those who report directly or are directly accountable to the Chief Executive and those who are directly accountable to the Council itself or any committee or sub-committee.

Within this Pay Policy Statement, the term chief officer also includes those who are a deputy to a statutory or non-statutory chief officer referred to above (i.e. those who report directly or are directly responsible to a statutory or non-statutory chief officer). It does not include those employees who report to the Chief executive or to a statutory or non-statutory chief officer but whose duties are solely secretarial or administrative

Housing Select Committee – Recommendations and responses arising from the Review into Private Rented Sector Housing.

1. **The Housing Select Committee welcomes the potential development of a single unit within the Council to deal with all private rented sector housing in the borough. The services that this unit will be able to provide to private sector tenants requiring advice and assistance should be well publicised. Consideration should also be given to setting up a users forum, to allow private tenants to provide feedback to the unit on their experiences of privately renting and help shape the services provided by the new unit.**
 - **Response** - A Private Rented Sector Project has now been established to take forward the work associated with setting up the new Unit/ Lewisham's Social Lettings Agency. The project brings together colleagues from Environmental Services, Building Control, Private Sector Leasing, Hostels, and functions such as Fresh Start, Rent Incentive Scheme for homeless Prevention and Discharge, Procurement in the private sector etc.
 - The aim of the project is to bring together the full range of services associated with the private rented sector. Work has already commenced in assessing current practices and taking advantage of new initiatives to ensure that private sector tenants have access to the best information and advice available.
 - Initial work has also involved tightening up the Council's arrangements for leasing private sector units to meet the demand for social housing. In particular the management of voids has improved to ensure that the flow of properties to meet demand is maximised.
 - As the new unit evolves the longer term objectives of securing good quality supply for households, better availability of advice and guidance and a constructive relationship with a wider range of landlords will be achieved.
 - The unit will also monitor the impact of Welfare Reform on tenants renting in the sector and on recent changes in the supply of housing.
 - A Users Forum will be set up. The Quality Team will consider the best medium which is likely to include an online facility.
2. **The Housing Select Committee fully supports the establishment of a "social lettings agency", either for Lewisham or sub regionally,**

and asks to be kept updated on all progress made in relation to this.

- **Response** – The Housing Select Committee will be kept updated on the work of the PRS unit. It is intended that the Unit will be Lewisham’s ”Social Lettings Agency”.
- 3. Regular “landlord information days” should be held by the Council, with smaller landlords in particular encouraged to attend, to ensure that local landlords are aware of their legal rights and responsibilities.**
- **Response** – One of the key priorities for the current PRS project is to look at how we currently communicate with landlords and how this can be developed into the future using the full range of technologies available to us. We are working to make sure that we have the right level of advice and support available for new and existing landlords. We are in the initial stages of developing a landlords’ website and plan to build on the two successful Landlords days held in the autumn of 2011. We are also in early discussions with staff through the PRS project to look at starting regular Landlords Business Forums, which are smaller more regular events supporting landlords as small businesses, but before these are launched we have started to re-look at the current temporary accommodation products offered by the Council to ensure we remain competitive. Additionally Lewisham will continue to support South East London Housing Partnership’s Landlords day, which are held in Lewisham’s Civic Centre annually.
- 4. The proposals being taken forward by the Mayor of London, in partnership with London Councils, for the introduction of a ‘Decent Homes’ kitemark scheme for the private rented sector should be supported. If introduced, acquiring the kitemark should be compulsory for all landlords used by the Council via the PSL, RIS, and Fresh Start schemes.**
- **Response** – The Mayor of London is proposing to introduce a single badge of accreditation for London landlords and lettings agents. The aim is that the scheme will result in an increase of 100,000 accredited landlords across London by 2016. To incentivise landlords it is proposed to explore how accreditation can be linked to funding for landlords to bring their properties up to standard, or for direct payment of Housing Benefit to landlords again being conditional upon accreditation. Officers have already met with the GLA and London Councils officers to discuss this proposal. It is currently being proposed that the kitemark be awarded to properties rather than to landlords thereby enabling prospective tenants to quickly see which properties across the sector meet minimum standards. Lewisham is keen to become a pilot borough and will be developing a quality standard as part of the new unit.

5. The Council should consider whether Lewisham should adopt an “additional licensing scheme” for Houses in Multiple Occupation (“HMOs”) to drive up standards and tackle anti-social behaviour.

- **Response** – The setting up of an additional licensing scheme is resource intensive. It involves researching and collating the evidence to provide for a business case for the discretionary scheme and will involve carrying out an extensive consultation exercise. With general consent, the government requires that this consultation must last for a minimum of ten weeks.
- Also the CLG has given the following guidance on the reasons for introducing a licensing scheme in a given area: ‘A significant proportion of HMOs are poorly managed and cause, or could cause, problems to occupiers or the public. The problems will include at least one of the following: Poor external conditions affecting the local environment, spatial overcrowding, insufficient kitchen and bathroom facilities, anti-social behaviour affecting other residents or the local community, poor management or bad practice by the landlord affecting the tenants.
- So, evidence would need to be gathered to demonstrate that there are areas of problem HMOs that could be addressed by implementing an additional licensing scheme in conjunction with other methods. It is possible for schemes to be legally quashed if proper procedures are not followed. Officers will investigate whether grounds for such a scheme exist in Lewisham and shall report back accordingly.
- In the meantime, in addition to the Council’s regulatory role in taking enforcement action in relation to hazards under the HHSRS, the Council also has successfully implemented the licensing of HMOs under the mandatory scheme and to date 192 HMOs providing a home for 1,777 people in 1,610 households, have been licensed. Mandatory licensing applies to larger HMOs, which present a greater fire risk, that are 3 or more storeys high and have five or more people. Each licence specifies the maximum number of people who may live in the HMO and includes conditions relating to:- gas and electrical safety, suitable provision of fire resistant furniture, provision of smoke alarms and requirements about there being a proper tenancy agreement.
- Action is being taken to increase the number of licensed HMOs.

6. The London Landlord Accreditation Scheme (LLAS) should be promoted and made compulsory for all landlords used by the Council via the PSL, RIS, Fresh Start schemes and landlords used to provide emergency temporary accommodation.

- **Response** – The accreditation scheme is promoted vigorously and officers will continue to do so. Officers will look at all possible methods of

encouraging landlords to obtain accreditation and this will be kept under review.

- A marketing stall in a prime location was made available to LLAS at last year's Lewisham Landlords Day. Literature from the LLAS is made available to landlords. Officers have helped facilitate training venues for LLAS accreditation training days and have spoken at these events and promoted the days to Lewisham landlords. Officers have also helped LLAS stalls at London Landlord Day events.
 - We currently have 263 (Nov 11) LLAS landlords approved in Lewisham. This has increased by 20% over the past year.
7. **The Council should consider whether there is sufficient provision in the borough for legal and housing advice for tenants, and keep this issue under review, particularly in the light of cuts to Legal Aid. The Council should investigate ways in which information about local landlords and lettings agents and the services they deliver, including the fees they charge, can be made publically available.**
- **Response** – Legal aid funding currently supports one free housing advisory post in Lewisham. The Government's proposed cuts in legal aid funding could remove 50% of the housing advisory service in Lewisham which will need to be reconfigured. However Lewisham Council, through our private sector advisors, will continue to support the delivery of a free advice, case work and support service to assist all PRS tenants and landlords.
 - The council's team specialises in saving the homes of both private tenants and homeowners. Mortgage borrowers in difficulty can obtain support and advice from the team to negotiate solutions with their lenders to retain their home and to go to court with them and defend possession proceedings which are 99% successful. The team administers the Government's Mortgage Rescue Scheme.
 - Tenants experiencing harassment or illegal eviction are assisted by the team who negotiate and advise landlords wherever possible, using their legal powers to enforce landlord/tenant legislation where appropriate. The team obtains injunctions in the County Court against landlords where illegal evictions have taken place, ensuring tenants can re-occupy their homes and help in preventing further harassment.
 - The team are currently putting together a website to help all Lewisham's PRS residents and homeowners, linking them together, providing advice and services, plus links to a wealth of external resources, similar to the "Love Lewisham" site created by the Environmental team (<http://www.lovelewisham.org/Reports>).

8. **The Council should encourage landlords and lettings agents to carry out inductions for all new tenants (where the rights and responsibilities of the landlord and the tenant are outlined.) The provision of inductions should be made compulsory for all landlords (and lettings agents) used by the Council via the PSL, RIS and Fresh Start schemes.**
- **Response** – The Council will continue to work with landlords and lettings agents through landlords days and business forums to support and encourage improvements in the services they deliver for private sector tenants. Work is underway, led by our Tenants and Landlord Advice Services to improve the scope and quality of information available for all tenants. For those tenants who access the PRS through the Housing Options Centre or are rehoused into the Private Rented Leasing Scheme they will receive a comprehensive sign up and advice interview and support. If required there is also access to floating support if their needs are greater. The actual sign up process is being reviewed as part of the PRS project to ensure we are giving as much advice and support at the right time to tenants. The ability to police and enforce any requirement for PRS landlords or lettings agents to provide a tenant induction beyond our Council managed private sector leasing scheme is limited however the Quality Team will encourage and promote this approach and provide a landlord and tenant pack.
9. **A pocket guide to housing law should be produced and provided to local police who are often unaware of the legal framework around illegal evictions.**
- **Response** – As part of the PRS Quality project, officers will develop a summary housing law guide for local police. This will be available in web format so that it can be changed to ensure it keeps up to date. Advice will be sought from our Community Safety Team on the best way to link with police on the ground.
10. **The Committee supports the ongoing provision of the noise abatement service in its current form and believes there should be a single number for reporting Anti Social Behaviour in the Borough, regardless of tenure; and the information reported should be passed on to relevant housing providers or private landlords as appropriate.**
- **Response** – There are over four thousand private landlords in the Borough as well as a large number of RSLs. To provide a dedicated number and to staff such a service would be costly. It would also be difficult for those officers to provide a service across such a range of landlords' when it is the landlords responsibility to take the required action. However, officers will investigate the cost and feasibility of this and report back.

- Meanwhile, there is guidance on the Lewisham website around the reporting of Anti Social Behaviour and advice that in an emergency situation the police should be called. The webpage contains contact details of the Community Safety Teams in Lewisham, along with contact details of our main housing providers. The current advice to private residents is to contact the Safer Neighbourhoods Teams.
- 11. The Council should adopt a more proactive approach to enforcement and prosecution of the worst landlords, taking into account what is legally possible and with regard to the relative costs and benefits:**
- (a) The Council should consider escalating to enforcement action where landlords do not quickly respond to informal action in connection with poor housing conditions and disrepair; and to prosecution where they fail to respond to enforcement action and/or a landlord is known to be a serial offender. The council should aim to prosecute in all cases where landlords have illegally evicted tenants and the tenants have not been immediately readmitted to their homes following contact with the landlord by the council and/or a tenant has been unable to access their accommodation overnight.**
- (b) The Council should ensure that sufficient resources are available to support prosecutions of rogue landlords, and should seek so far as possible to ensure that prosecution provides an effective remedy for tenants and for the community, in pushing for penalties that reflect the impact of the offence on the tenant or on the community. This may be achieved by way of a community or victim impact statement being prepared as part of the evidence given to the court or tribunal.**
- (c) The Council should celebrate successful prosecutions of rogue landlords and publicise its successes in the local press and news media and in Lewisham Life (including the e-edition).**
- **Response** – The Council is always committed to taking enforcement action against any landlord who fails to meet the required standards. However this is always seen as a last resort because we make all efforts to work with landlords to improve services for their tenants. It is important to prioritise the immediate impact on tenants and if possible to improve the quality of housing by ensuring that both tenants and landlords are given the best advice, either from Environmental Health Residential with regard to standards, or from our Housing Advice Service with regard to tenancy matters. As a result most referrals (97%) are resolved informally through the giving of advice. As part of the PRS project dealing with Quality we will be looking at existing best practice across the country and will introduce initiatives that help us better deal with all “rogue” landlords working in our Borough. We will combine this with a review of the current

support for landlords.

- There are a number of presentations to the Housing Options Centre as a result of harassment and alleged unlawful eviction. In response to these approaches the team take a proactive and direct approach, including seeking injunctions in the county court for re-instatement of unlawfully evicted tenants and return of personal possessions taken by the landlords.
- In past cases significant publicity has been obtained in the local press and news media. We will exploit all opportunities to ensure Landlords are aware of the consequences of breaking the law and exploiting tenants. Resources are always limited but it is considered that enforcement (and/or prosecution) is a vital tool in ensuring compliance with the law. As such, an appropriate proportion of resources will be set aside for this eventuality.

**Sustainable Development Communities Select Committee –
Recommendations arising from the Review into Financial Exclusion**

The following series of recommendations which were received by the Mayor and Cabinet on 30 May 2012:

- R1. The council should continue to protect community sector budgets from cuts and consider where these budgets may be enhanced as necessary to support additional initiatives proposed in this review or by a FIP. An opportunity could be raised from the money that will be saved by the rebate of £300 000 from the London Councils Grants Scheme.
- R2. The Council should ensure that the monies associated with the devolved former Social Fund should be devoted towards assisting people on low incomes to purchase items they desperately need and that that transition should as seamless as possible to minimise the impact on those in need.
- R3. Officer reports to councillors currently repost on legal, equalities and crime and disorder implications of any proposals or recommendations. In future they should identify also the financial inclusion implications of any proposals.

A Financial Inclusion Partnership

- R4. The council should establish a permanent Financial Inclusion Partnership (FIP) bringing together council departments such as Trading Standards, Community Sector Unit, Revenues and Benefits, Social Care, with partner organisations including Lewisham Homes, and other Registered Housing Providers, PCTs, advice agencies, Credit Unions, and other charities working with the vulnerable and financially and socially excluded. Responsibilities for an FIP would include overseeing and carrying out some of the actions recommended in this review, but would also have a life of its own and ensure that Financial Inclusion remained an ongoing priority in Lewisham. The Committee recommends that a Lewisham FIP should pursue the following issues:
- Outreach work to promote awareness of financial services and products and increase financial literacy in the community.
 - Campaign to educate the public as to the dangers of high cost credit, whether by pay day loan companies, doorstep lenders, or others including comparisons with mainstream lenders and credit unions.
 - Build capacity within the advice sector to help with tribunal representation (for example with Employment Support Allowance applications and appeals)
 - Increase the capacity and accessibility of debt advice by sharing advice and information sessions across partner organisation (e.g. utilising spare capacity in training given by housing providers).

- Encourage collaborative consumption through methods such as time banking and free cycle which will allow the mutual exchange of goods or services free of charge.
- Encourage the growth of second hand furniture projects in the borough where persons on low incomes could access second hand furniture including reconditioned electrical items (this can involve the council's recycling and reuse centre as well as existing charities).
- Sharing of information about debtors that are being pursued by organisations within the FIP to minimise visits by bailiffs.
- Work closely with partner organisations (such as Social Care departments, DWP or Housing Providers) to refer individuals or families who are vulnerable and/or financially excluded to the FIP where they could receive intensive advice and assistance in accessing financial services such as bank accounts, contents insurance, affordable credit or debt advice or welfare benefits advice.
- Promoting the take-up of benefits by those who are entitled to them but have not claimed them, with a focus on Disability Living Allowance, Attendance Allowance and Pension Credit

Access to Financial Services

- R5. The council should encourage a merger between the council's staff credit union, Crownsavers, and the Lewisham Plus Credit Union, giving additional financial stability and sustainability to the Lewisham Plus Credit Union through increased employed savers. In addition, there should be increased support for a merged credit union in expanding its membership and branch network by encouraging it to become a staff credit union for other public and third sector organisations in Lewisham. Support in the form of premises at other locations in the borough would help to gain members and the council could consider allowing the credit union to take over the closed cash counter in Catford Town Hall.

Financial and Debt Advice

- R6. GPs should be encouraged to provide medical evidence to advice agencies in respect of benefit appeals. Medical evidence is crucial in such appeals and GPs generally charge for these services but advice agencies usually have no budget available to pay for reports. Local GPs and health services should not charge for these.

Debt Collection

- R7. Introduce a debt collection charter or protocol agreed between the council, and its partners and advice agencies identifying what steps debtors can expect the council and partners to take in collecting debts and in particular what steps the council and its partners will take to assist vulnerable debtors and others who are struggling to make ends meet.

- R8. The council should whenever possible use other methods of debt collections apart from bailiffs can be threatening and intimidating. Direct deductions from benefits or wages should be used where possible. Committal to prison or bankruptcy should be used only as a last resort.
- R9. Advice agencies should have direct access, via a dedicated telephone number, to managers in council departments and other partners collecting debts.

Healthier Communities Select Committee – Recommendations arising from the Review into Premature Mortality.

Smoking

1. All GP practices should be encouraged to offer a Stop Smoking Service, either alone or in partnership with neighbouring practices. If this is not possible for an individual practice, the GP should actively refer patients who smoke to the Stop Smoking Service.
2. The Stop Smoking Service should continue to extend its services to reach more people in more non-medical venues.
3. The Stop Smoking Service should undertake more targeted work focusing on community groups, particularly those that are currently under-represented in the service's usage figures such as South-East Asian communities and Eastern & Central European communities.
4. The Stop Smoking Service should look at developing its promotion and outreach work, to include publicising the service with posters and leaflets in relevant languages, in a wider range of locations, such as specialist food shops, betting shops, pubs and mini-cab offices.
5. The Council and Public Health in Lewisham should ensure they monitor the impact of the *Tobacco Advertising and Promotion (Display and Specialist Tobacconists) (England) (Amendment) Regulations 2011* and the '*Protection from Tobacco (Sales from Vending Machines) England Regulations 2010*'.
6. The Council should ensure that Trading Standards continues its work to monitor and address all illegal sales of tobacco, including under-age sales, and any breach of the new regulations.
7. Children should be taught about the consequences of smoking from a suitable age in primary school.
8. Teaching children about the dangers of smoking should not be done just once, but repeated at appropriate times throughout their school life, with age appropriate levels of information about the consequences given, so that the message is re-iterated regularly and appropriately.
9. With older children, the messages about smoking should be delivered in the same way as those about illegal drugs; to ensure that the addictive nature and harmful effects of smoking are clear, graphic and shockingly laid out to young people. Any anti-smoking campaign targeted at young people should also use modern technology and social media to consolidate the message and increase the reach of the campaign.

Obesity

10. Maternal obesity is a growing problem in Lewisham, and a targeted approach with mothers to be and young families should be developed and delivered via midwives and ante-natal services.

11. The Downham Nutrition Partnership Model should be rolled out more widely across the Borough.
12. The MEND programme, or similar evidence based programmes, should be rolled out as widely as possible across the borough.
13. All schools should be encouraged to promote a healthy relationship with food to all pupils in all appropriate ways, through personal, social and health education (PSHE) and all other interactions with pupils, such as school dinners and vending machines.
14. All schools should incorporate into the curriculum opportunities for their pupils to prepare and cook healthy meals, and at after school provision and extracurricular activities where practicable. This should occur at all key stages.
15. Healthy school dinners in all schools should be varied and flavoursome. All schools should follow the good example set by some Lewisham schools and ensure that a culturally diverse range of hearty, healthy meals are provided.
16. In light of recent increases in cost, pricing of school meals for secondary school children should compare as favourably as possible with the cheap fast foods available locally to the school, to encourage young people to choose the healthier meals for financial as well as health reasons. Those secondary schools that currently allow students off site at lunch time should review that policy, and consider the health benefits of keeping students on site at lunch time.
17. Although all children are taught about the need for a balanced diet and that meals should be balanced between the various food groups, opportunities to learn and develop food preparation and cooking skills to prepare quick and easy healthy snacks and meals should be offered throughout schools, not just for those taking a relevant GCSE course.
18. Parenting Support offered through the Early Intervention Programme should include nutrition, budgeting and cooking guidance as part of the support offered to parents.
19. The Committee welcomes the fact that Lewisham has a wide range of markets selling a wide range of fresh and affordable fruit and vegetables, and this should continue to be supported, encouraged and promoted.
20. The Committee notes the use of cumulative impact zones for alcohol, and asks officers to explore the possibility of developing a similar model in relation to fast food outlets, particularly around all Lewisham secondary schools, to develop and promote Lewisham as a healthy choices borough.
21. The Council should explore developing explicitly within the local development plan and in all relevant local planning policies, the encouragement of healthy food outlets, shops, businesses and facilities.
22. Within the Borough's business awards, the Mayor should consider including an award for healthy businesses, those who encourage, promote and support healthy eating and living in their local community.

23. The Health Checks programme should be more widely promoted, via the Council and partner websites, GP practices, within the voluntary sector and the LINK.

24. Local Pubs and restaurants should be encouraged to provide and promote healthy snacks and meals.

Physical Activity

25. The GP referral scheme should be clearly monitored and reported, and the referring GP practice should monitor the uptake and outcomes for each patient they refer. GP practices should also help patients understand the value of the services to which they are being referred and promote uptake.

26. Primary Care Staff should all implement and promote the Let's Get Moving Physical activity Care Pathway to patients with long term conditions

27. Leisure providers providing the GP referral exercise service should ensure that people referred are given appropriate choices of timings, and that some sessions are organised around age groups and gender groups where preferred, so that cohorts of users can be developed and supported as a group. Support to complete the course, and reduced membership subscription incentives and signposting to more activities, once the course is completed, should be offered if possible.

28. All people referred under the GP exercise referral scheme should be able to access the same range of activities across all borough localities.

29. Fusion and all other contracted providers should be encouraged to ensure that a broad range of affordable, and, where appropriate, subsidised activities are provided and promoted. Planning and promoting those activities should, in part, take direct account of the views and input of the Positive Ageing Council and seek the input of the Young Mayor and Young advisors.

30. Pricing information for all Lewisham Leisure centres and activities should be easily accessible on the Lewisham Council website.

31. The Committee welcomes the free swimming programme for under 16's and over 60's in the borough. The Committee considers the Lewisham Plus Card to be an excellent scheme that should be reviewed as planned, and then publicised and promoted widely.

32. The Council should carry out an audit of all sports facilities in the borough, looking at the operational status of all facilities, and the capacity and usage figures of all facilities, including schools, to enable a clear picture of capacity and usage to be developed and used to inform future provision planning and promotion.

33. As part of the Olympics preparation, celebration and legacy, free "taster" sessions should be organised and publicised for a wide range of sports before during and after the Olympics and Paralympics. If these can link in directly with Olympic coverage, particularly on Blackheath with the big screen coverage, that would be welcomed

34. All schools should be strongly encouraged to make their sports and leisure facilities available for the local community and local sport and activity groups to use outside school hours, and actively promote any groups/classes/activities happening at the school to local parents and pupils.

35. Schools should strive to provide more than the bare minimum requirements of physical activity for children and young people, both within the curriculum and with a wide range of extra-curricular sporting activities

36. Physical activity within schools should harness young peoples' interests, so ways of providing opportunities to develop street dance, basket ball and skating clubs alongside more "traditional" sports, within schools should be explored.

General Recommendations

37. A "Healthy Lewisham" promotion and awareness campaign, should be developed, building on the "Live well, live long in Lewisham" branding of this review. As part of this awareness campaign, the Council should explore developing a targeted poster campaign outside fast food shops, which outlines the consequences of eating fast food regularly.

38. The Healthy Lewisham campaign should include targeted information targeted at key life events where changes in peoples eating habits and physical activity levels are known to often occur. These include maternity, leaving school, retiring, starting a family and moving to a new home.

39. The Shadow Health and Wellbeing Board and the successor Health and Wellbeing Board should take a strategic lead in developing Lewisham as a healthy place to live work and learn. This approach should include setting clear targets in relation to reducing smoking (and the commencement of smoking), reducing levels of obesity, increasing levels of physical activity and increasing access to and consumption of healthy food across the borough.

40. The numerous relevant plans and strategies overseen by various working groups and action groups should be better co-ordinated and brought together clearly under the direct stewardship of the Shadow Health and Wellbeing Board and the successor Health and Wellbeing Board, and co-ordinated into a clear "Healthy Lewisham plan". The targets, planned actions, outcomes and responsibility should be clear to, and easily accessible by, the public.

41. There should be improved access to information regarding healthy living in Lewisham. In particular, the information on the Council website in relation to sport and physical activity should be reviewed so that it is comprehensive, engaging, searchable and up-to-date. All web pages, plans and information should be fully printable in a readable format from the website.

42. Once the website and available information has been reviewed and updated, a physical activity promotion campaign targeted at young people should be carried out, to raise awareness of and participation in the wide range of sporting activities available for young people. Such a campaign should include all available social media approaches of engaging young people, in addition to tradition promotion routes.

43. A brief update on the relevant recommendations (listed at appendix A) from

three related previous scrutiny reviews must be included in any response to this review and, where deemed relevant by the Committee, any future update on the outcomes of this review may require a further update on those previous scrutiny review recommendations. This premature mortality review builds on the foundations of previous scrutiny work, and by bringing these previous review recommendations together with the premature mortality review, the Healthier Communities Select Committee will be able to monitor progress effectively in reducing premature mortality in Lewisham.

Safer Stronger Communities Select Committee – Recommendations arising from the Review into the Community and Voluntary Sector

The following series of recommendations were received by the Mayor and Cabinet on 30 May 2012:

- R1. Lewisham Council should maintain the current levels of funding for the Community and Voluntary Sector.
- R2. Organisations that are stable and are providing recognised good quality services must be supported by Lewisham Council. Funding from Lewisham should aim to ensure there is a balance between new, innovative projects and stable, proven approaches that work.
- R3. Lewisham Council should continue its collaboration with other funding bodies and pass on information about funding that is available to organisations within Lewisham.
- R4. The Community and Voluntary sector should not be expected to supply services that are currently provided by the Council unless there is an appropriate transfer of funding made and standards set out.
- R5. Lewisham should encourage greater awareness of and participation in the Community and Voluntary Sector. To aid this, a borough-wide initiative to increase the visibility and awareness of the sector should be developed, expanding on already in-place events such as Make a Difference Day and Compact Week.
- R6. Organisations that support the Community and Voluntary Sector in Lewisham, such as Voluntary Action Lewisham, should review the support that they offer to the sector especially in relation to capability and capacity building. The Committee feels that provision of more intensive and individual support including advice, training and guidance would create better results for organisations.
- R7. Lewisham Council should work with the Community and Voluntary Sector to challenge the sector to step-up to the new challenges and pressures that are being faced at this time. There should be realism within the Community and Voluntary Sector on what it will and will not be able to do.

- R8. Collaboration between organisations in the Community and Voluntary Sector should be encouraged and increased in order to increase capacity and meet funding challenges.
- R9. The role that Local Assemblies play in supporting the formation, growth and support of community and voluntary groups should be reviewed, with an aim to expand its role. A wider definition of volunteering reflecting giving of time should be part of this review.
- R10. Lewisham Council should review its interactions with the Community and Voluntary sector across the entire organisation in order to ensure that the approach taken is consistent and sufficiently promotes and supports the sector's work and role.
- R11. Further scrutiny should be carried out looking at the shifting patterns of funding for the Community and Voluntary Sector, including payment by results and personal budgets.
- R12. Further scrutiny should be carried out to look at the role of social enterprise, increased entrepreneurialism and generating income.

Fairness in procurement and employment: *tell us what you think*



Lewisham Council's Public Accounts Select Committee, which is made up of 10 local councillors, has recently investigated how fair the Council's procurement policies and pay and employment practices are, to see if anything can be done to make them fairer. The committee has come up with some draft recommendations for improvement, but would really like to hear your views on what you think should be done. Please give us your views using this short survey. Thank you.

Procurement

By procurement we mean the way in which the Council buys goods or services. The process involves either asking for quotations or formal tenders and covers everything from the purchasing of small items such as office equipment to offering a contract for the running of an entire service. The Council's procurement policies and procedures reflect its vision and values. We engage with all elements of the local business community including small and medium-sized enterprises, Black and minority ethnic enterprises, social enterprises and the voluntary sector, in order to benefit from a wide range of service providers. We work hard to encourage local small businesses to win business with the Council, as well as with other public and large private sector organisations. We also seek to encourage suppliers to follow fair employment practices, including paying the London Living Wage.

1. ***Should the Council be required to obtain a quote from at least one local supplier when looking for companies and organisations to supply goods and services?***

Yes

No

2. ***Should suppliers of council services be asked to provide apprenticeships for local people, ensure their workforce meets specific gender ratios, and ensure their employees have access to a minimum level of training and development, where this is practical?***

3. ***How do you think the Council could encourage more local businesses to bid to supply it with goods and services?***

4. ***The Council ensures that all its employees are paid at least the London Living Wage (currently £8.30 per hour) and encourages its suppliers to do the same. Did you know that the Council did this? What do you think about it?***

Employment

The Council's People Management Strategy has recently been revised to ensure that it addresses skill shortages within the Council, new ways of working, and the promotion of local employment. It has helped generate a range of initiatives, including a successful scheme to increase apprenticeships in Lewisham and projects to reduce the numbers of young people not in education training or employment.

1. ***What can the Council do to make the local community more aware of job opportunities?***

2. ***Should the Council's apprentice and trainee schemes be targeted more at local people? If so, why, or if not, why not?***

3. ***Should the Council require temporary and agency staff working in senior roles to publicly declare their earnings, in the same way as permanent staff?***

Yes

No

4. Should there be a limit on how much more the highest paid member of staff is paid compared to the lowest paid member of staff?

Yes No

The Council also has an independent panel which advises the Council on the pay framework for its chief officer positions. The Council wants to ensure that pay levels provide the right levels of reward and motivation so that it is able to recruit and retain the best people while ensuring that levels are affordable by the Council and provide value for money for local taxpayers. The panel would be pleased to receive any comments you might have on senior pay provision in the Council. Please email your comments to IERP@lewisham.gov.uk

Thank you for participating in this survey. Now please return it to the Local Assembly Coordinator. Alternatively, please post to: The Overview and Scrutiny Team, 2nd Floor, Civic Suite, Lewisham Town Hall, Catford, SE6 4RU.

Please provide your name and address, or email address, if you would like to be kept informed about the Committee's investigation and findings:

The data collected on this form is subject to the Data Protection Act 1998.

Fairness Survey Results

Procurement

N.B. Not every respondent answered all four questions, or every part of each question.

Assembly	Question 1 (obtain a quote from at least one local company when tendering services)	Question 2 (social considerations in contracts a good idea)	Question 3 (What can the Council do to encourage more local businesses to bid for council work)	Question 4 (Did you know the Council paid the LLW)
New Cross	Yes - 6 No -	Yes - 6 No -	<ul style="list-style-type: none"> • Have a forum for open discussions 	Yes - No - 1 Comments: <ul style="list-style-type: none"> • Glad the Council pays the LLW. All suppliers should also have to do so. • I think this is great. • Good.
Catford South	Yes - 9 No -	Yes - 8 No - Comments: <ul style="list-style-type: none"> • Anything providing access to work for local people should be supported. • Retraining should also be encouraged as well as apprenticeships for young people. • Good idea that will be of great benefit to the local community. • It is important to provide apprenticeships for young local people trying to find work. 	<ul style="list-style-type: none"> • Have a list of local suppliers that are up to the required standard. • Advertise that the Council wants to encourage and help local businesses. • Give local suppliers 6 or 12 month contracts – if they fail to keep promises they lose the contract • Ask local businesses to tender for contracts. • Create smaller contracts as local businesses do not always have the infrastructure etc. to bid for large contracts, but could probably be competitive for smaller ones (e.g. maintenance of a single park 	Yes - 3 No - 2 Comments: <ul style="list-style-type: none"> • Very good that the Council is doing this. • Good idea as minimum wage is not sufficient. • Paying the LLW should be the minimum requirement. • A very good policy that helps the local community. • It is fair that suppliers and contractors working for the Council should provide the same terms for employees that direct employees get.

			<p>rather than all the parks in the borough).</p> <ul style="list-style-type: none"> • Write to local businesses stating the Council's needs and asking businesses to tender for contracts. 	<ul style="list-style-type: none"> • The Council has made a good start and should make sure its suppliers do the same.
Brockley	<p>Yes -17 No - 1</p>	<p>Yes - 16 No – 1 Comments:</p> <ul style="list-style-type: none"> • The Council and its providers should be required to create good job opportunities for local people. • Not necessarily, certainly large firms could be asked, but small to medium enterprises are hampered enough by red tape. • Local training. • It is important to contribute to employment opps, high unemployment in this area. • But employers must be able to reject the unsuitable: need to investigate what employers think of the quality of those leaving college. 	<ul style="list-style-type: none"> • Negotiate jobs and training opportunities into every bid and direct sustained funding. • Encourage them by taking an interest in what they offer and ensure that they are aware of the method and timescales of relevant works. • Become more competitive / long term contracts / fund voluntary projects. • Make the procurement process simpler. Give preference to local suppliers and not solely focus on price. • The Council could inform local businesses what goods and services it needed. • Website. • Better dissemination of information – email/posters. • Visit businesses – give information. • Leaflet businesses. Talk about, inform people before the event. • Leafleting local businesses. • Put it on website. 	<p>Yes -2 No - 8 Comments:</p> <ul style="list-style-type: none"> • It should be mandatory for this wage to be paid. • Didn't know – glad to hear it. • I would have been horrified to learn that it didn't. If necessary pressure should be put on suppliers who are failing to do this. • Yes this should be the case. • Think it should stay but based on output and scrap final salary pension. • This should be encouraged. • Not sure this is necessarily appropriate as suppliers need to be competitive – the labour market above the national minimum wage should be a free market. • It's the correct system. • I didn't know – it's good that they do. • Would be horrified if they didn't. • How do they ensure this? • Good idea. I support this.

				<ul style="list-style-type: none"> • It would not encourage struggling small businesses and limits them to huge – who can. • I didn't know that, but think it is a good policy. • Puts up costs – depends upon skills. Make sure people are properly trained.
Ladywell	<p>Yes - 21 No – 1</p> <ul style="list-style-type: none"> • Where appropriate – this will presumably not be possible for all goods and services. 	<p>Yes - 17 No – 2</p> <p>Comments:</p> <ul style="list-style-type: none"> • Whilst it would be appropriate to encourage this, it is well beyond current statutory requirements and, as such, unaffordable for most small businesses. • Essential and a must for all that provide services to the Council and generate income in return. • These are all good ideas, but need to be proportionate. The Council should consider offering support with developing apprenticeships rather than simply requiring businesses to do this – this would produce better quality placements. • Depends what kind of service and what kind and size of supplier. • Apprenticeships may be too expensive to provide for micro companies. We could ask that 	<ul style="list-style-type: none"> • Make the contracts smaller in scope but apply these for a longer period so they are more attractive to local businesses. • Communicate their requirements effectively locally • Providing workshops or showcasing goods and services. Advertisements to within local businesses. • Looking at the bureaucracy that surrounds the process and make it simpler, provide support e.g. workshops. • Offer subsidised advertising. • Work with local chamber of commerce, alert entrepreneurs to where there are gaps in the local supply of goods and services. • This depends on effective identification of all relevant local businesses and good communication with them. • Provide more capacity-building support. Publicise opportunities 	<p>Yes - 5 No - 10</p> <p>Comments:</p> <ul style="list-style-type: none"> • I knew the Council did this and approve, but it is over and above statutory requirements so, for many small firms barely making a profit it is not realistic. • Seems to set an example. How effective is the encouragement of suppliers? • As being unemployed, many jobs are advertised in the job centre for a much lower hourly rate. • Pleased to know. The Council must lead by example. • Best practice should be applauded. • Good idea. • It's good. • I did not know but I am pleased to hear this. I would like to see the Council take a

		<p>some accredited training is provided by all suppliers.</p> <ul style="list-style-type: none"> • Yes, use my money to achieve socially desirable outcomes. • I think the Council should provide a minimum level of training and development. I don't think the Council should be imposed upon in terms of providing apprenticeships with regard to local people or gender ratios. • Yes to apprenticeships and minimum levels of training and development. Specific gender and race ratios are not that important. • But what will be the process to ensure that this happens and what action will be taken if this doesn't happen? 	<p>more.</p> <ul style="list-style-type: none"> • Hold an annual procurement fair. • Publicity. • I don't think the Council should waste money chasing after businesses and individuals who do not approach the Council in the first instance! • With offers of reduced cost for advertising and sponsoring. • There should be transparency about the procurement process. However, need to ensure that this doesn't result in privatisation and job losses within the Council. • Allow more joint bids to allow groups of small businesses to work together, thus overcoming lack of scale. • Make local providers aware they can. • Tender local businesses and benchmark from outside businesses. • By prompt payment. • Be more transparent and fair with local traders 	<p>firmer line on this and make this a requirement of the procurement process.</p> <ul style="list-style-type: none"> • Agree that Council should not only encourage but insist on this wage. • I absolutely support this policy. • It is a good idea and all suppliers should be required to do so. • Insist on suppliers paying it – difficult to argue against. • Good idea. • Cool! • It is the proper way to keep staff and suppliers happy. • I was hopeful that the Council did this and I would expect the Council to mandate that the LLW is paid not only encourage. Get Boris in on the act with Lewisham suppliers. • Very supportive. • Good idea. • I would hope they did! • It is fair! • Good idea.
Lee Green	Yes - 5 No -1	<p>Yes - 6 No – Comments:</p> <ul style="list-style-type: none"> • Absolutely considering the present situation regarding employment. 	<ul style="list-style-type: none"> • Tell them you would welcome their involvement. • Put in the local paper. • Notices through business doors. • This has to be reciprocal. Both sides advertising soliciting each other. 	<p>Yes - 2 No - 2 Comments:</p> <ul style="list-style-type: none"> • Very supportive • Good idea • Didn't know but approve. • No fair system.

				<ul style="list-style-type: none"> • Fair. • I think this is a very good idea.
Grove Park	Yes - 19 No -	<p>Yes - 14 No – 3</p> <p>Comments:</p> <ul style="list-style-type: none"> • Local businesses would then be prevented from becoming suppliers. • This would stop small and new businesses becoming suppliers • Using companies that use local labour is a good idea. • Yes, wherever possible if the company is large enough and can train and support the apprenticeships properly. • Certainly I would see that the need for the minimum level of training and development is important. I do not agree that there should be gender quotas. • Only if they are large enough to do this. • Yes in view of unemployment at 16-24 (crucial). • Equality 2010 Act – Council 	<ul style="list-style-type: none"> • I don't know how this is being done at present. • By paying for goods quickly as small companies cannot wait a long time to receive payments. • Encourage companies to apply to relevant areas by advertising to these companies through the internet or mailshot. Offer a faster payment of invoice for new companies. • If there was not so much red tape. • More publicity, lower business rates. • Put out tenders or advertise when contracts are due for renewal on posters in Lewisham, in local press, through community newsletters, at ward assemblies, in libraries etc. • Have contacts amongst local businesses. • Sessions/meetings invitations to find out how to do tender/what it is all about – perhaps examples of successful local businesses doing this now. • By contacting local businesses and advertising. • Advertise in local papers. • Be open and transparent. Make sure companies also pay UK tax. 	<p>Yes - 4 No - 9</p> <p>Comments:</p> <ul style="list-style-type: none"> • I applaud this policy • Why should the council control what companies pay their employees. • It is nothing to do with the council what suppliers' staff are paid. • Good idea. • Fantastic. • It is a good idea for the people who are employed, however the more you pay the employees, the fewer workers you can afford to employ from the funds available so there is greater unemployment. • It seems that a public sector employer should do this. I am not sure about private sector employees. • Totally agree and a good example to all businesses/companies. • But of course it should pay at least London Living Wage. • So they should. • OK. • Should have thought this was obvious, it is a good thing.

		<p>should only deal with companies that comply.</p> <ul style="list-style-type: none"> • Of course. Surely this is plain common sense. • As long as it's not prohibitive on normal function of supplier. 	<ul style="list-style-type: none"> • By creating Lewisham Business Improvement District. • By advertising locally in press and online. • Have work online so they can bid for work. • Advertise locally, lists of local suppliers, policy change. • Leaving a decent amount of time between adverts and deadlines. • Create a sponsorship programme. 	<ul style="list-style-type: none"> • Temporary workers, sub-contractors, working at the Council can be paid much less – ask a Brook Street temp. • Glad they pay well. • Good idea. • Excellent policy. • Should be a legal requirement.
Forest Hill	<p>Yes - 24 No – Comments:</p> <ul style="list-style-type: none"> • Yes, ideally but is there a sufficient range of suppliers. • Yes but only when there are appropriate local businesses. 	<p>Yes - 19 No - 3 Comments:</p> <ul style="list-style-type: none"> • Yes to apprenticeships, no to gender quotas. • Yes in principle but shouldn't prohibit local businesses bidding. • Good idea provided it is applied flexibly. Requiring all suppliers to meet the same standards would be damaging. • Apprenticeships are a good idea. Employers could also have more contact with local schools and colleges to promote schemes like this. • Where practical, employees should have access to training and development. • Yes, if possible and practical. Needs to be well established businesses, basic training and development for all employees. 	<ul style="list-style-type: none"> • By advertising in appropriate trade magazines, or perhaps approaching a variety of trusted providers direct. • Smaller contracts. • Outreach, reduce the burden of paperwork. • Write simple specifications for the goods/services required. Also circulate to all the appropriate businesses. • Difficult! Need a good link (person/activist/community development person) who acts as a conduit and knowledge bearer between council services and local businesses. The link would screen out the 'data noise' and guide businesses in the process. • Advertise that a supply is going to be needed. • Send out info with council tax demands etc. 	<p>Yes - 3 No - 9 Comments:</p> <ul style="list-style-type: none"> • Fair enough • Didn't know but fully agree. Also very impressed at the apprenticeships being facilitated by Lewisham. • Agree completely with this – setting the standard for others to follow. • I support it. • I support this for both the Council and its suppliers. • £8.30 is about the minimum to live in London. It's vital that as many businesses as possible pay at least this much. • It should not be an essential requirement. • Think this is only fair and just. • Excellent, the least we can expect in London, an

		<ul style="list-style-type: none"> • Yes, however, although desirable that workforce meets representative gender ratios, there should be fairness in recruitment and people should not be taken on by their gender, but rather by their appropriateness for the job. • This would provide a great opportunity for people. • Not necessary. • Yes, where practical. To provide apprenticeships would be a great idea and support training and development. But you cannot impose gender ratios, it goes against awarding a job to the right person. • (Gender ratios underlined) Don't be ridiculous! These things are important but shouldn't be part of a procurement process. 	<ul style="list-style-type: none"> • Give some incentives, preference to local businesses rather than large national companies who can always do economies of scale. • Make the process simpler and straightforward. Make sure opportunities are advertised and open/accessible to all local businesses. • Have some sort of discount/incentive scheme. • Make the tender process less complicated. Make it public knowledge through local newspaper ads that contracts are coming up for tender, review contracts at 3yr intervals. • Creating more parking places in Forest Hill so people can stop and shop here and not in retail parks with proper car parks. • Forest Hill – more parking facilities. Free car parking, not just Sainsburys. • Offering a competitive price and benefits for the traders. • Offer good benefits for all traders that will keep their businesses. • Preferential treatment and incentives. • The Council should encourage local businesses to bid to supply goods and services by making the bidding process clear to understand. 	<p>expensive city to live in.</p> <ul style="list-style-type: none"> • Strongly support. • I didn't know that it encourages its suppliers to do this, but thought the Council did. I think this is definitely right in both cases. • I think it's a good thing. • Excellent practice, this should be encouraged, all contractors should give this undertaking. • Good. • It is good everyone is paid a good wage. • Essential to pay at least the LLW and observe union agreements. • I know the Council does this. It is an excellent idea. • Good idea. More companies should. • Essential. • I'm not surprised. Good.
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			<ul style="list-style-type: none"> • Make it easier to find out about any requirements to bid for a contract (i.e. info on website) and the procedures. Plus, list items that are currently able to be bid for. • Make the process straightforward if it isn't and advertise the process. • Make the paperwork easier to complete. Less bias towards larger, more established, national companies via the questionnaire. 	
Total (of those responses providing a clear indication)	Yes - 101 No - 3	Yes - 86 No - 9		Yes - 19 No - 41

Employment

N.B. Not every respondent answered all four questions, or every part of each question.

Assembly	Question 1 (what can the Council do to make the local community more aware of job opportunities)	Question 2 (Should the apprentice and trainee schemes be targeted more at local people)	Question 3 (Should temporary and agency staff in senior roles have to declare their earnings)	Question 4 (Should there be a limit on how much more the highest paid member of staff is paid compared to the lowest paid member of staff)
New Cross	<ul style="list-style-type: none"> • Have workshops for apprenticeships to give everyone a start in life for jobs. • Notices in public places. • Advertise job opportunities in Lewisham Life magazine, job centres, council offices and libraries. • Open forum discussion meetings. 	Yes - 6 No - Comments: <ul style="list-style-type: none"> • That would be good to get them off the streets and get them doing something. • The Council should provide opportunities for routes to jobs for local people as a priority over non-residents. • Will improve the local community. 	Yes - 2 No - 4	Yes - 5 No - 1
Catford South	<ul style="list-style-type: none"> • Use local papers, Lewisham Life, Lewisham website. • All jobs should be advertised on the Lewisham website. • Advertise job opportunities more in the local community. • Advertises in places like libraries or ask local shops to put some sort of list or pamphlet in the window. • Advertise jobs locally. • The old fashioned way of advertising in local papers. This 	Yes - 7 No - Comments: <ul style="list-style-type: none"> • Lewisham has high youth unemployment – it will give them an interest in their local area. • That’s the whole point of having a local Council – to help and provide services locally. • Target schools as teachers have knowledge of individuals and can provide references and 	Yes - 7 No -	Yes -7 No – Not sure – 1 Comments: <ul style="list-style-type: none"> • Promote local council employees to the higher positions, not outsiders each time.

	<p>may capture skilled people who aren't actively job searching online but would apply for the right job. Target older people, e.g. those that have been made redundant.</p> <ul style="list-style-type: none"> • Inform the local school careers officers of the sort of vacancies on the local council for young people. 	<p>recommendations.</p> <ul style="list-style-type: none"> • Local schools need to know that some local children can get local jobs when they finish school. 		
Brockley	<ul style="list-style-type: none"> • Cohesive dialogue with the unions representing its employees and on-going dialogue with Lewisham Trades Council. • They should ensure that ALL secondary schools have an effective process of careers education even though it has been taken off the national curriculum and is not mandatory anymore. What happened to the careers service when central government support ended? • Social networks. • Open days / free local papers, stopping benefits. • It probably already does enough – but could look at local sourcing in the first instance i.e. preference/priority being given to local residents. • Make more use of local radio and circulate advertising flyers re: vacancies. • Have jobs advertised in places other than job centres (which are 	<p>Yes - 10 No - 2 Comments:</p> <ul style="list-style-type: none"> • Lewisham has proportionately the highest number of jobseekers per vacancy in the UK. • They should be targeted at those most willing and able to benefit from it. Capability both geographically and through skills need to be a major consideration. • It should be open to everyone. • Not targeted at local people if they are not up to it. • The Council serves the local community. Apprentice and trainee schemes should do too. • If people are trained in the area they are more likely to stay in the area to our benefit. • Council money should benefit local people. • Of course – this is the Council's first responsibility. • This would promote the community and encourage local people to stay and value 	<p>Yes - 16 No – 2 Comments:</p> <ul style="list-style-type: none"> • And pay appropriate taxes. • But contracts with the Council should be available for public scrutiny. 	<p>Yes - 16 No - 2 Comments:</p> <ul style="list-style-type: none"> • Payment should depend on real ability – not excessive rewards for incompetent officers shunted from other boroughs. Senior people should be prepared to work for their departments, not be bribed off into mass sackings for the benefit of accountants. • Should be implemented nationally.

	<p>only visited by people on benefits).</p> <ul style="list-style-type: none"> • I don't know what they do already. • Schools/youth clubs/employment centres/libraries/churches/public houses. • Social events to attract local people and promote awareness of what is available. • They can offer leaflets and people to talk about the opportunities as long as this makes people aware that anything they say and do admit to about taxes and helping each other unofficially will be remembered and reported. • Contact local organisations, have a job vacancy easy access website. • Put on website. Bring back City & Guilds, ensure Lewisham apprentices are best trained in the UK: NVQ – nickname is not very qualified. 	<p>the local environment.</p> <ul style="list-style-type: none"> • Who else would a council attract but the agreed groups of people it is meant to serve – again the council should make people aware of the council reporting on everyone about taxes. • Local apprentices will feel ownership of their area. 		
Ladywell	<ul style="list-style-type: none"> • Is it the local community that needs to be more aware or the young people who are potential apprentices? More effort needs to go into making children around 14 years of age aware of what the world of work is like and pushing forward skills issues at that stage. • Website and other internet facilities, libraries, Lewisham life, local notice boards (e.g. parks). • I go weekly to the CDG (careers 	<p>Yes - 16 No - 1 Comments:</p> <ul style="list-style-type: none"> • It should be totally focussed on local people – it is LEWISHAM Council after all! • Easy for local people to travel and they know the borough – if legal under equal opportunities. • People in the local borough should have priority as they use the local facilities and pay council tax etc. 	<p>Yes - 19 No – 2 Comments:</p> <ul style="list-style-type: none"> • Why are temporary and agency staff in senior roles? 	<p>Yes - 17 No - 3 Comments:</p> <ul style="list-style-type: none"> • Highest should not be paid more than ten times the salary of the lowest paid. • Can't answer without guidance on the

	<p>development group) – places like this should be aware of jobs to offer positions to the many people that go there – surely out of all the people that go there at least one person would be a suitable candidate?</p> <ul style="list-style-type: none"> • Advertising, internet and all new technology, especially those frequented by young people. Going into sixth form centres, colleges, youth clubs, billboards and posters in all Council outlets. • Be proactive – look to set up a register of interested people looking for employment and support those on the register. • Advertise. • I am not sure how this happens at the moment but working with local voluntary organisations and faith groups may be useful, as well as posters in community venues e.g. parks and cafes. • Use bus stops and local shops to advertise. Create an app for mobiles and distribute to all young people through schools. • Contact schools, adverts in libraries, a main board in Lewisham shopping precinct. • Advertise them more widely – posters, emails, blogs. • Publicity, presentations at colleges. • The Council should know the list of 	<ul style="list-style-type: none"> • Local youth unemployment must be at the forefront of any apprentice scheme, before opening to non-locals. • Where practical, yes. • Yes, but not restricted. • Local trainee schemes should in principle benefit local people. • Of course it should. • No, a trainee should be picked on ability, qualifications and experience first and foremost. • Yes, because people would need to travel shorter distances to work locally. • Want to reduce unemployment in the borough, but do not expect employment to happen if applicants are not suitable. Keeps salaries within the borough. Reduces travel – think green. Better leisure/job time. • Yes on a quota basis. Why? Because others do it. • Definitely – let's benefit our residents. If we believe our schools are first class, let's set up schemes to employ the graduates! • Yes, people will care for the area that they live in and feel accountable. • Yes, because there are very few jobs for young people. • Yes, to reduce local unemployment. 		<p>extremes.</p>
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	<p>unemployed based on the job centre database. Based on this list, they could potentially make contact with the locals that are unemployed. No point wasting money creating more systems when it is simply a case of better workflow management.</p> <ul style="list-style-type: none"> • With offers of reduced cost for job advertisements in the local press. • Not sure what is already done but options are (1) website; (2) job centre plus in Lewisham; (3) local libraries/ Council offices; (4) local papers; (5) ward assemblies; and (6) doctors' surgeries. • Increased advertising on Council website. Also, simplification of application procedures. Making one job website for all Council vacancies. • I recently went to the Council website and it didn't seem to show anything. The jobs need to be highlighted, not hidden so that they must be searched for. • I think it is doing all it can. • Job centres, local paper. 			
Lee Green	<ul style="list-style-type: none"> • Through the job centre or options posted on the internet. • Notices in Council magazines. • Local news and papers. • Signs in libraries, youth clubs, supermarkets. • Website, local paper, noticeboard 	<p>Yes - 6 No - Comments:</p> <ul style="list-style-type: none"> • More accessible for the work if local people are employed. • Local – to deal with borough unemployment. 	<p>Yes - 4 No - 2</p>	<p>Yes - 2 No - 4</p>

	<ul style="list-style-type: none"> in supermarkets. Provide information and advertisement 	<ul style="list-style-type: none"> Lewisham Council should support Lewisham people. Council is responsible for economy of borough and getting people into work. Although I believe in cross-fertilisation, at this time I think local targeting is justified. 		
Grove Park	<ul style="list-style-type: none"> Very good already Advertise on local boards, libraries, schools etc. and online at their website. They do enough, but what the hell are 'new ways of working'? As to promoting local employment, what does this mean? Create a website which actually works (i.e. the jobs pages). Employ people who live in Lewisham, use local press, use council website for all jobs. Use local free press, website, job centre plus, ensure info is dropped into schools, libraries, GP surgeries, dentists etc. Openly advertising and not offering jobs only to friends of current employees. Can there be a list of vacancies at libraries. Advertise in libraries, local shops, posters on ad boards or on top of bus shelters. If jobs are published on Lewisham website or jobs go public, show people how to access these websites on posters clearly. Newsletters. 	<p>Yes - 11 No - 1</p> <p>Comments:</p> <ul style="list-style-type: none"> Lewisham is a deprived area and jobs are like gold dust. To have a sustainable coherent community where people have direct interest to do a good job. Yes, to keep local people in the borough. Yes – benefit local young people = vital for all areas. Councils have a responsibility to residents which will reduce commuting. You could start in local secondary schools, job centres etc. we invest hugely in making Lewisham schools outstanding, we should continue to invest in these young people after they have left school. It may not be possible to take on local apprentices if there are no interested applicants for certain jobs. Yes, if the right person applies from the local area, otherwise offer it to the wider community. Yes, to give local people the opportunity, then offer it to wider area. 	<p>Yes - 18 No – Not sure - 1</p> <p>Comments:</p> <ul style="list-style-type: none"> Too many consultants with no loyalty to Lewisham. 	<p>Yes - 18 No - 1</p>

	<ul style="list-style-type: none"> • Advertise in local papers. • Twitter. • Advertise jobs in the relevant places. • Advertise jobs where they can be seen. Not just at the council office. Advertise in relevant places. • How does it do this now? • Advertise in local newspapers etc. 			
Forest Hill	<ul style="list-style-type: none"> • Job fairs, advertise at W H Smith. • Articles in local publications / Council literature. Liaise with local schools and colleges. • Make Council jobs available in local newspapers. • Advertising, events, talks. • More advertising. • Advertisements, internet. • Provide noticeboards in local amenities; libraries, swimming pools, leisure centres. • Advertise in local papers and on their website and maybe have a telephone number you can call. • Advertise locally on noticeboards, at local assemblies, in libraries, on their website, in Lewisham Life, to local schools and colleges. • Articles in Lewisham Life. Put into local papers and online, posters in local areas, info in libraries and of course at job centres. • Make use of community hubs in Portas pilot, job centres. 	<p>Yes - 16 No - 2</p> <p>Comments:</p> <ul style="list-style-type: none"> • Why wouldn't you target local people? • Definitely. Not only to promote community cohesion but to improve the skills of local people. • Where possible local apprenticeships should be promoted but it is not strictly necessary. • Yes, it will allow more achievement. • Yes, isn't it obvious?!! • Yes to reduce local unemployment. • It is good to have jobs and opportunities. • Local apprentice and trainee schemes potentially beneficial, increased employment opportunities for local people and value for money for local taxpayer. • Yes, where skills are appropriate. Help local youth to get jobs as far as poss. • Lewisham should work to benefit its own residents not those of other boroughs. • Schemes must balance local needs with the aims of the business/council 	<p>Yes - 17 No – 2</p> <p>Comments:</p> <ul style="list-style-type: none"> • And ensure PAYE. 	<p>Yes - 16 No – 5</p> <p>Comments:</p> <ul style="list-style-type: none"> • Cut down the differences. No need to pay huge salaries. Differentials have become too big. • Highest paid should not earn more than 20 times the lowest paid.

	<ul style="list-style-type: none"> • Advertise to local community. • I don't have the local knowledge or the background to comment on this properly. • Get people talking to each other, send the information through channels people will use/see. • Promote opportunities through local job centres, youth centres, children's centres. • Work with job centres – some people at centres are better at promoting opportunities than others. Twitter? Email, texting, work with schools. • Advertise, bill boards, website. • I don't think this is the issue. Most residents work outside the borough. Perhaps you could do this together with other councils, some are closer than the other end of Lewisham. • Job centre, local paper, library. 	<p>department and the availability and quality of the applicants.</p> <ul style="list-style-type: none"> • The Council should recruit the best person for the job. • To give local people best chances/ opportunities. Happy to pay Council Tax for these local schemes. • Local people have a vested interest in the area, plus travelling to/from work is easier and less expensive. 		
<p>Total (of those responses providing a clear indication)</p>		<p>Yes - 72 No - 6</p>	<p>Yes - 83 No – 12 Not sure - 1</p>	<p>Yes - 81 No – 16 Not sure - 1</p>

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