

## Public Document Pack

# Public Accounts Select Committee Agenda

Monday, 22 September 2014

**7.00 pm,**

Committee Room 2

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Andrew Hagger (Tel: 020 8314 9446)

### Part 1

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# Public Accounts Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Monday, 22 September 2014.

Barry Quirk, Chief Executive  
Thursday, 11 September 2014

Councillor Jamie Milne (Chair)	
Councillor Mark Ingleby (Vice-Chair)	
Councillor Abdeslam Amrani	
Councillor Chris Barnham	
Councillor Ami Ibitson	
Councillor Roy Kennedy	
Councillor Helen Klier	
Councillor Jim Mallory	
Councillor John Muldoon	
Councillor Crada Onuegbu	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

## MINUTES OF THE PUBLIC ACCOUNTS SELECT COMMITTEE

Wednesday, 9 July 2014 at 7.00 pm

PRESENT: Councillors Jamie Milne (Chair), Mark Ingleby (Vice-Chair), Abdeslam Amrani, Chris Barnham, Ami Ibitson, Roy Kennedy, Helen Klier, Jim Mallory, John Muldoon and Crada Onuegbu

APOLOGIES: None

ALSO PRESENT: Councillor Kevin Bonavia (Cabinet Member for Resources), Alan Docksey (Head of Resources & Performance, CYP), Peter Gadsdon (Head of Strategy & Performance, Customer Services), Andrew Hagger (Scrutiny Manager), Joan Hutton (Interim Head of Adult Assessment & Care Management), Robert Mellors (Finance Manager, Community Services and Adult Social Care), Salena Mulhere (Overview and Scrutiny Manager), Janet Senior (Executive Director for Resources & Regeneration), Selwyn Thompson (Group Finance Manager - Budget Strategy) and Councillor James-J Walsh

### 1. Confirmation of Chair and Vice-Chair

#### Resolved:

The Committee confirmed Cllr Milne as Chair and Cllr Ingleby as Vice-Chair.

### 2. Minutes of the meeting held on 25 March 2014

#### Resolved:

The Committee agreed the minutes of the meeting held on 25 March 2014.

### 3. Declarations of interest

- 3.1 Councillor John Muldoon declared a non-prejudicial interest as a member of South London and Maudsley Mental Health Trust.

### 4. Select Committee work programme

- 4.1 The Committee agreed to change the order of the agenda, with item 4 taken as the last substantive item before referrals to Mayor & Cabinet and for item 6 to be moved to after item 8.
- 4.2 Andrew Hagger, Scrutiny Manager, introduced the work programme report, highlighting the terms of reference of the Committee, the different types of scrutiny available, suggested topics for the work programme and the draft work programme.
- 4.3 The Committee then discussed a number of topics that should be added to the work programme for 2014/15 in addition to the standard performance monitoring items, including:

- A rapid review looking at the impact on the Council's finances of people with no recourse to public funds and steps being taken to address this
- A standard item looking at Lewisham's ICT provision, which would be provided prior to a report going to Mayor & Cabinet in the autumn
- A standard item looking at the collection and usage of Section 106 funds
- A standard item looking at the cost of bed and breakfast provision and steps being taken to address this
- A standard item providing an update on asset management
- An information item providing an update on the Committee's previous Funding and Financial Management of Adult Social Care Review
- Performance monitoring of the street lighting and parking contracts
- A rapid or in-depth review to be carried out at the start of 2015, with the topic to be confirmed during the autumn

4.4 The Committee also discussed the following topics:

- Scrutinising electoral services in relation to engagement, participation and voter uptake, which the Committee was informed was outside its terms of reference and in the terms of reference for the Safer Stronger Communities Select Committee
- The use of rapid and in-depth reviews and the possibility of carrying out longer reviews that stretch into the following municipal year if required
- The newly completed Asset Register, which would be emailed to the Committee

**Resolved:**

The Committee agreed the work programme for 2014/15 as outlined above.

**5. Financial Outturn 2013/14**

5.1 Selwyn Thompson, Head of Financial Services introduced the report and explained that it had already gone to Mayor and Cabinet on 25 June 2014 and to Overview and Scrutiny Business Panel on 8 July 2014. He then highlighted the following key points:

- Overall there was an underspend of £1.8m
- There was a £4.1m overspend in the Children and Young People's Directorate (CYP), which is largely due to pressures caused by families with no recourse to public funds, as well as demands for services for Looked After Children.
- There was an overspend in the Customer Services directorate, largely caused by increased demands for temporary Bed & Breakfast accommodation.
- Council Tax collection was 94.8%, which slightly exceeded the target of 94.5%. Business Rates collection was 99%.

5.2 In response to questions from the Committee, Selwyn Thompson, Janet Senior, Executive Director for Resources and Regeneration, David Austin, Head of Corporate Resources, Peter Gadsdon, Head of Service Design and Innovation, Robert Mellors, Group Finance Manager (Community Services) and Alan Docksey, Head of Resources and Performance (CYP) provided the following information:

- The public works loan board is a government body, underwritten by the Treasury, which local authorities can borrow from.

- The Treasury Management Strategy takes a prudent approach to investment. Advisors look at the ratings of organisations Lewisham invests with and a strict list of counter-parties is maintained. The length of investment is restricted, usually for 3 months and never for more than a year.
- The target for Council Tax collection is 94.5% in year, with a target of 98% after year end which can be achieved by pursuing those that still owe money. The write-off policy is reviewed every year with auditors. The Council does use bailiffs to collect money if required.
- The Supporting People budget is a non-ringfenced budget. It was previously ringfenced and was £17m per annum but has been reduced to £13-14m per annum, which represents a smaller cut than other government grants to Lewisham.
- The overspend due to increased use of Bed and Breakfast (B&B) provision has a number of causes. Since 2010 the budgets for building social housing has been reduced, meaning that there is not enough provision of social housing to meet demand. In addition the private sector rented housing market is strong, with high rents that many people can't afford. Analysis shows that there has been an increase in those evicted from the private rented sector.
- If people become homeless there is a shortage of accommodation available to house them, so Lewisham has to use temporary accommodation. Currently there is a lack of hostel stock available so accommodation is usually in B&B. When using B&B, Lewisham can only claim for the first room, so if there is a large family that needs to be housed then additional rooms will be paid by the local authority.
- The average number of clients in B&B accommodation was 197 in 2013/14 compared to 79 in 2012/13. In addition families now require longer term accommodation, whereas the previous need was for short term accommodation.
- The Council is looking at procuring more hostels and private sector stock to address this issue.
- In the last few weeks there has been a reduction in the demand for temporary accommodation, though it is so far unclear whether this is a longer term trend.

5.3 Officers then provided the following information about people with no recourse to public funds:

- The impact of people with no recourse to public funds is being closely monitored as it represents a significant budget pressure for Lewisham Council. There was a £4.5m pressure in 2013/14, with a £5.7m pressure estimated for 2014/15. On average it costs £25k to support a family each year.
- Part of the increase in numbers is because advice from charities and other advice groups is to go to the local authority. In addition some have used judicial review after their cases are not taken up. Lewisham is working with other local authorities to collect evidence and lobby the government on the issue.
- Most people presenting as needing support are overstayers, those who have come to the UK on a visa and have not gone back after this expired. Many will have been in the country for a while, existing in the grey economy. However increasing economic pressures over the last 4 years have meant that a change in circumstance, such as losing work, more children, illness or relationship breakdown results in them needing assistance. Support is provided by the borough in which people present.

- The budget pressure is mainly in the CYP directorate as local authorities have a duty to support all vulnerable children in the borough. However there are also adults who require assistance.
- London is experiencing more pressure around no recourse than the rest of the UK.
- Lewisham has looked at assessing and supporting those presenting with no recourse to public funds in a different way. A pilot started 2 weeks ago that has transformed the system used. Officers are doing due diligence to make sure Lewisham is supporting those who need it, such as checking if people have money in their accounts, checking the local connections and whether they have presented elsewhere previously. There is also an officer from the Home Office working within the assessment unit to prioritise the determination of their status to remain in the country and is also working with the Border Agency to progress cases.
- The pilot has only recently started, but early signs have been positive. Up to June, Lewisham took on 2 people a week presenting with no recourse to public funds. In the last 2 weeks using the new process Lewisham has accepted 1.
- Officers are also tracking a new category of people presenting with no recourse to public funds, EU nationals who have been employed for less than six months and have their benefits stopped. Officers are aware of 70 families in Lewisham that are having their benefits stopped.

5.4 The Committee discussed the significance of the budgetary pressures presented by people with no recourse to public funds and the need for further scrutiny of the issue.

**Resolved:**

The Committee noted the report and agreed to add an item to the work programme that would further investigate the issues around people with no recourse to public funds.

**6. Medium Term Financial Strategy**

6.1 David Austin, Head of Corporate Resources, introduced the report and highlighted the following key points:

- The report sets out the issues and context for the budget and savings. It builds on outturn and forecasts and projects them into the medium term.
- The report accounts for the money coming into the council, from Council Tax, Business Rates and government grants as well as growth pressures, such as population increases, inflation and pay awards.
- There was a predicted need for £95m in savings, however this has been revised to £84.6m following £8m of savings being agreed and being adjusted for inflation.
- There have been additional contributions to the pension fund as part of the budget pressures.

6.2 In response to questions from the Committee, David Austin, Janet Senior, Executive Director for Resources and Regeneration, Selwyn Thompson, Head of Financial Services, Peter Gadsdon, Head of Service Design and Innovation, Robert Mellors, Group Finance Manager (Community Services), Joan Hutton,

Interim Head of Assessment and Care Management and Alan Docksey, Head of Resources and Performance (CYP) provided the following information:

- Changes are being proposed to the grants programme, including the process of applying for grants and the priorities of the grants programme. Because of these changes, there needs to be consultation with the voluntary sector. The consultation will last for 3 months, which is the recommended reasonable length of consultation according to legal advice.
- Currently there is 3 year funding for voluntary sector organisations in order to give stability and to enable organisations to secure additional funding. The new grant funding will be put in place in July 2015. This will require voluntary organisations to be given 3 months' notice of the end of their grant funding, which means that grant funding will be extended from April to July 2015.
- Officers will be working closely with the voluntary sector to explain the consultation and to encourage new and different ways of working within the voluntary sector, including better collaboration and working together.
- The grants programme will go to Safer Stronger Communities Select Committee before the consultation starts. The report will contain an updated version of the consultation proposals.
- The National Non Domestic Rates return to central government is applied on all business rates collected. Lewisham currently collects £40m per annum and keeps around 30% of business rates. Assumptions made in calculating the collection amount includes inflation, economic development and population increase as well as regeneration bringing growth.
- The Lewisham Futures Board is working on proposals to achieve the savings required and is looking at ways of reshaping the Council. Some proposals will be simple and easily achievable ones, whereas others will be more difficult and there will be some radical proposals.

6.3 The Committee discussed the grants programme, raising concerns over the clarity of the information provided to voluntary organisation in the consultation as well as the meanings of the identified priorities for the grants programme.

**Resolved:**

The Committee noted the report and the assurance given by officers that Safer Stronger Communities Select Committee would receive an updated version of the grants programme consultation proposals.

## **7. Financial Forecasts 2014/15**

7.1 Selwyn Thompson, Head of Financial Services, introduced the report, highlighting the following key points:

- This report shows monitoring for the first 2 months of the year. This monitoring information is then projected to the year end, adjusted for management action to address issues.
- There is a significant projected overspend of £11.2m for 2014/15, which represents a swing of £13m from the previous year's position.
- The main causes are the impact of no recourse, savings not yet implemented as well as caution by some budget holders.
- Management action to address some of these issues has not taken effect yet.

7.2 In response to questions from the Committee, Selwyn Thompson, Janet Senior, Executive Director for Resources and Regeneration, David Austin, Head of Corporate Resources, Peter Gadsdon, Head of Service Design and Innovation, Robert Mellors, Group Finance Manager (Community Services) and Alan Docksey, Head of Resources and Performance (CYP) provided the following information:

- Budget holders take different approaches to managing their budgets, they will look at their position and assess where they are. Officers from finance meet key budget holders on a regular basis and offer challenge on the ways the budgets are managed.
- Projecting budgets often depends on certainty, for example some budget holders will know that they need money for projects later in the year and incorporate that into their projected spends. There is more certainty as the year progresses.
- Officers were aware of the pressures from no recourse and it was identified as part of the budget setting process in February 2014.
- Budget pressure issues are recognised corporately and provisions can be made to cover them. Pressures have been funded before, but this will not mean exemptions for directorates from meeting their budget responsibilities.
- Realising savings will become more difficult as many of the easier savings have been achieved. This is a big task, Lewisham delivered £93m of savings in the last 4 years, with £95m required in the next 4 years.
- Previously savings proposals were brought forward once a year and included savings that had been worked through, making them easier to track and monitor. Now it is slightly more difficult as there will be a rolling programme that will have to be managed on a monthly basis. If a saving is agreed then it has to be delivered.
- Financial forecast reports, such as those regularly received by the Public Accounts Select Committee are where overspend will be identified.
- Officers have looked at changing the way services are provided rather than stopping providing them outright.
- A recruitment freeze across the organisation would be restricting, so this would be a last resort. However all recruitment has to have a business case to justify it and the Executive Director needs to sign off on it.

7.3 The Committee discussed the importance of monitoring the implementation of savings and the projected overspend throughout the year.

**Resolved:**

The Committee noted the report.

**8. Management Report**

8.1 This item was considered alongside Item 7.

**9. Referrals to Mayor and Cabinet**

9.1 There were none.

The meeting ended at 9.15 pm

Chair:

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Date:

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# Agenda Item 2

<b>Committee</b>	Public Accounts Select Committee	<b>Item No.</b>	2
<b>Title</b>	Declarations of Interest		
<b>Wards</b>			
<b>Contributors</b>	Chief Executive		
<b>Class</b>	Part 1	<b>Date</b>	22 September 2014

## Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

### 1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct:-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

### 2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
  - (a) that body to the member's knowledge has a place of business or land in the borough; and

- (b) either
- (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

\*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

### (3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

### (4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

### (5) Declaration and Impact of interest on member's participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the

meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

## **(6) Sensitive information**

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

## **(7) Exempt categories**

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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<b>Public Accounts Select Committee</b>		
<b>Report Title</b>	Planning Obligations and the Community Infrastructure Levy (CIL)	
<b>Key Decision</b>	No	Item No.
<b>Ward</b>	All	
<b>Contributors</b>	Head of Planning	
<b>Class</b>	Part 1	Date: 22 September 2014

## 1. Summary

- 1.1 This report sets out an introduction to planning obligations and the Community Infrastructure Levy (CIL) including how these two planning instruments will operate side by side. The report also includes key financial information in relation to the current Section 106 balances and the allocation and spend of monies received.

## 2. Purpose of the report

- 2.1 To advise Members of the Select Committee on the collection and usage of Section 106 funding and the Community Infrastructure Levy (CIL).

## 3. Recommendation

- 3.1 The Select Committee is asked to note the information within this report.

## 4. Background

### What are Planning Obligations?

- 4.1 Planning obligations (often referred to as Section 106 obligations after the section of the Town and Country Planning Act they originate from), are Legal Agreements between local planning authorities and developers in the context of the grant of planning permission. They can be both financial and non-financial and they are used when there is a requirement to address the impact of a development and the impact itself cannot be dealt with through a planning condition on the permission.
- 4.2 Planning obligations can be used to prescribe the nature of development (e.g. by requiring that a given portion of housing is affordable); or to secure a contribution from a developer to compensate for loss or damage (e.g. to mitigate lost employment floorspace); or to mitigate a development's impact (e.g. through increased or improved local transport provision). The use of planning obligations is an effective tool through which the Council will seek to ensure that growth and development, whether individually or cumulatively, meets the objectives of sustainable development as promoted in local, regional and national policies.
- 4.3 The Community Infrastructure Levy Regulations (Regulation 122) set out that from 6th April 2010 it will be unlawful for a planning obligation to be taken into account

when determining a planning application for a development if the obligation does not meet the following tests:

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development; and
- (c) fairly and reasonably related in scale and kind to the development.

4.4 Used properly, planning obligations can significantly increase the quality of development. They can secure benefits capable of mitigating the adverse impacts of a development. However, they cannot be used to make a bad application good where, for example, a scheme does not comply with the development plan.

#### What is the Community Infrastructure Levy?

4.5 The Community Infrastructure Levy (CIL) came into force in April 2010. It allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of local and strategic infrastructure that is needed to support growth and development in the borough. This includes transport facilities, flood defences, schools and other education facilities, medical facilities, sporting and recreational facilities and open spaces.

4.6 CIL is intended to provide developers more certainty up front about how much money they will be expected to contribute towards borough infrastructure needs. CIL takes the form of a charge per square metre of floorspace applied to most new developments that involve an increase of 100 square metres or more of gross internal floorspace or that involve the creation of a dwelling even where this is below 100 square meters. The CIL charges are based on the size and type of the new development. Some developments are exempt from paying the levy such as affordable housing, self build and developments of buildings by charities that are used for charitable purposes.

4.7 The CIL charges are set out in a formal document called a 'charging schedule' and charges are index linked and inflated over time.

#### Lewisham Community Infrastructure Levy

4.8 The Council has developed a CIL charging schedule that has been placed before Mayor and Cabinet and Full Council at each stage of it's development over the past 3 years. In January 2014 the charging schedule was approved without changes at an independent Examination in Public. The charging schedule will be put before Mayor and Cabinet and Full Council in October / November 2014 seeking approval to adopt CIL as of 1st April 2015.

*Table 1.1: CIL rates*

Geographical zones	Category A	Category B	Category C
Zone 1	£100 / sqm	£80 / sqm	£0 / sqm
Zone 2	£70 / sqm	£80 / sqm	£0 / sqm

Category A = Residential

Category B = Everything else apart from Categories A and C

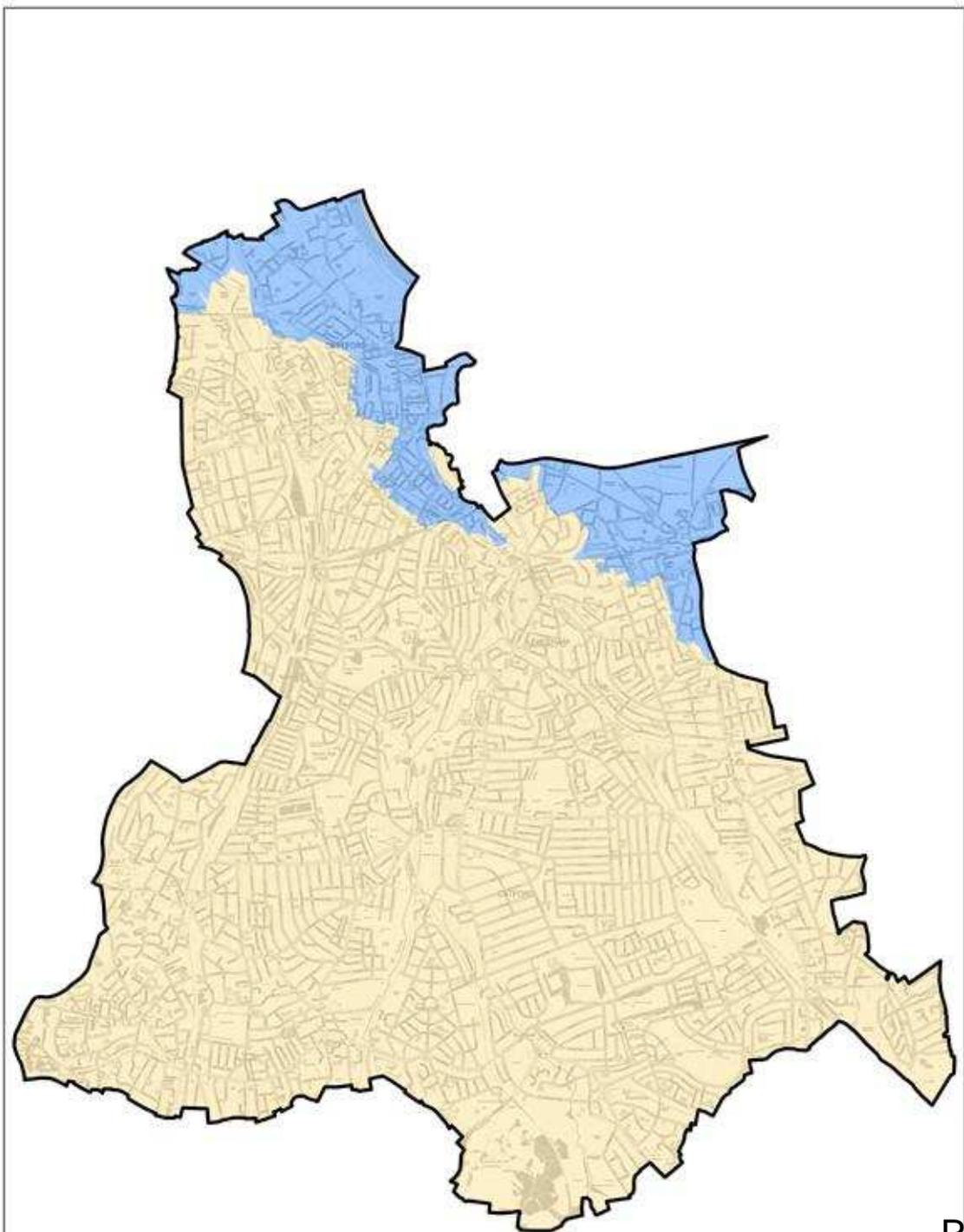
Category C = Business (offices, industrial, storage and distribution)

4.9 The two CIL payment zones have been created using current postcode boundaries in order to make use of an existing system of geographical division that is already utilised within the development industry. *Table 1.2* contains the list of postcodes that are subject to the payment of CIL grouped into the two previously arranged zones and *Map 1.1* illustrates the table.

*Table 1.2: CIL payment zones (postcodes)*

<b>Zone 1</b>	SE3, SE8, SE10 & SE16
<b>Zone 2</b>	BR1, BR3, SE4, SE6, SE9, SE12, SE13, SE14, SE15, SE23 & SE26

*Map 1.1: CIL payment zones*



- 4.10 The Lewisham CIL will provide funding to help deliver a wide range of infrastructure projects to support new housing and economic growth and benefit local communities. It allows Lewisham to work with infrastructure providers and communities to set priorities for what the funds collected under the levy should be spent on and provides a funding stream so that the delivery of infrastructure projects can be planned more effectively.
- 4.11 The list of projects to be funded by CIL is set out in the Council's Regulation 123 list and the Council will allocate funds to projects to be supported through CIL as part of its capital programme.

#### Mayor of London Community Infrastructure Levy

- 4.12 In addition to the Lewisham CIL, the Greater London Authority is also a charging authority and the Mayor can charge a CIL to help ensure the delivery of local and sub-regional large scale infrastructure. As of 1 April 2012, the Mayor charges CIL to fund strategic transport which is currently the Crossrail project.
- 4.13 The Mayor's levy is £35 per square metre of new development in Lewisham. There is a nil charge for education and health uses.

#### How will the Community Infrastructure Levy and Planning Obligations work together?

- 4.14 The CIL will largely replace planning obligations as the way in which developments contribute towards providing the new infrastructure necessary to support new development. Once a Local CIL has been adopted or by April 2015 (whichever is the sooner) the Council will not be able to pool more than five separate planning obligations to pay for one item of infrastructure.
- 4.15 When the Lewisham CIL has been adopted the key principle of our approach will be that planning obligations will be used to address site specific impacts of developments such as local access road or public realm improvements near the site. They may also be used in situations where a developer does not meet planning policy requirements to provide infrastructure on the development site. Planning obligations will be negotiated where items sought are clearly linked to the development site and are needed to make that particular development acceptable. CIL on the other hand will be used to fund local and strategic infrastructure required to support growth across the borough.
- 4.16 To help clarify this we will publish a list of those infrastructure types for which we will not seek to negotiate planning obligations after Lewisham's CIL has been adopted. This is called a Regulation 123 list and it will contain projects which may be funded partly or wholly by CIL. The list will be based upon the infrastructure projects set out in the boroughs infrastructure plan which are required to support growth over the Core Strategy period (2011-2016). It will be kept up to date to take into account any changes in circumstances and/or infrastructure needs identified in future. The draft CIL Regulation 123 list is as follows:
- State education facilities
  - Public health care facilities
  - Strategic transport enhancements (excluding site-specific, highways and public transport matters needed to make developments acceptable in planning terms, which may include matters on site, regarding access to the site or off

site where the need for such works is identified in a transport assessment or travel plan)

- Publicly accessible open space, allotments and biodiversity
- Strategic flood management infrastructure
- Publicly owned leisure facilities
- Local community facilities (including (but not limited to) community centres and halls and libraries, but excluding places of worship).

4.17 In order to clarify those matters that will continue to be dealt with through planning obligations, the Council is producing a Planning Obligations Supplementary Planning Document (SPD) that will form part of the Council's Planning Policy Framework. A draft SPD has been produced and is to go to Full Council for approval to go out to public consultation in September 2014. The SPD details examples of matters that will remain as planning obligations following the adoption of CIL and includes:

- Affordable housing
- Non-strategic transport
- Public realm
- Environmental protection
- Local labour and business
- Employment floorspace
- Carbon offsetting
- Flood alleviation
- Professional, legal and monitoring fees

## 5. Section 106 Receipts and Spend

### Overview

5.1 The total level of Section 106 monies currently held by the Council is approximately £16.5 million. This is a significantly higher balance than the Council has held in recent years. It should however, be considered in the light of the figures in the following table.

	08/09	09/10	10/11	11/12	12/13	13/14
<b>Received</b>	237,202	1,053,624	1,311,485	2,883,316	4,391,372	3,850,558
<b>Spent</b>	902,719	1,009,886	432,574	858,166	103,608	737,054

5.2 In the past two years the Council have received over £7m in Section 106 financial contributions. This is a considerable increase compared to previous years and relates to the high number of developments being progressed in the Borough. It is also influenced by several large individual developments that have commenced during this period in Lewisham, Deptford and Bell Green. Projects to spend the money received from these major developments are being formulated and progressed, which will reduce the available balance. Over the next few years, it is expected that the balance will continue to vary significantly as major schemes make large payments, that are then spent on associated major infrastructure initiatives. As an example, the Section 106 financial contributions associated with the development at Surrey Canal Triangle amount to over £22m. Therefore commencement of this scheme alone could cause significant changes in the Section 106 balance as money is received and spent.

### Current Section 106 Balance

- 5.3 The Section 106 funds that are currently held by the Council relate to a number of different heads/policy areas. Funds held as of the end of the 2013/14 financial year are as shown in the following table:

<b>Project / Project Heads</b>	<b>Allocation (£)</b>
Affordable housing initiatives	£4,240,688
Community facilities	£466,192
Education facilities	£2,884,411
Employment and training	£1,007,138
Environmental and children's play space initiatives	£1,649,819
Health initiatives and facilities	£755,923
Town centre management	£206,051
Transport and highways initiatives	£3,552,109
Other balances*	£1,809,320
	<b>£16,571,651</b>

\* Including CCTV, Wheelchair housing, Renewable energy and urban design / conservation projects.

- 5.4 A proportion of the money identified in the table above has been allocated to specific approved projects. With the addition of a recent approval of a large extra-care affordable housing project, this proportion is now at approximately £6.7m or 41% of held funds. It is anticipated that much of this approved funding will be spent in the next year.
- 5.5 A further £5.6m or 34% of held funds is committed to specific projects that are at design and inception stage. For example, almost £2m of the funds secured for transport and highways initiatives is earmarked for further road, cycling and pedestrian improvements around the Bell Green development. Of this, £1m has already been approved. The Council would like make the best strategic use of this opportunity and is seeking to attract match funding from TfL through the LiP process, if possible, before further funds are allocated.
- 5.6 The remainder of the money identified in the table above has not been approved for early delivery and relates to recently received monies and funds that are being held until further funding is secured to enable the delivery of more strategic projects.
- 5.7 Further explanation of allocated/spent funds and potential projects follows below.

### Affordable Housing Initiatives

- 5.8 The vast majority of affordable housing funds were received from the Deals Gateway development and the Trundleys Road development with the residual being linked to a small scheme at Hindsley's Place. In the case of Trundleys Road, there were significant enforcement issues in relation to the delivery of the scheme as a whole and it became clear that it would not be possible or appropriate to deliver the required level of affordable housing on site. The Council therefore took action to ensure that a financial contribution of £1.5m was secured to allow the Council to provide affordable housing elsewhere in the borough. Most developments meet their affordable housing requirements on site and therefore off-site affordable housing contributions are rarely secured.

- 5.9 The Strategic Housing Team is continuing to develop a programme of Council led new build housing as part of the Housing Matters programme. This has targeted at least 250 new homes in the next five years as well as improvements to the Council's provision of specialised older people's housing. Section 106 funds are being used to support this programme in a variety of ways. At present, plans include the allocation of over £2m of Section 106 funds to enable the build, by Phoenix Community Housing, of a specialised older people's affordable housing scheme in Bellingham. This scheme has also been awarded GLA funding to support the delivery of affordable housing. In addition Section 106 funds have been approved to obtain planning consultancy to support the Housing Matters team to continue to develop plans for progressing sites to support new self-build homes.

#### Transport Initiatives

- 5.10 Nearly £2m of the transport contributions have been received from the Former Bell Green Gas Works development. This funding is part allocated and part awaiting allocation as it is at the design and inception stage. The project will support the improvement of pedestrian and cycling facilities at the Bell Green gyratory. The gyratory has a poor environment and traffic queues along with inadequate pedestrian access. These concerns prompted Lewisham to secure funding and appoint consultants to develop an outline design and detailed signal modelling that will provide a basis from which a future, high quality scheme can be further developed and implemented.
- 5.11 Highway works in the region of £450,000 have been completed at the junction of Bell Green/Perry Rise, including the widening of the carriageway from the signals south towards the Southend Lane junction and making pedestrian improvements at the junction. Outline proposals for further work to change the signals in the gyratory have been developed and are currently with Transport for London ("TfL") for approval.
- 5.12 Other recent projects delivered with funding secured through Section 106 agreements include a car club to support the Plassy Road development in Catford Town Centre, improvements to traffic signals in Bromley Road in conjunction with TfL and enhancements to Ladywell Road, Deptford High Street and Forest Hill Subway.

#### Environmental Improvements and Open Space Initiatives

- 5.13 Major contributions towards environmental and open space initiatives have been made by several schemes in Deptford, Lewisham and New Cross as well as other smaller development sites around the borough. In the past year funding has been allocated to support a large number of projects including air quality monitoring in New Cross and open space improvements at Batavia Road Pocket Park and Folkestone Gardens in Deptford, Cornmill Gardens in Lewisham, and across the borough at Northbrook Park, Mountsfield Park, Home Park, Mayow Park, Sydenham Wells Park, Downham Woodland Walk and St Mary's Churchyard.
- 5.14 Work is ongoing to ensure that as funding for environmental and open space matters is received, it is allocated as soon as possible to projects that will continue to improve Lewisham's parks, rivers and public spaces over the next few years.

### Community Initiatives

- 5.15 Approximately £450k remains in the Section 106 account that has been ring-fenced for community and leisure facilities. The Planning Team have been working alongside the Councils Culture and Community Development Service to allocate this funding opportunity to projects that will improve community facilities. A long term venture is underway liaising with local residents through the local assemblies, providing them with the opportunity to influence how these earmarked community and leisure Section 106 monies are spent. There may be further opportunities to use this process for some of the funding secured for health initiatives and town centre management purposes. It is anticipated that in the next year, many projects will be allocated funding through this co-operative process and delivered to improve community, leisure, health and town centre facilities in those areas that have experienced recent development.

### Education Facilities

- 5.16 Over recent years the education facilities balance has been reduced substantially, despite incoming contributions exceeding £2.8m. In recent months, it has been agreed that Section 106 funding will be used to support the proposed enlargement of John Stainer and Rushey Green primary schools. The approval of these schemes means that currently all funding available has been allocated to a specific project to enlarge or improve primary schools in the borough.

### Health Initiatives

- 5.17 Funding for health initiatives is secured from almost every major development. The current balance of over £750k is made up of a large number of relatively small contributions from small developments, that are not of a sufficient size to deliver health projects on their own. As the cumulative total has begun to grow, the Section 106 Overview Group have commenced working alongside health colleagues in the NHS Clinical Commissioning Group to research suitable projects that can improve those facilities affected by new development.

### Employment and Training Initiatives

- 5.18 The Council actively seeks contributions for employment and training initiatives. During the past 12 months, the Council has negotiated employment and training contributions from a number of schemes including large sites in Deptford and New Cross.
- 5.19 This funding supports the Council's Local Labour and Business Coordinator (LLBC) who manages and develops the Local Labour and Business Scheme (LLBS) to identify and deliver local labour and procurement opportunities for the benefit of Lewisham residents and businesses. The LLBS project was created to use planning agreements to provide training and employment opportunities for unemployed residents as well as assistance for local businesses to access business opportunities through and as a result of the various construction developments taking place in the borough.
- 5.20 As one example of the many initiatives undertaken through the LLBS, the LLBC was very active in securing local job opportunities in the retail premises at Bell Green resulting in excess of 111 jobs for local people.

## Other Initiatives

- 5.21 Section 106 financial contributions are secured for a wide range of purposes and on occasions, for matters that are particular to a specific development. These items do not fit neatly into the categories discussed in this paper and have hence been grouped as 'Other balances'. Examples include funds for the provision of CCTV on the Former Bell Green Gas Works development, wheelchair housing, renewable energy projects and urban design and conservation studies.

## **6. Future Finances through Section 106 and CIL**

- 6.1 As previously described, the Section 106 and CIL processes will need to work concurrently from April 2015 when the Local CIL is adopted in April 2015. Applications that receive planning permission and have a signed Section 106 agreement prior to this date will continue under this process throughout the construction of this development and will not be subject to the Local CIL. As a result the Council will continue to receive phased payments via Section 106 obligations for a number of years. It is anticipated that this will amount to approximately £16m\* in the period April 2015 – April 2019.

\*£16m does not include any Section 106 receipts from Convoys Wharf. The Section 106 agreement is being negotiated and the amount and due dates of obligations are not yet known.

- 6.2 Many of the borough's major development sites are in possession of a planning permission and are expected to commence or continue with implementation of those permissions in the period April 2015 – April 2019. This includes Lewisham Gateway, Surrey Canal Triangle, many of the sites in the Plough Way strategic site area, Oxestalls Road, Catford Green and the Excalibur Estate. Additionally, it is anticipated that Convoys Wharf will progress with a Section 106 agreement in place.
- 6.3 Those applications receiving planning permission after 31<sup>st</sup> March 2015 will be subject to the Local CIL. It is estimated that in the period April 2015 – April 2019 this will generate income for infrastructure delivery of approximately £13m. Development forecast to commence in this period under the Local CIL includes a number of medium sized sites in Deptford, New Cross and Lewisham.
- 6.4 A scheme receiving planning permission from April 2015 and hence being subject to the Local CIL, will not be required to pay CIL immediately. Payment is required on commencement of the development and in the case of major development with a large CIL liability, will be phased. The Council therefore do not anticipate that large CIL payments will be received during the immediate period following the introduction of CIL.
- 6.5 As previously described, the Council will continue to use Section 106 agreements to secure those matters not covered by CIL. The Council's policy on affordable housing is to secure it on-site wherever possible. On the rare occasions where it is not possible the Council will seek an off-site payment in lieu. Additionally, payments may be received regarding other matters such as local transport needs, local labour and business and public realm. These matters are not included in the £16m estimated receipt from current Section 106 agreements. It is not possible to accurately estimate future income from these matters as they are dependent on the site specific circumstances associated with future potential developments.

## **7. Spending Received Section 106 Funds**

- 7.1 The Council has an existing approach to the governance of spending secured Section 106 funds that has been approved by Mayor and Cabinet. In brief, a panel of Council officers on the Section 106 Overview Group review proposed infrastructure delivery projects that are submitted from Council departments in accordance with the Council's priorities. The group includes representatives from a wide range of departments including planning, finance, legal, education, green scene, housing and community services. Projects are assessed and where appropriate recommended for approval to spend Section 106 funding. A decision is then taken by the Head of Planning whether to approve or refuse funding.
- 7.2 It is intended that this established process remains in place to govern the spend of Section 106 funding anticipated to be received in the period April 2015 – April 2019. Over this period there will also be a considerable receipt of funding via the Local CIL. In order to ensure a consistent and co-ordinated approach to infrastructure delivery, it is proposed that the spending of CIL funds should take a similar approach to that in place for Section 106 funding. Those best placed to ensure that proposed infrastructure projects are necessary, efficiently and effectively delivered, and value for money are those officers responsible for infrastructure delivery.
- 7.3 Some additional governance will need to be put in place to allow the administration of funding received from CIL and Section 106 to integrate with the Council's corporate priorities and capital programme. The Planning Service are currently working with corporate colleagues to explore options and establish an approach to combined Section 106 and CIL spending. This work will continue through 2014, in preparation for the anticipated receipt of CIL funding in mid to late 2015.

## **8. Financial Implications**

- 8.1 This report concerns financial information in relation to planning obligations and CIL, however, there are no direct financial implications in noting these.

## **9. Legal Implications**

- 9.1 The Council must act prudently in relation to the stewardship of Section 106 monies in accordance with the relevant legislation (Town and Country Planning Act 1990, as amended and CIL Regulations 2010, as amended) and the requirements set out within individual Section 106 agreements. Similarly the Council must act prudently in relation to the stewardship of CIL in accordance with the CIL regulations (2010) (as amended).

## **10. Crime and Disorder Implications**

- 10.1 There are no crime and disorder implications directly relevant to this report, however, crime and disorder implications are a central concern of spatial planning and the design of new buildings and places. The use of planning obligations and the community infrastructure levy will help transform the borough into a more cohesive, pedestrian friendly and high quality environment which will improve safety and reduce the fear of crime.

## **11. Equalities Implications**

11.1 There are no equalities implications directly relevant to this report, however, monies or in-kind measures secured through planning obligations and CIL will improve the general accessibility of the public realm, facilitate the provision of new residential and commercial units which are fully accessible to people with disabilities, while the regeneration opportunities generally will provide scope to implement equal opportunities policies.

## **12. Environmental Implications**

12.1 There are no environmental implications directly relevant to this report, however, environmental issues are at the heart of planning obligations and CIL and there are significant positive environmental impacts arising from monies or in-kind measures secured through planning obligations and CIL including enhancing the urban environment, provision of new and/or improved infrastructure, consideration of community renewable energy schemes and biodiversity mitigation measures and preserving and maintaining the green elements of the built environment.

If you have any queries on this report, please contact John Miller, Head of Planning, Ext. 48706.

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PUBLIC ACCOUNTS SELECT COMMITTEE		
<b>Report Title</b>	Review of ICT in Lewisham	
<b>Key Decision</b>	No	Item No. 4
<b>Ward</b>	ALL	
<b>Contributors</b>	Executive Director for Customer Services, Head of Service Change and Technology	
<b>Class</b>	Part 1	Date: 22 <sup>nd</sup> September 2014

## 1. Summary

This covering report summarises the contents of the presentation to Public Accounts Committee on ICT.

## 2. Recommendations

- 2.1 To note the contents of the report and presentation.
- 2.2 To discuss the item and provide views on the following key questions:
  - Is the Council taking the right approach to IT provision?
  - Do Members agree with the strategic direction and vision for ICT?
  - What do Members feel are the key areas for consideration?
  - Do Members feel the principle of investment in an updated ICT infrastructure is correct?

## 3. Background

- 3.1 The Council is currently reviewing the delivery of its IT provision and developing a strategy for the next 3 years. As part of this review we are gathering views from key stakeholders, including the Public Accounts Select Committee.
- 3.2 This presentation aims to provide background on the current and future plans for IT provision, including the upgrade of the Council's IT infrastructure. This item intends to gather feedback from the committee to inform the development of the strategy prior to going to Mayor and Cabinet later this year.

## **4. Overview of Presentation**

4.1 The following section provides an overview on the content of the presentation.

4.2 *Context (slides 2-5)*

- This section sets out the background to the role of IT in Lewisham. This includes; trends in the use of devices, those services that have been shifted online over the past 4 years and the overall aim for IT delivery.

4.3 *Current Structure and Spend (slides 6-7)*

- This section sets out how IT is managed within Lewisham. This includes staffing levels and current contract spend with IT suppliers.

4.4 *Drivers of Change (slides 8-9)*

- This section outlines those key drivers of change for the Council and the reasons why we are reviewing IT provision. This also includes summary feedback from stakeholders.

4.5 *Future Plans (slides 10-13)*

- The final section of the presentation sets out the key issues currently being worked on alongside the future vision. It also outlines key strategic issues that the Council must consider over the coming years.

## **5 Conclusion**

5.1 IT supports democratic accountability and the delivery of services across the Council. It aims to facilitate more efficient, effective and straightforward ways of working. Ensuring we make the correct strategic choices that fit with the needs of those who use IT will ensure we deliver this aim. This item seeks to capture the views of the Committee on these choices.

- 1. Context**
- 2. Current Structure and Spend**
- 3. Drivers of Change**
- 4. Future Plans**

- A total of 90.2% of Londoners (16+ years) had accessed the internet in 2014, rising to 91.8% for inner London. Inner London has the highest proportion in the whole of the UK.
- The majority (74%) of all adults in the UK have brought goods or services online.
- In the UK, 96% of those aged 16-24 have accessed the internet 'on the go' through a mobile or portable device.
- How residents access the Lewisham website is changing:

	2012/13	2013/14	Change
<b>Desktop</b>	75.7%	64.7%	-11%
<b>Tablet</b>	8.6%	13%	+4.4%
<b>Mobile</b>	15.6%	22.3%	+6.7%

National Statistics – Office of National Statistics, Internet Access Quarterly Update.

Local Statistics – Google Analytics, London Borough of Lewisham Website ([www.lewisham.gov.uk](http://www.lewisham.gov.uk)). Time period compared is July-Aug 12/13 to July-Aug 13/14

In the past couple of years the following Lewisham services have developed online channels, including:

- Garden Waste Collection (2011)
- Leasehold Payments (2011)
- Council Tax and Business Rates (2011)
- Housing Rents (2011)
- Reporting Animal Fouling, Dead Animals and Graffiti (2011)
- Fireworks (2011)
- Free School Meals (2012)
- Garden Waste Bag Delivery (2012)
- Mattress Recycling (2012)
- Emergency Loans (2013)
- Birth, Death and giving Notice Marriage/Civil Partnership (2013)
- Lumber Collection (2013)
- Reporting Highway Obstruction, Damaged Carriageway & Footway (2013)
- School Admissions Appeal (2013)

## Fundamentals of IT and Local Government

To enable the Council to be more efficient, effective and straightforward.

Why?	Analysis	Communication	Access to Information
Benefits	Analyse complex data Population projections	Quicker Interaction with residents, councillors and officers Broader and more secure communication	Ensuring right people have access to the right information to deliver the service
What?	Reporting Budget Calculations	Email (including GCSX) Lewisham Website Social Media Intranet Telephony	Applications Software Operating Systems

**Hardware** – This covers the physical objects that we purchase to deliver IT services. This includes the devices which we work on (laptops, mobiles, desktops etc.) and other devices that support this work such as servers.

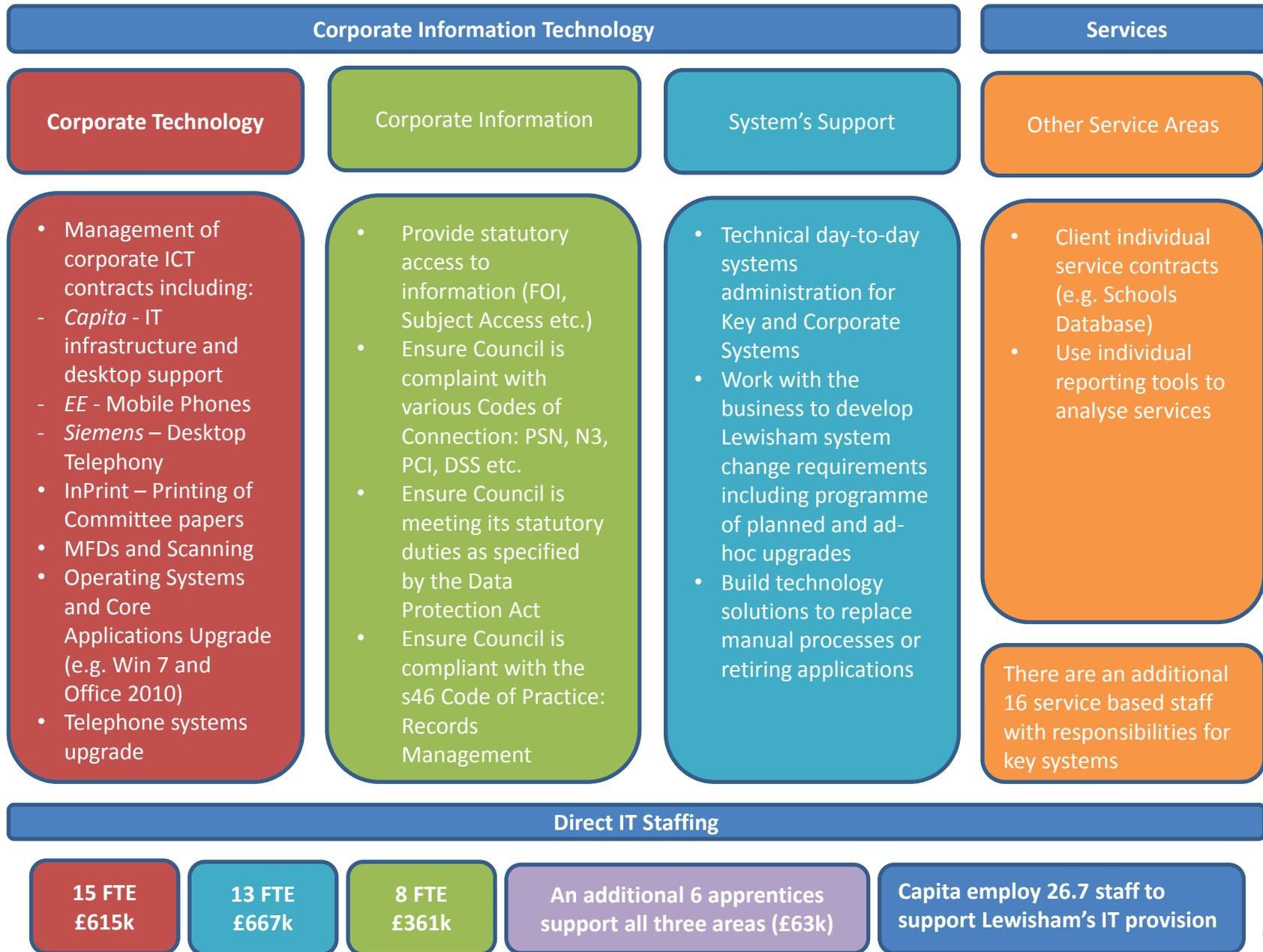
**Software** – This covers the applications that run on the operating system. Examples of software include Microsoft Word, Internet Explorer and SharePoint.

**Operating Systems** – This is the software platform that manages the relationship between the hardware and software programs. Examples of operating system include Windows 8 and OS X.

**Data Security and Information Governance** – In order to ensure that the information that we hold such as resident's name, addresses and bank details are secure the Council implements data security and information governance requirements. This will range from ensuring information is encrypted to making sure that staff keep paper records locked away.

**Project and Programme Management** – When rolling out a new piece of hardware, software or operating system the role of project and programme management is to ensure that it is rolled out on time, to specification and on budget.

# Current Structure and Spend



# Current Structure and Spend



Area of Spend	Spend (13/14)	Details
Core IT Contract	£2.26m	Cost of Annual Core Capita Contract.
Hardware, Supplies and Consumables	£1.58m	Purchase or de-commissioning of hardware (e.g. telephones, desktops and servers).
Software, Licences and Support and Maintenance	£3.78m	Application and software purchases and ongoing licensing costs.
Telephony	£1.45m	Mobile and desktop telephony. Also includes radios and broadband installations.
Printing and Photocopying	£1.58m	Support and leasing for devices.
Other	£27k	Miscellaneous (e.g. training / staff development).
<b>Total</b>	<b>£10.6m</b>	

## ICT Spend

The total centralised spend was £8.13m in 2013/14, with an additional £2.47m spent direct through Service Areas.

The top 5 central IT contracts in 2013/14 were:

1. Core Capita Contract – **£2.2m**
2. Capita/Azzurri (Network Lines / Hardware) – **c£900k**
3. Xerox (MFDs) – **c.£500k NEW**
4. Capita (Revs & Bens System) – **£370k**
5. Logicalis (Data Centre) – **£250k**

## Socitm Expenditure Analysis

1. There is a significant amount of expenditure above the core Capita SIS services and application portfolio. This is focused on project and programme management spend and service commissioned applications.
2. This expenditure has not be profligate but there could be scope to adopt a more rigorous approach through centrally managing IT spend.
3. We have more than 50 application suppliers who are paid £5k+ per year. This is high compared to other local authorities. While this is not necessarily a negative thing, we have not adopted a strategic choice to develop a diverse portfolio of applications.
4. There is a case for centralising expenditure on applications in order to improve contract management and IT governance.

## **1. Link to Business Direction**

In order to make the IT provision relevant it needs to be linked to the changing needs of the business. This is particularly crucial in the next 4 years with funding reductions changing the level, scope and nature of service delivery. IT must also be integrated into our drive to become digital by default.

## **2. User Focus and Address Customer Need**

It's important to regularly reinforce the role of ICT within the organisation and the principles through which IT support is given. A key element is that IT provision is providing an enabling service that is delivered in order to support the needs of its users.

## **3. Capita Contract**

The Capita contract is coming up to a break point in March/April 2016. In order to support any potential procurement process a clear strategic direction of where we are going as an organisation will inform both potential providers and our assessment of them.

## **4. Large Infrastructure Programme**

A large infrastructure programme is planned in order to upgrade our current infrastructure and ensure it is PSN compliant. This is currently at the early stages and reviewing now will help ensure we invest in the right areas and achieve value for money.

## **5. Fast Paced World of Technology**

The pace of improvements in technology mean that it is easy to both get left behind or overspend on new technologies. Reviewing our approach to new technologies will help develop a planned approach to investment and how much resource we want to invest over the coming years.

## **6. Financial Climate and Resource Allocation**

The financial pressures on the local authority mean that we need to be clear as an authority how we view our ICT infrastructure supporting the business. This includes the scale of investment required.

Who?	What?
<b>Member Survey and Feedback</b>	<ul style="list-style-type: none"> <li>• Restoring public Wi-Fi.</li> <li>• More use of apps where appropriate.</li> <li>• Save costs through open source.</li> <li>• Improve in-house technical expertise.</li> <li>• PSN compliance restrictions.</li> <li>• Improved phone signal.</li> <li>• Helpdesk and responding to concerns.</li> </ul>
<b>Directorate Management Teams</b>	<ul style="list-style-type: none"> <li>• Improve connections in satellite sites.</li> <li>• Take into account greater health integration in planning IT.</li> <li>• Improve data quality and reporting.</li> <li>• Rationalise databases.</li> </ul>
<b>IT Workshops &amp; 1:1 Interviews</b>	<ul style="list-style-type: none"> <li>• Improve speed of desktops.</li> <li>• Shift more applications towards SharePoint solution.</li> <li>• Ad-hoc systems require greater IT support to rationalise.</li> <li>• Reduce delays in project management.</li> </ul>
<b>SOCITM Review</b>	<ul style="list-style-type: none"> <li>• The current programme of work is comprehensive but need to re-assess costs proposed.</li> <li>• New development group should be strengthened.</li> <li>• Pull together reporting expertise across Council to co-ordinate data management.</li> <li>• More control of IT spend centrally.</li> </ul>
<b>Key System Owner / Service Area Survey</b>	<ul style="list-style-type: none"> <li>• Applications general allow working from home comfortably.</li> <li>• Not a wide spread use of applications for field working although demand for this varies across services.</li> <li>• Some demand for more tablet use but less for smartphone and Bring Your Own Device (BYOD).</li> </ul>

There are a number of key issues that are currently being worked on, these include:

- **Wi-Fi** – PSN compliance standards require that LBL implements higher levels of security on its corporate Wi-Fi solution. This will require a redesign of the existing Corporate Wi-Fi Network (incorporating the re-use of existing Wi-Fi hardware as far as is possible).
- **Windows 7** – Migration from Microsoft Windows XP to Microsoft Windows 7 Enterprise (including subsidiary elements: upgrade to Microsoft System Centre Configuration Manager 2012, Microsoft BitLocker Administration and Monitoring, Application Packaging)
- **Oracle** – The joint re-implementation, in partnership with Barking and Dagenham, Brent, Croydon, Havering and Lambeth, of the finance and procurement system (Oracle) to the latest version, Release 12.
- **Mobile Working** – Work with services to equip staff to be able to deliver services ‘in the field’ through mobile devices and software. Securing Mobile devices with mobile device management (MDM) and Egress. Roll out of *Divide (security solution)* to enable Councillors to access the LBL Network on their LBL tablets or smartphones.
- **Virtualisation / Storage Area Network (SAN)** – Optimise space on servers to improve speed of applications through virtualisation. Meet governments ICT Sustainability target of 80% virtualisation of all servers that can be virtualised - by 2015. This will mean application upgrades unlikely to require the purchase of new servers.
- **Public Sector Network (PSN)** – Compliance demands of PSN including WiFi, GCSx email divide, encryption of Wide Area Network traffic connections, secure remote access solution, upgrade of LBL’s internet filtering solution, upgrade of Server to fully supported operating system, migration of Lotus Notes applications and upgrade of LBL Extranet.

## Vision for ICT Services

1. We will have IT systems that enable the efficient collection and reporting of the right data for effective decision making
2. We will facilitate efficient, straightforward and safe communication between residents, councillors, officers and partners through the use of IT
3. We will ensure that through our IT provision the right people have access to the right information in order to make decisions
4. We will have systems that enable the effective analysis of service information in order to understand the impact of services

## There are a number of key considerations in order to implement the vision:

- **Device Strategy** – Our current policy in relation to devices has been to replace like-for-like devices where possible and not invest in the latest form of hardware. We need to consider whether we wish to maintain this approach or set out a planned investment upgrade of our end user devices (e.g. laptops, desktops). This would also need to consider whether we want to invest in areas such as virtual desktop / thin client.
- **Shared Services** – As with other services across the Council, there is a need to consider whether greater value for money would be achieved through a shared IT function with other local authorities.
- **Big Data** – What should the council's strategic approach be to big data, the linking up of information across the Council and its analysis to drive service improvement.
- **Contract Spend Management** – There needs to be consideration as to how IT spend is managed and whether all expenditure should be controlled centrally or a mixture of central and service based.
- **Infrastructure Strategy** – How much of a priority is our ICT infrastructure and its role in enabling service delivery to be more efficient, effective and easier. It's priority will shape the degree of planned and dedicated resource invested and the versions of software and hardware we choose to purchase.

1. Is the Council taking the right approach to IT provision?
2. Do Members agree with the strategic direction and vision for ICT?
3. What do Members feel are the key areas for consideration?
4. Do Members feel the principle of investment in an updated ICT infrastructure is correct?

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## Appendix B – Current Programme of Work

### Introduction

The Council is probably facing the most challenging circumstances of the last 20 years. Budget restrictions, reducing staff numbers, property rationalisation and the growing demand for securely sharing services and information - combined with the need to continue providing our traditional services to a high standard- all create significant pressures.

This document sets out the current programme of work being undertaken by Information Management and Technology.



## The Business Challenges

The Business challenges can be broken down into a number of key themes, with associated ICT activities, responses and challenges – some of which will address more than one business need. Underpinning all of them from an ICT perspective are resilience (including Business Continuity and Disaster Recovery), compliance and reliability.

### ❖ Information Management & Sharing

- Security
- Availability
- Information Management
- Social Media

### ❖ Flexible and remote working

- Bring Your Own Device(BYOD)
- VPN remote access solution
- UAG
- Cloud Services

### ❖ Shared Services

- Procurement of ICT services
- Oracle 12

### ❖ On line services and communication

- Website
- Social Media

### ❖ Environmental issues

- Recycling ICT kit
- Server virtualisation
- Printing

### ❖ Equalities & Diversity

- Provision of hardware/software for special requirements
- Accessibility

### ❖ ICT Resilience & Reliability

- Business Continuity and Disaster Recovery
- Refresh programme to ensure up to date kit
- Virtualisation
- Storage

## **Information Management & Sharing**

There are increasing requirements for information sharing between Central and local Government and a growing number of other external partners.

The role of ICT should be to enable transparency, collaboration and open communication through information technology, processes and governance.

### **Where do we want to be?**

- Providing support to the business in Data Protection (DP), Information Security Access to Information (e.g. FOI requests) .
- Achieve N3, PSN and PCI DSS accreditation and compliance. In addition to any other service specific code of connections.
- Information must be actively managed across all ICT systems. To address this there is a need to fully understand and manage the information that is held through consistent classification and information management policies
- Ensure all staff are aware of security and information management policies
- Supporting the business in the secure use of social media (e.g. Twitter, Facebook )
- Implement higher levels of security on corporate WI-FI solution to comply with PSN standards
- Separate GCSx e-mail infrastructure to comply with PSN standards
- Encrypted PSN compliant Wide Area Network
- PSN complaint remote access solution
- Upgrade of LBL's internet filtering solution to comply with PSN requirements

### **Current position – where are we now?**

- All staff have access to SharePoint
- Information Asset register set up
- Information Asset owners provided with guidance on their responsibilities
- Securing Mobile devices with MDM, and Egress
- Addressing records management across the organisation
- Introducing information sharing agreements where required
- Continuing to audit the councils compliance with DP
- Managing data protection breaches
- Providing advice to staff on Information security
- Authorising third party access to the councils information to ensure compliance
- Manage all requests for information, including: FOI, EIR, SAR 's and s29's
- Have policies and providing advice and training to directorate teams responsible for handling information requests.
- Submission of compliance documentation for N3 implementation to support Health transition
- Due to PSN compliance issues the current Corporate WI-FI solution has been switched off
- GCSx email resides on the current corporate email infrastructure

- Wide Area Network traffic connections between LBL sites - which pass through public infrastructure and which carry LBL data is not currently encrypted to the required PSN standard
- LBL remote access solution is not currently PSN compliant
- Non-LBL devices are currently capable of connecting to LBL-owned Local Area Networks.
- LBL's internet filtering solution is now a number of software releases behind the required levels for full vendor support
- Provide Caldicott function
- Implementing ICO audit recommendations
- Introducing Metacompliance (policy and training tool)
- Implementing a full protective monitoring solution
- Carrying out regular IT scans of the network
- Carry out after hours checks on compliance with clear desk policy
- Liaise with ICO on compliance with Data Protection, FOI, EIR's PECR's
- Ensure ICO notifications for the Council and Members are maintained
- Provide Data Protection training
- Oversee compliance with Open Data and the Transparency Agenda
- Provide a full Information Management service to schools
- Deployment of 2Factor Authentication (2FA) to all Users

#### **What we are we working on and key considerations:**

- Increase take up of IM SLA with schools (currently 50% signed up)
- Develop the Caldicott Guardian role
- Support the continued development of the Information Asset Register
- Progress our N3 implementation to live
- Embed privacy impact assessments for project start ups
- Fully implement the Councils retention schedule
- Implement retention and deletion to email
- Continue to work with legal services to introduce sharing agreements as part of new contracts
- Continue our programme of asset visits
- Introduce "meta compliance" so that staff sign up to say they understand their responsibilities
- Develop the Open Data/ Transparency agenda
- Develop a code of practise for CCTV
- Work with Communications and Emergency Planning to develop social media sites on Twitter and Facebook
- Implement a redesign of the existing Corporate Wi-Fi Network (incorporating the re-use of existing Wi-Fi hardware as far as is possible).
- Re design and implement a separate GCSx e-mail infrastructure and to migrate all existing GCSx mailboxes to the new environment.
- Implement encrypted PSN compliant Wide Area Network traffic connections between LBL sites - which pass through public infrastructure and which carry LBL data
- Implement a PSN compliant secure remote access solution which is capable of discerning between LBL and non-LBL PC's and applying security posture checking and remediation.
- Implement security constraints which prevent and exclude access by non-LBL devices Upgrade LBL's internet filtering solution
- Upgrade Extranet

- Implement recommendations from ICO audit
- CIM is member of LH insourcing project board
- Facilitating LH separation: ensuring access to information and systems post separation with appropriate controls

## **Flexible and Remote working**

The Council's asset rationalisation programme will result in (roughly) a ratio of 7 desks for every 10 staff. Added to the perceived environmental benefits of home working (less traffic on the streets etc.) and the requirement for staff to be able to deliver services "in the field" there is clearly a requirement for ICT to support mobile and flexible working

### **Where do we want to be?**

- Users will be able to use a variety of devices from any location to be able to access the applications they are authorised to use
- If appropriate use G cloud Services to support Ah-Hoc business requirements
- UAG Services extended to enable access to all key systems
- All sites shared with external partners (Health, Police etc.) to have appropriate LBL connectivity solutions allowing flexible and shared use

### **Current position – where are we now?**

- Secured Mobile devices with MDM, and Egress
- Implemented Phase I & II of UAG for access to basic core systems
- Implemented extended VPN solution to support up to 2000 concurrent users
- Over 50% of devices are laptops
- All staff have access to SharePoint
- 600+ smart phones in use allowing access to data and e-mail

### **What we are we working on and key considerations:**

- Explore new technologies to extend the suite of solutions for Mobile Users look at Implementation of Phase III & IV of UAG for access to key systems
- Rollout VPN Client to all portable devices to extend resilience of current solution
- Exploring G cloud Services to support Ah-Hoc business requirements
- Implement a redesign of the existing Corporate Wi-Fi Network (incorporating the re-use of existing Wi-Fi hardware as far as is possible).
- Design and implement new network solutions for staff working at partner locations
- Implement a PSN compliant secure remote access solution which is capable of discerning between LBL and non-LBL PC's and applying security posture checking and remediation

## **Shared Services**

The IM&T team will look to actively support opportunities to share services with other public sector organisations. This approach will look at both participation in services being offered by other bodies and whether there are opportunities for the Council to offer its services out. Opportunities in either direction offer the possibility of reduced costs.

### **Where do we want to be?**

- Using Virtual Servers instead of individual servers to realise cost savings to all business units where physical servers are End of Life (EOL), (currently 42% of 150 are nearing that point)
- Exploring joint procurement options with the Government's Procurement Service
- Have delivered the Cabinet Office plans for shared Electoral Services
- Non-LBL devices should not be capable of connecting to LBL-owned Local Area Networks

### **Current position – where are we now?**

- Lewisham has been a key member of Shared Learning Group
- We actively participate in the LSN discussion of shared services opportunities
- We have extended our ICEX contract for the recycling and disposal of ICT devices to include Bromley
- With Bromley we are currently operating a shared specification for ICT Core Support Services and Voice Data Networks
- We are participating in the Oracle R12 shared implementation with Croydon, Bexley, Bromley, Greenwich local authorities
- Complete Public Health transition
- Assisting the business in SCAIT and MASH Teams implementation to achieve x outcome
- We are an active member of the Pan London ICT Efficiency Programme
- A shared procurement approach has been used to reduce the cost of end user devices (via shared eAuction) run by the Governments Procurement Service, which is shared by forty six boroughs
- Non-LBL devices are currently capable of connecting to LBL-owned Local Area Networks
- Implemented security constraints which prevent and exclude access by non-LBL devices

### **What we are we working on and key considerations:**

- We will support Key System owners in evaluating Shared Services opportunities
- Work with Bromley Council and in partnership with Capita to deliver the Cabinet Office IER (Individual Electoral Registration) project
- Work with PSN on shared services
- Meeting with LB Southwark for discussions of shared services opportunities
- Assisting Lewisham Homes with their ICT future planning
- Assist the HAST SCAIT and MASH Teams with their ICT requirements

## **On line services and communication**

The business and central government agencies are ever extending the requirement to allow citizens to access our services on line and at front line service locations. This requirement is going to grow over the next 5 years and ICT needs to underpin all new online services. Staff will also need to learn to use social media to share information to support their services to the public.

The Lewisham web site already offers a great range of services but these can be extended further to allow citizens to both transact more with the Council but also get a complete picture of the services that they can and do receive - along with tailored news feeds that provide information on subjects of particular interest

### **Where do we want to be?**

- Assist the business in the appropriate use of Twitter, Facebook and other social media
- Have delivered the Cabinet Office new plans for Electoral Services
- Increase the number of services available on line
- Legacy Notes applications migration to new environment
- Upgrade of Customer Relationship Management Solution
- Use of Extranet for BC/DR communications

### **Current position – where are we now?**

- Assisted the business in making “Love Lewisham” service available on smart phone devices
- Working in partnership with LB Bromley deliver the Cabinet Office new plans for Electoral Services
- A number of minor Lotus Notes applications still remain within the LBL environment.
- LBL’s CRM Microsoft Dynamics (version 3) environment requires both software and hardware upgrade (as the version 3 product is ‘end of life’ and the underlying hardware platform has started to experience capacity constraints).

### **What we are we working on and key considerations:**

- Continue working in partnership with LB Bromley to deliver the Cabinet Office new plans for Electoral Services
- Assist the business in the Universal Credit Business implementation, allowing citizens to access our services on line and at front line service locations, in Libraries for example.
- Work with other organisations in and around Lewisham that provide services to the community in order to provide a true one-stop shop
- Work with Communications and Emergency Planning Teams to deliver a Lewisham Twitter site for sharing of information
- Migrate from Lotus Notes to Microsoft Dynamics CRM or a suitable alternative.
- Upgrade of Customer Relationship Management Solution
- Upgrade Extranet

## **Environmental issues**

The Government's ICT Green Roadmap requires local Councils to achieve a reduction in their carbon footprint. LBL has been commended in LocalGov Awards for its' ICT Energy Efficiency strategy - but there is a continuing requirement for a reduction in the carbon footprint of all relevant ICT services

### **Where do we want to be?**

- Procurements for equipment and services should take account of the total cost of ownership, including the full environmental impact such as - power, recycling of materials, use of heavy metals and disposal costs.
- Corporate environmental programmes of suppliers should also be factored into tender evaluations, as well as frameworks for potentially sharing services
- New sustainable MFD contract to be awarded 2014
- Meet governments ICT Sustainability target of 80% virtualisation of all servers that can be virtualised - by 2015
- Access to critical systems via UAG to support flexible working
- Reduce ICT carbon footprint

### **Current position – where are we now?**

- Moved Data Centre to a category 3+ environment, which is more cost effective and more sustainable, reducing our carbon footprint
- Printing - encouraging duplex printing and "follow me" centralised printing to avoid paper wastage
- Support for Home and flexible working, and support for Mobile devices
- Contract for disposal and recycling to WEEE standards at no cost to the Council
- Commended in LocalGov Awards for Energy Efficiency strategy
- One device per person policy and reuse rather than replace where possible
- Continue the move from CRT to LCD monitors
- Implemented a secondary VPN to extend the technology to more home users
- Implemented Phase I of UAG to support remote access on Users own devices

### **What we are we working on and key considerations:**

- Ensure that desktop build enforces good practice for power management by implementing Windows 7
- Continue migration of SQL databases to new clusters
- Continue server rationalisation and virtualisation to meet governments ICT Sustainability target of 80%
- Continue to work with corporate sustainability team to ensure devices and processes meet best practice
- Continue to implement new technologies to support Mobile working
- Work on Phase III & IV of UAG implementation to enhance flexible working
- Implement "follow me print" technology in Laurence House
- Re cable the racking in the Data Centre to optimise space in preparation for additional planned server virtualisation
- Recycle network switches from Town Hall closure
- Re-procure MFD service

## **Equalities & Diversity**

The Council is completely committed to dealing with staff and citizens on an equal footing irrespective of gender, ethnicity, sexual orientation or disability. ICT services need to support this commitment and to consider these issues when selecting technologies.

We will actively seek support from appropriate organisations to understand how new technology can, where possible, enrich the experience for users and if there are issues how these can be mitigated or ideally eliminated

### **Where do we want to be?**

- New IT infrastructure in shared spaces such as public meeting rooms and libraries to support ICT users in the community
- ICT services will be provided on the basis of business function and security privileges and will not be restricted in any way in terms of a user's gender, ethnicity or disability.
- The ICT function will be proactive in providing advice and guidance on adaptations to assist users and these will be funded centrally.
- Users will be able to access all services from all locations; the only limitations will be their choice of device, the network bandwidth and their security profile

### **Current position – where are we now?**

- The ICT Service Provider has a contractual obligation to provide advice and Guidance to end users on adaptations.
- Specialist equipment is funded through the Technology Refresh budget for example “Mediatric” devices for hard of hearing users
- Support for Flexible working – VPN, Mobile devices, MDM, etc.

### **What we are we working on and key considerations:**

- The standard catalogue of equipment for use within the organisation will be extended to include specialist devices.
- Mediatric devices are being deployed to support the hard of hearing working with new technologies
- Raise the (currently variable) level of ICT services in Libraries and front line offices
- Support for the new Cabinet Office Electoral Role solution for on line registration
- Support in implementation of Universal Credit business solution for on line services

## **ICT Resilience & Reliability**

All critical Council IT supported services need to be resilient and reliable. Reliability in this context is taken to mean not only that the systems are capable of running for long periods without failure or need for maintenance but that there is also sufficient capacity for current and projected future needs.

Resilience and reliability needs to be seen as a top to bottom issue. There is limited value in having highly available centralised servers if the desktop computers used to access these services are not fit for purpose. Future proofing the design of smart storage will ensure that growth is taken into account and that solution delivered should take us over the next 5 years.

### **Where do we want to be?**

- Move the entire estate to SharePoint 2010, Office 2010 and Windows 7/8
- Support Electoral Services with migration of servers to SQL 2008
- Implementation of SLAM to replace SMAL
- Long term storage plan to be put into place, exploring G cloud, and other storage options to ensure cost effective and reliable solutions for the future for both live and archive files
- Servers to provide a robust and reliable platform for applications.
- Relevant technologies will be used to eliminate single points of failure (e.g. Clustering, automated fail over, virtualisation)
- Exploration and utilisation of the Government's G cloud
- Government target to reach 80% virtualisation of servers of those servers that can be virtualised by 2015, current status at 25%
- Offer application owners a range of storage options in terms of performance and resilience.
- To ensure that storage solutions can grow with the business needs
- Ensure that smart storage solutions are implemented for archived files that reflect a reduced cost compared to storage for live files
- Maintain a backup solution that will provide a reliable and robust method of securing all relevant application and user data.
- Assist the business in creation of BC/DR options for their line of business systems
- Assist the business in setting annual test program of backup restore and BC/DR plans of the critical systems
- Utilise LBL's Deptford Church Street Server room as a BC/DR facility
- Users able to use (virtually) any device from (virtually) any location to be able to access the applications they are authorised to use.
- All devices should be running an up to date operating system.
- Revision of current Websense web filtering tool to maximise flexibility to services like Libraries and Youth Centres for example.
- Upgrade of LBL's internet filtering solution and hardware configuration Migrates to a fully supported operating system to replace Microsoft Windows Server 2013
- Migration of Wearside Communication rooms
- Upgraded CRM

## Current position – where are we now?

- Users are able to access the applications that they require from any device they are authorised to use.
- The core application portfolio is more stable with fewer incompatibilities between applications.
- Server availability remains high (>99.9%) and the role and function of each server has been established and documented.
- Server estate has been moved to a new Data Centre which is category 3 plus DC environment, which is more cost effective and more sustainable
- Shared test servers have been implemented for SQL and MOSS
- Server virtualisation has been extended to support SQL consolidation.
- Some SQL databases have migrated to clusters
- 50% of servers have been rationalised and virtualised (e.g. web servers)
- SharePoint 2010 has been planned as the primary storage location for new documents.
- Extra SAN storage space has been procured as a short term storage expansion solution
- Storage retention policies in place but need revision
- Email file store is improved using Exchange 2007 and Enterprise Vault but capacity continues to expand and retention policies adjusted to accommodate the growth
- IBM Tivoli and CA Brightstore are used to ensure that all servers are backed up.
- A copy of the backup files are stored off site
- The desktop is locked down for the majority of users.
- Stable VOIP network
- LBL's internet filtering solution is now a number of software releases behind the required levels for full vendor support. In addition to this, the hardware configuration is a single point of failure
- Microsoft Windows Server 2013 reaches the end of extended support on the 14th July 2015
- Property Asset Management advises that Wearside communication room location cannot remain in current location
- Currently running version 3 CRM which is end of life
- Rolled out SharePoint 2010

## What we are we working on and key considerations:

- Continue to develop the use of SCCM for device management
- Rollout Windows 7/8
- Rollout Office 2010
- Rollout of SLAM
- Rollout of latest VPN Client
- Only implement new applications that can be virtualised unless a compelling business is produced
- Continue migration of standalone SQL servers to the clusters
- Continue Increase in the provision of a virtual server platform using a mixture of VMWare and HyperV
- Explore G cloud technology to reduce costs (ROI) and improve BC/DR options
- Address capacity issues for Line of business Servers
- Revise storage retention policies
- Roll out of Office 2010 to improve email filestore and enhance the SharePoint 2010 experience
- SharePoint 2010 to be deployed as the primary storage location for new documents
- Continue to work closely with Emergency Planning, Audit and outsourced partner to achieve goals for BC/DR

- Implement recommendations from current BC/DR audit
- Revise and update ICT corporate BC/DR plans
- Look at continue adding applications accessible via UAG
- Continue exploring technologies to enable mobile devices
- Implement testing plan for regular fail over testing of the resilience side of the new Network
- Implement latest update on telephony hardware/software
- Upgrade the Websense web filtering tool to provide flexible solution to the business
- Implement a PSN compliant secure remote access solution which is capable of discerning between LBL and non-LBL PC's and applying security posture checking and remediation. This solution will also require the implementation of additional firewall hardware and reconfiguration of network.
- Upgrade of LBL's internet filtering solution and hardware configuration
- Migrate to a fully supported operating system (such as Server 2008, Server 2012)to replace Microsoft Windows Server
- Migration of Wearside communication rooms to Town Hall Chambers
- Upgrade CRM
- Upgrade Extranet

## Glossary – Business Terms

<b>Term</b>	<b>Description</b>
<b>CHC</b>	Community Health Clinic
<b>HAST</b>	Hospital and Social Worker Team
<b>IM&amp;T</b>	Information Management & Technology
<b>Information Asset Register</b>	Register that holds list of core Data Types ( Child, Health data for example) with information about retention and owner for example
<b>Information Asset Owner</b>	Owner of LBL data Type who are responsible for the security of this data
<b>MASH</b>	Multi Agency Safeguarding Hub
<b>SCAIT</b>	Social Care and Information Team

## Glossary – ICT Terms

<b>Term</b>	<b>Description</b>
<b>2FA</b>	2 Factor Authentication – Secure log on to the corporate network
<b>ADSL</b>	Broadband
<b>BC/DR</b>	Business Continuity/Disaster Recovery
<b>BYOD</b>	Bring your own device
<b>Cloud</b>	A broad term covering different types of computer services (e.g. storage, software etc.) owned and operated on our behalf by 3 <sup>rd</sup> partners and generally on a “pay as you go” basis

<b>Cluster</b>	A method of linking several servers together to provide resilience
<b>ContrOCC</b>	Finance system
<b>Dark Fibre</b>	Network connections installed and owned by LBL
<b>Egress</b>	Software tool that allows email encryption
<b>Failover</b>	A method for allowing one or more servers to take on the work of other servers in the event of a system failure
<b>FIM</b>	Forefront Identity Manager – A system for staff identity management
<b>FOI</b>	Freedom of Information
<b>GCSX</b>	Government Connect Secure Extranet – Secure network for sending email
<b>Good Technology</b>	Software that is deployed on BYOD devices to securely manage access to LBL ICT Services
<b>IAS</b>	Integrated Adults System
<b>ICS</b>	Integrated Children's System
<b>IER</b>	Individual Electoral Registration
<b>IM</b>	Information Management
<b>ISP</b>	Internet Service Provider
<b>ITIL</b>	IT Infrastructure Library – a recognised standard for describing ICT service management
<b>Leased Line</b>	A private network connection rented from a service provider
<b>LPSN</b>	London Private Secure Network – London Area secure network for sharing data
<b>MDM</b>	Mobile Device Manager
<b>N3</b>	Private Wide Area Network for Health – Network that allows LBL and Health to share data
<b>OLA</b>	Operational Level Agreement
<b>PSN</b>	Public Services Network – Governments secure network
<b>RAID</b>	Risk, Actions, Issues and Dependencies Log – System that allows management of risks and issues
<b>RMADS</b>	Risk Management and Accreditation Documentation Set
<b>S29's</b>	S29 - Section 29 Request: under the Data Protection Act we can release information about an individual in support of the detection and prevention of crime

<b>SAR 's</b>	SAR - Subject Access Request: an individual's right, under the Data Protection Act to request information we hold about them.
<b>SLA</b>	Service Level Agreement
<b>SMAL</b>	Starters, Movers and Leavers System – A bespoke system that LBL currently uses for identity management
<b>Software deployment</b>	A method of installing software on a user device without an engineer having to visit the machine
<b>TBD</b>	To Be Determined
<b>TOGAF</b>	The Open Group Architecture Framework - A recognised standard for organisational architecture design
<b>UAG</b>	Unified Access Gateway – a Microsoft remote access software tool
<b>Virtualisation</b>	The facility to run multiple servers on a single physical server
<b>VOIP</b>	Voice over Internet protocol – LBL operates a VOIP network allowing data and telephony to share the same infrastructure
<b>VPN</b>	Virtual Private Network – provides a secure network connection over the internet

# Agenda Item 5

<b>Public Accounts Select Committee</b>			
<b>Title</b>	No Recourse to Public Funds Review: Scoping Paper	<b>Item No</b>	5
<b>Contributors</b>	Scrutiny Manager		
<b>Class</b>	Part 1	<b>Date</b>	22 September 2014

## 1. Purpose of paper

- 1.1. At its meeting on 9 July 2014, the Committee decided as part of its work programme to undertake an in-depth review looking at the increased number of cases of people with no recourse to public funds (NRPF) and their impact on Lewisham Council as both a financial and a service pressure for the organisation.
- 1.2. This paper sets out the rationale for the review, provides some background information on the current situation within Lewisham and sets out proposed terms of reference for the review.
- 1.3. The in-depth review process is outlined at Appendix A.

## 2. Recommendations

3. The Select Committee is asked to:
  - note the content of the report
  - consider and agree the proposed terms of reference for the review, outlined in section 6 and the timetable, outlined in section 7.

## 4. Background

- 4.1. No Recourse to Public Funds (NRPF) refers to people from abroad who are subject to immigration controls and have no entitlement to welfare benefits, public housing or financial support from the Home Office. Section 115 Immigration and Asylum Act 1999 states that a person will have “no recourse to public funds” if they are subject to immigration control, i.e., they have: leave to enter or remain in the UK with the condition “no recourse to public funds”; or have leave to enter or remain in the UK that is subject to a maintenance undertaking; or they require but do not have leave to enter or remain (for example, visa overstayers, illegal entrants, refused asylum seekers who claimed asylum after entering the UK).
- 4.2. Although these individuals and families have NRPF, they may still be eligible for financial and housing support from the local authority as a result of two pieces of legislation:
  - Families can request support under s17 of the Children in Need Act 1989. Essentially, this act puts a duty on all local authorities to safeguard the welfare of children in their area and to promote their upbringing by their families. To support this local authorities may provide assistance in kind, accommodation or cash.

- Individuals can seek support under S21 of the National Assistance Act 1948. This confers a duty on local authorities to support with accommodation and subsistence people who are ill, disabled or an expectant or nursing mother. This support should be provided to people who have NRPF providing that their need does not arise because of destitution alone.
- 4.3. In order to qualify for support under these acts, individuals must be able to prove that they are:
- The responsibility of Lewisham Council and that their need arose within this borough
  - They are destitute with no other means of support available
  - Their immigration status does not exclude them from support
- 4.4. The numbers of people with NRPF presenting to the local authority has risen in recent years and represents a significant and growing budget pressure for Lewisham Council at a time of severely restricted finances.
- 4.5. The Committee has been aware of the issue of NRPF since 13 June 2013, when it was first brought to the Committee's attention as part the Committee's budget monitoring responsibilities. The Committee has discussed the issue as part of the regular Revenue and Capital Budget Monitoring reports on 17 July 2013, 11 November 2013 and 25 March 2014. The issue of NRPF was also addressed by the Committee as part of the Annual Budget 2014/15 item at the 6 February 2014 meeting.
- 4.6. The Financial Outturn Report 2013/14 that was received by the Committee in July 2014 highlighted that NRPF had created a cost pressure of £4.6m for the year and this contributed the majority of the overspend of £6m within children's social care services.<sup>1</sup> The Financial Forecasts 2014/15 report that was received by the Committee in July 2014 showed that NRPF is creating a cost pressure of £5.7m for 2014/15.<sup>2</sup>
- 4.7. At the meeting of the Public Accounts Select Committee on the 9 July 2014, the Committee discussed undertaking an in-depth review looking at the impact of NRPF on the finances of London Borough of Lewisham, what is being done to address this and what could be done in the future.

## 5. Policy context

- 5.1. The numbers of people with NRPF presenting to the local authority has risen significantly in recent years. This is particularly the case for families. In 2011/12 Lewisham was supporting 23 families, in November 2013 it had risen to 178. In June 2014 Lewisham was supporting a total of 256 cases, as opposed to approximately 50 cases 5 years ago.<sup>3</sup>

<sup>1</sup> Financial Outturn 2013/14 – Public Accounts Select Committee 9 July 2014

<http://councilmeetings.lewisham.gov.uk/documents/s30121/05FinancialOutturn20131409072014.pdf>

<sup>2</sup> Financial Forecasts 2014/15 – Public Accounts Select Committee 9 July 2014

[http://councilmeetings.lewisham.gov.uk/documents/s30290/FinancialForecasts2014\\_15May\\_PAC\\_Reviewed.pdf](http://councilmeetings.lewisham.gov.uk/documents/s30290/FinancialForecasts2014_15May_PAC_Reviewed.pdf)

<sup>3</sup> No Recourse to Public Funds – Presentation to Executive Management Team, June 2014

- 5.2. Recent estimates from the NRPf Network<sup>4</sup> based at Islington Council are that around 2000 individuals are being supported across London at a cost of over £27m per annum. This figure may be underestimated as many boroughs do not record information on whether cases being supported are NRPf. Lewisham has a high number of NRPf cases compared to other London Boroughs. As of June 2014 Lambeth has 280, Greenwich 189, Croydon 117 and Southwark 80, compared to the abovementioned 256 for Lewisham.<sup>5</sup> Since June officers have worked more closely with Southwark and Greenwich, who estimate that their figures are higher and closer to Lewisham's.
- 5.3. Lewisham's Sustainable Communities Strategy sets out six key priorities for the borough as a whole. This review will contribute to the 'Healthy, active and enjoyable' priority, where people can actively participate in maintaining and improving their health and wellbeing as well as the 'Safer' priority, where people feel safe and live free from crime, antisocial behaviour and abuse.<sup>6</sup>
- 5.4. Factors contributing to recent rises in demand nationally include Home Office policy changes, changes to legislation and case law, local assessment approaches, the economic downturn and changes to Legal Aid.

#### Home Office policy changes

- 5.5. Changes include a focus on asylum rather than managed migration as well as the introduction of the 7 year child concession rule in 2012, which allows individuals to apply for stay on the grounds of family life as a parent of child who lived in the UK continuously for seven years. Delays in Home Office decision making means cases are taking longer to resolve so local authorities are providing support longer periods of time.

#### Changes to legislation and case law

- 5.6. The recent Court of Justice of the European Union ruling on the case of Zambrano provided that a non-European Economic Area (EEA) national who had been living and working in Belgium without a work permit, had a right to reside and to work so that his Belgian national children were not forced to leave the European Union (EU) and prevented from exercising their rights as EU citizens.<sup>7</sup> The ruling means that non EEA nationals who are the primary carer of a dependent British child have a right to reside and work if the British child would be otherwise forced to leave, although they do not have entitlement to benefits. This means that more families can request support.

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<sup>4</sup> NRPf Network <http://www.nrpfnetwork.org.uk/Pages/Home.aspx>

<sup>5</sup> No Recourse to Public Funds – Presentation to Executive Management Team, June 2014

<sup>6</sup> Lewisham's Sustainable Community Strategy 2008-2020  
<http://www.lewisham.gov.uk/mayorandcouncil/aboutthecouncil/strategies/Documents/Sustainable%20Community%20Strategy%202008-2020.pdf>

<sup>7</sup> The Social Security (Habitual Residence)(Amendment) Regulations 2012 - Department of Work and Pensions, October 2012

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220217/eia-zambrano-right-to-reside-and-work.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220217/eia-zambrano-right-to-reside-and-work.pdf)

- 5.7. As a result of changing case-law (such as Zambrano and the 'Newcastle judgement'), there are a very limited number of reasons why a local authority can decide not to support presenting individuals:
- The individual or family is not 'ordinarily resident' in the borough or has sought/ is receiving support from another local authority
  - The individual or family is not destitute or homeless
  - In the case of adult social care, the individual does not have care needs in line with the criteria outlined in the National Assistance Act

#### Local assessment approaches

- 5.8. The establishment of the National Asylum Support Service (NASS) in 2000 resulted in the majority of local authorities disbanding their asylum teams. With this, much of the specialist immigration knowledge, which also related to NRPF cases, was lost. NRPF cases became absorbed into routine social work processes where there was neither the expertise nor processes or systems to respond effectively to cases of this type.

#### Economic downturn

- 5.9. The economic downturn has meant that many families Lewisham is now supporting claim that they had been earning living from jobs in the informal economy but that there has been less work available. Individuals also present on the basis that the British citizen who had been supporting them no longer has the financial means of doing so. Welfare reforms such as the bedroom tax and Council Tax Reduction may be having an impact on the ability of people to sustain their accommodation arrangements.

#### Legal Aid changes

- 5.10. Legal Aid changes means that there is now more limited access to Legal Aid for immigration appeal work. Legal Aid changes that came into effect in April 2013 mean that some types of case are no longer eligible for public funds, including divorce, child contact, welfare benefits, employment, clinical negligence, and housing law except in very limited circumstances. The changes also reduced the amount of money available for solicitors carrying out Legal Aid work.
- 5.11. Further to this, new rules were introduced in the 2013 Standard Civil Contract (the contract documents for providers of face-to-face Legal Aid services in family, immigration and asylum, housing and debt) which limited the extent to which emergency funding could be drawn down by solicitors for judicial reviews. In all but a handful of cases, funding for judicial reviews must now be applied for centrally from the Legal Aid Agency.

#### Presenting to local authorities

- 5.12. Analysis of the situation in Lewisham shows that individuals presenting in Lewisham as NRPF are typically women from the Caribbean and Africa. They are usually visa over-stayers who have been in the country for a number of years and have been supporting themselves (either through working illegally or being supported by friends or family). They often have children who are British citizens. Their presentation to the

local authority is usually on the basis that support arrangements have broken down and they are therefore homeless and have no financial means to support themselves.

## **6. Action taken so far in Lewisham**

- 6.1. In November 2013, Lewisham's Executive Management Team commissioned a review of current NRPF processes in Lewisham to quantify the current and future financial pressure on the organisation and identify whether there were opportunities to redesign current processes to reduce this burden. At the time, the review found that there were 223 NRPF cases in children's social care, costing an average of £23,318 per annum, with the total costs circa £5.2m per annum. In adult social care there were 18 cases at an average cost per case of £13,000 per annum, although there were significant variations depending on case need, resulting in a total cost per annum of £240,000.<sup>8</sup> The review found that Lewisham did not have a written policy, assessment process or dedicated system for decision making and recording outcomes and that the assessment process was needs led not eligibility led. The review also found that there was no resolution-focused case management approach and that the separation of functions in housing, adult and children's social care makes it more difficult to develop a standard corporate approach.
- 6.2. In order to address these findings, action was taken to invest £300,000 in setting up a dedicated team to tackle NRPF. This consists of a specialist team of 5 case workers & a Home Office secondee and introduced a pilot approach in June 2014. The team are also supported by specialist officers in fraud and a small housing procurement team who are responsible for ensuring that the council drives down costs for families Lewisham is obligated to support. The team links strongly with child protection officers in Children's' Social Care to ensure that any safeguarding concerns are picked up. The team have transformed the assessment process, separating eligibility assessments from need assessments undertaken by social workers. At first point of contact, robust triage assessments are undertaken with which includes detailed electronic financial checks, checks of council systems and live Home Office status checks and a short investigative interview. For those who satisfy the requirements of the triage assessment, emergency accommodation and subsistence is put in place whilst more thorough checks are completed. These include obtained signed declarations from those who have previously provided support, GPs, schools and where appropriate fraud referrals for detailed background checks on individuals applying and associated with the application.
- 6.3. This 'robust front door' approach has started to have significant impact on managing spend in this area. In the first two and a half months, 96 people presented to the council seeking support with housing and subsistence (approx. 10 per week). Of these:
- Lewisham has accepted a duty to provide ongoing support (until their immigration status is resolved) for one case
  - Lewisham is temporarily supporting 8 pending the outcome of the full assessment
  - The remainder of cases have been refused either at triage or full assessment.

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<sup>8</sup> No Recourse to Public Funds – Presentation to Executive Management Team, June 2014

- 6.4. Before the pilot, at least half of all cases were being accepted for support, usually lasting at least one year.
- 6.5. The team has established a reassessment process to check the status of all current cases in order to determine whether support should continue to be provided. The status check process is now complete and five cases have been closed with action plans due to commence this month for a further 63 cases where officers are not satisfied that the conditions for support are being met.
- 6.6. Lewisham is about to submit a bid to the DCLG for a project to develop the approach tested in Lewisham into a mainstreamed model using a single assessment and data collection approach across five boroughs (Lewisham, Lambeth, Southwark, Greenwich and Bromley). The funding will be used to:
  - Appoint a programme manager and borough based project officers responsible for designing and implementing the single assessment approach
  - Develop a single system for recording information on cases which will enable potential fraud to be identified and investigated at both an individual case level and at a strategic level.
  - Conduct detailed investigation of trends identified across the five boroughs.
  - Embed counter fraud investigation and interview skills amongst front-line officers responsible for assessments across the boroughs.

It is still unclear how quickly the action taken will reduce the current £5.7m overspend by March and beyond as the pilot is still in its early stages. Additionally, there have been no legal challenges in the Courts to the approach taken and any rulings could impact on the strategy being taken to reduce costs.

## **7. Future pressures**

- 7.1. It is likely that demand due to NRPF will increase further as a result of welfare reforms affecting EEA nationals and the Immigration Act. From 1<sup>st</sup> April 2014, the Department for Work and Pensions (DWP) made a number of changes to the extent to which EEA nationals were able to access benefits in the UK. The key changes introduced were:
  - No entitlement to income-based JSA for those in the UK for less than three months
  - No income-based JSA for EEA migrants after three months (previously six months) unless the DWP assesses that they have a 'genuine prospect of work'
  - No entitlement to Housing Benefit for EEA jobseekers
- 7.2. DWP figures suggest that London has approximately 177,000 of the 397,000 non-UK national benefit claimants (45% of the total).<sup>9</sup> If the proportion of EEA nationals is the same as non-UK nationals as a whole, then the financial burden for the 32 London local authorities would be between £101m and £169m per annum. This is equivalent to between £3.2m and £5.3m per local authority per annum. It should be noted that it is likely that costs would be at the upper end of the range because of higher accommodation costs in London.

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<sup>9</sup> DWP Quarterly Statistical Summary – August 2014  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/344650/stats-summary-aug14.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/344650/stats-summary-aug14.pdf)

- 7.3. The forthcoming Immigration Act will introduce a number of measures including tightening access to bank accounts, driving licenses and private rented sector accommodation for people who are here illegally. This is likely to increase the number of cases being identified and subsequently presenting to Lewisham Council, although the numbers are unknown. The Immigration Act will reduce the number of appeal stages in the current immigration decision making process from 17 to 4 which should help speed up case-resolution.
- 7.4. The Care Act 2014 will reform the provision of care and support to adults, consolidating current legislation and implementing new duties on local authorities. Some changes will come into effect in April 2015 and the rest will be implemented in April 2016. Section 8(1) Care Act 2014 sets out how needs may be met, which includes the provision of “accommodation in a care home or in premises of some other type”. The draft regulations set out a three-stage eligibility test to determine whether a local authority will have a duty to meet a person’s needs.
- 7.5. Concerns have been raised by the No Recourse to Public Funds Network<sup>10</sup> that the Care Act and draft eligibility regulations do not appear to consider the needs of those people who have no access to mainstream benefits and housing. They highlight that:
- It is unclear whether it will still be the responsibility of the local authority to provide accommodation to asylum seekers and refused asylum seekers who have care needs, who would otherwise be accommodated by the Home Office
  - If greater numbers of migrants with NRPF are able to access accommodation from the local authority, then this would be very costly to local authorities when NRPF service provision is not funded by central government.
  - It is likely that such matters will only be resolved by extensive and costly litigation following legal challenges being made to local authorities.

## **8. Meeting the criteria for a review**

- 8.1. A review into no recourse to public funds meets the criteria for carrying out a scrutiny review, because:
- The issue affects a number of people living working and studying in the borough
  - The issue is strategic and significant
  - The issue is of concern to partners, stakeholders and/or the community

## **9. Key lines of Inquiry**

- 9.1. Given the complexity of NRPF, the Committee should first establish:
- The national and local context surrounding NRPF
  - Who presents as NRPF in Lewisham and the types of support provided to them
  - The extent of the problem in Lewisham and how Lewisham compares to other local authorities

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<sup>10</sup> NRPF Network – response to Department of Health consultation on the Care Act 2014  
<http://www.nrpfnetwork.org.uk/Documents/Care%20Act%20Consultation%20response%20August%202014.pdf>

- The interventions that have been taken in Lewisham to address the increase in NRPF and effectively manage the number of NRPF cases that Lewisham supports
- The future NRPF pressures expected for Lewisham (such as changes to the eligibility of EEA nationals) and the potential financial impact of these pressures

9.2. Once this information has been provided, the Committee can consider the following key lines of inquiry:

- How effective have the interventions taken to address the growth of NRPF cases been
- How will the expenditure on NRPF be managed within the current and future financial pressures for Lewisham Council
- What are the impacts of the interventions taken on those presenting as NRPF in the borough and what impacts will further interventions have
- What Lewisham is doing to work with groups and agencies that support people who have NRPF and signpost them to the Council
- What Lewisham is doing to address projected future NRPF pressures, such as changes to the eligibility of EEA nationals, the Immigration Act and the Care Act.

## 10. Timetable

10.1. The Committee is asked to consider the outline timetable for the review as set out below:

### **First evidence-taking session** (5 November 2014):

Report from officers providing information on the background to NRPF, including:

- The national and local context around the rise of NRPF
- Details about who is presenting as NRPF in Lewisham
- Comparator information with other local authorities on the levels of NRPF in Lewisham
- What the support provided for NRPF cases looks like and how much this costs

External witnesses at the meeting could include organisations that work directly with people who present to the Council as NRPF.

### **Second evidence-taking session** (10 December 2014)

Report from officers providing information on:

- Interventions taken to address the issue of NRPF within Lewisham
- Future NRPF pressures on Lewisham, actions that are being taken to address these and potential actions that could be taken.

External witnesses at the meeting could include representatives of government agencies that deal with groups that present as NRPF as well as organisations that are carrying out work looking at future pressures arising from NRPF.

### **Recommendations and final report** (5 February 2015)

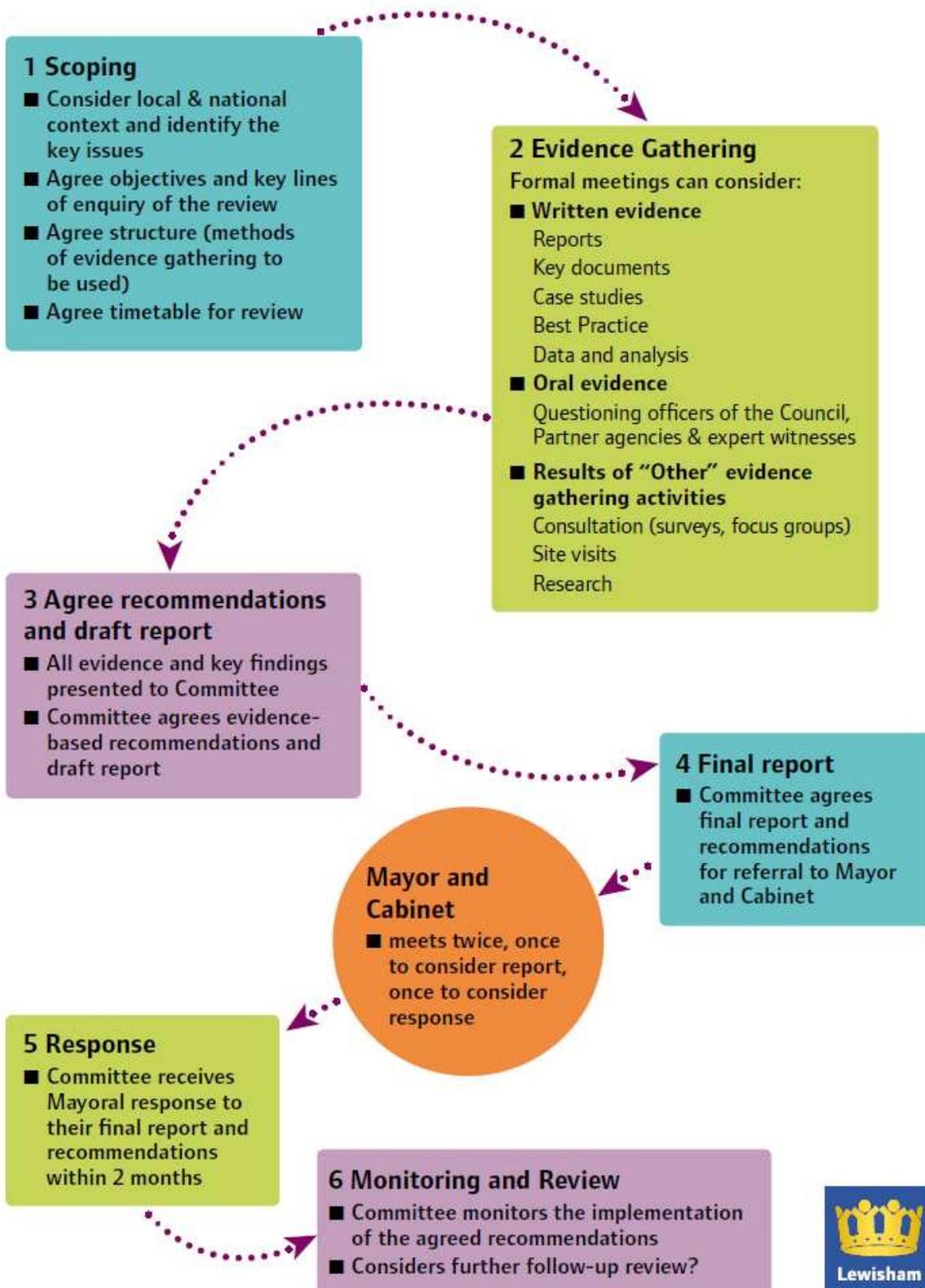
The Committee will consider a final report presenting all the evidence taken and agree recommendations for submission to Mayor & Cabinet.

## **11. Further implications**

11.1. At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.

For further information please contact Andrew Hagger, Scrutiny Manager on 020 8314 9446 or email [andrew.hagger@lewisham.gov.uk](mailto:andrew.hagger@lewisham.gov.uk)

# How to carry out an in-depth review



# Agenda Item 6

Public Accounts Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	6
Class	Part 1 (Open)	22 September 2014	

## 1. Purpose

To advise Members of the proposed work programme for the municipal year 2014/15, and to decide on the agenda items for the next meeting.

## 2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 29 July 2014 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

## 3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

## 4. The work programme

- 4.1 The work programme for 2014/15 was agreed at the Committee's meeting on 9 July 2014.
- 4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

## 5. The next meeting

5.1 The following reports are scheduled for the meeting on 5 November 2014:

Agenda item	Review type	Link to Corporate Priority	Priority
<b>Lewisham Future Programme</b>	Standard review	Inspiring efficiency, effectiveness and equity	High
<b>NRPF Review – Evidence session</b>	In-depth review	Inspiring efficiency, effectiveness and equity	High
<b>Financial forecasts 2014/15</b>	Performance monitoring	Inspiring efficiency, effectiveness and equity	High
<b>Management report</b>	Performance monitoring	Inspiring efficiency, effectiveness and equity	Low
<b>Mid-year Treasury Management review</b>	Performance monitoring	Inspiring efficiency, effectiveness and equity	Medium
<b>Annual complaints report</b>	Performance monitoring	Inspiring efficiency, effectiveness and equity	Medium

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these item, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

## 6. Financial Implications

There are no financial implications arising from this report.

## 7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

## 8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age,

disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

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

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

## **9. Date of next meeting**

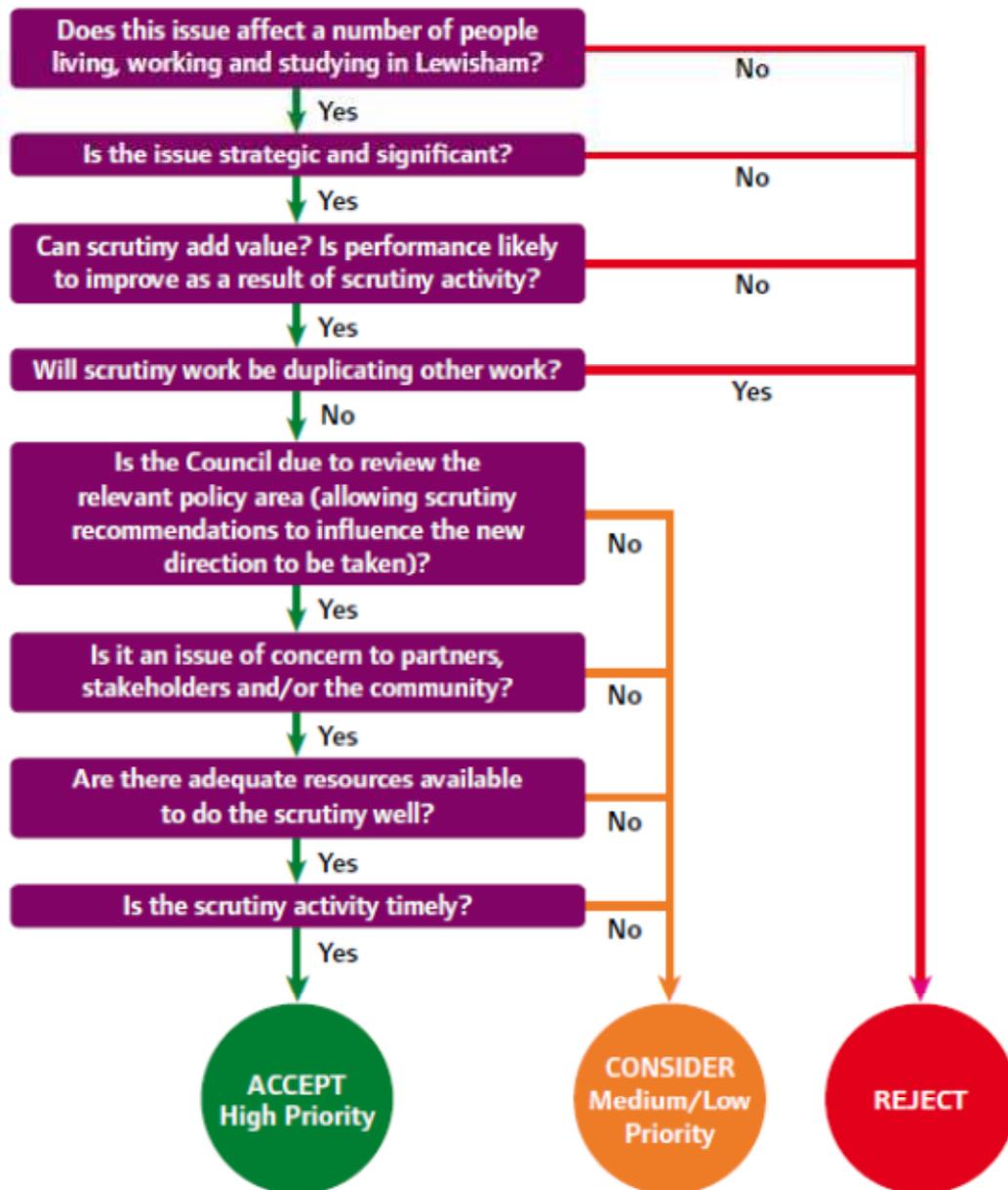
9.1 The date of the next meeting is Wednesday 5 November 2014.

### **Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

## Scrutiny work programme – prioritisation process



Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	09-Jul	22-Sep	05-Nov	10-Dec	05-Feb	10-Mar
Lewisham Future Programme	TBC	High	TBC	TBC						
Financial forecasts 2014/15	Performance monitoring	Medium	TBC	July						
Management report	Performance monitoring	Low	TBC	July						
Financial outturn 2013/14	Performance monitoring	Medium	TBC	July						
Impact of people with no recourse to public funds in the borough	Rapid review	High	TBC	December		Scope	Evidence	Evidence	Report	
Rapid review (Subject TBC)	Rapid review	Medium	TBC	March				Scope	Evidence	Report
Collection and usage of Section 106 funds	Standard item	Medium	TBC	September						
Council ICT	Standard item	High	TBC	September						
Mid-year Treasury Management Review	Performance monitoring	Medium	TBC	November						
Annual complaints report	Performance monitoring	Medium	TBC	November						
Asset management update	Standard item	Medium	TBC	December						
Cost of Bed & Breakfast provision	Standard item	High	TBC	December						
Update on Funding and Financial Management of Adult Social Care Review	Information item	Low	TBC	December						
Annual Budget	Standard item	High	TBC	February						
Contract monitoring - street lighting and parking	Performance monitoring	Medium	TBC	March						
Audit Panel update	Constitutional Requirement	Medium	TBC	March						

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe

Meeting dates 2014/15			
1)	09/07/2014	4)	10/12/2014
2)	22/09/2014	5)	05/02/2015
3)	05/11/2014	6)	10/03/2015

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**MAYOR & CABINET AND SCRUTINY  
PROGRAMME OF BUSINESS**

**Programme of Business for August 2014 - November 2014**

Meeting date	Committee	Item	Directorate	Lead Officer
September				
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Scoping reports for consideration	Resources and Regeneration Directorate	Andrew Hagger
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Progress of neighbourhood forums and neighbourhood planning	Resources and Regeneration Directorate	John Miller
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Progress on pubs and register of assets of community value	Resources and Regeneration Directorate	John Miller
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Lewisham Implementation Plan	Resources and Regeneration Directorate	Rob Holmans
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Catford regeneration	Resources and Regeneration Directorate	Rob Holmans
Tuesday, 9 Sep 2014	Sustainable Development Select Committee	Select Committee Work Programme		
Wednesday, 10 Sep 2014	Safer Stronger Communities Select Committee	Safer Lewisham Plan update	Community Services Directorate	Geeta Subramaniam-Mooney
Wednesday, 10 Sep 2014	Safer Stronger Communities Select Committee	Violence Against Women and Girls	Community Services Directorate	Geeta Subramaniam-Mooney
Tuesday, 16 Sep 2014	Overview and Scrutiny Business Panel	Executive Director decisions		
Monday, 22 Sep 2014	Public Accounts Select Committee	Collection and usage of Section 106 funds	Resources and Regeneration Directorate	
Monday, 22 Sep 2014	Public Accounts Select Committee	Council ICT	Customer Services Directorate	Peter Gadsdon
Monday, 22 Sep 2014	Public Accounts Select Committee	Select Committee Work Programme		

Meeting date	Committee	Item	Directorate	Lead Officer
October				
Wednesday, 1 Oct 2014	Mayor and Cabinet	144 Evelyn Street (Parker House) - Surplus Declaration and Approval to Demolish		Janet Senior
Wednesday, 1 Oct 2014	Mayor and Cabinet	Asset Rationalisation Programme 2013/14 and Strategic Asset Management Plan 2014/15		Janet Senior
Wednesday, 1 Oct 2014	Mayor and Cabinet	Campshill Road extra care scheme		Kevin Sheehan
Wednesday, 1 Oct 2014	Mayor and Cabinet	Housing Regeneration Schemes update		Kevin Sheehan
Wednesday, 1 Oct 2014	Mayor and Cabinet	Introduction of a new Street Naming & Numbering charging service		Janet Senior
Wednesday, 1 Oct 2014	Mayor and Cabinet	Local Authority Governor Appointments		Frankie Sulke
Wednesday, 1 Oct 2014	Mayor and Cabinet	Making of Instrument of Government for Watergate school.		Frankie Sulke
Wednesday, 1 Oct 2014	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 1 Oct 2014	Mayor and Cabinet	Phoenix Community Housing Board		Kevin Sheehan
Wednesday, 1 Oct 2014	Mayor and Cabinet	Surrey Canal Triangle - Compulsory Purchase Order Resolution		Janet Senior
Wednesday, 1 Oct 2014	Mayor and Cabinet (Contracts)	Award of contract for banking services		Janet Senior
Wednesday, 1 Oct 2014	Housing Select Committee	Communal heating systems review	Customer Services Directorate	Timothy Andrew
Wednesday, 1 Oct 2014	Housing Select Committee	Lewisham housing strategy (2014-17)	Customer Services Directorate	Jeff Endean
Wednesday, 1 Oct 2014	Housing Select Committee	Welfare reform update	Customer Services Directorate	Jeff Endean
Thursday, 2 Oct 2014	Children and Young People Select Committee	Lewisham Safeguarding Children Board Annual Report	Children and Young People Directorate	Ian Smith

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Thursday, 2 Oct 2014	Children and Young People Select Committee	Attainment and achievement in Lewisham Schools	Children and Young People Directorate	Sue Tipler
Tuesday, 14 Oct 2014	Overview and Scrutiny Business Panel	Executive Director decisions		
Tuesday, 21 Oct 2014	Healthier Communities Select Committee	Emergency services review: update		
Tuesday, 21 Oct 2014	Healthier Communities Select Committee	Health and social care integration	Community Services Directorate	
Tuesday, 21 Oct 2014	Healthier Communities Select Committee	Health and Wellbeing strategy and delivery plan	Community Services Directorate	
Tuesday, 21 Oct 2014	Healthier Communities Select Committee	LSL sexual health strategy: action plan	Community Services Directorate	Ruth Hutt
Thursday, 23 Oct 2014	Mayor and Cabinet	Annual Parking Review		Kevin Sheehan
Thursday, 23 Oct 2014	Mayor and Cabinet	Application to become an accredited Timewise council		Janet Senior
Thursday, 23 Oct 2014	Mayor and Cabinet	Approval for public consultation of the Lewisham River Corridors Improvement Plan Supplementary Planning Document		Janet Senior
Thursday, 23 Oct 2014	Mayor and Cabinet	Deptford Southern Sites Regeneration Project		Kevin Sheehan
Thursday, 23 Oct 2014	Mayor and Cabinet	Local Authority Governor Appointments		Frankie Sulke
Thursday, 23 Oct 2014	Mayor and Cabinet	Mayor of London's Infrastructure Plan 2050		Janet Senior
Thursday, 23 Oct 2014	Mayor and Cabinet	Options for the provision of permanent school places		Frankie Sulke
Thursday, 23 Oct 2014	Mayor and Cabinet	Reconstitution of Governing Bodies		Frankie Sulke
Thursday, 23 Oct 2014	Mayor and Cabinet	Winter Maintenance Policy and Plan 2014/15		Janet Senior

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Thursday, 23 Oct 2014	Mayor and Cabinet (Contracts)	Corporate energy contracts - review 2014		Janet Senior
Thursday, 23 Oct 2014	Mayor and Cabinet (Contracts)	Deployable Temporary Accommodation - Single Tender Action		Kevin Sheehan
Thursday, 23 Oct 2014	Mayor and Cabinet (Contracts)	Drumbeat 6th form school: Phase 3 new build		Janet Senior
Thursday, 23 Oct 2014	Mayor and Cabinet (Contracts)	Education Contract Awards ICT Specialist Service Provider Framework		Frankie Sulke
Thursday, 23 Oct 2014	Mayor and Cabinet (Contracts)	Procurement of a Corporate Scanning Service Provider		Kevin Sheehan
Thursday, 30 Oct 2014	Sustainable Development Select Committee	Select Committee Work Programme		
Thursday, 30 Oct 2014	Sustainable Development Select Committee	Annual Parking Report	Customer Services Directorate	Lesley Brooks
Thursday, 30 Oct 2014	Sustainable Development Select Committee	Waste Strategy	Customer Services Directorate	Nigel Tyrell, Kevin Sheehan
<b>November</b>				
Monday, 3 Nov 2014	Safer Stronger Communities Select Committee	Main grant programme funding	Community Services Directorate	Liz Dart
Tuesday, 4 Nov 2014	Overview and Scrutiny Business Panel	Executive Director decisions		
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Financial forecasts 2014/15	Resources and Regeneration Directorate	Selwyn Thompson
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Management report	Resources and Regeneration Directorate	
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Impact of people with no recourse to public funds in the borough		
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Mid-year treasury management review	Resources and Regeneration Directorate	Selwyn Thompson

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Annual complaints report	Customer Services Directorate	Peter Gadsdon
Wednesday, 5 Nov 2014	Public Accounts Select Committee	Select Committee Work Programme		
Tuesday, 11 Nov 2014	Housing Select Committee	Communal heating systems review	Customer Services Directorate	Timothy Andrew
Tuesday, 11 Nov 2014	Housing Select Committee	Brockley PFI mid year review	Customer Services Directorate	Jeff Endean
Tuesday, 11 Nov 2014	Housing Select Committee	Self build update	Customer Services Directorate	Jeff Endean
Wednesday, 12 Nov 2014	Children and Young People Select Committee	Young People's Mental Health Review	Children and Young People Directorate	
Wednesday, 12 Nov 2014	Children and Young People Select Committee	Raising the Participation Age	Children and Young People Directorate	Chris Threlfall
Wednesday, 12 Nov 2014	Mayor and Cabinet	Campshill Road Extra Care Scheme		Kevin Sheehan
Wednesday, 12 Nov 2014	Mayor and Cabinet	Kenton Court and Somerville Extra Care Schemes: Update		Kevin Sheehan
Wednesday, 12 Nov 2014	Mayor and Cabinet	Church Grove Custom Build		Kevin Sheehan
Wednesday, 12 Nov 2014	Mayor and Cabinet	Deptford Southern Sites Regeneration Project		Kevin Sheehan
Wednesday, 12 Nov 2014	Mayor and Cabinet	Introduction of a borough wide 20mph zone		Janet Senior
Wednesday, 12 Nov 2014	Mayor and Cabinet (Contracts)	Learning Contract provider		Janet Senior
Wednesday, 12 Nov 2014	Children and Young People Select Committee	Select Committee Work Programme		
Tuesday, 25 Nov 2014	Overview and Scrutiny Business Panel	Executive Director decisions		

Meeting date	Committee	Item	Directorate	Lead Officer
December				
Tuesday, 2 Dec 2014	Healthier Communities Select Committee	Sustainability of community health initiatives	Community Services Directorate	Dr Danny Ruta
Tuesday, 2 Dec 2014	Healthier Communities Select Committee	Community mental health review: update	Community Services Directorate	
Tuesday, 2 Dec 2014	Healthier Communities Select Committee	Health and social care integration	Community Services Directorate	
Tuesday, 2 Dec 2014	Healthier Communities Select Committee	Public health 2013/14 annual report	Community Services Directorate	Dr Danny Ruta
Wednesday, 3 Dec 2014	Mayor and Cabinet	Customer Service Centre Out of Hours Switchboard Procurement		Kevin Sheehan
Wednesday, 3 Dec 2014	Mayor and Cabinet	Housing Strategy 2015 - 2020		Kevin Sheehan
Wednesday, 3 Dec 2014	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 3 Dec 2014	Mayor and Cabinet (Contracts)	Award of a single Violence Against Women and Girls Service Contract		Aileen Buckton
Wednesday, 3 Dec 2014	Mayor and Cabinet (Contracts)	Award of three drug and alcohol contracts: Young People, Aftercare, Shared care		Aileen Buckton
Wednesday, 3 Dec 2014	Mayor and Cabinet (Contracts)	Extension of drug and alcohol contract		Aileen Buckton
Wednesday, 3 Dec 2014	Safer Stronger Communities Select Committee	Dog bites and status dogs		
Wednesday, 3 Dec 2014	Safer Stronger Communities Select Committee	Probation service update	Community Services Directorate	Geeta Subramaniam-Mooney
Tuesday, 9 Dec 2014	Sustainable Development Select Committee	Select Committee Work Programme		
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Financial forecasts 2014/15	Resources and Regeneration Directorate	Selwyn Thompson

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Management report	Resources and Regeneration Directorate	
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Asset management update	Resources and Regeneration Directorate	Rob Holmans
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Cost of bed & breakfast provision	Customer Services Directorate	
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Funding and Financial Management of Adult Social Care Review - Update	Community Services Directorate	Joan Hutton, Robert Mellors
Wednesday, 10 Dec 2014	Public Accounts Select Committee	Select Committee Work Programme		
Monday, 15 Dec 2014	Children and Young People Select Committee	Select Committee Work Programme		
Monday, 15 Dec 2014	Children and Young People Select Committee	Young People's Mental Health Review - Draft Report and Recommendations	Resources and Regeneration Directorate	Andrew Hagger
Monday, 15 Dec 2014	Children and Young People Select Committee	Children with complex needs update	Children and Young People Directorate	Keith Martin
Monday, 15 Dec 2014	Children and Young People Select Committee	Nursery Education and Childcare Review - Update	Children and Young People Directorate	Warwick Tomsett
Tuesday, 16 Dec 2014	Overview and Scrutiny Business Panel	Executive Director decisions		
Wednesday, 17 Dec 2014	Housing Select Committee	Communal heating systems review	Customer Services Directorate	Timothy Andrew
Wednesday, 17 Dec 2014	Housing Select Committee	Downsizing and housing moves review	Customer Services Directorate	Timothy Andrew
Wednesday, 17 Dec 2014	Housing Select Committee	Private rented sector update	Customer Services Directorate	Madeleine Jeffery
Wednesday, 17 Dec 2014	Housing Select Committee	Proposed rent and service charge increases	Customer Services Directorate	Mark Humphreys
January				

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Wednesday, 14 Jan 2015	Healthier Communities Select Committee	Access to primary care		
Wednesday, 14 Jan 2015	Healthier Communities Select Committee	CQC local compliance manager update		
Tuesday, 20 Jan 2015	Sustainable Development Select Committee	Select Committee Work Programme		
Wednesday, 21 Jan 2015	Mayor and Cabinet	Community Infrastructure Levy - Adoption Version		Janet Senior
Wednesday, 21 Jan 2015	Mayor and Cabinet	Housing Regeneration		Kevin Sheehan
Wednesday, 21 Jan 2015	Mayor and Cabinet	Planning Obligations SPD - Adoption Version		Janet Senior
Wednesday, 21 Jan 2015	Mayor and Cabinet	Review of Blackheath Events Policy 2011		Kevin Sheehan
Thursday, 22 Jan 2015	Safer Stronger Communities Select Committee	Borough Police and Fire Commanders	Community Services Directorate	
Thursday, 22 Jan 2015	Safer Stronger Communities Select Committee	Emergency services review: update		
Thursday, 22 Jan 2015	Safer Stronger Communities Select Committee	Local assemblies report	Community Services Directorate	Winston Castello
Tuesday, 27 Jan 2015	Overview and Scrutiny Business Panel	Executive Director decisions		
Wednesday, 28 Jan 2015	Housing Select Committee	Lewisham housing strategy (2014-17)	Customer Services Directorate	Jeff Endean
February				
Wednesday, 4 Feb 2015	Children and Young People Select Committee	Select Committee Work Programme		
Thursday, 5 Feb	Public Accounts Select	Select Committee Work Programme		

Meeting date	Committee	Item	Directorate	Lead Officer
2015	Committee			
Wednesday, 11 Feb 2015	Mayor and Cabinet	New Homes Better Places Funding Update		Kevin Sheehan
Wednesday, 11 Feb 2015	Mayor and Cabinet (Contracts)	Prevention and Inclusion Contract Extension and Commissioning Recommendation		Aileen Buckton
Tuesday, 17 Feb 2015	Overview and Scrutiny Business Panel	Executive Director decisions		
Tuesday, 24 Feb 2015	Healthier Communities Select Committee	Community education Lewisham annual report	Community Services Directorate	Helen Hammond
Tuesday, 24 Feb 2015	Healthier Communities Select Committee	King's elective service proposals: update		
Tuesday, 24 Feb 2015	Healthier Communities Select Committee	Leisure centre contract	Community Services Directorate	
Tuesday, 24 Feb 2015	Healthier Communities Select Committee	Library and information service	Community Services Directorate	Antonio Rizzo
March				
Tuesday, 3 Mar 2015	Sustainable Development Select Committee	Select Committee Work Programme		
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Comprehensive equalities scheme - monitoring and update	Resources and Regeneration Directorate	Paul Aladenika
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Equalities in Lewisham		
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Implementation of the volunteering strategy	Community Services Directorate	Liz Dart
Wednesday, 4 Mar 2015	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Safer Lewisham strategy monitoring and update	Community Services Directorate	Geeta Subramaniam-Mooney

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Thursday, 5 Mar 2015	Mayor and Cabinet (Contracts)	Prevention and Inclusion Framework Contract Award		Aileen Buckton
Tuesday, 10 Mar 2015	Public Accounts Select Committee	Select Committee Work Programme		
Wednesday, 11 Mar 2015	Housing Select Committee	Annual lettings plan	Customer Services Directorate	Mark Dow
Wednesday, 11 Mar 2015	Housing Select Committee	Private rented sector update	Customer Services Directorate	Madeleine Jeffery
Tuesday, 17 Mar 2015	Overview and Scrutiny Business Panel	Executive Director decisions		
Wednesday, 18 Mar 2015	Children and Young People Select Committee	Select Committee Work Programme		
Wednesday, 8 Apr 2015	Overview and Scrutiny Business Panel	Executive Director decisions		
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Equalities in Lewisham		
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Implementation of the volunteering strategy	Community Services Directorate	Liz Dart
Wednesday, 4 Mar 2015	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 4 Mar 2015	Safer Stronger Communities Select Committee	Safer Lewisham strategy monitoring and update	Community Services Directorate	Geeta Subramaniam-Mooney
Tuesday, 10 Mar 2015	Public Accounts Select Committee	Select Committee Work Programme		
Wednesday, 11 Mar 2015	Housing Select Committee	Annual lettings plan	Customer Services Directorate	Mark Dow
Wednesday, 11 Mar 2015	Housing Select Committee	Private rented sector update	Customer Services Directorate	Madeleine Jeffery
Tuesday, 17 Mar	Overview and Scrutiny	Executive Director decisions		

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
2015	Business Panel			
Wednesday, 18 Mar 2015	Children and Young People Select Committee	Select Committee Work Programme		
Wednesday, 8 Apr 2015	Overview and Scrutiny Business Panel	Executive Director decisions		