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Public Accounts Select Committee Agenda

Wednesday, 1 June 2016

7.00 pm,

Ground Floor, Laurence House

London SE6 4RU

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This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

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 Wednesday, 1 June 2016.

Barry Quirk, Chief Executive
Tuesday, 24 May 2016

Councillor Jamie Milne (Chair) Councillor Chris Barnham (Vice-Chair) Councillor Abdeslam Amrani Councillor Brenda Dacres Councillor Amanda De Ryk Councillor Ami Ibitson Councillor Mark Ingleby Councillor Roy Kennedy Councillor Jim Mallory Councillor Crada Onuegbu Councillor Alan Hall (ex-Officio) Councillor Gareth Siddorn (ex-Officio)	
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MINUTES OF THE PUBLIC ACCOUNTS SELECT COMMITTEE

Wednesday, 20 April 2016 at 7.00 pm

PRESENT: Councillors Jamie Milne (Chair), Chris Barnham (Vice-Chair), Abdeslam Amrani, Brenda Dacres, Mark Ingleby, Jim Mallory and Crada Onuegbu. Officers: Scrutiny Manager (Emma Aye-Kumi), Head of Financial Services (Selwyn Thompson), Head of Public Services (Ralph Wilkinson), Chief Executive (Barry Quirk CBE).

APOLOGIES: Councillors Amanda De Ryk and Helen Glass (Principal Lawyer)

ALSO PRESENT: Councillor Simon Hooks

1. Implementation of LFP savings proposal 03 (creating an internal enforcement agency)

Ralph Wilkinson, Head of Public Services presented the report, and referred to the Revenue Service Group Manager who was in attendance in the public gallery.

The committee congratulated officers on the success of the service and on the sensitivity that the service had exhibited when dealing with some very difficult cases.

RESOLVED that the report be noted.

2. Confirmation of the Chair and Vice-Chair

The Scrutiny Manager introduced the report.

RESOLVED that the Public Accounts Select Committee (PAC) confirm the decision of the Council, taken at the Annual General Meeting on 30 March 2016, to appoint Councillors Jamie Milne and Chris Barnham as Chair and Vice-Chair (respectively) of PAC.

3. Minutes of the meeting held on 16 March 2016

The Chair welcomed new Committee members, Councillors De Ryk and Dacres), and the new Scrutiny Manager, Emma Aye-Kumi.

RESOLVED that the minutes of the last meeting of Public Accounts Select Committee held on 16 March 2016 be signed by the Chair as a true and accurate record.

4. Declarations of interest

There were none.

5. Response from Mayor and Cabinet on the work programme

The Mayoral response was received.

It was noted in discussion that there would be further consultation in the summer on the schools national funding formula.

6. Select Committee work programme

Emma Aye-Kumi, Scrutiny Manager, presented the report.

The following points were noted in discussion:

- Digitisation was suggested as a topic for in-depth review
- There was support for looking at joint ventures (JV) with a focus on asset management and better outcomes, rather than sharing services and cost saving
- The committee would have to take care to avoid overlap between digitisation, the shared IT contract, and Lewisham Future Programme (LFP)
- It was questioned whether it was necessary to do an in-depth review at all
- There were too many standing items on the work plan
- Some of the timings and frequencies on the workplan needed to be reviewed. LFP was cited as an example of a standing item that did not need to be reviewed at every meeting
- Income Generation should be reviewed more frequently than 6 monthly. Tim Smith from Shropshire Council had offered his time and advice free of charge and Members urged officers to take up the offer
- A formal announcement would be made on 22 April 2016 regarding the appointment of a commercial specialist
- Academisation was an issue for Children and Young People's Select Committee but if the Government's academisation plans were to become a reality the PAC would review the work plan to incorporate the financial aspects of academisation
- Voluntary and Community Sector capacity building was more relevant to Safer and Stronger Communities Select Committee.

RESOLVED

That no decision regarding an in depth review would be taken yet

That the work plan would be discussed and review outside of the committee and a decision would be taken at the next meeting.

7. Presentation on Shared Services

Barry Quirk, Chief Executive, gave a presentation on the challenges of sharing services.

A discussion followed, in which the followed points were raised:

- When sharing services, it was important to consider both geography and function as the nearest neighbour may not be the most effective or willing partner. Local is a 'nice to have'. Consistent, reliable, quality service is more important than local.
- Child protection is a key area that could benefit from a cross borough agency as movement of social workers is very high between boroughs and the rates of children being taken into care varies greatly. The tri-borough arrangement was assessed by Ofsted as outstanding. On the other hand, child protection services in Birmingham cover an area the equivalent of 4 London boroughs but were assessed as inadequate. The key to delivering an effective service is consistency of control couple with expertise. The pool of people to choose from for high level roles in child protection is very small.
- Sometimes the objective of shared services should be to improve effectiveness and user experience, rather than saving costs. Elections Management was given by way of example
- Unlike the private sector, where customer service means cross-selling additional services, the challenge for the council is to achieve the opposite and decrease the number of services that users need to access
- Digitisation would facilitate demand management
- It was questioned whether cuts to the Early Years budget could have been avoided by sharing service with, for example, Greenwich, and whether more forceful political will could have enabled the council to grab such opportunities. The Chief Executive's view was that the council should share services wherever possible, practical and efficient to do so.
- Demand management and service redesign (fundamental rethinking rather than reshaping) needed looking at.

RESOLVED that the presentation and discussion be noted.

8. Referrals to Mayor and Cabinet

There were none.

The Chair drew the Committees attention to the actions arising from the last meeting, which were circulated by email ahead of the meeting.

ACTION → Scrutiny Manager to email a copy to Councillor Hilton.

The meeting ended at 8.35 pm

Chair: _____

Date: _____

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Agenda Item 2

Committee	Public Accounts Select Committee	Item No.	2
Title	Declarations of Interest		
Wards			
Contributors	Chief Executive		
Class	Part 1	Date	1 June 2016

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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Agenda Item 3

Mayor & Cabinet / Public Accounts Select Committee			
REPORT TITLE	Financial Results for 2015/16		
KEY DECISION	No	Item No.	3
WARD	N/A		
CONTRIBUTORS	Executive Director for Resources and Regeneration		
CLASS	Part 1	Date	1 st June 2016

1. EXECUTIVE SUMMARY

1.1 This report sets out the financial results for 2015/16. The key areas to note are as follows:

- i. The directorates' net general fund revenue budget was overspent by £6.3m and after applying the corporately held sum of £3.2m for 'risks and other budget pressures' this reduces the overall directorates' overspend to £3.1m. This has been set out in more detail in sections five to nine of this report.
- ii. For the Dedicated Schools Grant (DSG) of £279.4m for 2015/16, there were three schools which applied for a licensed deficit by the year-end. There are a further nine schools which overspent by the year-end and will need to apply for a licensed deficit in the future. This has been set out in more detail in section 10 of this report.
- iii. The Housing Revenue Account (HRA) is projecting a £7.0m surplus. This surplus is expected to be transferred to reserves at the end of the year which will ensure that there are sufficient resources available to fund the current housing programme over the medium term. This has been set out in more detail in section 11 of this report.
- iv. Council Tax collection as at 31 March 2016 was 95.2% and was therefore 0.8% lower than this year's profile.
- v. Business Rates collection as at 31 March 2016 was 98% and was therefore 0.6% higher than the same period last year, but 1% lower than the overall target rate for the year of 99%.
- vi. The Capital Programme spend as at 31 March 2016 was £94.1m. This represents 80% of the revised budget of £118.1m. The comparable figure last year was a final spend of £122.6m, which was 89% of the revised budget of £137.3m. This has been set out in more detail in section 13 of this report.

2. PURPOSE

2.1 The purpose of this report is to set out the financial results for 2015/16 as at 31 March 2016.

3. RECOMMENDATION

3.1 The Mayor is asked to:

3.2 Note the current financial results for the year ending 31 March 2016.

4. POLICY CONTEXT

4.1 Reporting financial results in a clear and meaningful format contributes directly to the Council's tenth corporate priority: 'inspiring efficiency, effectiveness and equity'.

5. DIRECTORATE FORECAST OUTTURN

5.1 The general fund overspend against the directorates' net controllable revenue budget was £6.3m, as set out in Table 1 below. A sum of £3.2m was set aside at the time of agreeing the 2015/16 budget and was being held corporately for managing 'risks and other budget pressures'. These were for such items which, although difficult to quantify with absolute certainty, could prove significant should they have materialised over the course of the financial year. With this being the case, it was felt necessary for this sum to be applied, the consequences of which brings the directorates' year end overspend down from £6.3m to £3.1m for 2015/16. This residual overspend has been covered through the use of once-off corporate resources.

Table 1 – Directorates' Financial Results for 2015/16

Directorate	Gross budgeted spend	Gross budgeted income	Net budget	Final Outturn	Outturn over/ (under) spend	Variance
	£m	£m	£m	£m	£m	%
Children & Young People ⁽¹⁾	69.2	(17.8)	51.4	58.8	7.4	14.3%
Community Services	174.4	(79.4)	95.0	93.8	(1.2)	(1.2%)
Customer Services ⁽²⁾	92.1	(48.2)	43.9	47.8	3.9	8.8%
Resources & Regeneration	43.2	(13.6)	29.6	25.8	(3.8)	(12.8%)
Directorate Totals	378.9	(159.0)	219.9	226.2	6.3	2.8%
Corporate Items	26.3	0.0	26.3		3.2	
Net Revenue Budget	405.2	(159.0)	246.2		3.1	

(1) – gross figures exclude £279m Dedicated Schools' Grant expenditure, pupil premium expenditure £18m, Post 16 Funding £7m, and universal free meals expenditure £2m and all the matching grant income

(2) – gross figures exclude approximately £240m of matching income and expenditure for housing benefits.

6. CHILDREN & YOUNG PEOPLE

6.1 The directorate overspent by £7.4m. The outturn was generally in line with the forecasts being reported throughout the year, although the last quarter has seen the most significant month-on-month increase since the year began. The overall position for the directorate has been set out in Table 2.

Table 2 – Children & Young People Directorate

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Final Outturn	Variance over/ (under) spend
	£m	£m	£m	£m	£m
Children's Social Care Services	40.0	(1.1)	38.9	43.0	4.1
No Recourse to Public Funds	3.6	0.0	3.6	5.8	2.2
Standards & Achievements	2.8	(1.9)	0.9	0.8	(0.1)
Education Infrastructure	0.1	0.0	0.1	0.1	0.0
Partnerships/Targeted Services	15.3	(3.1)	12.2	13.5	1.3
Resources & Performance	7.4	(10.4)	(3.0)	(3.1)	(0.1)
Schools	0.0	(1.3)	(1.3)	(1.3)	0.0
Total	69.2	(17.8)	51.4	58.8	7.4

* The government grants include the Adoption Reform Grant, SEND reform grant, Troubled Families grant and Music grant

- 6.2 The most significant cost pressures for the directorate fell within the *children's social care* and *no recourse to public funds* service areas and together, these amount to £6.3m. The key issues pertaining to these pressures are set out in the following paragraphs.
- 6.3 In respect of those clients with no recourse to public funds, this includes temporary bed and breakfast temporary accommodation for those clients and section 17 payments. These are families who seek support from the local authority under section 17 of the Children's Act because they claim to have no financial means of supporting themselves whilst they are in the process of attempting to regularise their stay in the UK with the Home Office. At the end of 2015/16, support was being provided to fewer than 200 clients, down from the 297 cases being supported at the start of the year. This has all resulted in an overall overspend of £2.2m for 2015/16.
- 6.4 The placement budget for *looked after children* overspent by £1.5m. The current number of looked after children totalled 465 at the year-end. For services related to *children leaving care*, this overspent by £1.3m, with the number of clients at the year-end being 147. It is worth noting that the average number for the last financial year was 74.
- 6.5 There was an additional pressure on the *section 17* budget unrelated to no recourse to public funds of £0.4m and on salaries and wages which show an overspend of £0.9m. This has mainly been created by the increased use of agency staff during the course of the year.
- 6.6 The only other cost pressure in the rest of the directorate is on schools' transport within the *partnerships and targeted services* area. The cost of travel assistance has been the main cause of the budget pressure due to the increased use of taxis for extra pupils being transported. This has resulted in overall additional costs of £1.0m on schools' transport for 2015/16.
- 6.7 All the other divisions in the directorate either spent to budget or underspent overall. For the standards and achievement division, these underspends mainly related to staff savings and additional income achieved through schools' service level agreements.

7 COMMUNITY SERVICES

- 7.1 The directorate underspent by £1.2m. This was generally in line with the forecasts being reported throughout the course of the year and the overall position for the directorate has been set out in Table 3.

Table 3 – Community Services Directorate

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Final Outturn	Variance over/ (under) spend
	£m	£m	£m	£m	£m
Adult Services Division	115.9	(44.9)	71.0	71.8	0.8
Cultural & Community Development	20.3	(7.4)	12.9	11.9	(1.0)
Public Health	16.2	(17.6)	(1.4)	(0.9)	0.5
Crime Reduction & Supporting People	20.2	(9.3)	10.9	10.2	(0.7)
Strategy, Improvements & Partnerships	1.8	(0.2)	1.6	1.3	(0.3)
Reserves – transfers from reserves	0.0	0.0	0.0	(0.5)	(0.5)
Total	174.4	(79.4)	95.0	93.8	(1.2)

- 7.2 The overall position for Community Services includes the drawdown of £0.5m from earmarked reserves in respect of adult social care – health transfer section 256 and public health.
- 7.3 The *adult services* division showed an overspend at year end of £0.8m. The main pressures remain on package and placement budgets including transport where costs increased in the final months of the financial year. The reported position includes the costs of transition which were identified as a risk, but were not funded. Additionally, the pressure on social care from accelerated discharges from hospital has continued.
- 7.4 The projected application of Better Care Fund to the service was lower than projected at the last reporting period to members for two reasons. Firstly, the slippage on health schemes was lower than expected and secondly, an additional £0.250m was reallocated to public health budgets.
- 7.5 The final underspend on the *cultural and community development division* was £1.0m. This compares to an underspend of £1.6m at 2014/15 outturn.
- 7.6 The voluntary and community sector grants budget of £5m was underspent by £0.1m, due to delays in allocation of the small and faith grants caused by a change in the grant award process. There was a further underspend of £0.1m on the Local Assemblies which resulted from late allocation of devolved assembly budgets by some wards.
- 7.7 There was an underspend of £0.5m on leisure management covering the budgets for the main leisure management contract and the associated dilapidations/repairs for leisure centres. The final underspend of £0.2m on the Libraries budget resulted from the high level of staff vacancies carried by the service during the year supplemented by smaller underspends on other operational budgets. The

- community & neighbourhood development team's staffing and operational budget was also £0.1m underspent and again this was primarily due to staff vacancies.
- 7.8 For Adult Learning Lewisham (which was formerly known as Community Education Lewisham) this is now almost entirely funded from a combination of grant from the Skills Funding Agency (SFA) and student fee income totalling £3.6m. The curriculum delivery plan for the 2015/16 academic year was set in line with the available funding resources and the service spent to budget.
- 7.9 The *crime reduction and supporting people division* underspent by £0.7m. This compares to an underspend of £1.4m in 2014/15.
- 7.10 There was an underspend of £0.2m across the crime, enforcement & regulation and environmental health services due to staffing and operational budgets.
- 7.11 The budget for secure remand placements under the youth offending service has historically been highlighted as an area of financial risk. However, the 2015/16 financial year has seen relatively low levels of activity compared with previous years. Therefore, the secure remand budget had a final underspend of £50k. This variance was supplemented by a small underspend of £30k across other youth offending budgets to give a total service underspend of £80k. This position is unlikely to be repeated in 2016/17 as both the secure remand grant from the MoJ and the core youth offending grant from the Youth Justice Board have been cut.
- 7.12 The prevention and inclusion service which incorporates the drug and alcohol service and the supporting people programme was underspent by £0.35m in 2015/16. The staffing budget underspent by £0.1m as a result of staff vacancies, secondments and recruitment delays. The drug and alcohol service showed a final underspend of £0.2m which was primarily the result of the closure of the SLAM-acute assessment unit. Clients who have used this service have been redirected to other treatment pathways, but overall costs are down resulting in the underspend. These variances, totalling £0.3m, relate to services funded by public health grant, but there is sufficient eligible spend elsewhere for the grant to be retained in full. The supporting people programme of £6.9m, which is 100% general fund, underspent by £40k as a result of minor reductions in contract costs.
- 7.13 For 2015/16, savings totalling £2.7m were agreed on the budgets for *public health* and funded by public health grant. As mentioned above, eligible spend has been identified elsewhere in the council, meaning the grant can be retained in full. The budget adjustment had been carried out for grant reallocations within Community Services, reducing the net public health credit budget to £1.4m, but budget changes to other council directorates will be actioned in 2016/17.
- 7.14 Not all of the public health savings were achieved in 2015/16 with particular problems with renegotiating contracts. It is expected that these savings will be delivered in full in 2016/17. The final overspend on the public health grant was £0.5m, the main overspend being on sexual health or genitourinary medicine (GUM) services. The grant was reduced 'in-year' by £1.47m (6.2%). The Better Care Fund offset this reduction in 2015/16, but this is unlikely to be possible in 2016/17. Savings options are being developed to address the reduced grant available in that financial year.
- 7.15 The *strategy, improvements and partnerships division* underspent by £0.3m.

8. CUSTOMER SERVICES

- 8.1 The directorate overspent by £3.9m and is therefore in line with the position when it was last reported to members. The overall position for the directorate has been set out in Table 4.

Table 4 – Customer Services Directorate

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Final Outturn	Variance over/ (under) spend
	£m	£m	£m	£m	£m
Strategic Housing	13.9	(10.0)	3.9	6.4	2.5
Environment	38.0	(19.2)	18.8	19.9	1.1
Public Services*	31.4	(17.6)	13.8	14.2	0.4
Technology and Change	8.8	(1.4)	7.4	7.3	(0.1)
Total	92.1	(48.2)	43.9	47.8	3.9

* - excludes £240m of matching income and expenditure in respect of housing benefits

- 8.2 The *strategic housing service* is projecting an overspend of £2.5m. This relates to nightly paid temporary accommodation, more commonly referred to as 'bed & breakfast' and the cost of the actions taken to prevent and control the impact of homelessness.
- 8.3 The number of bed and breakfast tenancies as at end of March 2016 was 546, compared to 528 reported in the last period. This compares to 559 at the end of 2014/15. Despite the recent increase, numbers appear to have reached a relative level of stability compared to the sharp increases experienced during the last financial year, which saw numbers peak at 616 in February 2015.
- 8.4 The increase in numbers has not resulted in an increase to the overall overspend in this area, because an improvement in the level of rent arrears has meant that a lower than projected contribution to bad debt was required. Furthermore, significant investment has also been made in procuring additional temporary accommodation units. The majority of these will not become fully available until early part of 2016, so will therefore impact mainly on the 2016/17 position.
- 8.5 A change in the allocations policy to help reduce nightly paid accommodation costs has meant that turnover in private sector leased properties has increased giving rise to a significantly higher void rate. This has resulted in a £0.7m overspend in this area.
- 8.6 It should be noted that there are two 2015/16 budget savings which can no longer be delivered. The first relates to hostels income of £0.2m which did not get the required Secretary of State consent. The second relates to the expected reduced costs in the housing needs service of £0.1m. This was in respect of moving the service to Holbeach, which following a revision to the accommodation plan, meant that this move did not take place.
- 8.7 Overall, these pressures have been met by applying grant income, unused balances and freezing underspent budgets elsewhere across the service.

- 8.8 The *environment division* is forecasting an overspend of £1.1m, which is an increase of £0.2m compared to the previously reported figure.
- 8.9 The overspend has arisen in the *green scene, strategic waste management and bereavement* departments within the division. The former relates to the savings proposal to increase community and voluntary sector engagement in the maintenance of small parks. When approving the proposal, members requested that additional consultation with park stakeholders should take place. This resulted in a later than planned implementation date which has subsequently slipped back further. This has resulted in a projected overspend of £0.2m.
- 8.10 As with the Council's previous dry recycling provider, some months into agreement, the current provider is claiming excessive levels of contamination and has invoiced the council for the additional costs of processing in disposal. The increased charges, significantly higher than those charged for the disposal of residual waste, has cost the council and £0.5m in this financial year. Officers are in the process of tendering for a new contractor and it is likely that the council will incur further cost increases in the next financial year.
- 8.11 For *bereavement services* income is £0.3m under budget at the end of the financial year. The total income received is at similar level to last year. Mild winters and a competitive market for crematoria services are considered to be the main cause.
- 8.12 The division is also showing a £0.1m overspend in street management. Changes in contractual arrangements with JC Decaux have resulted in an increase in the cost of providing automated public conveniences (APCs). The contract, which produced savings elsewhere within the council, meant that APCs that were previously maintained by the contractor now have to be maintained by the council.
- 8.13 The *public services division* is forecasting an overspend of £0.4m. The new business support service, agreed as a part of the 2015/16 budget savings process, is now operational. An initial assessment of the effect of mid-year implementation expected an underachievement of savings by £0.5m, which is just over half of the proposed saving of £0.9m. Some recruitment difficulties has meant that not all of the posts have yet be recruited to resulting in the service finishing the year under budget by £0.1m.
- 8.14 The newly created *enforcement service* has now completed its first full year of operation. Whilst underachieving budgeted levels of income, the service has still brought in increased amount of income to the council and are achieving collection rates exceeding the level of the previous contractors. The year-end position is a £0.4m overspend. Indications suggest that this will improve in the new financial year.
- 8.15 An underachievement of income of £0.1m is forecast in the Registrars service as a result of the non-realisation of a saving in respect of citizenship income.
- 8.16 An underspend of £0.1m is being forecast in the technology and change division. This is as a result of higher than anticipated savings arising from the new photocopying contract.

9. RESOURCES AND REGENERATION

- 9.1 The directorate underspent by £3.9m. This was generally in line with the forecasts being reported throughout the course of the year and the overall position for the directorate has been set out in Table 5.

Table 5 – Resources and Regeneration Directorate

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Final Outturn	Variance over/ (under) spend
	£m	£m	£m	£m	£m
Corporate Resources	5.0	(2.3)	2.7	2.2	(0.5)
Corporate Policy & Governance	3.8	0	3.8	3.4	(0.4)
Financial Services	5.2	(1.2)	4.0	3.4	(0.6)
Executive Office	0.2	0	0.2	0.2	0.0
Human Resources	3.0	(0.3)	2.7	2.3	(0.4)
Legal services	3.0	(0.4)	2.6	2.4	(0.2)
Strategy	2.5	(0.5)	2.0	1.7	(0.3)
Planning	3.3	(1.6)	1.7	1.0	(0.7)
Regeneration & Asset Management	17.2	(7.0)	10.2	9.5	(0.7)
Reserves	0.0	(0.3)	(0.3)	(0.3)	0.0
Total	43.2	(13.6)	29.6	25.8	(3.8)

- 9.2 The *corporate resources* division has underspent by £0.5m. This is principally due to underspending against grant funded programmes within the anti-fraud and corruption team. A request has been made to carry forward an element of the funding into the 2016/17 financial year.
- 9.3 The *corporate policy & governance* division has underspent by £0.4m. This is mainly in respect of staffing costs where the outcome of the staffing reorganisation has resulted in a number of vacant posts, plus a number of secondments to other areas of the council.
- 9.4 The *financial services* division has underspend by £0.6m. This partly relates to the contingency for the directorate that is held within this division. There is also underspending due to vacant posts, and additional income receivable from schools and the pension fund.
- 9.5 The *human resources* division has underspent by £0.4m. This is mainly due to vacant posts across the division. There are also reduced training costs where setup delays by the new learning provider has resulted in a reduction in commissioned training.
- 9.6 The *legal services* division has underspent by £0.2m. The underspend is mainly within the procurement section and is due to vacant posts and underspending on supplies and services.
- 9.7 The *strategy* division has underspent by £0.3m. This is mainly due to lower than anticipated recruitment of apprentices in this year's cohort, and a staffing underspend due to vacant posts in the communications unit.

- 9.8 The *planning* division has underspent by £0.7m. The main areas of underspending are within development management of £0.1m, where very high levels of income are being partly offset by higher staffing and supplies and services expenditure to cope with the associated high workload; and land charges of £0.4m, where search fees income has exceeded the budget by over £0.15m. There has also been receipts of new burdens grant in relation to previous restitution claims totalling £0.2m. There is also an underspend within the conservation section of £0.1m due to vacant posts.
- 9.9 The *regeneration & asset management* division has underspent by £0.7m. There are a number of under and overspends in this area which include increased income from commercial rents and underspending on staffing costs being partly offset by reduced network management income from utility companies and the costs of managing the corporate estate. The net expenditure at outturn has been lower than forecast due to reduced supplies and services expenditure (including energy costs) and additional income receipts.

10. DEDICATED SCHOOLS' GRANT

- 10.1 The overall position on the Dedicated Schools' Grant (DSG) budget settlement for 2015/16 is set out in Table 6.

Table 6 – Dedicated Schools' Grant Settlement for 2015/16

DSG Area	Before Academy Recoupment	After Academy Recoupment
	£m	£m
Schools block	214.6	188.1
Early years block	21.2	21.2
High needs block	43.5	42.6
Total additions for non-block funding	0.1	0.1
Total DSG allocation	279.4	252.0

Note: The above table excludes the Pupil Premium (£18m), Post 16 funding (£7m), and Universal Free School Meals Grant (£2m).

- 10.2 There were two secondary schools with licenced deficit budgets at the year end. These were Sedgehill and Deptford Green schools. There was one primary school with a licensed deficit, being All Saints. At the end of the financial year there are a further nine schools which have deficit balances and will need to apply for a licensed deficit.
- 10.3 Total school balances fell by £2m in 2015/16. The final balance held by schools including external funds now stands at £12.4m. This should not detract from the fact that overall, secondary schools have a cumulative deficit of £1.6m, with seven of the 11 secondary schools in deficit.
- 10.4 The most significant overspend at the year-end was on high needs pupils, which totalled £2.3m. There was a further pressure of £0.2m on early years. The high needs overspend was caused by more placements being made to providers outside of Lewisham. These placements were not in the independent sector, but in further education colleges, other local authorities, maintained schools and

academies. The fund set aside from previous year's carry forward was £2.5m and this allowed the DSG to balance at the end of 2015/16.

11. HOUSING REVENUE ACCOUNT

11.1 The Housing Revenue Account (HRA) is reporting expenditure to its budget position after transfers to reserves as at 31 March 2016. Table 7 sets out the budgets and year end variances by services. It should be noted that a final surplus of £7m was achieved in 2015/16, compared to the figure of £2.3m which was previously reported. As with previous years, the surplus is transferred into reserves and reinvested in HRA services in future years as a part of the 30 year business plan.

Table 7 – Housing Revenue Account

	Expenditure Budget	Income Budget	Net Budget	Final Outturn	Variance over/ (under) spend
	£m	£m	£m	£m	£m
Customer Services - Housing	11.8	(3.0)	8.8	8.9	0.1
Lewisham Homes & R&M	36.1	0	36.1	33.6	(2.5)
Resources	2.1	0	2.1	1.8	(0.3)
Centrally Managed Budgets	50.8	(97.8)	(47.0)	(44.3)	2.7
Total	100.8	(100.8)	0.0	0.0	0.0

11.2 Lewisham Homes manages certain budgets on behalf of the council in addition to those formally delegated to them. Following two years of underspending, the repairs and maintenance budget has underspend again this year. This in part reflects the continued investment in the decent homes programme, which has tended to reduce demand for day to day repairs and maintenance as properties are brought up to standard. The final underspend was £2.5m, an increase of £1.5m compared to the previous report.

11.3 A review of asset management spending requirements has been undertaken and officers are currently considering the outcome. It is envisaged that any underspend in repairs and maintenance will be reinvested in revised asset management priorities arising from the review.

11.4 An end of year review of bad debt provisions has resulted in a reduction of the required contribution by £1.9m.

11.5 In addition to the underspend in repairs and maintenance budgets, and bad debt provision, the surplus includes £1.6m arising from increased tenants' rental, leaseholder service charge and other income. The former has arisen due to lower than budgeted void rates in respect of tenanted properties. The additional leaseholder income is as a result of major works income.

11.6 Reduced interest costs of £0.7m and an unused contingency of £0.3m are the most significant variations that contribute to the balance of the surplus.

11.7 Overall, the HRA has made a surplus on its activities during 2015/16. It will continue to build upon its reserves on an annual basis and this is mainly to ensure

that there are sufficient resources available to fund the current 30 year business plan which seeks to continue to invest in decent homes and to significantly increase the supply of housing in the borough over the medium to long term.

11.8 After transfers to reserves, the HRA is reporting a balanced budget position.

12. COLLECTION FUND

12.1 As at 31 March 2016, £104.6m of council tax had been collected. This represents 95.2% of the total amount due for the year of £109.8m. This is 0.8% below the overall target of 96%. The rate achieved at this time last year was 95.1%.

12.2 Business rates collection is at 98% for 2015/16, which is an increase of 0.6% compared to the same period last year, but 1% lower than the overall target rate for the year of 99%.

13. CAPITAL EXPENDITURE

13.1 The overall spend for 2015/16 is £94.1m, which is 80% of the revised budget of £118.1m. The comparable expenditure figure last year was a final spend of £122.6m, which was 89% of the revised budget of £137.3m. Table 8 below provides a breakdown of the budget and expenditure for both the general fund and the HRA.

Table 8 – Capital Programme

2015/16 Capital Programme	2015/16 Revised Budget	2015/16 final spend	Spend (Revised Budget)
	£m	£m	%
Community Services	0.7	0.8	114%
Resources & Regeneration	13.2	10.5	80%
Children and Young People	45.9	43.8	95%
Customer Services	0.8	0.5	63%
Housing (General Fund)	18.7	16.5	88%
Total General Fund	79.3	72.1	91%
HRA - Council	6.8	2.7	40%
HRA - Lewisham Homes	32.0	19.3	60%
Total HRA	38.8	22.0	57%
Total Expenditure	118.1	94.1	80%

13.2 Table 9 shows the current position on the major projects in the 2015/16 general fund capital programme, i.e. those over £1m in 2015/16.

13.3 The table illustrates that the main sources of financing the programme include grants and contributions, and capital receipts from the sale of property assets. £23.3m of usable receipts have been received in 2015/16, comprising £2.8m in respect of previous year's housing stock transfers, £10.2m (net) from housing right-to-buy sales and £10.3m from other sales.

Table 9 – Major Capital Projects

2015/16 Capital Programme	2015/16 Revised Budget	2015/16 Final Spend	Spend (Revised Budget)
	£m	£m	%
Housing Regeneration Schemes (Kender, Excalibur, Heathside and Lethbridge)	3.5	1.5	43%
Primary Places Programme	28.2	32.0	113%
BSF – Sydenham School	4.9	4.2	86%
BSF – Brent Knoll School	1.7	1.5	88%
Other Schools Capital Works	10.5	5.9	56%
Disabled Facilities / Private Sector Grants	1.3	1.2	92%
Asset Management Programme	1.1	1.0	91%
Acquisition – Hostels Programme	4.5	4.5	100%
Property Acquisition – LH	7.0	8.0	114%
Highways & Bridges - Transport for London	4.4	3.8	86%
Highways & Bridges LB Lewisham	3.5	3.5	100%
Other Schemes less than £1m	8.7	5.0	57%
Grand Total	79.3	72.1	91%

14. FINANCIAL IMPLICATIONS

- 14.1 This report concerns the financial results for the 2015/16 financial year. However, there are no financial implications in agreeing the recommendation of this report.

15. LEGAL IMPLICATIONS

- 15.1 The Council must act prudently in relation to the stewardship of Council taxpayers' funds. The Council must set and maintain a balanced budget.

16. CRIME AND DISORDER ACT IMPLICATIONS

- 16.1 There are no crime and disorder implications directly arising from this report.

17. EQUALITIES IMPLICATIONS

- 17.1 There are no equalities implications directly arising from this report.

18. ENVIRONMENTAL IMPLICATIONS

- 18.1 There are no environmental implications directly arising from this report.

19. HUMAN RESOURCES

- 19.1 There are no human resources implications directly arising from this report.

20. CONCLUSION

- 20.1 The overall net general fund overspend against the directorates' net general fund budgets was £6.3m. After applying the sum of £3.2m, which was set aside in agreeing the 2015/16 budget for 'risks and other budget pressures', this brings the final overspend down to £3.1m.
- 20.2 Since the start of the financial year and the first public report of the financial forecast position to Mayor & Cabinet in July 2015, the Executive Directors have continued to put in place a number of measures designed to alleviate the council's overall budget pressures to help bring spending back into line with budget. These measures have included the strengthening of local controls on particular expenditure in the short term. In addition to this and with regards to the most significant budget pressures which the council faces in 'no recourse to public funds' and 'children's social care' which ended the year at a combined overspend of £6.2m, officers have provided sharper focus on tackling the activities which are driving these costs.
- 20.3 As the new financial year begins, with a new set of challenges in terms of the delivery of revenue budget savings, the council will continue to apply sound financial controls. It is clear that the short and medium-term outlook will remain difficult. However, the Executive Director for Resources and Regeneration will continue to work with directorate management teams across the council to effect the necessary continued actions to manage their services.

BACKGROUND PAPERS AND FURTHER INFORMATION

Short Title of Report	Date	Location	Contact
Budget 2016/17	24 February 2016 (Council)	5 th Floor Laurence House	Selwyn Thompson
Financial Forecasts 2015/16	22 July 2015 and 11 November 2015 and 10 February 2016 (M&C)	5 th Floor Laurence House	Selwyn Thompson
Financial Outturn 2014/15	3 June 2015 (M&C)	5 th Floor Laurence House	Selwyn Thompson
Budget 2015/16	25 February 2015 (Council)	3 rd Floor Laurence House	Selwyn Thompson

For further information on this report, please contact:

Selwyn Thompson, Head of Financial Services, London Borough of Lewisham, 5th Floor, Laurence House on 020 831 46932

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	Public Accounts Committee		
Title	Complaints and Casework Review - update		
Key decision	No	Item no	4
Wards	All		
Contributors	Ralph Wilkinson		
Class	1	1 June 2016	

Purpose

To update the Public Accounts Committee on the progress of the review, the findings and the emerging proposals.

Update

The Council's complaints and casework process has not been reviewed for many years. As part of the last savings round the Mayor and Cabinet agreed to a review of the process to deliver improvements in service delivery and find efficiencies with a target saving of £50K.

The review looks at:

- the processes the Council follows for dealing with this work
- the organisational structures for dealing with the delivery of the work
- the iCasework computer system that is used to manage it.

The review is progressing well with the involvement of many stakeholders but it is taking longer than was expected as those involved are carrying out the work alongside business as usual. At present the review is not in a position to make definitive recommendations as it is seeking feedback from the different stakeholders about the key proposals for change. It is for this reason that review is not yet in a position to report on the findings and make recommendations.

A presentation will be made to the committee to set out the progress to date, the findings and emerging recommendations. The meeting will be used as an opportunity to get feedback from the committee on some of the key proposals.

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Complaints and Casework Review

Ralph Wilkinson – Head of Public Services



- Last reviewed in 2008
- Inconsistent approach
- Inconsistent performance
- Digital transformation
- Are we efficient and effective?
- Savings

Why change?



- Process
- Organisational structure
- System

Scope of review



Corporate Complaints			Statutory Social Care Complaints			MP/Mayor/Member Enquiries			Information Requests		
Stage 1	1779	83%	Adults Stage 1	74	TBC	MP	1240	57%	FOI/EIR	1529	55%
Stage 2	248	75%	CYP Stage 1	68	TBC	CIlr	695	77%	SAR	112	32%
Stage 3	75	98%	CYP Stage 2	9	TBC	Mayor (& CE)	435	65%	S29	144	NA

2015/16 Volumes and Performance



- 11 London Boroughs surveyed
- Desktop review of 5 neighbouring boroughs
- Volume, performance and trend analysis
- Escalation rates – identified and analysed
- Stakeholder Engagement – e.g. Housing Case Study
- Member's survey
- Analysis: roles, responsibilities, procedures

Approach



Resolve at 1st point of contact

- ✓ Better for customer
- ✓ Better for representative
- ✓ Better for Council

Objective of the review



	Stage 1	Stage 2	Stage 3
Target time to Complete	10 working days	20 working days	30 working days
By	Service Manager	Head of Service	Independent Adjudicator

As is process



- Corporate complaints policy 'invites' escalation
- 'Hand-off' culture
- Transactional costs – increase at each stage
- Incorrect routing:
 - standard service requests
 - non-linear
 - alternative appeals process

Key findings on current process



2015/16

	Stage 1	Stage 2	Stage 3	1 to 2	2 to 3
CYP	79	14	7	18%	50%
Community Services	46	4	1	9%	25%
Customer Services	1,073	100	32	9%	32%
Lewisham Homes	450	108	28	24%	26%
Resources & Regeneration	131	22	7	17%	32%
Total	1,779	248	75	14%	30%

Escalation rates



	Stage 1	Stage 2	Stage 3	Escalation Rate: 1 to 2	Escalation Rate: 2 to 3
Revenues and Benefits	488	24	11	5%	46%

- Adapted 3 stage process
- Phone call resolution at first stage
- Formal response at second stage
- Independent Adjudicator
- Low stage 1 – 2 escalation rate of 5%
- Compares to Council escalation rate of 14%

Revenue and Benefits pilot



Stage 1	Stage 2	Stage 3	Cost per call	Cost per visit
NA	£60 - £160	£855	£4.41	£7.19

- Unable to quantify stage 1 cost as part of service with no identified resources
- Increased cost per stage

Transactional costs

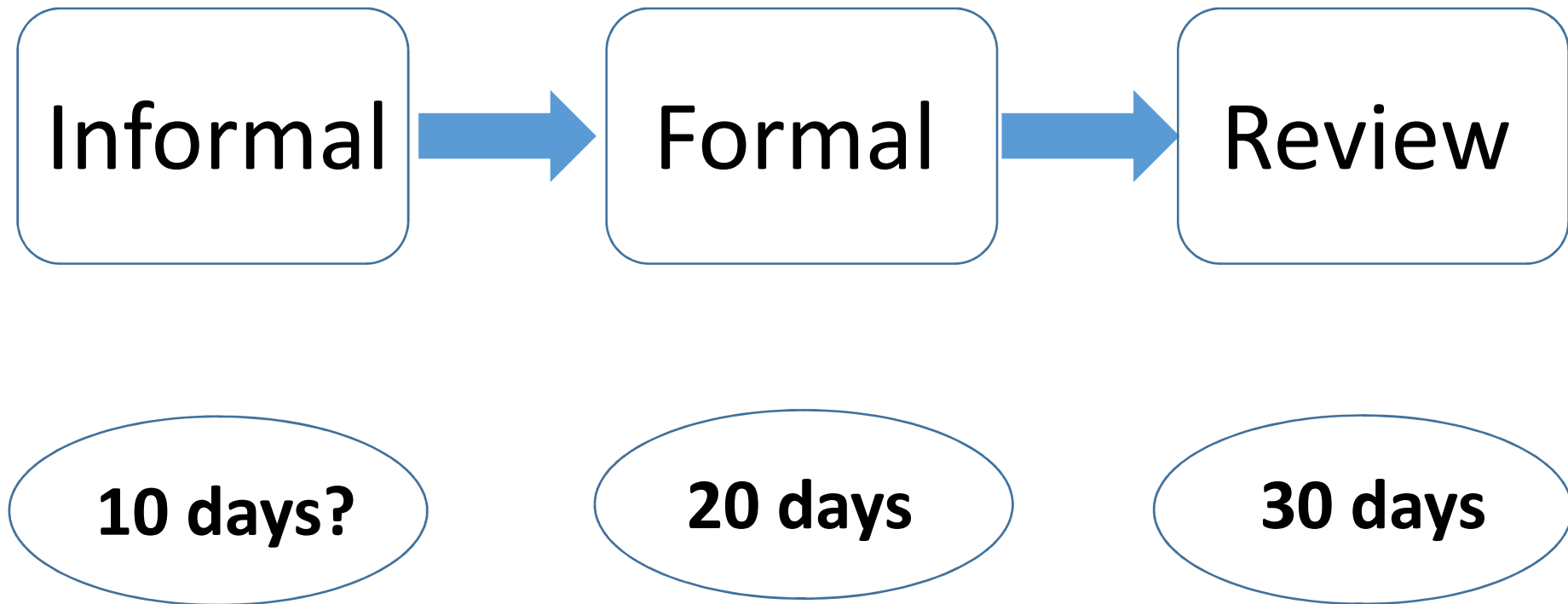


- Revised process – Corporate Complaints
- Statutory Social Care Adults/Children – No Change
- Re-route:
 - Standard Service Requests
 - Where other appeal process
 - Where partner (Lewisham Homes/Regenter/Brockley)
- Targets – Review KPI's
- Go on line

Emerging recommendations



Corporate Complaints



New process



- Customer Service and Resource and Regeneration Casework – includes Independent Adjudicator (7.5 FTE)
- Children and Young People Casework (3 x FTE)
- Community Services Casework (3 x FTE)
- Information Governance (2 x FTE)

Current organisational structure



Corporate Team Advantages

- ✓ Administer
- ✓ Investigate
- ✓ Report
- ✓ Manage system
- ✓ Training
- ✓ Resilience
- ✓ Economy of scale
- ✓ Consistency
- ✓ Independent

Proposed structure



- iCasework
- Out of support
- Complex configuration
- Functionality not used
- No ownership
- No training

Upgrade or replace...

System



- Obtain feedback on proposals
- Test new process
- Finalise recommendations
- Present to Executive Management Team
- Implementation:
 - New policy
 - New structure
 - New system

Next steps...



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Agenda Item 5

Public Accounts Select Committee		
Title	Select Committee work programme 2016-17	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	Date: 1 June 2016

1. Purpose

To advise Committee members of the work programme for the 2016/17 municipal year, and to agree the agenda items for the next meeting.

2. Summary

- 2.1 In April, each the committee drew up a draft work programme for the municipal year 2016/17.
- 2.2 The work programme can be reviewed at each Select Committee meeting to take account of changing priorities.

3. Recommendations

The Committee is asked to:

- Note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- Look at the items scheduled for the next meeting and clearly specify the information and analysis required, based on desired outcomes, so that officers are able to meet expectations;
- Review all forthcoming key decisions, attached at Appendix C, and consider any items for further scrutiny.

4. Work Programme

The work programme for 2016/17 was agreed at the last meeting on 20 April 2016.

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

The following reports are scheduled for the meeting on 5 July 2016:

Agenda item	Review type	Link to Corporate Priority	Priority
Report Back on Public Realm Monitoring	Performance monitoring	Inspiring efficiency, effectiveness and equity	Medium
Income Generation Review - 6 month update	In-depth review	Inspiring efficiency, effectiveness and equity	Medium
Financial Forecasts 2016/17	Standard Item	Inspiring efficiency, effectiveness and equity	High
Management Report	Performance Monitoring	Inspiring efficiency, effectiveness and equity	Medium
Medium Term Financial Strategy	Standard Item	Inspiring efficiency, effectiveness and equity	High

The Committee is asked to specify the information and analysis it would like to see in the reports for these items, 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. Date of next meeting

The date of the next meeting is Tuesday 5 July 2016.

7. Financial implications

There may be financial implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

8. 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.

9. Equalities implications

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.

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.

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

10. Crime and disorder implications

There may be crime and disorder implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

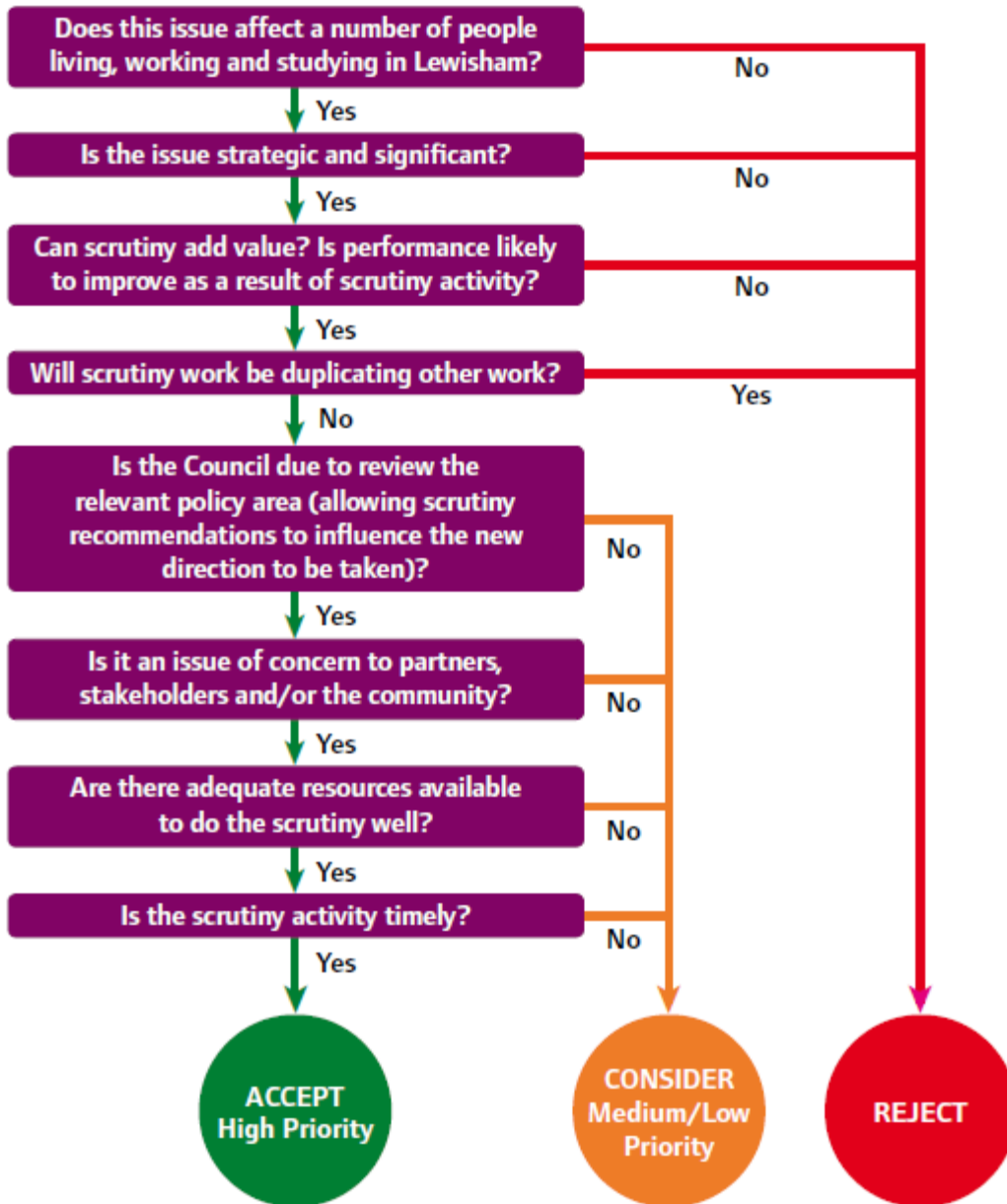
11. Background documents

Lewisham Council's Constitution
Centre for Public Scrutiny: The Good Scrutiny Guide

12. Appendices

Appendix A – Committee's terms of reference
Appendix B – Provisional work programme
Appendix C – Key decision plan (April – July 2016)

Scrutiny work programme – prioritisation process



Appendix B - Provisional Work Programme 2016/17

Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	20-Apr	01-Jun	05-Jul	22-Sep	26-Oct	30-Nov	25-Jan	15-Mar
Lewisham Future Programme	TBC	High	CP10					SAVINGS				
Election of Chair and Vice-Chair	Constitutional requirement	High	CP10									
Select Committee Work Programme 16/17	Constitutional requirement	High	CP10									
Response to referral on work programme	Performance monitoring	Medium	CP10		RESPONSE							
Implementation of savings proposal 03 (creating an internal enforcement agency)	Performance monitoring	Medium	CP10									
Shared Services	Performance monitoring	Medium	CP10									
Final Outturn 2015/16	Standard item	High	CP10									
Complaints and casework Review Update (request re savings proposal 13)	Performance monitoring	Medium	CP10									
Report Back on Public Realm Contract Monitoring	Performance monitoring	Medium	CP10									
Medium Term Financial Strategy	Standard item	High	CP10									
Financial forecasts 2016/17	Standard item	High	CP10									
Management report	Performance monitoring	Medium	CP10									
Income Generation - 6-month update	Performance monitoring	Medium	CP10				UPDATE					
Annual complaints report	Performance monitoring	Medium	CP10									
Mid-year Treasury Management Review	Standard item	High	CP10									
Temporary Accommodation - results of Pan London Study	Performance monitoring	Medium	CP10									
Asset management update	Standard item	Medium	CP10									
Annual Budget 2016/17	Standard item	High	CP10									
Audit Panel update	Constitutional Requirement	High	CP10									

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings						
1)	Wed	20 April		5)	Wed	26 October
2)	Wed	1 June		6)	Wed	30 November
3)	Tue	5 July		7)	Wed	25 January
4)	Thurs	22 September		8)	Wed	15 March

**Shaping Our Future: Lewisham's Sustainable
Community Strategy 2008-2020**

	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities

	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

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FORWARD PLAN OF KEY DECISIONS

Forward Plan June 2016 - September 2016

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2016	Annual Lettings Plan	05/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2016	Development Agreement with the Education Commission for the Archdiocese of Southwark: St Winifreds	05/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2016	Lewisham Homes Management Agreement	18/05/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	Miscellaneous Debts Write Off	05/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
April 2016	PLACE/Ladywell Residential Units Lease to Lewisham Homes	18/05/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
April 2016	Contract Variation Turnham Primary School Expansion	18/05/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		(Contracts)	Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2016	Extension of Capita CST (Revenue and Benefits) Support Services Contract	24/05/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
April 2016	Special Educational Needs and Disability Information Advice and Support Service	24/05/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	Discharge into Private Rented Sector Policy	06/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2016	Disposal of Land at Corner of Deptford Church Street and Creekside	06/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2016	Hostels/Private Sector Leased Service Transfer to Lewisham Homes	06/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Damien Egan, Cabinet Member Housing		
April 2016	Housing Development Programme Update parts 1 & 2	01/06/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	New Bermondsey Housing Zone Bid Update	06/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
March 2016	Lewisham Adoption Service Statement of Purpose and Childrens Guides	06/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2016	Lewisham Fostering Service Statement of Purpose and Childrens Guides	06/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2016	Saville Centre options for future use of site	06/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

FORWARD PLAN – KEY DECISIONS

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June 2014	Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution	06/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2016	Processing of Dry Recyclables Contract	01/06/16 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
April 2016	Youth Services Contract Award	01/06/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2016	Appointment of Shared Access to Deliver Small Cell Infrastructure on Council buildings	14/06/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
March 2016	LED Lighting Project Laurence House	14/06/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2016	Contract Extension for Cleaning and Planned and	14/06/16 Overview and	Janet Senior, Executive Director for Resources &		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Preventative Maintenance	Scrutiny Business Panel	Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2016	Pupil Places Bulge Programme 2016 Contract award	14/06/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2016	Temporary Modular Accommodation Turnham Primary School	14/06/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2016	Education Commission Update	29/06/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2016	Adoption Service Statement of Purpose and Children's Guides	29/06/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
April 2016	Fostering Service Statement of Purpose and Children's Guides	29/06/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2016	Health and Social Care Devolution Pilot	29/06/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2016	Contract Award Security	29/06/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2016	Prevention and Inclusion Contract Award	29/06/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
April 2016	Austic Spectrum Housing	13/07/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	Beeson Street Scheme	13/07/16	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

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	Approval and Proposed form of Investment partnership/procurement route	Mayor and Cabinet	Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
March 2016	Campshill Road Extra Care Scheme	07/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2016	Lewisham Future Programme	13/07/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	Medium Term Financial Strategy	13/07/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	Lewisham Homes Loan Acquisition Programme parts 1 and 2	13/07/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2016	Phoenix Community Housing Development parts 1 and 2	13/07/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

FORWARD PLAN – KEY DECISIONS

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May 2016	The Future of Lewisham Music Service	13/07/16 Mayor and Cabinet	Councillor Paul Maslin, Cabinet Member for Children and Young People and Councillor Damien Egan, Cabinet Member Housing		
February 2016	Contract Award Planned and Preventative Maintenance	07/09/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2016	Contract Award Cleaning	07/09/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2016	Insurance Renewal	09/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		

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