1. **Decision required**

This report makes the following recommendations to the decision-maker:

1.1 To agree the Social Mobility Delivery Plan and its recommendations as listed at 4.5.

1.2 To agree to the creation of the Social Mobility Board and its terms of reference as referred to in 4.10 and set out in Appendix C.

1.3 To note that out of 26 recommendations, only 5 have a direct cost associated with them and that funding has been secured for the first year.

1.4 To agree that officers will investigate the potential funding routes for the 2 options which have unfunded cost implications for future years (Recommendations 10 and 18), as set out in Section 4.8.

2. **Links to the Royal Greenwich high level objectives**

2.1 Social Mobility covers all aspects of an individual’s life including the housing they live in, the job they work in, their education and their local environment. Therefore this report relates to the Council’s agreed high level objectives as follows:

- A Healthier Greenwich
- A Safer Greenwich
- A Great Place to Grow Up
- Delivering Homes Through Economic Growth
- A Cleaner, Greener Greenwich
- Economic Prosperity for All
• A Great Place to Be
• A Strong Vibrant and Well-run Borough

3. **Purpose of Report and Executive Summary**

3.1 On the 21st of March 2018, Cabinet agreed the vision and broad objectives of a Social Mobility Strategy.

3.2 In addition, Cabinet agreed that a further report and detailed delivery plan, including financial considerations, would be brought to a future meeting for consideration. This is that report and the detailed Delivery Plan is set out at Appendix A.

4. **Introduction and Background**

4.1 This Delivery Plan follows on from the Social Mobility Strategy which set out the very broad vision for the Royal Borough’s approach in regard to social mobility and builds on the work undertaken by the Royal Greenwich Fairness Commission of 2017. The Delivery Plan is broken down into 8 chapters, reflecting each of the key themes:

1. Improve the Financial Resilience of Families and Individuals
2. Support for the Unemployed and Underemployed
3. Improving Opportunities and Skills for Children and Young People
4. Support for Small and Medium Sized Enterprises
5. Digital Inclusion
6. Help at Home
7. Building more Social and Affordable Homes and Improve the Quality of Homes
8. Improving Health and Wellbeing and Build Community Networks

4.2 Each theme has its own specific evidence base which has been used to determine the areas for action. This is supported by national research and, where available, local and service-specific evidence. The starting point was to make sure that the evidence base was as complete as possible, in order to ensure that the Delivery Plan is well-informed, relevant and ambitious. This evidence base is referenced within the body of the Delivery Plan.

4.3 The Delivery Plan has been developed in a collaborative and corporate way with over 50 Council Officers, drawn from across the Council, inputting into the development of the recommendations. This means it has been developed to complement existing, and developing Council Strategies, including the forthcoming Housing and Economic Development Strategy. This ensures that
work has remained focussed on where gaps exist as opposed to duplicating
work which is already ongoing.

4.4 The recommendations seek to alleviate and remove the barriers that people
experience, helping to improve access to opportunities across the
multifaceted nature of people’s lives. This has involved understanding how
protected characteristics interact with barriers in health, education,
employment and at home. Our research found that gaps exist between
groups, and, unfortunately, many of our residents do not have the same
opportunities open to them as others.

4.5 A total of 26 recommendations (one primary recommendation and 25
recommendations) are made, the majority focus on working in different ways
to alleviate some of the barriers that hold individuals back from reaching their
full potential. These are listed below:

**Primary Recommendation**
Creation of the Social Mobility Board

**Improve the Financial Resilience of Families and Individuals**
1. To change the functions of the ‘Universal Support Team’ to proactively
deliver a 1-1 Advice and Support Service to RBGs most vulnerable
residents.
2. Proactive identification and support for vulnerable residents in arrears to
the Council.
3. Provide financial education to school aged children.

**Support for the Underemployed and Unemployed**
4. To set up an annual programme of ‘Yes I Can’ job fairs. These are focused
at bringing individuals who are unemployed and have long-term health
conditions or are disabled together with local employers to improve
employment opportunities for this group by sharing opportunities and
advice, both for the individual and the employer.
5. The Royal Borough of Greenwich should adopt and champion the Mayor’s
Good Work Standard and look to sign up as many businesses as possible
to this standard.
6. To carry out targeted advertising of the Council’s Childcare Loan Deposit
Scheme to those who are going on maternity/paternity leave, and look to
increase the number of employers in the Borough who offer a Childcare
Loan Deposit Scheme.
7. To conduct an annual survey of staff to understand rates of
underemployment and overemployment in the Council, and use the
feedback from this survey to develop models that can support these individuals.

8. To develop a model where short-term projects can be advertised to existing staff.

**Improve Opportunities and Skills for Children and Young People**

9. Create more work experience placements across Greenwich, advertise placement opportunities online and provide specific support to in-need groups, such as Care Leavers, around securing work experience and future employment opportunities.

10. Establish a Sports Coaching trainee programme for 16-25 year olds who are NEET, at risk of being NEET, from low-income households, care leavers and looked after children.

**Support for Small and Medium Sized Enterprises**

11. To offer an LLW paid internship to local planning students to conduct an annual survey of Borough-wide starts and completions of commercial space in new developments. To use this survey data to proactively link upcoming and vacant business space to SMEs looking for space.

12. The Council should look to take the head lease of large vacant units on our high streets and break up these units into smaller sizes to enable local SMEs to locate to our town centres.

**Digital Inclusion**

13. To implement and refine a Digital Inclusion model and to put into place a dedicated ‘Digital Inclusion Officer’ to oversee the implementation of this model.

14. Identify and trial new forms of assistive digital technology that can improve the lives of residents with specific needs.

**Help at Home**

15. Take a proactive approach to reducing energy bills for residents. This includes proactively engaging energy providers to install smart meters when a Council property becomes void and explore the use of funds available to the Council to improve the energy efficiency of housing.

16. Establish a model for food pantries in the Borough, specifically assessing the potential of a co-operative model.

17. Carry out an annual mail out to families who are eligible for, and not claiming Healthy Start Vouchers and Free School Meals to increase their uptake.

18. Establish a 3 year holiday meals programme.

19. Investigate the potential for creating a co-operative model that will enable residents to buy discounted essential appliances and basic technology.
Building more Social and Affordable Homes and Improve the Quality of Housing

20. Support on-going building of affordable homes and continue to increase the number of Council owned houses built.
21. Explore the use of Additional and Selective licensing in the Borough to improve standards for residents in the private rented sector.

Improve Health and Wellbeing and Build Community Networks

22. Increase the number of Play Streets in the borough and develop a ‘Play Estate’ scheme in areas with high deprivation and low physical activity.
24. Expand the scope of the Residents’ Survey or use another suitable route to improve data collection on levels of physical activity in the Borough, to understand the effectiveness of current services and new schemes.
25. Establish a set of intergenerational activities, beginning with linking nursery classes and residential care home residents.

4.6 21 of the 26 recommendations do not have an identifiable cost associated with them, but are achievable through existing resource use. There are, however 5 recommendations which have cost implications.

4.7 The annual level of resources required to deliver the proposed recommendations have been calculated on the basis of a programme running over a 3 year period. It is acknowledged that the commitment to improving residents’ lives is an on-going and core aspiration for the Council. Setting out an initial 3 year timeframe is realistic, both in terms of enabling implementation of recommendations and delivering real benefits and also to provide for a review of this commitment during that 3 year period.

4.8 A summary of the 5 recommendations with costs associated with them is set out below. Funding has been secured for the first year and officers will investigate the potential routes through which these recommendations could be funded in subsequent years, such as sponsorship or social value offers generated through the Council’s procurement activities.

Recommendation 10

Year 1 to be funded by s106 (employment) contributions

Subsequently, to explore options to identify a budget of £22,500 per annum which will be used to train 20 vulnerable young people each year in formal sports coaching qualifications. This budget will be used for:

- Course fees
- Uniforms and clothing
- Facility hire
- Travel costs
- Mentoring support

Where possible contractors and partners in the borough will be approached to make a social value offer by sponsoring elements of this project (e.g. uniforms).

**Recommendation 11**
To offer two London Living Wage internships to local planning students to conduct a survey of business space in the Borough, at a cost of £8,000 per annum. For each of the 3 years, to be funded from the Council’s strong financial standing and repaid from future increases in business rates occupation.

**Recommendation 13**
To provide a Digital Inclusion Officer to oversee the implementation of a Digital Inclusion Model, at a cost of £50,000 funded from the authority’s IT Development Fund.

**Recommendation 17**
Funded by ongoing efficiencies derived from bringing urgent mailouts in-house, £3,500 per annum which will be used to support a targeted communication campaign to households that are eligible from Free School Meals and Healthy Start Vouchers but not claiming them. This will include using both social media and direct mail channels.

This recommendation has the potential to increase funding for schools in the Borough via the amount of Pupil Premium they receive. This is directly linked to the number of children that are eligible for, and claiming, free school meals at their school. This equates to £1,320 per child for primary schools and £935 per child for secondary schools.

**Recommendation 18**
Year 1 to be funded from remaining resources in the Child Poverty Reserve

Subsequently, to explore options to identify resources of £33k per annum, which will be used to deliver a Holiday Meals programme over the period. This will also fund targeted communications for the programme to increase uptake. The programme will deliver over where over 8,000 meals across 13 locations for the 12 weeks of school holidays each year.
The Council previously funded a Holiday Meals programme during 2018/19.

4.9 The recommendations vary in timescale, with some recommending changes to current working practices and others recommending investigations into the viability of new approaches that could be implemented in the future.

4.10 To support the implementation of these recommendations, and the future development of the social mobility agenda, the primary recommendation of the Delivery Plan is to form a new Social Mobility Board. This Board will oversee the implementation of the agreed recommendations and will review current practices to drive forward the Social Mobility agenda. Terms of reference for this Board are listed as Appendix C.

5. **Available Options**

5.1 To agree the Social Mobility Delivery Plan and its recommendations.

5.2 To not the Social Mobility Delivery Plan and its recommendations.

5.3 To agree to the creation of the Social Mobility Board and its terms of reference.

5.4 To not agree to the creation of the Social Mobility Board and its terms of reference.

5.5 To agree that officers will investigate the potential funding routes for recommendations with cost implications in future years.

5.6 To not agree that officers will investigate the potential funding routes for recommendations with cost implications in future years.

6. **Preferred Option**

6.1 To agree the Social Mobility Delivery Plan and its recommendations.

6.2 To agree to the creation of the Social Mobility Board and its terms of reference.

6.3 To agree that officers will investigate the potential funding routes for recommendations with cost implications in future years.
7. **Reasons for Recommendations**

7.1 All of the recommendations have been derived from an extensive needs analysis and are designed to support residents in realising their full potential.

7.2 Without the agreement to create the Social Mobility Board there will not be a high level group with responsibility overseeing the implementation of the recommendations and driving the agenda forward in the future.

8. **Consultation Results**

8.1 Both the Social Mobility Strategy and Fairness Commission had significant levels of public consultation and both documents have formed the basis for this Delivery Plan.

8.2 It is expected that some of the recommendations, if agreed, will require further consultation with the public around the specific actions being suggested.

9. **Next Steps: Communication and Implementation of the Decision**

9.1 Upon agreement, the Social Mobility Board will begin to meet and the recommendations will be implemented.

10. **Cross-Cutting Issues and Implications**

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<thead>
<tr>
<th>Issue</th>
<th>Implications</th>
<th>Sign-off</th>
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<tr>
<td><strong>Legal</strong> including Human Rights Act</td>
<td>The recommendations of cover a range of Council functions as set out in the report. The recommendations are consistent with the Council’s statutory powers and duties, including the general power of competence under section 1 of the Localism Act 2011. Should any of the agreed recommendations require any significant changes to the way in which the Council delivers its services, those changes will be the subject of a specific decision report under the Council’s Constitution which will include detailed advice on any legal</td>
<td>John Scarborough, Head of Legal Services, 15/02/2019</td>
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| **Finance and other resources including procurement implications** | The report proposes a number of recommendations for implementation, five of which have a tangible cost. The costs and funding source for each of those five recommendation is set out within the report. Two recommendations (R10 and R18) do not, currently, have secured funding for future years beyond 2019/20. The Social Mobility Board will need to ensure that:  
- any contracts entered into (employment or service related) are commensurate with the agreed funding period for each of the five recommendations  
- work is undertaken to secure funding for subsequent years, as described in section 4.8 | Damon Cook, Assistant Director of Finance & Deputy s151 Officer, 15/02/2019 |
| **Equalities** | The Strategy recognises the importance of the Equality Act 2010, and pays due regard to:  
(i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act;  
(ii) Advance equality of opportunity between people from different groups, and;  
(iii) Foster good relations between people from different groups. The Social Mobility Strategy will not be removing any existing services but is seeking to improve access to services and opportunities for marginalised and | Daniel Tahsin Corporate Strategy Manager 07/02/2019 |
vulnerable groups. An equalities framework has been central in the process of developing recommendations and where available anonymised service user data on protected characteristics has been used to help understand specific needs of groups and to develop solutions to best support them.

The impact has been analysed and does not vary between groups of people. An Equality Impact Assessment can be found in Appendix B.

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<thead>
<tr>
<th>Health and wellbeing</th>
<th>A number of the recommendations in the delivery plan are specifically focussed on improving:</th>
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<td>• Rates of physical activity</td>
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<td>• Levels of healthy eating</td>
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<td>• Social and Community networks</td>
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<td>• Work conditions and opportunities for employees</td>
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Daniel Tahsin
Corporate Strategy Manager
07/02/2019

11. **Report Appendices**

11.1 The following documents are to be published with and form part of the report:

- Appendix A: Social Mobility Delivery Plan
- Appendix B: Equality Impact Assessment of Social Mobility Delivery Plan
- Appendix C: Social Mobility Board – Terms of Reference

12. **Background Papers**


Greenwich: Our future together, Greenwich Fairness Commission, April 2017, available at: