

# community strategy

2003 - 2013



**Lewisham Strategic Partnership**

# Introduction by Steve Bullock, Mayor of Lewisham

Lewisham is portrayed in many different ways. I have lived here for 25 years and know that there are many great things about Lewisham: opportunities, diversity, and strong communities – all things we can be proud of. But, you know as well as I do, that we can make it better. We can improve economic prosperity, make our communities safer, celebrate high quality education, enjoy decent housing and better health for all. These are the ambitions I have for Lewisham but, they cannot be achieved over-night. They need vision, direction and investment and, most importantly, they need you.

Lewisham's Community Strategy is our starting point. It starts to build our vision and direction; it brings together our investment in the borough; it helps agencies and communities to work in partnership; and it helps you to play your part.

The Lewisham Strategic Partnership has been working on this strategy over the last year and it sets out our ten-year agenda. It gives all the local public sector agencies, the business, voluntary and community sectors a focus to improve our lives. It establishes our priorities, sets out our action plans and tells you our targets to monitor our progress.

As the Chair of the Lewisham Strategic Partnership I am grateful to the many people, through the consultation with local communities and residents, who have worked on this document. However, it does not mean that we can now sit back and relax – things will change with time as it matures and develops. Nor does it mean the job is done – a strategy won't change Lewisham, only its delivery can do that. I look forward to working with all of you over the years to make this work for us all and Lewisham.



**Steve Bullock**

*Mayor of Lewisham and Chair of the Lewisham Strategic Partnership*



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# Community Strategy – What is it?

The Lewisham Community Strategy sets out the long-term vision for the borough. It brings together many individual strategies endorsed by different agencies and partnerships into one over-arching document. It aims to establish activity for the next ten years to enhance the quality of life of local residents, based on the needs and aspirations of Lewisham's citizens.

Establishing priorities for improving the quality of life in the borough requires an understanding and analysis of a number of key factors:

- the borough - an understanding of the distinctiveness of Lewisham as a place, the broader city and regional context and the economic trends affecting the borough;
- locality - recognition of the characteristics of the different localities within Lewisham;
- local need - an assessment of the needs of Lewisham's communities;
- community concerns and aspirations - an assessment of residents' attitudes to local public services and to wider concerns about life locally;
- national government - an appreciation of the Government's aspirations and targets for public service delivery as well as locally agreed targets for Lewisham;
- performance - an analysis of how well public agencies meet local needs and deliver services that meet quality standards.

This document explores each factor and establishes a framework to improve the quality of life in Lewisham, based on what is known so far. It identifies ten priorities to be tackled in partnership to meet the needs and aspirations of Lewisham residents. These are grouped under three main themes:

## **Improving the wellbeing of people of Lewisham**

- Crime
- Health
- Education
- Enterprise and business growth
- Cultural vitality
- Regeneration
- Welfare dependency

## **Developing local communities**

- Engage local communities

## **Improving public sector performance and delivery**

- Equity in service delivery
- Effectiveness, efficiency and sustainability of local public services

Detailed action plans for each of these ten priorities are included in section four of this document.



## The Lewisham Strategic Partnership

The Lewisham Community Strategy has been developed by the Lewisham Strategic Partnership (LSP). The LSP brings together 20 representatives from the public, private, voluntary and community sectors. Its purpose is to promote and sustain joint working across these sectors and to secure meaningful ways of engaging the community at all levels, both in terms of setting strategy and delivering modern, effective local services.

Unlike other partnerships that tend to focus on single issues, the LSP looks at the many different issues that affect life in Lewisham - crime, jobs, education, health and housing, with particular emphasis on addressing social exclusion. Crucially, through being a partnership of all key sectors, it can meaningfully assess and address how each issue impacts on the others.

The following organisations and groups are represented on the LSP:

- Citibank;
- Goldsmith College;
- Jobcentre Plus;
- Lewisham Chamber of Commerce;
- Lewisham College;
- Lewisham Community Network;
- Lewisham Council;
- Lewisham Housing Association Group;
- Lewisham Primary Care Trust;

- London East Learning and Skills Council;
- The Metropolitan Police;
- University Hospital Lewisham; and,
- the Black and minority ethnic community.

Please contact the LSP Support Team (details on the back page) if you would like details of the current members of the Lewisham Strategic Partnership.

## Links to other plans

The Lewisham Community Strategy provides a framework through which other local plans can be co-ordinated. For example, the Neighbourhood Renewal Strategy (NRS) is a major strategic plan for improving the quality of life for Lewisham residents, particularly in some of the borough's most deprived areas. The NRS seeks to implement Community Strategy priorities within deprived neighbourhoods – communities with the poorest performance in relation to income, skills, qualifications, quality of housing, health, employment and crime.

The action plans to tackle the ten priorities identified in this document refer to existing plans developed by partner organisations. The Lewisham Strategic Partnership is mindful that there will occasionally be conflict between these long-term plans and the expectations imposed upon statutory agencies by the annual planning cycle or new initiatives introduced by the Government. The LSP will need to review these plans continually to ensure that they address residents' priorities, as well as reflect government requirements.

## Implementing the Community Strategy

This strategy is an important step in improving the quality of life in Lewisham as it maps out future actions for the borough. But, there is still much to be done. For the Community Strategy to be successful, the following are required:

- **engagement** of local communities to give them the opportunity to articulate their aspirations, needs and priorities;
- **understanding** of the borough's issues – the LSP has gone a long way in understanding the key issues for residents during its work on developing this strategy and the linked Neighbourhood Renewal Strategy, but there is still more to be done;
- **delivery** of the actions of key local partners so that they can effectively meet what is set out in this strategy.

## Engagement

The LSP will undertake annual reviews of the Lewisham Community Strategy to ensure that it continues to address residents' priorities and is up-to-date. The LSP is keen to encourage the involvement of as wide a group of people as possible in these reviews. The LSP has made a good start in engaging communities in this strategy but it needs to encourage a wider audience to become associated with it and to ensure that everyone has the chance to express their concerns and voice their hopes for the future.

But, it is not sufficient for the LSP to engage with citizens solely at annual reviews.

Implementation of this strategy requires the collaboration and input of all sectors of the borough on an on-going basis. The LSP is also keen to find ways of involving residents in the implementation of this strategy and will shortly produce a plan for engaging residents and local organisations. This will facilitate forums and residents in an on-going dialogue with the LSP about life and change in the borough.

## Understanding

The development of this Community Strategy has been a starting point for the LSP but further work is needed. A greater understanding is needed of the ten priorities that have been identified for the borough. Baseline information for each priority will be developed and better linkages made between what is already known about each of them and the actions that have been identified in the appendices. This needs to be better linked and shaped with increased knowledge about the needs and aspirations of specific localities.

## Delivery

Improving the overall quality of life and wellbeing of local residents will not happen overnight and will not happen if individual partners are working in isolation. A key strength of the LSP is that, by co-ordinating the activities of partners, it is able to refocus and reshape existing and future activity so that community needs and aspirations can be met effectively.

One of the ways in which the LSP will achieve this is by evaluating the core budgets of partner



organisations, understanding how they are established and prioritised and co-ordinating spending to ensure money is spent on meeting local priorities and avoiding duplication.

The LSP has already begun work on understanding budgeting issues and identifying ways they can refocus their budgets in order to address the priorities of the Community Strategy.

# Factors that shape the strategy

Effective strategies depend on many things. A key starting point is to have a clear knowledge of the issues the strategy seeks to address and the factors which will help shape and drive solutions. The Lewisham Community Strategy is based on the analysis of six key factors: understanding of the borough, locality, local need, community concerns and aspirations, national government's targets for public services and an appraisal of the performance of partner agencies.

## 2.1 Lewisham: the borough

### Local geography

Lewisham is portrayed in many different ways. What everyone in Lewisham knows is that the borough has opportunities in abundance, a rich source of community action and enterprise to improve the life of its residents. Strong and diverse communities thrive in the borough, and there is good transport links, strong primary health care services, low crime and improving educational attainment.

Lewisham is an inner London borough covering an area of approximately 14 square miles of south-east London. The map on the right shows the location of the town centres, main roads, train stations, schools and hospital. Lewisham has excellent transport links to central London and is just 12 miles from the M25 motorway. The southern extension of the Docklands Light Railway has further enhanced the attractiveness and accessibility of Lewisham to other parts of London, in particular to Canary Wharf where employment is set to rise by 60,000 over the next five years.

Despite its inner London location, Lewisham has more than 560 hectares of green space, excluding domestic garden space and railway land, with 45 public parks covering about 360 hectares. Just over 300 hectares of land is designated as a Site of Nature Conservation Importance.

The borough has a large shopping centre in Lewisham town centre and other smaller shopping centres in Deptford, Catford, Sydenham and Forest Hill.

For many of the borough's residents, Lewisham is a place in which they choose to live but, on the whole, they tend to work in other parts of London and the southeast.

### The population

The most recent information from the 2001 census shows that around 250,000 people live in Lewisham. The borough has a younger age structure than the national 'norm', with a relatively higher proportion of residents in the 0-4 and 15-44 age groups. The borough benefits from a highly diverse population, both ethnically and culturally. Approximately one third of the overall population and 50 percent of pupils in Lewisham schools are from Black and minority ethnic communities. The largest of these are of Caribbean and African origin, but the borough is also home to sizeable Asian, Chinese and Turkish/Turkish Cypriot communities. The Community Strategy values and seeks to build on this diversity, recognising and challenging racism, institutional or otherwise.

Lewisham has many attributes and successes to be proud of. However, some of the borough's



Diagram 1 - Key Lewisham Locations



- PRIMARY SCHOOLS:**
1. Deptford Park
  2. St. Francis Drake
  3. Grimling Gibbons
  4. St. Joseph's R.C.
  5. Mersey
  6. Kender
  7. Chiswick
  8. Tidemill
  9. St. James's Hatcham
  10. Edmund Waller
  11. Myatt Garden
  12. Lucas Vale
  13. Ashwood
  14. St. Stephen's C.E.
  15. All Saints Blackheath C.E.
  16. John Bell
  17. Our Lady of Lourdes R.C.

18. John Disher
19. Lewisham Bridge
20. St. Saviours R.C.
21. St. Margaret's C.E.
22. Tunham
23. St. Mary Magdalen R.C.
24. Brockley
25. Gardsinack
26. St. Mary's Lewisham
27. Ernesdale
28. Lee Manor
29. St. Winifred's R.C. Infants
30. Brindsham
31. Stillness
32. Hulseach
33. Hither Green
34. St. Winifred's R.C. Juniors

35. Fairloam
36. Hamman
37. St. William of York R.C.
38. Daiman
39. Ferryhurst
40. Rathlem
41. Rushley Green
42. Holy Cross R.C.
43. Sandhurst Infants
43. Sandhurst Juniors
44. Baring
45. Ellet Bank
46. Holy Trinity Sydenham C.E.
47. Christ Church Forest Hill C.E.
48. Jethrey
49. Tandon
50. Cooper's Lane

51. Kelvin Grove
52. St. Bartholomew's Sydenham C.E.
53. Adamant
54. St. Michael's Sydenham C.E.
55. Our Lady & St. Philip New R.C.
56. Haseline
57. Elmsin
58. Forster Park
59. Merlin
60. St. John Baptist Southend C.E.
61. Downberry
62. Good Shepherd R.C.
63. Laureolat
64. Marvets Lane
65. St. Augustine's R.C.
66. Ringfield
67. Kinstate

- SECONDARY SCHOOLS:**
1. Deptford Green (M)
  2. Deptford Green (M) Annex
  3. Addy & Stanhope (M)
  4. St. Joseph's Academy (S)
  5. Prendergast (G)
  6. Northbrook C.E. (M)
  7. Croyton (M)
  8. Sydenham (G)
  9. Forest Hill (S)
  10. Catford (G)
  11. Bonus Pastor (M) R.C. (Annex)
  12. Bonus Pastor (M) R.C.
  13. Malory (M)
  14. Sedgell (M)

- COLLEGES:**
1. Lewisham College
  2. Christ The King South Farm College
  3. Haberdashers City Technology College

strong and successful communities are also some of its most deprived ones. The population of Lewisham faces some very distinct challenges:

- an above average proportion of the population with low levels of literacy and numeracy;
- levels of teenage pregnancy that are amongst the highest in the country;
- deprivation - the Department of the Environment, Transport and the Regions showed that four of Lewisham's former wards<sup>1</sup> are in the worst 10 percent in the country for employment, with 21 wards in the same category for housing, five for education and four for child poverty;
- 7 percent of all adults aged 18-64 live with physical disabilities or sensory loss;
- almost a quarter of all households are pensioner only households;
- lone parent households comprise 15 percent of the total, almost twice the national average.

In addressing these issues, public agencies in Lewisham annually spend £1.5 billion, around half of the estimated local economy.

Despite these issues, local communities are vibrant and creative. For example, a recent assessment of the creative sector in Lewisham found that the borough has over 550 small and medium-sized creative businesses alone. Above all, local people and communities are actively

involved in the life of the borough. There are a multitude of different groups and community activities that make a positive contribution to the quality of life in Lewisham. They include the voluntary sector, tenants' and leaseholders' associations and faith groups to highlight just a few examples.

### Voluntary associations

Voluntary associations are the heart of local civil society. Some of them are formalised with well developed support structures and revenue to fund their activities. Others are informal but nevertheless make a positive contribution to local communities.

Survey information suggests that in terms of formal active citizenry, Lewisham has:

- 4,000 people actively involved in the voluntary and community sectors;
- 550 people involved in local tenants and residents associations;
- 100 people engaged in local regeneration boards;
- 1,000 people involved in the multi-agency sponsored Citizens' Panel;
- 720 people involved as local street leaders and environmental activists.

These are just some of the activities that take place and indeed these figures may well be an underestimation of the true numbers.

1. As part of the process of setting minimum standards of achievement for all communities – the 'floor' targets - the government used a basket of indicators to identify the most deprived communities in England. Based on this analysis the government identified (prior to ward changes in 2002) Downham and Bellingham in the south and Evelyn and Grinling Gibbons in the north as deprived.



### Tenants' and leaseholders' associations

Lewisham has a long history of tenant participation and has recently produced a public-sector tenant participation compact. Through the *Tenant Participation Compact*, partners are committed to working with tenants' representatives to increase their skills and confidence to enable them to represent their members views more effectively and to widen the range of tenants who currently work with partners. Tenants' and leaseholders' associations play a key role in promoting and improving the quality of life for local residents.

### Faith groups

Faith is at the centre of life for many Lewisham people and in some cases, particularly minority ethnic groups, faith groups are one of the major routes for service providers to reach communities. There are around 200 individual faith groups in the borough and it is estimated that around 10 to 15 percent of Lewisham's population actively engages with these groups. The location of faith groups, often at the heart of some communities, gives them a central role. They have resources such as safe space for local services and activities; people with skills and commitment; access to funding through their membership and networks; and fundamentally, a shared vision to improve the quality of people's lives.

### Summary

Lewisham is a part of London and its future lies in making the most of its connections with the wider London economy. Lewisham is undergoing significant change that reflects the distinctiveness of its local geography and its

varied and diverse local communities. It has two distinct advantages:

- (i) it is a liveable and accessible part of London; and
- (ii) its diversity, and hence the creative and economic potential of its residents.

### 2.2 Locality

Much of what is good in Lewisham is underpinned by strong successful local communities. The results of the 2001 Annual Resident's Survey and the outcome of consultation on earlier drafts of this strategy suggest that, on the whole, local people relate to their local neighbourhood or area and not necessarily to the wider borough. We know that residents relate well to their local communities rather than to an area created for administrative convenience. We also know that even within a local community, it is not always possible to generalise the needs for it; differences exist in all communities that need further exploration.

Wards and neighbourhoods are not the same. People sometimes identify with a particular estate, and not to the other parts of the ward in which the estate lies. Some areas fall within two local authority boundaries. It is clear that people do not necessarily see themselves as living in between boundaries which are created for administrative convenience; they associate themselves with an area which supports and relates to themselves.

The Annual Resident's Survey 2001 asked a sample of resident's to indicate the extent to which they felt a sense of belonging to the local area in which they lived, as well as to indicate the strength of community in their local area.

Almost one-half (45 percent) of residents feel that there is a very strong or fairly strong sense of community in the local area where they live. This is a broadly held view with 47 percent holding this view in the Deptford Parliamentary Constituency, 46 percent in Lewisham East Parliamentary Constituency and 41 percent in Lewisham West Parliamentary Constituency. Interestingly, there appears to be little difference in the sense of community when respondents are analysed by ethnicity. However, a more significant difference emerges when responses are analysed by social class and tenure.

When residents were asked to indicate the extent to which they felt they belonged to the local area in which they live (as well as to the borough of Lewisham and London more generally) the following picture emerges. Over seven in ten residents feel that they belong to London, six in ten feel a sense of belonging to their immediate local area; and nearly five in ten feel a sense of belonging to Lewisham. This points to a reasonably strong sense of local attachment and identity which local partners need to consider in, among other things, their strategic planning and marketing of services.

Initial consultation on the Lewisham Community Strategy highlighted the fact that residents would like services to be tailored to meet the specific needs of their local areas. Similar messages have come out of other residents' surveys.

The Prime Minister has said that no one should be disadvantaged by virtue of where they live. This message has been endorsed by the LSP: economic prosperity, safe communities, high

quality education, decent housing and better health must be there for all across Lewisham.

The LSP needs to understand the specific issues relating to the different localities in Lewisham regardless of whether they are recognised as deprived wards, if it is to be successful in improving the quality of life of all residents through this strategy. Achieving this requires a good understanding of the uniqueness, needs and aspirations of specific communities as much as for the borough as a whole.

However, the Government has invited the LSP to consider the four areas attracting financial support from the Government as a starting point for its focus on localities.

### Bellingham

Bellingham is a residential estate in the south of the borough made up of a mix of 1920-30s terraced housing and low-rise flats, combined with small greens and two sports grounds. The population in Bellingham has changed over the last decade and is now more diverse. One feature of the changing demographics is the age profile of residents with higher numbers of young and elderly people. The area has a very active community and a strong identity, celebrated yearly by the Bellingham Festival.

There is a long history of under investment in the area. Bellingham is one of the most deprived areas in the borough with 58.2 percent of working age residents claiming benefits compared to the Lewisham average of 39.7 percent and one in two households rely on council tax benefits.



## Downham

Downham is a cottage-style estate built in the 1920-30s around a number of greens. The population has become more diverse over the last decade, and there are a large number of young and elderly people in the area. Local residents define the Downham neighbourhood as stretching into Whitefoot ward and The London Borough of Bromley. However, within this area, residents have a strong sense of community based on streets close to where they live.

A number of regeneration initiatives operate in the area. Like Bellingham, Downham is one of the poorest in Lewisham with 46.5 percent of working age residents claiming benefits compared to the Lewisham average of 39.7 percent and almost half (49.3 percent) of all households are receiving council tax benefits.

## Deptford and New Cross

Deptford and New Cross are very old neighbourhoods in the north of the borough with a long history of industrial activity. They are the most diverse areas in Lewisham and have changed significantly over the past 30 years. Much of the river-related industry has closed and a great deal of redevelopment has taken place. The area is still home to many of Lewisham's businesses and the creative sector is growing. Regeneration schemes have operated for the last 15 years, making big improvements to the physical appearance of the area and stimulating a strong and active local community and voluntary sector. The area has a very young population: one third of residents are under the age of 19.

Nevertheless, Deptford and New Cross are two of the poorest areas in Lewisham and face specific problems. In particular unemployment, low educational achievement, poor health and life-expectancy, and crime and the fear of crime.

## Summary

The LSP recognises the importance of localities and the need to consider the issues relating to the different localities in Lewisham when planning services. Although this document is an overarching document for the borough, it will be developed in tandem with the Neighbourhood Renewal Strategy to ensure that it reflects the specific needs of people living in different parts of Lewisham, in areas that residents relate to rather than administratively created ones.

## 2.3 Local need

Identifying local need is a complex task. This strategy draws on national and local statistics of social, economic and environmental problems, together with the views of the people of Lewisham. Many national problems (such as crime, poor health, high levels of business failure and skill shortages) are also local problems.

In 1998, the Department of the Environment, Transport and the Regions (DETR) updated its Index of Local Conditions using census data. In 2000, the DETR commissioned Oxford University to update the index using ward-level data from non-census sources and subsequently published the *Indices of Multiple Deprivation*.

When assessed against a range of indicators such as employment, education and child poverty, the four areas attracting financial support from the Government; (Bellingham, Downham, Deptford and New Cross) invariably feature amongst the most deprived in the country.

The LSP's Neighbourhood Renewal Strategy is aimed at alleviating deprivation in Lewisham with specific emphasis on these four areas in recognition of their special needs<sup>2</sup>. The map on the right shows the wards of the borough with the highest levels of deprivation.

The change in the government's assessment of deprivation (principally by downgrading housing factors in the overall assessment) led to Lewisham dropping in the overall deprivation list. This is because, before the boundary changes in 2002, Lewisham had nine wards in the worst 10 percent on the housing deprivation indicator but fewer in the other indicator sets.

The list below shows the Lewisham areas that correspond with the wards in the bottom 10 percent of wards in England:

<b>Employment</b>	Brockley, New Cross, Bellingham, Deptford, Rushey Green
<b>Education</b>	Deptford, Downham, Brockley, New Cross, Whitefoot, Bellingham
<b>Child poverty</b>	Bellingham, Downham, Evelyn, Brockley, New Cross
<b>Housing</b>	New Cross, Deptford, Brockley, Telegraph Hill, Whitefoot, Sydenham, Hither Green, Ladywell

There are almost an infinite number of statistics that could be quoted about the borough, some positive, some not so positive. But, these are meaningless if we cannot draw clear messages from them about the issues the borough faces and what needs to be done to tackle them. Without this, they merely become a way of describing the borough.

As a step to better understanding the issues faced in the borough, the Council commissioned the Local Futures Group in 2001 to provide a wide ranging assessment of the Lewisham economy, evaluating local economic competitiveness within a wider social and environmental context. The Competitiveness Audit produced by the Local Futures Group recognised that Lewisham faces the challenge of revitalising the local economy, whilst at the same time reducing social exclusion and enhancing the local environment and quality of life of its residents.

Lewisham's economy bears some of the hallmarks of one with a good capacity to grow, albeit a relatively small economy by London standards. The 1990's saw the borough's stock of businesses grow rapidly, outstripping growth in many London Boroughs, with many of the new additions coming in the "Business Services" sector. Future growth may be best facilitated through the information economy and greater consumption of services, key drivers for growth in other parts of the Southeast. This may mean paying particular attention to providing the local workforce with the necessary skills profile, which is as much about promoting learning through higher and further education as well as through schools. It is estimated that as many as 35,000 adults living in Lewisham have low

2. Prior to ward boundary changes in 2002, the wards identified as needing special attention by the Government were Downham and Bellingham in the south and Evelyn and Grinling Gibbons in the north.



Diagram 2 - Levels of deprivation

- Worst 10% in England (4)
- 10% - 20% (12)
- 20% - 30% (6)
- Worst 30% - 40% (4)
- Ward Boundaries Pre 2000
- Revised Ward Boundaries



basic skills. By providing the local workforce with the right skills to maximise new job opportunities, the borough can address some of the employment and income deprivation that exists in the borough.

The founding of the Lewisham Chamber of Commerce in January 2002 is a key plank to building a strong Lewisham economy and represents the fact that Lewisham's business community is wide and diverse, not just about town centres. A thriving business community is crucial to the success of many of the activities set out in this strategy. The LSP recognises this and is committed to harnessing the potential of the Chamber of Commerce and the sector more widely in further developing and delivering the Community Strategy. The business community will have a clear role in facilitating further and better understanding about the issues and opportunities for Lewisham's economy.

### Summary

Lewisham is, in terms of deprivation, a borough with distinct areas of acute need as evidenced by the Indices of Multiple Deprivation. In addition to the four former wards that are recognised as requiring special attention, there are pockets of deprivation in most wards, even those perceived as affluent. Similarly, not every part of the four designated wards will necessarily be facing acute deprivation. A key challenge for regeneration will be bridging the social and economic divide in the borough.

Deprivation indices tell us a lot about the borough and provide a good starting point for this strategy. But, there is more to be done to fully understand the needs of the borough, how

each need interacts with another and what the complex drivers are behind each one. Further work will be needed to fully appreciate the issues facing the borough, if this strategy is to be effective. Everyone has a part to play in this, building on the good start that has already been made.

## 2.4 Community concerns and aspirations

Generally people tend to be more concerned about issues that affect them directly than those that are more general. For example, people with school-age children are more concerned about education than members of the public without children of school age.

A national study carried out by the Future Foundation in 1997 discovered that people are more personally worried about crime, health and education and less about other issues such as the local environment and homelessness. Research carried out for Lewisham Council such as the Annual Residents' Survey has found similar results.

### Lewisham Annual Residents' Survey

The Lewisham Annual Residents' Survey carried out in November 2002 found that local people remain personally concerned about crime (50 percent), the extent of traffic congestion locally (30 percent), the quality of health services (27 percent), and the standard of education (25 percent). Over the last ten years, the annual survey has shown that crime, traffic congestion, health and education are consistently top of the list of local people's concerns.

Another issue that concerns residents is poor public transport. The LSP fully understands the



key concerns of local residents as outlined above and sees transport as a key issue for the borough. Better transport links will improve access to jobs, education, health services and major transport initiatives can often be the catalyst for significant improvements to be made in deprived areas. However, the LSP cannot improve public transport on its own. Many of the LSP partners and the LSP itself will work with other wider agencies and the transport authorities to find solutions that will enhance public transport in the borough and bring great benefits to the borough as a whole.

#### Lewisham Citizens Panel

The Lewisham Citizens Panel, made up of around 1,000 local residents, has enabled several local partners (principally the Council, University Hospital Lewisham and the Police) to engage a cross-section of the local community on a wide range of issues and obtain useful information on their concerns.

In 1998, a group of 65 residents from Lewisham's Citizens Panel spent two days at an event called *Making the Connections* looking at health, learning and community safety. Participants based their comments, ideas and suggestions on their own experience. They showed how, from their point of view, services overlap and impact on each other. Other key consultation events followed, including the *Imagining a Better Lewisham* conference involving 200 stakeholders. The outcomes from these events provoked a discussion among public, private and voluntary sector organisations locally about the need to 'join up' services at a strategic level.

Partner organisations have continued to use the Citizens Panel to research and better understand residents views, needs and aspirations. Recent examples include:

- safe communities – a group of 50 residents were asked to discuss their main concerns about crime and safety in the borough in December 2001. The outcome of this discussion informed the development of the *Crime Reduction Plan 2002-2005*;
- health – 30 residents were consulted on the health priorities for Lewisham and asked to describe their vision for local health care provision. This consultation was part of the borough wide consultation on the proposal to create a Lewisham Primary Care Trust (PCT). The PCT was set up in April 2002;
- education – in October 2001, 60 residents took part in a conference to discuss the provision of secondary school places in Lewisham;
- environment – in June 2002, a group of 40 residents were invited to participate in workshop discussions following a review of waste management. The review considered the collection, disposal and recycling of household waste.
- Community Strategy – a group of 50 residents attended a conference in December 2002 to discuss an earlier draft of this strategy. There was strong endorsement of the ten priorities in the strategy and a recognition of the benefits of partnership working in improving the wellbeing of Lewisham residents.

### Lewisham Leaver's Survey

Another good source of information on what residents want is a recent survey of people who have left the borough. This survey highlighted concerns over the lack of high value (larger than average) private properties, traffic congestion, pollution and poor quality secondary schooling.

### In Our View: Young Lewisham Review 2000

*The In Our View: Young Lewisham Review 2000* found that young people wanted good quality, affordable, safe leisure facilities and better play facilities for children. In addition, they are concerned about crime and anti-social behaviour as well as the environment.

### Young People's Conference, July 2002

Many of the concerns arising from the *Young Lewisham Review* were endorsed by young people who attended the annual Lewisham Young People's Conference. Workshops run by young people discussed a wide range of concerns, and recommended actions on a number of key issues that they had identified for themselves. These included:

- Crime - young people want more opportunities to discuss with police officers issues concerned with drugs and crime, and their relationships with the police. Following the conference, a group of young people attended and addressed a meeting of the Lewisham Police Community Consultative Group on their concerns around 'Stop & Search'.
- Health - young people want more information, advice and publicity on sexual health and teenage pregnancy. They are currently producing their own resources and materials, video, music CD, posters and a drama performance to highlight these issues to other young people. They also want to be taught more about mental health in schools, which they feel should be an important part of personal health and social education.
- Leisure facilities - many young people have aspirations in regards to sport, music, drama and dance and would benefit from increased opportunities to develop and showcase their skills and achievements.

Young people also wanted to be involved in the developments to improve and regenerate Lewisham Town Centre and to improve leisure facilities and other services. Following the 2002 conference, a group of young people have formed themselves into the Lewisham Town Centre Youth Group. This group has already engaged with Council officers, the local community and local businesses to pursue their interests via initiatives being funded through the Single Regeneration Budget.

### Local people's voices

The methods outlined above are the traditional sources for statutory agencies seeking information on residents' concerns. However, the community and voluntary sector also have a wealth of information on residents' concerns and aspirations that the LSP will access in order to ensure that it addresses local people's needs and wants. The LSP will collaborate with organisations like Bellingham Interagency,



Downham Pride and Deptford Community Forum that work with residents and partner agencies to raise the opportunities for community activity as well as working to improve local residents' quality of life.

**Summary**

It is clear that crime, health, education, traffic congestion and transport are issues that are important to all residents regardless of age. The LSP has very significant information about what concerns residents and what their aspirations are for the future. This has informed the development of the Lewisham Community Strategy. The LSP will, however, continue to consult with residents to ensure that it fully reflects their concerns and aspirations in years to come and, crucially, to establish whether or not the actions it implements through this strategy are improving the quality of life for people in the borough. It will be critical to ensure that these views shape the LSP's work and direction and does not become a simple academic exercise.

**2.5 National Government**

The Government want communities to thrive and for no-one to be disadvantaged by where they live. Success at the national level is inextricably linked with the success of services and support delivered at the local level. The Government has done a lot to define what it sees as good at the local level. The Lewisham Community Strategy incorporates performance targets set by the Government and those set locally by public agencies in the borough.

The Government's top four public service priorities are education, health, crime and

transport, mirroring those of Lewisham residents. It has identified minimum standards of achievement for all communities (so called 'floor' targets) and is committed to developing public service agreements (PSA) with individual councils.

**Minimum standards of achievement: the 'floor' targets**

The Government has set minimum standards of achievement – 'floor' targets – for the National Strategy for Neighbourhood Renewal. These targets cover six key areas: jobs, crime, education, health, housing and the environment. Examples are given in the table opposite. The Lewisham Neighbourhood Renewal Strategy identifies a number of cross sectoral issues for each of the floor targets that the LSP will address.

Issue	Examples of 'floor' targets
Jobs	Over the three years to 2004, taking into account the economic cycle, increase the employment rates of the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate.
Crime	Reduce domestic burglary by 25 percent, with no local authority district having a rate more than three times the national average by 2005.
Education	At least 38 percent of pupils to obtain five or more GCSEs at A*-C in every Local Education Authority by 2004.

Health	By 2010, reduce the conception rate among under 18s in the worst 20 percent of wards by at least 60 percent.
Housing	Ensure that all social housing meets set standards of decency by 2010, reducing the number of households living in non-decent accommodation by one-third between 2001 and 2004.
Environment	17 percent of household waste to be recycled or composted by 2004.

### Public Sector Agreements (PSA)

Public Service Agreements bring together national and local targets to ensure effort is focused on tackling priority areas and difficult challenges such as improving education, health and transport and lowering crime. Some of the targets are absolute. For example, to increase the percentage of pupils obtaining five or more GCSEs at grades A-C. Others relate to narrowing the gap between deprived and less-deprived areas. For example, in terms of unemployment or life expectancy.

The National PSA targets can be grouped under five policy areas:

- Education and employment
- Health and social services
- Waste, housing, planning and transport
- Crime reduction and five prevention
- Council-wide targets.

The table below gives some examples of the targets for each of these five policy areas.

Policy Area	Examples of PSA Targets
Education and Employment	<p>By 2004, increase the percentage of 14 year olds achieving Level 5 at Key Stage 3 to 75 percent for English, Maths and ICT, and 70 percent for Science</p> <p>By 2004, reduce the difference between the overall employment rate and the rate for:</p> <ul style="list-style-type: none"> <li>● people with disabilities</li> <li>● lone parents</li> <li>● ethnic minorities</li> <li>● the over 50s</li> <li>● the 30 local authority districts with the poorest initial labour market position (Lewisham is 29th)</li> </ul>
Health and Social Services	By 2010, reduce by at least 10 percent the gap between the 20 percent of areas with the lowest life expectancy and the population as a whole
Waste, Housing, Planning and Transport	Reduce road congestion below current levels by 2010 by promoting integrated transport solutions and investing in public transport and the road network



Crime Reduction & Fire Prevention	Reduce the rate of re-conviction of young offenders by 5 percent by 2004 compared to the predicted rate
Council-wide targets	Ensure local government achieves 100 percent capability in electronic service delivery by 2005

### Lewisham PSA targets

The Council signed up to the PSA on the 14 March 2001. Its Public Service Agreement contains 12 performance targets grouped under three themes:

- building the future through young people;
- making Lewisham a better, safer and cleaner place to live; and
- implementing electronic service delivery as a means to deliver improvements.

Theme	Lewisham PSA Targets
Making Lewisham a better, safer and cleaner place to live	<ul style="list-style-type: none"> <li>● Reduce the number of fly-tips on Lewisham streets (by 3,764 fewer fly-tips)</li> <li>● Reduce abandoned and untaxed vehicles in the New Cross Gate (NDC) area by 290 vehicles</li> <li>● Increase the SAP (energy) rating of council homes to an average SAP rating of 60</li> </ul>

	<ul style="list-style-type: none"> <li>● Double light rail use by 2010 and by 3.3 million passengers by 2003-04</li> <li>● Reduce reconviction of young offenders by 7 percent</li> <li>● Reduce the rate of recorded personal and business robbery by 11.2 percent during 2003-04 (92 fewer robberies)</li> </ul>
Building the future through young people	<ul style="list-style-type: none"> <li>● Increase the percentage of 14 year olds reaching the standard level in English, maths and science</li> <li>● Increase the percentage of pupils obtaining five or more GCSE's</li> <li>● Increase the number of children adopted to 34 in 2003-04 (eight additional children adopted)</li> </ul>
Implementing electronic service delivery, good governance and cost effectiveness as a means to deliver improvements	<ul style="list-style-type: none"> <li>● 100 percent electronic service delivery by 2004</li> <li>● Improve cost effectiveness by 2.2 percent per annum</li> <li>● Promote active citizenship among young people</li> </ul>

### Quality of Life Indicators

The Audit Commission, in consultation with other organisations, has created a set of 38 indicators to help local authorities and their partners measure the effectiveness of their community strategies. These are arranged under the over-arching headings of economic, social and environmental wellbeing. Some examples are given in the following table.

Area of Well Being	Examples of Quality of Life Indicators
<i>Economic</i>	
Combating unemployment	Proportion of people claiming Jobseekers Allowance for longer than one year
Encouraging economic regeneration	Percentage change in the number of local jobs over the financial year
<i>Social</i>	
Tackling poverty and social exclusion	Proportion of children under 16 who live in households where the family claims means-tested benefits
Developing people's skills	Percentage of 19 year olds with five good GCSEs or NVQ equivalent
Improving people's health	Standardised mortality rate per 1,000 population in the following categories: - cancer in under 75s - circulatory diseases

	in under 75s - accidents - suicides
Improving housing opportunities	Number of homeless people per 1,000 adult population
Tackling community safety	Reduction in number of repeat offences amongst drug-misusing offenders
Strengthening community involvement	Percentage of respondents who consider their local area is getting better or worse
<i>Environmental</i>	
Reducing pollution	Days when air pollution is moderate or high (in accordance with UK national standards)
Improving environmental management	Energy and water use per household
Improving the local environment	Percentage of highways that are of high/acceptable standard of cleanliness
Improving transport	Kilometres of dedicated cycle path
Protecting the diversity of nature	Net change in the quality and/or quantity of natural/semi-natural habitats

The LSP has set up a Quality of Life project using Neighbourhood Renewal Funding, to monitor the implementation of the 38 indicators promoted by the Audit Commission. This will



require collection of baseline data which the LSP will be doing shortly. Regular reports on progress and improvements in the quality of life of residents will be produced as part of the annual review of this strategy.

### Summary

The performance targets set by the Government and those set locally by public agencies in the borough have been incorporated into the action plans for delivering the Community Strategy priorities at the back of this document. The LSP will use the targets to measure progress against the Government's priorities as well as local priorities.

## 2.6 Performance

A strategy for the future must clearly be based on where the borough has been and what has not worked. This section assesses the performance of public agencies in meeting local needs and delivering services that meet quality standards in the areas that residents have the most concern. It also outlines the mechanisms through which the performance of public agencies will be assessed.

### Residents' top three concerns

The Government's key public service priorities include education, health and crime. These reflect the top three concerns of residents in Lewisham and are part of the ten priorities that have been identified for this strategy.

#### Crime

Consultation with Lewisham residents has for several years shown crime as the biggest single concern. The Crime and Disorder Act 1998

provided the statutory basis for a partnership approach to crime reduction.

The Community Safety Partnership Board published the *Crime and Disorder Audit 2001* on which the *Crime Reduction Plan for 2002 – 2005* was based. The audit found that crime in Lewisham had fallen by 5.9 percent over the previous three years, that is, from 29,568 offences in 1997/98 to 27,814 offences in 2000/01. Lewisham's crime rate continues to be the lowest in inner London and is better than several outer London boroughs.

However, public perception of crime does not match this decline. In December 2002, the Annual Residents' Survey found the prevailing view of residents to be that Lewisham is becoming a less safe place to live. The basis on which the majority of residents form their opinion on whether their area is becoming more or less safe is through what their friends and neighbours tell them. Public perceptions of crime rates may also be influenced by news coverage, specific crimes or incidences of environmental crime such as graffiti and fly-tipping.

*The Crime Reduction Plan 2002-2005* sets out the Community Safety Partnership's vision, priorities and actions to tackle crime and disorder. The targets in the Crime Reduction Plan are monitored quarterly by the Community Safety Partnership Board and form the basis of Action Plan One.

#### Health

The Lewisham Health Partnership is responsible for the development and implementation of priorities and plans for improving health and for modernising local health and social services.

The health of Lewisham's population needs to improve in respect of the incidences and outcomes for:

- cancer;
- coronary heart disease and stroke;
- diabetes;
- long-term illness/chronic conditions;
- mental health;
- kidney disease;
- sexual health (including reproductive health);
- smoking;
- substance misuse; and,
- suicide and undetermined injury.

Other key issues include waiting for access to health services for advice, diagnosis and treatment, as well as maintaining independence for older people.

There are significant differences in the health of people living in particular areas and belonging to particular communities in Lewisham. The Lewisham Health Partnership Board has developed a Health Improvement and Modernisation Plan (HIMP) to:

- improve health and social wellbeing;
- reduce health inequalities; and,
- modernise local health and social care services.

The Lewisham Primary Care Trust and the Lewisham Health Partnership Board are responsible for monitoring performance against the priorities and targets in the HIMP. The HIMP priorities and targets form the basis of Action Plan Two.

### *Education*

All three to four year olds should have access to high-quality 'early years' education that provide stimulating opportunities for play and learning. The *Early Years Development and Childcare Plan* sets targets to increase and improve the quality of childcare and education for children in their early years. The plan has been developed alongside our Sure Start initiatives that are part of the national agenda to end child poverty. Currently, 95 percent of 'early years' settings are rated as good or excellent by OFSTED (Office for Standards in Education).

Half of all schools in Lewisham have been awarded National School Achievement Awards by the Department for Education and Skills (DfES) compared to the national average of 30 percent. These awards are made on the basis of the DfES assessing a range of improvement data. There are now seven Beacon Schools in Lewisham: two secondary, four primary and one nursery. This expertise enables us to share best practice and raise the standards in all our schools.

The standards achieved by Lewisham pupils and schools continue to improve across the board. Recent GCSE results improved by approximately 4 percent - three times the national rate. Standards at Key Stage 3 (tests at 14 years) have also improved by between 4 percent and 5 percent for maths, English, science and information and communication technology (ICT). Standards at Key Stage 2 have been rising in recent years but overall results for 2002 fell back slightly.

The *Education Development Plan* sets out challenging targets that have been agreed in



partnership with schools in Lewisham. The targets reflect the need to raise the level of achievement in all Lewisham schools to national levels. There are also clear strategies to widen participation and increase achievement for 14 to 19 year olds through links with leading universities.

All secondary schools in Lewisham participate in initiatives that aim to increase the numbers of young people continuing into higher education. Schools have links with Hertford College, Oxford and Gonville and Caius College, Cambridge through the *Gifted and Talented Programme* and with South Bank University through 'Nine High' the *Widening Participation Project*. Individual schools also have links with other universities, including Sussex and Loughborough Universities, Kings College School of Law and Imperial College.

Local universities have recently formed a partnership to encourage local people to go on to university. This is part of a national strategy to widen participation in higher education from groups which have hitherto been under-represented. Goldsmiths College, the University of Greenwich, Kings College London and the South Bank University are working together in the South East London Progression Partnership (SELPP). SELPP is developing a range of events and activities to enable school and college students to find out more about higher education. The universities will also be working with local teachers, Connexions staff and parents to build links throughout the borough.

The *Adult Basic Skills Strategy* outlines the plans to increase literacy and numeracy among Lewisham's adult population. The strategy has

been developed with partners in the field of adult education and skills including Lewisham College and the voluntary and community sectors. Post 16 participation and completion rates are low in Lewisham with attainment rates below the national average. Over 30 percent of adults in some wards have literacy and numeracy levels which are also below the national average. The LSP will be seeking to raise the profile of adult learning to address some of these issues, for example Jobcentre Plus are undertaking baseline assessments of basic skills amongst those registering for work. Where necessary, applicants are given access to basic skills training to improve their employment opportunities.

The strategic plans referred to above have all been developed alongside the Lewisham Community Strategy and the targets in these documents feed into the Community Strategy targets.

### Community Strategy priorities

The Community Strategy has established action plans to address each of the ten priority areas identified by the LSP. These action plans, set out in Section four, include targets against which the LSP will measure progress.

### Multi-agency partnership working in Lewisham

The Council, like all the other public sector partners, is required to produce a number of statutory strategic plans, often in partnership with other agencies, for example the Education Development Plan, the Crime Reduction Plan and the Transport Plan. Each of these plans sets out strategic objectives, targets and performance indicators for the Council and its

partners. These objectives and targets are reflected in the Community Strategy. In time, the Community Strategy will increasingly influence the shape of individual agencies strategies and business plans.

In turn, as the action plans show, the Community Strategy priorities will be addressed through a number of existing multi-agency strategic plans or activity.

The LSP has responsibility for monitoring key quality of life measures across the borough. Service-specific indicators will be monitored at individual agencies or section level.

#### Organisational plans/business plans

The Best Value Performance Plan is the principal means by which the Council is held to account by residents and the Government. There are approximately 330 indicators and targets, progress against these is reported annually in the performance plan. The LSP partner organisations all have organisational plans through which they report progress and performance against targets. Increasingly, these plans will inform and be informed by the Community Strategy.

#### Future developments

Most successful organisations have developed performance management frameworks through which they can support and monitor progress towards achieving their objectives and priorities. The organisations within the LSP are working on linking up their individual performance systems in order to manage performance across the sectors in the priority areas.

## 2.7 Summary of the factors that shape the strategy

The priorities for improving the quality of life for residents are based on the analysis of the six factors that shape this strategy: understanding the borough, locality, local need, community concerns and aspirations, national government's targets for public services and an appraisal of the performance of partner agencies. From this analysis, we are able to draw the following picture of Lewisham.

Lewisham is a borough where people choose to live but on the whole export their labour to other parts of London and the Southeast using the very good transport links that exist particularly to Central London. The population of Lewisham is undergoing significant change, it is diverse with approximately one third of the overall population and half the pupils in Lewisham schools from Black and minority ethnic communities.

The local community is actively involved in the life of the borough. There are a plethora of different groups and community activities taking place all of which contribute to improving the quality of life for residents. Much of what is good in Lewisham is underpinned by strong successful local communities.

There are very distinctive localities within Lewisham and the majority of residents relate to their local area or neighbourhood more than they relate to administrative boundaries. The LSP therefore needs to consider the issues relating to the different localities within Lewisham. In terms of deprivation, some areas in Lewisham have distinct areas of acute need



with pockets of deprivation in most of the other areas. However, there are pockets of affluence within some of the Lewisham wards.

On the whole, residents in Lewisham are concerned about crime, health, education, traffic congestion and transport, regardless of their age. The Community Strategy therefore includes actions to address these concerns and meet residents aspirations. In addition, the Government's aspirations for public service delivery match these areas of resident concern. The Government's targets, as well as locally agreed targets for Lewisham, have been incorporated into the action plan for this strategy.

# Vision for a better Lewisham

Three years ago the Council started a journey with the community and its partners to make Lewisham a better place for everyone connected with the borough. After extensive discussion and consultation, 17 of Lewisham's strategic partners signed and published the first draft of the Lewisham Community Plan in June 2000 setting out a shared vision for the borough.

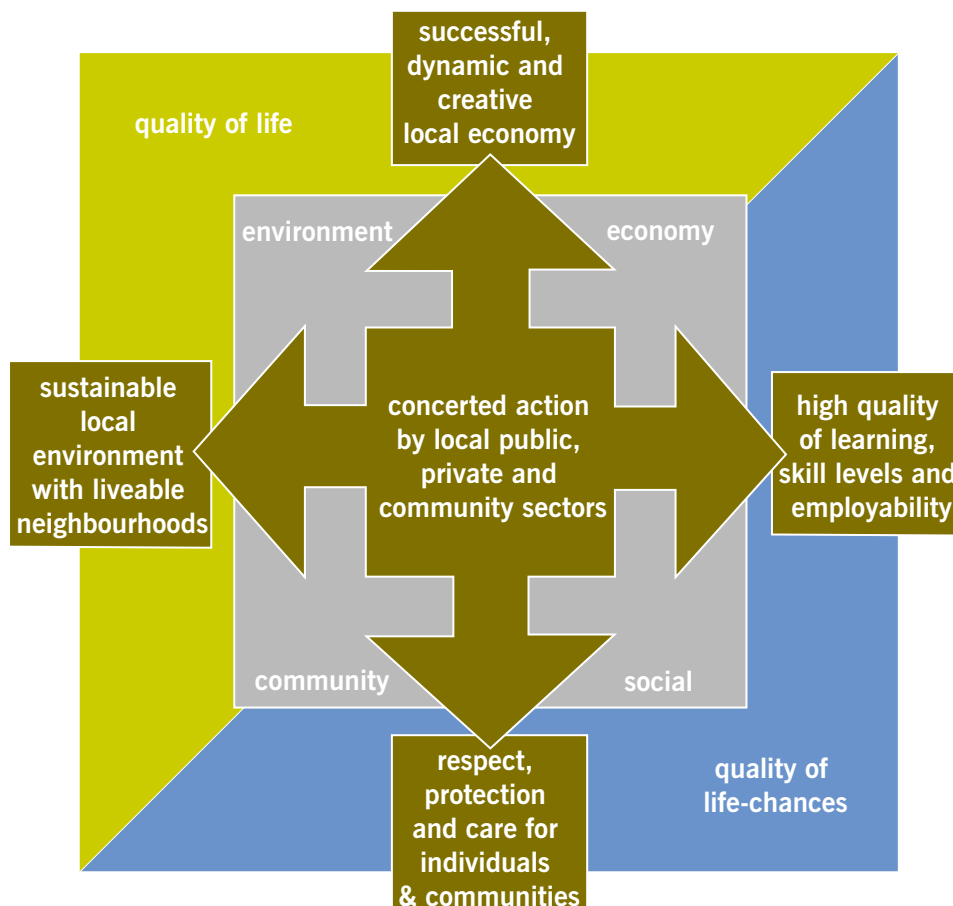
**'Together we will make Lewisham the best place in London to live, work and learn'.**

## A framework for improving life in Lewisham

Making Lewisham the best place in London to live, work and learn means improving our residents' quality of life and their life chances -

their 'today' and their 'tomorrow'. Lewisham people want a pleasant local environment with low crime, sociable neighbours, a thriving cultural life and high quality public and private services. They also need a strong local economy with a range of employment opportunities for all skill levels as well as lifelong learning to increase their levels of skill, and to live in an area where the vulnerable are protected. Where everyone has respect for each other and what they bring to the community, and where people care about the community in which they live.

The ten priorities of this strategy have been identified as the key issues that need to be tackled in order to meet the needs and aspirations of local people, improve residents' quality of life and achieve the vision for a better Lewisham.





## Creative Lewisham

Lewisham's creativity is one of the keys to both understanding the borough and planning its future. The Council and its partners have embraced the Creative Lewisham agenda to capitalise on a flourishing creative sector - comprising artists and arts businesses, arts-based schools, higher and further education, youth arts groups, voluntary and community groups, festivals, art venues and galleries.

The agenda seeks to affect the culture of Lewisham in general and its organisational culture in particular, so that the borough becomes more resourceful and confident. This cultural capital represents the raw material and scope within which the creativity of people in Lewisham can operate. In addition, stimulating and supporting creative enterprise will assist in the regeneration of the borough's economy. This approach is seen as central to:

- addressing the social inclusion and neighbourhood renewal agendas;
- giving people the opportunity to experience and participate in creativity; and,
- opening up avenues of both employment and self-expression.

The Creative Lewisham Agency, Lewisham Council and its partners promote the creativity of Lewisham, to establish it at the forefront of cultural developments in the Thames Gateway, in London, and in the UK.

## Community development

Community development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community

workers support individuals, groups and community organisations in this process.

The LSP is undertaking work to develop and involve its communities, in particular, the LSP is keen to develop the relationship between the private sector and the community and voluntary sectors.

## Public involvement and engagement

Much is known about what Lewisham people see as the priorities for this strategy. In order to ensure that the wider community continues to be involved in the implementation and monitoring of the Community Strategy, as well as informing decision making, the LSP has set up a Communications and Participation Task Group. This task group will facilitate engagement with the public as well as with partner organisations. It will also oversee the development of a strategy for communications and engagement.

The LSP, through the Communications and Participation Task Group, will be overseeing the implementation of the Council's Connected Community Strategy, the broad objectives of which are to support the development of the local e-economy, citizen e-skills and access, and lifelong learning initiatives. It will also work to bridge the 'digital divide' by addressing social inclusion issues and ensuring disadvantaged groups are enabled to become part of this initiative and other e-community-building initiatives.

A website will be set up to help connect the different sectors represented on the LSP and help foster a sense of community identity. The website will be a key channel for communicating and publicising services and issues for Lewisham.

# How are we going to get there?

Having described the factors that shape the strategy and set out a vision for where we want Lewisham to be, we need now to go on to explain how we are going to get there.

The strategy defines ten priority issues to be tackled under three broad themes. Tackling these issues demands action according to the guiding principles set out below, giving us a framework to improve the quality of life in Lewisham that looks like this:

*Improve the wellbeing of the people of Lewisham*

## 1 Crime

Make Lewisham a safer place and reduce the fear of crime

## 2 Health

Sustain and improve the health and wellbeing of local people

## 3 Education

Raise educational attainment, skill levels and employability

## 4 Enterprise and business growth

Foster enterprise and sustainable business growth including the creative industries

## 5 Cultural vitality

Develop cultural vitality by building on Lewisham's distinctive cultures and diversity

## 6 Regeneration

Secure the sustainable regeneration of Lewisham - its housing, transport and environment

## 7 Welfare dependency

Reduce welfare dependency, promote independence and increase the life chances of vulnerable members of the community

*Develop and engage local communities*

## 8 Engage local communities

Help local communities to develop the capacity to support themselves, act independently and participate in providing services and wider support to the borough

*Improve public sector performance and delivery*

## 9 Equity in service delivery

Design diversity into local institutions and design out discrimination, ensuring equity in service delivery

## 10 Effectiveness, efficiency and sustainability of local public services

Improve the effectiveness, efficiency and sustainability of local public services; optimise investment in infrastructure; and improve the management of assets.

This section goes on to set out a detailed Action Plan for each of the ten priorities describing:

- 1 what the LSP will do;
- 2 partner organisations existing strategies and action plans or activity that relate to each priority; and
- 3 the key targets by which the LSP will measure progress.

In time, the LSP will be seeking to enhance each plan by further linking what has been learnt by the partnership to endorse it, and identifying which partners will take forward each action and thus be accountable for its co-ordination and delivery.



## Action Plan 1: Make Lewisham a safer place and reduce the fear of crime

LSP actions	Existing strategies or action plans	Progress targets
<p>To get feedback from the Lewisham Community Safety &amp; Drugs Action Partnership (LCSDAP) on the targets contained in the crime and disorder reduction plan and implementation of the plan</p> <p>To assess and evaluate the effectiveness of the LCSDAP and hold it accountable</p> <p>To advise on connections with other strategies as well as identifying gaps and overlaps</p> <p>Support the development of a multi-agency approach for vulnerable people</p> <p>To work jointly with other agencies to achieve enviro-crime targets (see Action Plan 6)</p>	<p>Crime and Disorder Plan 2002-05</p> <p>Youth Crime Strategy</p> <p>Youth Justice Plan</p> <p>Drug Action Plans – Communities Against Drugs</p> <p>Integrated Children’s Plan/ Quality Protects</p> <p>Education Development Plan</p> <p>Neighbourhood Renewal Strategy</p> <p>Transport Interim Local Implementation Plan</p> <p>Economic Development Plan</p> <p>Unitary Development Plan (designing out crime)</p> <p>Street Leaders Initiative</p> <p>Neighbourhood Wardens Initiative</p> <p>Various NRF projects like <i>Beat Managers</i></p> <p>CCTV</p> <p>Implementing Electronic Government</p>	<p><b>Floor targets:</b></p> <ul style="list-style-type: none"> <li>● Reduce domestic burglary by 25 per cent, with no local authority district having a rate more than three times the national average</li> </ul> <p><b>Lewisham PSA targets:</b></p> <ul style="list-style-type: none"> <li>● Reduce the re-conviction rate of young offenders by 7 percent</li> <li>● Reduce the rate of recorded personal and business robbery by 11.2 percent during 2003/4 (92 fewer robberies).</li> </ul> <p><b>Other key targets from the Crime Reduction Plan:</b></p> <ul style="list-style-type: none"> <li>● Keep Lewisham the safest inner London borough</li> <li>● Reduce the re-offending rate of adult offenders (to 5 percent by 2005)</li> <li>● Reduce the fear of crime (increase the percentage of people who feel safe after dark by 3 percent by 2005)</li> <li>● Increase the participation of drug users in treatment programmes (to 100 percent by 2008)</li> <li>● Reduce disorder in town centres and the hospital (by 10 percent by 2005)</li> <li>● Install a smoke alarm in all council properties by 2005</li> <li>● Reduce crime on buses and stations by 3 percent each year</li> <li>● Explore methods of information sharing between Crime Reduction Youth Offending (CRYO) agencies – including local government, youth and criminal justice agencies and other statutory agencies.</li> </ul>

Action Plan 2: **Sustain and improve the health and wellbeing of local people**

LSP actions	Existing strategies or action plans	Progress targets
<p>Lead the strategic co-ordination of health improvement across Lewisham, working collaboratively with the primary care trust (PCT) and Healthier Lewisham to produce a broad Public Health Strategy</p> <p>Ensure the wider determinants of health &amp; social care are understood and relevant to partner agencies (eg housing &amp; regeneration programmes)</p> <p>Support the NRF Quality of Life Programme</p> <p>Champion and resource health impact assessment</p> <p>Develop a culture that is less short-term and integrates health improvement initiatives into the mainstream</p> <p>Examine effective models of partnership working such as the Social Prescribing Project (joint working between the PCT and voluntary sector)</p> <p>Support and sustain public and community involvement</p> <p>Scrutinise local policies for their impact on reducing discrimination and promoting diversity</p> <p>Endorse or fund the promotion of emotional and sexual wellbeing of socially excluded young people</p> <p>Change the balance in the healthcare delivery system to give more appropriate care in the right place at the right time</p> <p>Promote sustainable modes of transport such as walking and cycling</p>	<p>Health Improvement and Modernisation Plan 2002-05</p> <p>Integrated Children's Plan/Children's Fund</p> <p>Sure Start</p> <p>NHS Plan</p> <p>National Service Frameworks</p> <p>Joint Public Involvement Strategy</p> <p>Race Equality Schemes</p> <p>Connexions</p> <p>Ageing Well in Lewisham Strategy</p> <p>Consultation with various targeted health forums</p> <p>Joint Services Plan</p> <p>Community Development Strategy (forthcoming)</p> <p>Teenage Pregnancy Strategy</p> <p>Community Safety and Drug strategies</p> <p>Smoking Cessation Service</p> <p>Health Action Zone</p> <p>Reducing Health Inequalities Strategy (forthcoming)</p> <p>Health of Londoners Programme</p> <p>NRF projects eg <i>Vegetable share and deliver scheme, Bellingham Allotment Project</i></p> <p>Implementing Electronic Government – Identification Referral and Tracking project (IRT)</p>	<p><b>Floor targets by 2010:</b></p> <ul style="list-style-type: none"> <li>● Reduce by at least 10 percent the gap between the quintile of areas with the lowest life expectancy at birth and the population as a whole</li> <li>● Reduce the conception rate among under-18s in the worst quintile of wards by at least 60 percent, thereby reducing the level of inequality between the worst quintile and the average by at least 26 percent</li> <li>● Starting with children under one year, reduce by at least 10 percent the gap in mortality between manual groups and the population as a whole</li> </ul> <p><b>Other key targets:</b></p> <ul style="list-style-type: none"> <li>● Increase the number of recommendations from user consultation and participation that are implemented</li> <li>● Implementation of workforce health policies</li> <li>● Reduction in number of sexually transmitted infections</li> <li>● Increase use of community development approaches in attempting to reduce CHD and other key HIMP issues</li> <li>● Increase use of health impact assessments</li> <li>● Increase provision of debt counselling &amp; benefits advice</li> <li>● Explore the co-location of local authority and health services (part of IEG)</li> <li>● Meet the key NHS Plan targets</li> <li>● Increase walking and cycling as modes of transport, (please note target in Action Plan 6).</li> </ul>



### Action Plan 3: Raise educational attainment, skill levels and employability

LSP actions	Existing strategies or action plans	Progress targets
<p><b>Early Years:</b> Ensure all appropriate stakeholders have an input into the Early Years Development and Childcare Plan (EYDCP)</p> <p>Ensure efforts to alleviate child poverty are focused on areas of most need</p>	<p>Early Years Development and Childcare Plan (EYDCP)</p> <p>Sure Start Delivery Plans</p>	<ul style="list-style-type: none"> <li>• 100 percent of all 3 year olds to have access to a good quality early years education place by 2004</li> <li>• 100 percent of settings rated as good or better by Ofsted</li> </ul>
<p><b>Ages 4-19:</b> Ensure Neighbourhood Renewal strategies and other area-based initiatives complement each other</p> <p>Encourage closer working between local partners to impact on outcome targets</p> <p>Assess whether the various strategies to improve attainment are impacting on the whole community</p>	<p>Education Development Plan</p> <p>Post-inspection plan for 14-19 year olds</p> <p>Behaviour Support Plan</p> <p>Safer Schools and Behaviour Improvement Programmes</p> <p>Quality Protects</p> <p>Library Plan</p> <p>Children's Fund</p> <p>Secondary Schools Gifted and Talented Programme</p> <p>Widening Participation Project</p>	<p><b>By 2004:</b></p> <ul style="list-style-type: none"> <li>• Key Stage 2: 82 percent of pupils to achieve level 4 in English and 83 percent in Maths</li> <li>• Key Stage 3: 70 percent of pupils to achieve level 5 in English, 68 percent in Maths and 65 percent in Science</li> <li>• GCSE: 42 percent of pupils to obtain 5 or more A*-C; 87 percent to obtain 5 A*-G</li> <li>• Care leavers: 75 percent to achieve at least one GCSE at grade A*-G</li> <li>• 16-18 year olds: 80 percent in structured learning</li> <li>• Pupil attendance rates: up to 93.8 percent</li> <li>• Permanent exclusions: fewer than 1.93/1,000</li> </ul>
<p><b>Youth:</b> Ensure provision matches need and harder to reach groups are included</p> <p>Ensure effective co-ordination of services for young people</p> <p>Ensure adequate opportunities for recognition and progress for young people in the most deprived wards</p>	<p>Youth Service Plan / new youth work strategy (Sept 2003)</p> <p>Connexions</p> <p>Existing school, college or community-based programmes providing social, political and personal education and opportunities for accreditation</p>	<ul style="list-style-type: none"> <li>• Increase participation in citizenship and volunteering</li> <li>• Increase the number of 16 and 17 year olds registered to vote (by 40 percent by 2004)</li> <li>• Raise the number of young people receiving accreditation and achievement awards each year to 250</li> <li>• All young people between 13 and 19 to have access to a personal advisor with resources targeted to meet need</li> </ul>

Action Plan 3: **Raise educational attainment, skill levels and employability** *continued*

LSP actions	Existing strategies or action plans	Progress targets
<p><b>Adult/Lifelong Learning:</b></p> <p>Raise the profile of Adult and Community learning to involve significantly more adults living and working in Lewisham</p> <p>Consider whether provision is mapped to identified need and whether partners are working together to maximise impact</p> <p>Monitor progress against cross-borough targets which have been jointly agreed by the LSC, LBL and other partners and consider strategies to improve performance</p> <p><i>Please refer to Action Plan 7 for LSP actions and activity on employability.</i></p>	<p>Adult Learning Plan</p> <p>Plans of Goldsmith College, Lewisham College, Learning and Skills Council, Laban Centre and voluntary providers</p> <p>NRF projects eg <i>Learning Together – Deptford</i></p>	<ul style="list-style-type: none"> <li>● Raise adult literacy and numeracy skills</li> <li>● Increase participation in recreational and social education programmes</li> <li>● Improve opportunities for education and training in growth sectors</li> </ul>



## Action Plan 4: Foster enterprise and sustainable business growth, including creative industries

LSP actions	Existing strategies or action plans	Progress targets
<p>Support programmes to attract new businesses into Lewisham and encourage social enterprise, particularly in Lewisham's poorest neighbourhoods</p> <p>Raise environmental awareness amongst businesses and encourage them to be more sustainable</p> <p><b>Creative Lewisham</b></p> <p>Support the development of a dedicated new creative business incubator centre</p> <p>Oversee a new business support network, based on peer to peer learning and with a seed corn funding programme</p> <p>Increase the offer of business space</p> <p>Start a social enterprise formation project, providing intensive support and capacity building at an early stage (of particular benefit to refugee communities)</p> <p>Provide more training, particularly in the new digital media</p> <p>Provide broadband connectivity to include creative business, regeneration areas and arts and to work with partners to embed the creative Lewisham agenda in the community, in public agencies and in the creative sector.</p>	<p>Chamber of Commerce</p> <p>Economic Development Strategy</p> <p>Various projects underway through the Creative Lewisham Agency and its partners.</p> <p>NRF projects eg <i>Embedding Creative Lewisham</i></p>	<p><b>Floor targets</b></p> <ul style="list-style-type: none"> <li>Over the three years to 2004, taking into account the economic cycle, increase the employment rates of the 30 local authority districts with the poorest initial labour market position - and reduce the difference between their employment rates and the overall rate</li> <li>Generate more sustainable enterprise in disadvantaged communities</li> <li>Over the three years to 2004, taking into account the economic cycle, increase the employment rates of people with disabilities, lone parents, ethnic minorities and over-50s, and narrow the gap between these rates and the overall rate</li> <li>Improve the economic performance of all regions, measured by the trend growth in each region's gross domestic product per capita</li> </ul> <p><b>Other key targets:</b></p> <ul style="list-style-type: none"> <li>Increase new business formation and survival rates against London averages</li> </ul>

### Action Plan 5: **Develop cultural vitality - building on Lewisham's distinctive cultures and diversity**

LSP actions	Existing strategies or action plans	Progress targets
<p>Ensure that public, voluntary and private sector organisations work in partnership to achieve shared strategic objectives in providing recreational and social education programmes</p> <p>Consider the impact that cultural service providers have on all of Lewisham's communities and evaluate the effectiveness of strategies designed to address any gaps in provision</p> <p>Consider strategies for developing audiences across the broad range of cultural provision</p>	<p><b>LSP actions</b></p> <p>LBL Education &amp; Culture Directorate Strategy</p> <p>Creative Lewisham Report</p> <p>DCMS Cultural Strategy</p> <p>Annual Library Plan</p> <p>Plans of Goldsmith College, Lewisham College, Laban Centre, Voluntary providers and the Creative Lewisham Agency</p> <p>Various Neighbourhood Renewal projects eg <i>We are Family</i></p>	<ul style="list-style-type: none"> <li>● Increase the numbers of people participating</li> <li>● Feed back from customer surveys</li> <li>● Set targets for participation by disadvantaged communities</li> <li>● Residents survey as part of project review</li> <li>● Improved targeting of provision</li> <li>● Increased opportunities for participation and involvement for all residents</li> <li>● Increased numbers of people participating at key sites across arts, libraries, sports and recreation sector</li> </ul>



## Action Plan 6: Secure the sustainable regeneration of Lewisham as a place - Its housing, transport and environment

LSP actions	Existing strategies or action plans	Progress targets
<p>Increase the quality and supply of affordable housing and help create balanced communities</p> <p>Implement fully the new Lewisham Tenants Compact</p> <p>Develop new opportunities for intermediate housing markets in conjunction with the housing sector</p> <p>Ensure Lewisham has the transport infrastructure to underpin its social, economic and environmental ambitions</p> <p>Facilitate closer working to improve the quality and sustainability of the local environment</p> <p>Ensure high quality of the built environment</p> <p>Improve and protect open space provision in terms of quality, quantity and accessibility as well as ensuring that open spaces meet the needs of all local people</p>	<p>Housing Strategy</p> <p>Tenants Compact</p> <p>Transport Interim Local Implementation Plan</p> <p>Local Agenda 21</p> <p>London Borough Lewisham's Open Spaces Strategy</p>	<p><b>Floor targets</b></p> <ul style="list-style-type: none"> <li>● Ensure that all social housing meets set standards of decency by 2010. Reduce the number of households living in social housing that does not meet these standards by a third between 2001 and 2004</li> <li>● Improve air quality in the most deprived areas by meeting National Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene</li> <li>● Increase the recycling and composting of household waste as set out in the Government's Waste Strategy (17 percent of household waste to be recycled or composted by 2004)</li> </ul> <p><b>Lewisham PSA targets:</b></p> <ul style="list-style-type: none"> <li>● Double light rail use (measured by passenger journeys) by 2010, and increase by 3.3m passenger journeys by 2003-04</li> <li>● Reduce the number of fly-tips on Lewisham streets (by 3764 fewer flytips)</li> <li>● Reduce the number of untaxed and abandoned vehicles on the streets and estates of the New Cross Gate New Deal for Communities (NDC) area</li> <li>● Significantly increase the average standard assessment procedure (SAP) rating of Council homes throughout the borough</li> </ul> <p><b>Other key targets:</b></p> <ul style="list-style-type: none"> <li>● Increase public satisfaction with the visual appearance of the borough and open spaces</li> <li>● Increase the number of journeys made by walking and cycling</li> <li>● Increase the percentage of playgrounds that meet Audit Commission standards</li> </ul>

How are we going to get there? continued...

### Action Plan 7: Reduce welfare dependency, promote independence and increase the life chances of vulnerable members of the community

LSP actions	Existing strategies or action plans	Progress targets
<p>Explore and promote the concept of 'bridges into work' through financial support and personal guidance</p> <p>Ensure adequate local employment guidance and advice services</p> <p>Promote affordable and flexible childcare provision</p> <p>Support the development of policies to prevent age discrimination</p> <p>Receive reports from the Health Partnership Board on implementation of HIMP and National Service Frameworks, helping to unblock problems and review policies where necessary</p> <p>Ensure strategic links are made between health promotion, leisure and lifelong learning</p>	<p>WORKTRIAL scheme, In-work Benefit Calculation</p> <p>Community projects eg 170 Community Project and North Downham Training Project</p> <p>Dovetail Childcare Solutions</p> <p>Health Improvement and Modernisation Plan</p> <p>National Service Framework for Older People</p> <p>Ageing Well in Lewisham Strategy</p> <p>Older Adults JIP (now incorporated into the franchise plan)</p> <p>Health Action Zone</p> <p>Welfare to work JIP</p> <p>Various Neighbourhood Renewal projects eg <i>Widening Opportunity</i></p>	<p><b>Floor targets</b></p> <ul style="list-style-type: none"> <li>● Reduce benefit dependency levels</li> <li>● Restore independent employment guidance services</li> <li>● Bridges into work</li> <li>● Enhance social capital in the most deprived neighbourhoods</li> <li>● Enhance flexible childcare provision</li> <li>● NSF1: rooting out age discrimination - audit of all age-related policies</li> <li>● NSF2: deliver person centred care - introduction of single assessment framework; accessible information; involvement of users and carers</li> <li>● NSF3: intermediate care - prevent unnecessary admission into hospital; promote timely discharge and rehabilitation</li> <li>● NSF8: promotion of health and active life in older age - prevent or delay the onset of ill health or disability; improve sense of wellbeing</li> </ul> <p><b>Lewisham PSA target:</b></p> <ul style="list-style-type: none"> <li>● Increase the number of children adopted to 34 in 2003/4 (8 additional children adopted)</li> </ul>



**Action Plan 8: Help local communities to develop the capacity to support themselves, act independently and participate in providing services and wider support to the borough**

LSP actions	Existing strategies or action plans	Progress targets
<p>Develop community indicators to measure success in this priority and others in the community strategy</p> <p>Lead the preparation of a cross-agency community involvement strategy</p> <p>Support and invest in existing successful mechanisms for mutual support and independent action (eg Community Legal Service Partnership)</p> <p>Facilitate better co-ordinated and more strategic consultation and grant giving by public agencies to community organisations</p> <p>Enable opportunities to share ideas and practice between areas/sectors</p> <p>Support the long-term engagement of faith groups in the neighbourhood renewal process</p> <p>Monitor the implementation of the Lewisham Compact and facilitate better joint working between statutory and voluntary sectors</p> <p>Enable local groups and organisations to become 'connected' using information and communications technology</p>	<p>Neighbourhood Renewal projects various</p> <p>Health Authority strategic plan for community development</p> <p>Community Network / Voluntary Action Lewisham</p> <p>Community capacity programmes run by a variety of agencies</p> <p>Grant programmes run by HAZ, LBL, Sure Start, SRBs, voluntary orgs etc.</p> <p>Lewisham Community Legal Service Partnership</p> <p>The Primary Care Trust Communications Strategy</p> <p>LSP Public Engagement Strategy (forthcoming)</p> <p>Faith and Social Action Forum (being established through NRF)</p> <p>Lewisham Compact implementation plan</p> <p>Connected Community Strategy</p>	<p><i>Community indicators to be developed</i></p> <p>Suggested indicators include:</p> <ul style="list-style-type: none"> <li>● Increase the number of individuals/ communities involved in community activities and decision-making processes</li> <li>● Increase the number of community organisations delivering effective and sustainable services (measure by quality mark standards)</li> <li>● Increase the number of people receiving information and advice in the community</li> <li>● Improve co-ordination of services between statutory and voluntary sectors</li> <li>● Increase and improve consultation with community groups, especially socially excluded groups, impacting on planning and delivery of services</li> <li>● Increase efficiency of grants administration</li> <li>● Decrease the percentage of time that community organisations spend applying for funding, thereby improving service delivery</li> <li>● Increased opportunity for consultation with faith groups</li> <li>● Develop a community focused web site (lewisham.net)</li> <li>● Develop a framework for enabling and supporting local groups and organisations to get connected to the internet</li> </ul>

How are we going to get there? continued...

**Action Plan 9: Design diversity into local institutions and design out discrimination, ensuring equity in service delivery**

LSP actions	Existing strategies or action plans	Progress targets
<p>Promote and share best practice in equality and diversity, (disability, gender, age, race and sexuality) across the Council, statutory partners, voluntary and community sector organisations - (service design, staff training and development, consultation, communication, etc.)</p> <p>Champion the principles of the Race Relations (Amendment) Act and receive regular updates on progress from the Race Strategy Partnership</p> <p>Mainstreaming of LSL HAZ developmental commissioning model to help achieve Race Relations Amendment Act</p> <p>Oversee the development of a 'scorecard' of key equality indicators for public services, bringing together existing work in the Council and elsewhere</p> <p>Support through NRF, projects aimed at improving access to services for Faith and Black minority ethnic community organisations</p>	<p>Race Strategy Partnership (plans to restructure into executive and operational committees and recruit a dedicated support worker)</p> <p>Race Equality Schemes in all public bodies from 31 May 2002</p> <p>Diversity/equalities policies and initiatives within member organisations</p> <p>Ensure the voice of local equalities communities impact on decision-making through effective use of existing structures eg equalities forums, the Lewisham Disability Consortium</p> <p>Support the establishment of a faith and social action forum to enable faith group involvement in neighbourhood renewal</p>	<p><b>Lewisham PSA targets:</b></p> <ul style="list-style-type: none"> <li>● Narrow the gap in attainment levels between African Caribbean/Black British pupils and English, Scottish and Welsh pupils (using the number of pupils getting 5 or more GCSEs at grades A* to C as a measure)</li> </ul> <p><b>Other key targets:</b></p> <ul style="list-style-type: none"> <li>● Meet the commitments set out in the Race Equality Scheme</li> <li>● Employment profiles in public bodies to more closely reflect the local population</li> <li>● Service provision and take-up match assessed need of different groups</li> </ul>



**Action Plan 10: Improve the effectiveness, efficiency and sustainability of local public services of local public services; optimise investment in infrastructure; and improve the management of assets**

LSP actions	Existing strategies or action plans	Progress targets
<p>Through the Public Management Forum, improve collaborative working and service provision around:</p> <ul style="list-style-type: none"> <li>- front-line customer service</li> <li>- e-government</li> <li>- asset management and service procurement (PPPs)</li> <li>- learning and employee development</li> <li>- performance improvement</li> </ul> <p>Sustain and develop a competent and motivated public workforce</p> <p>Gradually rationalise and reduce duplication in local partnership arrangements</p> <p>Encourage sharing of new types of public access to services eg. One Stop Shops, video based kiosks, call centres</p>	<p>Performance Management and Quality of Life Indicators NRF Project</p> <p>Ensure affordable housing, good transport and supporting and encouraging carers and volunteers</p>	<p><b>Lewisham PSA targets:</b></p> <ul style="list-style-type: none"> <li>● To provide 100 percent capability in electronic service delivery by 2004</li> <li>● To improve cost effectiveness by 2.2 percent annually</li> </ul> <p><b>Other key targets:</b></p> <ul style="list-style-type: none"> <li>● Develop shared public offices and service delivery channels</li> </ul>

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This strategy is available in Lewisham libraries  
and information points.

Copies are also available, on request,  
in other formats including translations, braille,  
large print, audio tape, or on computer disk.

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