

# Overview and Scrutiny Committee Agenda

Monday, 27 January 2020  
**7.00 pm**, Committee Rooms 1 & 2  
Civic Suite  
Lewisham Town Hall  
London SE6 4RU

For more information contact: Charlotte Dale (020 8314 8286)

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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# Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Monday, 27 January 2020.

Kim Wright, Chief Executive  
Thursday, 16 January 2020

Councillor Bill Brown (Chair)

Councillor Sakina Sheikh (Vice-Chair)

Councillor Obajimi Adefiranye

Councillor Abdeslam Amrani

Councillor Tauseef Anwar

Councillor Peter Bernards

Councillor Juliet Campbell

Councillor Suzannah Clarke

Councillor Patrick Codd

Councillor Tom Copley

Councillor Liam Curran

Councillor Sophie Davis

Councillor Colin Elliott

Councillor Aisling Gallagher

Councillor Leo Gibbons

Councillor Alan Hall

Councillor Carl Handley

Councillor Octavia Holland

Councillor Sue Hordijkeno

Councillor Coral Howard	
Councillor Mark Ingleby	
Councillor Liz Johnston-Franklin	
Councillor Caroline Kalu	
Councillor Silvana Kelleher	
Councillor Louise Krupski	
Councillor Jim Mallory	
Councillor Paul Maslin	
Councillor Joan Millbank	
Councillor Hilary Moore	
Councillor Pauline Morrison	
Councillor John Muldoon	
Councillor Olurotimi Ogunbadewa	
Councillor Lionel Openshaw	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Councillor Stephen Penfold	
Councillor Kim Powell	
Councillor James Rathbone	
Councillor Alan Smith	
Councillor Luke Sorba	
Councillor Eva Stamirowski	
Councillor James-J Walsh	
Councillor Susan Wise	

## **MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE**

**Tuesday, 29 October 2019 at 7.00 pm**

**PRESENT:** Councillors Bill Brown (Chair), Sakina Sheikh (Vice-Chair), Abdeslam Amrani, Tauseef Anwar, Patrick Codd, Liam Curran, Sophie Davis, Sue Hordijkenko, Coral Howard, Liz Johnston-Franklin, Silvana Kelleher, Louise Krupski, Jim Mallory, Joan Millbank, Hilary Moore, John Muldoon, Lionel Openshaw, Jacq Paschoud, John Paschoud, Stephen Penfold, Kim Powell, James Rathbone, Luke Sorba, James-J Walsh and Susan Wise

**APOLOGIES:** Councillors Obajimi Adefiranye, Peter Bernards, Juliet Campbell, Suzannah Clarke, Tom Copley, Colin Elliott, Aisling Gallagher, Leo Gibbons, Alan Hall, Carl Handley, Mark Ingleby, Paul Maslin and Eva Stamirowski

**ALSO PRESENT:** Councillor Andre Bourne (Cabinet member for Culture, Jobs and Skills (job share)), Councillor Brenda Dacres (Cabinet Member for Environment and Transport (job share)), Charlotte Dale (Interim Overview and Scrutiny Manager), Councillor Joe Dromey (Cabinet Member for Culture, Jobs and Skills (job share)), Councillor Sophie McGeevor (Cabinet Member for Environment and Transport (job share)), Barrie Neal (Director of Corporate Policy and Governance) and Councillor Jonathan Slater (Cabinet Member for Community Sector)

### **1. Minutes of the meeting held on 11 June 2019**

1.1 **RESOLVED:** That the minutes of the meeting held on 11 June 2019 be agreed as an accurate record of the meeting.

### **2. Declarations of Interest**

2.1 **RESOLVED:** That the following declaration of interest be noted in relation to item 4 on the agenda:

Councillor Joan Millbank – Chair of Lewisham Local

### **3. Response to the Committee's referral**

3.1 **RESOLVED:** That the response be noted.

### **4. Cabinet Member Question and Answer Session**

1.1 The Chair welcomed the Cabinet Members to the meeting.

1.2 **Cllr McGeevor** gave a brief summary of her current work activities and her priorities for the rest of the municipal year/administration. The following key points were noted:

- Following the declaration of a climate emergency, consultants were working on plans to enable the Council to be carbon neutral by 2030.
- The Greening Funding allowed local community groups to apply for Section 106 money to improve green spaces on public land. £360k of funding had been allocated to projects so far this year.
- Improving air quality was a key priority and the Cabinet Member was working closely with the Air Quality Champion on a number of schemes including an anti-idling campaign. Fixed penalty notices (£80 fine) were being given out by traffic wardens to people refusing to turn off their engine whilst their car was stationary.

1.3 **Cllr Dacres** gave a brief summary of her current work activities and her priorities for the rest of the municipal year/administration. It was noted that:

- The Bakerloo Line Extension campaign was a key priority for the Council.
- Four “Healthy Neighbourhoods” would receive £250k of funding to encourage sustainable modes of transport.
- The Council was committed to ensuring that all Lewisham residents, businesses and visitors are within 500m of an electric vehicle charging point by 2021 which equates to 70 chargers across the borough.

1.4 In response to questions from the Committee, the following points were noted:

- Lessons had been learnt following the launch of the swimming lake in Beckenham Place Park. A permanent, but attractive, fence would be erected around the lake to control numbers and the contract for managing the lake would be going out to tender in the new year.
- Although TfL funding had allowed the first wave of cycle racks to be made available for £24 a year rent, subsequent racks cost £60 a year in rent. However, officers were looking into ways of making the racks more affordable.
- Electric vehicle charging points were installed on the road wherever possible but in a few instances needed to be on the pavement for health and safety reasons. There would be charging points in Evelyn ward.
- The Cabinet was pushing for as much communications support as possible in relation to the Bakerloo Line Extension campaign and the Council’s local assemblies and *Lewisham Life* were being used.
- Members working on Healthy Neighbourhood schemes would be put in touch with Air Quality Champions in schools.
- Inclusive play was important and there were some excellent examples of well tested inclusive play equipment on the market, but

consultation with disabled play equipment users would be considered.

- There had been some confusion over eligibility for the Greening Fund but it covered all land owned by the Council. In the case of land managed by Lewisham Homes, applications had to be made via Lewisham Homes.
- Fly tipping was a key issue for the Council and HMO licensing was one way of addressing it. Enforcement was key (officers assessed the rubbish dumped for clues as to who may have dumped it) and penalties were in place. There was also a role for the Council in ensuring that residents knew the rules. A new waste facility in the south of the borough was not being progressed but mechanisms were being put in place to make it easier for residents to dispose of rubbish.
- Ice-cream and other food vendors operating in and around parks had been advised that they could not leave their engines running whilst selling. Vendors requiring a running engine to make their product could either update their van, as newer vans did not require this; or use a plug-in system where available. It was agreed that an update on officers' investigations into plug in systems would be provided.
- It was clear that Sainsburys wanted to develop their New Cross site, which might have an impact on plans for the Bakerloo Line Extension, but any planning application that came forward would be treated the same as any other planning application would be. Other sites for launching drilling equipment were available.
- Healthy Neighbourhood boundaries were not aligned to ward boundaries but officers were now aware of which councillors they needed to contact in each case.
- Improvements to Sydenham Park bridge were planned for next year.

1.5 **Cllr Bourne** gave a brief summary of his current work activities and his priorities for the rest of the municipal year/administration. It was noted that:

- The Council had bid to become the borough of culture in 2021.
- There had been longstanding issues with the Fusion Contract but there had been big improvements recently with new staff and equipment and better communications. There was a particular focus on Forest Hill Pools.
- It was hoped that full disabled access could be achieved at the Broadway Theatre.
- The London Youth Games results were disappointing but plans were in place to improve sports development in the borough.
- Improving the night time economy was a key priority and the Council now had a Women's Night Safety Champion.

1.6 **Cllr Dromey** gave a brief summary of his current work activities and his priorities for the rest of the municipal year/administration. It was noted that the following were all key priorities for the Council

- Supporting local growth that benefits local residents

- Creating and supporting the creative enterprise zone in the north of the borough
- Extending the network of enterprise hubs and supporting small businesses
- Community wealth building and the creation of a “Lewisham Deal”
- Increasing access to high quality apprenticeships
- Developing a Lewisham Inclusive Growth Strategy.

1.7 In response to questions from the Committee, the following points were noted:

- Apprenticeships were not just for young people and the upskilling and retraining of older workers was crucial. Officers were working with Job Centre Plus on both their jobs fair offer and schemes for people with physical and mental health issues. Older workers would also be considered as part of the Inclusive Growth Strategy.
- Signatories to the London Living Wage declaration should ensure that their contractors pay the London Living Wage, a fair wage should not be for directly employed staff only.
- The Council was looking to recruit a dedicated Sports Development Officer.
- The needs of older residents would be considered when developing the night-time economy and the Festival of Creative Ageing (Age Against the Machine) had been very successful.
- Information on the Physical Activity and Healthy Lifestyle Strategy would be circulated.
- The timing of the potential closure of the theatre to allow works to commence would be carefully considered.
- High speed internet access and WiFi across the borough would be looked at as part of the Inclusive Growth Strategy.
- Any concerns around the goods being sold at markets should be reported - market inspectors carried out regular checks. Low starter rates were on offer so there were low barriers to entry, making markets a great place to start a business.
- Council contracts with the security firm CIS specified that they must pay the London Living Wage.
- Pubs were crucial to the life of the borough, it was important to preserve as many as possible and a policy had been agreed with Mayor and Cabinet.
- Digital skills were important. There was a “Go ON Lewisham” programme to upskill residents and also work with Job Centre plus to help people access Universal Credit online. Plans were in place for adult digital skills learning to be free from 2021.
- Training people for jobs in the sustainable economy would be an important focus of the Inclusive Growth Strategy. Two of the six Lewisham Deal partners had agreed to the Council’s net-zero carbon target.

1.8 There were a large number of questions relating to the Fusion contract. It was noted that:

- Fusion recognised that recent performance had not been acceptable
- The Council's focus was on ensuring Fusion improved standards
- Swimming lesson cancellations were declining
- Investment in staff, equipment and facilities had been agreed
- Approximately £1m of investment across all the centres was planned
- Issues pertaining to the Ladywell Arena would be looked into
- There had been nation-wide lifeguard recruitment issues last summer
- Briefing documents would be updated and circulated so councillors had up-to-date information when responding to constituent queries
- Information on penalty charges and their use to date would be provided.

1.9 **Cllr Slater** gave a brief summary of his current work activities and his priorities for the rest of the municipal year/administration. The following key points were noted:

- A Disabled People's Commission for Lewisham had been created and Jamie Hale had been appointed as Chair. Commissioners would be recruited shortly.
- Black History Month had been successful, in particular events around the legacy of the Windrush generation.
- People's Day would take place next year.
- There had been a crowdfunding campaign for the Blackheath Fireworks and Greenwich Council had donated £15k. More corporate sponsorship would be sought next year.
- The main grants programme was funding 40 organisations.
- Rushey Green Timebank (Lewisham Local) would be providing infrastructure support to the local voluntary sector.
- V22 had taken over from Eco Communities in running Sydenham Library.

1.10 In response to questions from the Committee, the following points were noted:

- There had been modification to the opening hours of Sydenham Library whilst V22 got to grips with running an additional library.
- Funding for digital inclusion would be looked at.
- Information on the Disabled People's Commission terms of reference, the new Chair and the recruitment of commissioners would be circulated.
- An update on Pepys Library would be provided.

**RESOLVED:** That the responses provided by the Cabinet Members be noted.

## 5. Referrals to Mayor & Cabinet

None

The meeting ended at 9.10 pm

Chair:

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Date:

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## Overview and Scrutiny Committee

### Declarations of Interest

**Date:** 27 January 2020

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Chief Executive (Director of Law)

### Outline and recommendations

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

## 1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. 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.

1.2. Further information on these is provided in the body of this report.

## 2. Recommendation

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

### 3. Disclosable pecuniary interests

3.1 These 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.

### 4. Other registerable interests

4.1 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.

## 5. Non registerable interests

- 5.1. 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).

## 6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

## 7. Sensitive information

- 7.1. 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.

## 8. Exempt categories

- 8.1. 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).

## **9. Report author and contact**

9.1. Kath Nicholson, Director of Law, [Kath.Nicholson@lewisham.gov.uk](mailto:Kath.Nicholson@lewisham.gov.uk), 0208 31 47648



## Overview and Scrutiny Committee

### Report title: Cabinet Member Question & Answer Session

**Date:** 27 January 2020

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Executive Director for Corporate Services (Overview and Scrutiny Manager)

### Outline and recommendations

The purpose of this item is to allow the Overview and Scrutiny Committee to question Executive Decision Makers on their portfolios.

The Overview and Scrutiny Committee is recommended to:

- Note the Cabinet Member updates appended at Appendix B.
- Ask the Cabinet Members questions.

## 1. Summary

- 1.1. This report provides an update to the Committee on the portfolios of the invited Cabinet Members.

## 2. Recommendations

- 2.1 The Overview and Scrutiny Committee is recommended to:

- Note the Cabinet Member updates appended at Appendix B.
- Ask the Cabinet Members questions.

## 3. Policy Context

- 3.1. The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.
- 3.2. The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:

[Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

[Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.

[Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

[Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

[Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.

[Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

- 3.3. The work carried out by Cabinet Members directly contributes to the Council's corporate priorities.

## 4. Scrutinising the Executive

- 4.1 Part of the role of the Overview and Scrutiny Committee is to hold the Council's Executive to account. Therefore, during the course of each year it will hold Question & Answer sessions with the Mayor and each Cabinet Member.
- 4.2 Each Question & Answer session will explore the work the Mayor and Cabinet Members have done in relation to their portfolio, looking at priorities, actions, achievements and impact.
- 4.3 The areas that fall within the portfolio of the Cabinet Members attending the meeting are outlined at Appendix A.
- 4.4 Brief written updates from the Cabinet Members can be found at Appendix B.
- 4.5 The Committee may wish to focus questions on:
- Notable activities and achievements
  - Current priorities
  - Current challenges
  - Any key decisions going to Mayor & Cabinet over the next 6 months
- 4.6 Following the session the Committee may choose to make a referral to Mayor and Cabinet in relation to what the Committee has heard, including any actions it would like the Cabinet Members to consider.
- 4.7 Those Cabinet Members who have not yet attended a question and answer session this municipal year, will be asked to attend the Committee on 5 March 2020.

## 5. Appendices

- *Appendix A* – The areas falling within the portfolio of the Cabinet Members attending the meeting are outlined
- *Appendix B* – Cabinet Member Updates

### Is this report easy to understand?

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## **6. Financial implications**

6.1. There are no direct financial implications arising from this report.

## **7. Legal implications**

7.1. There are no direct legal implications arising from this report.

## **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.

## **9. Climate change and environmental implications**

9.1. There are no direct climate change or environmental implications arising from this report.

## **10. Crime and disorder implications**

10.1. There are no direct crime and disorder implications arising from this report.

## **11. Health and wellbeing implications**

11.1. There are no direct health and wellbeing implications arising from this report.

*Charlotte Dale, Overview and Scrutiny Manager, [charlotte.dale@lewisham.gov.uk](mailto:charlotte.dale@lewisham.gov.uk) 020 8314 8286*

## ***Appendix A***

### **Cabinet Member Portfolios**

#### **Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees and Accountability**

- Corporate Strategy implementation
- Policy development
- Refugee resettlement and migrant support
- Customer services and complaints
- Digital strategy
- Local Democracy Review
- Governance
- Legal services
- Democratic and electoral services
- Communications
- Trade unions
- Armed Forces Covenant.

#### **Councillor Paul Bell, Cabinet Member for Housing**

- Social housing building programme
- Housing need, including lettings and allocations policy
- Homelessness and temporary accommodation
- Landlord licensing
- Private rented sector regulation
- Gypsies and Travellers.

#### **Councillor Amanda de Ryk, Cabinet Member for Finance and Resources**

- Council budget
- Human resources and organisational development
- Transformation
- Internal audit
- Efficiency
- Revenue collection and benefits
- Pensions
- Income generation
- Council contracting
- Ethical procurement and modern slavery.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>			
Report Title	Update from Cabinet Member for Democracy, Refugees and Accountability		
Key Decision	No		Item No. 3 (appendix B)
Ward	All		
Contributors	Cabinet Member for Democracy, Refugees and Accountability		
Class	Open	Date: 27 January 2020	

## Purpose

This report provides an update to Overview and Scrutiny Committee on some of the achievements in the Democracy, Refugees and Accountability Portfolio.

## Recommendation

Overview & Scrutiny Committee is recommended to note this report.

## Democracy

My portfolio covers responsibility for promoting democratic values and good governance. A major part of this work has been the implementation of the recommendations of the Local Democracy Review as well as oversight of governance, legal and electoral services. Current progress includes:

### Local Democracy Review

The Local Democracy Review is the result of a pledge made by the Mayor to make Lewisham Council more open, democratic and transparent. I chair the Local Democracy Working Group of eight councillors, which is delivering the 57 recommendations of the Local Democracy Review agreed in April 2019. The Working Group meets regularly in public and a summary of the work delivered to date is publicly available on the Council website at the following link: <https://lewisham.gov.uk/mayorandcouncil/local-democracy-review/delivering-the-recommendations>

Some highlights include:

- After extensive benchmarking and consultation with councillors, we will be recommending changes to Overview and Scrutiny to enable the introduction of Task and Finish Groups and improved scrutiny practice in the next municipal year.
- We have worked on a role specification guide for the various responsibilities that councillors carry out so that councillors, officers and the public better understand what is expected from each role.
- We are making changes to our internal processes and tools in order to improve the way in which we provide feedback to residents who participate in consultation and engagement activity.

- We have successfully trialled webcasting of Mayor & Cabinet and Full Council meetings and expect to have a regular service for these and other council meetings in the near future.
- We are working closely with young people to improve our current approach to online communications and social media aimed at them. We are also developing new mechanisms to increase young people's engagement with and understanding of local decision-making, such as councillor 'question time' panels in schools.
- We are upgrading our licensing system in order to streamline back office functions and provide an online platform for residents to make licensing applications and representations as well as seeing real-time updates on applications in their local area.
- We have made changes to our internal processes and tools in order to improve the way in which we provide feedback to residents who participate in consultation and engagement activity.
- We have focused on how we can better engage with 'seldom heard' voices in Lewisham and a comprehensive, multi-faceted, changing approach is being developed informed by comprehensive evaluation of traditional consultation models and a greater focus on engagement and insight.

### **Legal and Electoral Services**

Electoral Services have had a very busy 2019 with two elections, the European Parliamentary Elections and the December General Election. Both of these elections were conducted at very short notice and, even with being responsible for three constituencies at the General Election, Lewisham was one of the first London boroughs to declare all its results.

Changes have been made to constitution agreed at full Council to update and give effect to some of Local Democracy recommendations and other matters affecting governance, for example the introduction of parental leave for councillors.

Legal services have also been pro-active in assisting with a number of enforcement actions including:

- The Revenues and Benefits Departments are continuing to tackle rogue landlords across the borough. Thousands of pounds of housing benefit payments claimed unlawfully by a rogue landlord for tenants in unlicensed HMOs are set to be recovered by the Council in a forced sale of the rogue landlord's property. The monies, which total over £100,000, will be used for the Council's enforcement activities to improve housing standards across the private rented sector.
- The Private Sector Housing Agency won a successful prosecution in regard to 2 unlawful eviction charges under the Protection from Eviction Act 1977 against a rogue landlord who used physical force and intimidation against his New Cross tenants. The landlord pleaded guilty and was sentenced to 4 months' custody, suspended for 12 months, 150 hours of unpaid work, £200 compensation for the tenant, a victim charge £115 and ordered to pay the Council's costs of £1,000.
- A positive outcome for the Council resulted from the prosecution of a Catford premises licence holder unlawfully supplying to the public over 90 packets of cigarettes without health warnings. The licence holder also pleaded guilty to keeping over a 1,000 litres of smuggled beer and 240 litres of smuggled wine on the premises. The licence holder was sentenced by Magistrates to a total of £4,950 of fines and costs.

## **Refugees**

My portfolio is responsible for promoting the principles of Open Lewisham, namely making Lewisham a place that welcomes and supports all migrants, including refugees and asylum-seekers. It includes specific responsibility for delivering the Council's refugee resettlement programme and making Lewisham a Borough of Sanctuary.

### **Refugee Resettlement Programme**

The Council is committed to welcoming an additional 100 refugee families by 2022 making Lewisham London's lead borough for refugee resettlement. In the past year, the service has been significantly redesigned in order to scale up for the ambitious target and also to help improve support and integration for families. This includes the recruitment of a full time refugee programme manager and the recommissioning of the support service. The Council is also supporting Lewisham Refugee Welcome to recruit and manage volunteers who wish to help.

Since June 2019, the Council has welcomed an additional nine refugee families in addition to the seventeen families already welcomed under the Vulnerable Person's Resettlement Scheme. The service is scaling up the resettlement programme with arrivals against ten further properties already planned in the current quarter.

In August 2019 the Council announced that the Refugee Council would be acting as the professional support provider for arriving refugee families for 12 months. The Refugee Council have been working with the community with Lewisham Refugee and Migrant Network (LRMN) to ensure that Lewisham benefits from both the national and local expertise of both organisations. Lewisham will be going out for a longer-term tender again, provisionally if approved by Mayor and Cabinet, in February 2019.

A large focus of the refugee work is focused on integrating the refugee families into Lewisham and the wider community. Learning to speak English is a key factor in this challenge. That is why we have focussed on improving the delivery of English teaching (ESOL) for our refugee families. This is something we've been working with closely on with LRMN and Lewisham Citizens. Adult Learning Lewisham are delivering enhanced ESOL provision to meet the needs of these families, and are developing a strategic function to oversee ESOL delivery for refugees.

This team are also in the process of recruiting an officer who will support the procurement of private rented sector properties, tenancy sustainment and property move on for our refugee families, and an officer who will lead our work on becoming a Borough of Sanctuary.

In June 2019, Lewisham Council signed up to Safe Passage's campaign to welcome at least 1,000 child refugees a year to the UK. The Council pledged to take a further 100 children refugees provided there is proper government funding.

### **Borough of Sanctuary**

The Council is committed to challenging the concept of a hostile environment for migrants by making Lewisham a Borough of Sanctuary in line with the principles of the City of Sanctuary movement.

In 2018 the Council helped set up the Lewisham Migration Forum which brings together organisations in Lewisham who provide services and/or advice to migrants. A key purpose of the Forum is to encourage individuals and groups across Lewisham to sign up to sanctuary principles and commit to specific action to deliver against them.

During the 2019 Refugee Week, 17-23 June, Lewisham Council hosted a Borough of Sanctuary conference in the civic suite. This conference brought together residents, activists, faith groups, businesses and experts to discuss how to challenge the hostile environment and ensure that Lewisham becomes a Borough of Sanctuary. Speakers included representatives from City of Sanctuary, Goldsmiths University, and LRMN. The event was a great success, with over 70 attendees contributing throughout the day.

In terms of the Council's own implementation of sanctuary principles, in 2019 the Council began the process of developing a Sanctuary Strategy to ensure that all Council services are delivering against the principles of sanctuary. The draft strategy is currently in pre-decision scrutiny and is expected to be in effect by this summer. The Council has also appointed a sanctuary officer who would be responsible for the Borough of Sanctuary programme – this is the first such appointment in London.

In the meantime, the Council has already been enacting sanctuary principles in our work:

- In April 2019, the Council removed the embedded Home Office worker in the No Recourse to Public Funds team to ensure that possible applicants are not deterred from applying for emergency support. The service is currently working with advocacy groups to help improve the experience that applicants have in the process.
- In July 2019 the Council committed to ensuring free school meals for all children whose families are receiving No Recourse to Public Funds.
- The Council is very conscious of the potential impact of Brexit on the 23,000 of our residents who are EU citizens without British citizenship, so we have been promoting the protection of their rights post-Brexit and are providing verification service for settled status that is free of charge. The Council is also holding a public event on 28 January to celebrate the contribution that EU citizens make to our community and also assist with settled status applications.

## **Accountability**

My portfolio covers services that help make the Council more accessible and accountable to the public, including IT, communications and the handling of enquiries and complaints as part of customer services. My portfolio is responsible for policy development and has oversight of the delivery of the Council's new Corporate Strategy. It also covers pervasive policies, such as Brexit preparation. Finally, my portfolio is also responsible for trade union liaison and delivering the Armed Forces Covenant.

## **Communications**

2019 has been marked by some significant high profile events and activities undertaken by the Council.

The opening of Beckenham Place Park and visit by the BBC Weather team's Carole Kirkwood garnered the highest number of Facebook likes in the history of the Council's account. With strategic communications planning, the launch of park and its new lake garnered coverage in the Times, Guardian, Evening Standard and was the most visited news story on the Time Out website in 2019.

Likewise, with careful planning and liaison with the Mayor, the communications team was able to secure good, positive coverage of the redevelopment plans for the area around Millwall Football Club. It led to extensive coverage across all local South East London media outlets, BBC London, BBC Radio Five Live and in the Guardian newspaper.

Our bid for Borough of Culture has led to significant audience engagement across all social media platforms following the design and implementation of the "I Am Lewisham" campaign to mobilise and involve our diverse community.

The communications team has been working to raise the profile of Lewisham schools. Positive news stories (for example pupils winning awards, positive school Ofsted news) have been included in community news section of Lewisham Life across four issues.

All London Boroughs have worked to give as much information and encourage as many EU citizens a possible to apply for settled status in the UK after we leave the European Union. Lewisham has 23,000 EU residents on the electoral roll – approximately 21,000 of them have now applied for settled status. The communications team have publicised the Council's support navigating through the process on social media and tailored community events.

In terms of online engagement, Facebook posts reached 234,000 users over 2019. The website's news stories from March to December 2019 had 70,000 unique views, with Beckenham Place Park being the most read story with 13,000 unique views.

The Bakerloo Line Extension has seen wide reach across Facebook, with 34,218 reached from Facebook adverts with 3,180 post engagement.

Videos to promote Small Business Saturday were viewed over 8,000 times, while reaching an audience over 25,000 people.

### **Customer Services**

There has been an increase in Customer Satisfaction Scores from 6.64/10 in 2018/19: to 7.67/10 for the current year to date.

The team who deal with FOI responses have been making substantial progress in meeting the FOI response time target. In Quarter 1 of 2019 69% of FOI responses were responded to within target, by Quarter 4 of 2019 this had been increased to 82%, an increase of 13%. Currently, the FOI team are below capacity and with further recruitment the team expects to improve these request response times further still.

New telephone technology has been rolled out allowing call centre staff to work remotely in line with the Council's Smarter Working Policy.

The Register Office has been refurbished to offer a better environment for customers and increasing office space to be able to offer greater availability of appointments, reduce waiting times for services and increase income to the Council.

The Out of Hours call handling arrangements with Greenwich has been extended for a further three years with no increased costs.

We have opened a BSL (British Sign Language) line within the corporate call centre to support hearing impaired residents in the borough who seek assistance via the telephone.

The Council is proud of the introduction of Opposite Sex Civil Partnerships with the first ceremonies having taken place on 31st December.

## **IT and Digital Services**

The focus for IT and Digital Services remains the stabilisation and performance of the Council's ICT infrastructure. This is delivered via a combination of the Shared ICT Service with Brent and Southwark and the Council's own internal IT service.

2019 saw the introduction of the new website that is more user friendly for residents to access Council services, whilst upgrading the customer relationship management (CRM) system.

The project to migrate all Laurence House based officers to laptops is now in its final stages and planning is well advanced for the next phase of work to equip officers and members across the remainder of the estate with equipment appropriate to their roles. The feedback from those who have been issued with the new kit continues to be extremely positive, and indicates that the project is meeting its objectives of making staff more agile, and more productive.

The Shared ICT Service have published an IT service strategy for the next 3 years. This reaffirms the commitment of the London Boroughs of Lewisham, Brent and Southwark to work together collaboratively on a single IT infrastructure that supports and enables our individual digital journeys through the vision to "deliver an outstanding, public sector infrastructure service." The new Managing Director of the Shared Service is now in place and the permanent senior management team are currently being recruited.

The Council's Applications Management team have worked with Liquid Logic to resolve the issues with the LCS system that were referenced in the recent children's social care Ofsted report. These were caused by a fault in the software that has now been addressed, and the system is now stable.

Work is now commencing on developing the Council's Digital Strategy led by the Council's new Director of IT and Digital Services which will align to our Corporate Strategy and ensure that Lewisham has a clear journey into a digital future.

There have been over 300 partner led IT training sessions for residents including new initiatives in the Lewisham Irish Centre and Lee Green as well as the established sessions run by Phoenix, DWP and Catbytes.

Over 50 smartphone training sessions have been delivered by the telecoms company Three as part of their Discovery programme. The sessions have taken place in a number of Lewisham settings including sheltered schemes, knitting clubs, community libraries and lunch clubs as well as a giant 'Techy Tea Party' for the Positive Ageing Council.

There has been partnership work with Phoenix Housing and Lewisham Homes that has funded digital champions to support jobseekers with the digital aspect of employability. A number of Digital Zones continue to support vulnerable residents with their immediate needs including blue badge applications, benefit claims and changes of circumstances.

Partnership work with the City of London Corporation has continued and they have hosted and delivered 5 higher level IT training session for unemployed Lewisham residents. The Go On partnership was actively involved in the 'Festival of Creative Ageing' film making project and is currently mapping all IT services in partnership with Community Connections.

## **Policy Development**

Progress is being made to better align the Council's performance reporting, strategic and service planning and consultation and engagement capacity to effect delivery of the Corporate Strategy. A dedicated cross-Directorate group, chaired by an Executive Director,

is overseeing the strategic co-ordination and alignment of business systems and processes to ensure accountability for action. The delivery of specific Corporate Strategy commitments is being tracked at Directorate Management Teams and the Executive Management Team, with overall accountability to the Mayor & Cabinet.

On a practical level, progress is also being made on the delivery of individual Corporate Strategy commitments which is regularly monitored with the Mayor. Some examples include: over 200 care leavers have now been exempted from Council Tax; more than 400 business have been supported through the Council's business growth programme (exceeding our target of 300 two years ahead of schedule). In addition, Lewisham is now well on its way to doubling the number of London Living Wage accredited employers in the borough by 2022.

The Council continues with preparation and planning for Brexit. Officers are updating business continuity arrangements to ensure that the functions performed and services provided by the Council are responsive to Brexit risks. Officers are also now tracking a suite of high-level indicators which will enable the Council to be responsive to business risks such as unanticipated increases in service demand. Supplementing these arrangements is a wider engagement with the London region and through which Lewisham and other local authorities are able to escalate issues directly to Whitehall. As part of this, the Council is working with Directorate Management Teams to track and review the bookcase of major Council strategies. This will help the Council ensure that Brexit-proofing is integrated into the process of strategic development and service planning.

In addition to the above, an annual review of key corporate policies is underway to refresh the corporate policy infrastructure supporting the Corporate Strategy. Amongst these, a new Single Equality Framework 2020-24 is in development, whilst a review of the Council's Corporate Equality Policy (timed incorporate learning from the councillor-led in-depth review of equality in Lewisham) has commenced. Also underway is a refresh of the Council's Corporate Performance Management Framework, which codifies the performance management business system as well as the habits behaviours and ways of work that underpin it. Furthermore, building on the Local Democracy Review, the Council will be refreshing its Engagement Policy to ensure that it is better able to meet the needs and expectations of Lewisham residents.

### **Trade Union Liaison**

The Council is committed to promoting the support that trade unions provide to staff and work is underway liaising with the council's recognised trade unions to make better use of the Works Council so that there is an effective forum to share concerns and proposals for improving the working environment.

### **Armed Forces Covenant**

The Council refreshed its Armed Forces Covenant in 2018 to ensure that armed forces members, veterans and families living in Lewisham are not unfairly disadvantaged in accessing Council services and support. Lewisham Council was awarded with the Gold Award from the Ministry of Defence's Employers Recognition Scheme in November 2019. This award acknowledges the outstanding work that Lewisham Council does to support members of the armed forces community, including reservists, veterans and spouses, at work and across the borough.

### **Financial Implications**

There are no specific financial implications directly arising from considering and noting this report.

## **Legal Implications**

There are no specific legal implications of relevance to this report.

## **Equalities implications**

With respect to the Council's Comprehensive Equalities Scheme 2016-20, the activities described in this report make a clear contribution to the following equality objectives:

- Tackling victimisation, discrimination and harassment
- Improving access to services
- Closing the gap in outcomes between citizens
- Increasing mutual understanding and respect within and between communities
- Increasing participation and engagement

The various activities described in this report will benefit all protected characteristics. However, specific actions such as work being undertaken on the refugee resettlement programme, borough of sanctuary, Brexit planning and the Local Democracy Review, will help mitigate the particular risk of discrimination or disadvantage faced by the protected characteristics of age, race, religion/ belief, sex, sexual orientation.

Although not a characteristic protected under the Equality Act 2010, the activities described in this report will also help to tackle socio-economic inequality, which is part of the lived experience of all characteristics protected under the Equality Act.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>			
Report Title	Update from Cabinet Member for Housing		
Key Decision	No		Item No. 3 (appendix B)
Ward	All		
Contributors	Cabinet Member for Housing		
Class	Open	Date: 27 January 2020	

### **Purpose**

This report provides an update to Overview and Scrutiny Committee on some of the achievements in the Housing Portfolio

### **Recommendation**

Overview & Scrutiny Committee is recommended to note this report.

### **Tackling the Housing Crisis: developing new social homes**

The Council has launched the Building for Lewisham Programme that will see new social homes delivered across the borough. Progress is being made to deliver both a tranche of directly delivered sites, together with sites delivered by partners such as Peabody, L&Q and Phoenix.

Since May 2018, 237 new social homes have been delivered by Lewisham and RP partners with an active Council pipeline of over 1,000 new homes and acquisitions. Eighteen schemes are currently in delivery phases. The Council, via our housing company Lewisham Homes are due to start over 200 council homes on site in the first half of 2020.

The Council is now working on the development of 16 new sites as well as forward funded acquisitions to directly deliver around 500 new homes. At present, the redevelopment of the former Ladywell Leisure Centre site remains the largest single development, with in excess of 200 units currently anticipated to be delivered as part of a mixed use, multi-tenure development. This will be delivered by the Council, via our housing company, Lewisham Homes.

### **New homes for homeless households**

Following the success of PLACE/Ladywell, officers are working to deliver three new sites for Temporary Accommodation (TA). Around 2300 households are in TA, of

which 735 are placed in nightly paid accommodation. It is imperative the Council builds these new homes to tackle the acute housing crisis.

The development at Edward Street will provide 34 units and is currently out to tender with a start on site due by the end of the financial year.

Planning permission has now been granted for the development on the former Mayow Road warehouse site and 118 Canonbie Road, purchased to stop the activities of a rogue landlord.

Mayow Road will deliver 26 new homes and Canonbie Road will consist of 6 new homes for social rent. Both developments will provide exclusively self-contained flats with two and three bedrooms, all benefiting from their own private amenity space. The homes will provide much-needed temporary accommodation, supporting residents to remain in their local community.

Further opportunities will be considered as part of the Council's ongoing feasibility work.

### **Council-owned homes for private rent**

The planning application for the Council's joint venture with Grainger to deliver a 100% Build to Rent scheme has now been submitted.

One in every two families who approaches us for housing has been made homeless because their private tenancy has ended. Currently there are not have enough social homes to offer everyone in this position so the Council is looking at alternative ways of ensuring that there are good, secure and affordable private tenancies available to help people in this position.

Besson Street is one of a number of sites the Council is using to respond to the housing crisis challenge we face. It is specifically focussed on how we can support an improved private rented sector that works for working residents on ordinary incomes, with better rent levels and greater security of tenure as well as providing 35% of units at London Living Rent.

### **New homes for adults with learning disabilities**

As part of the development at Mayow Road the Council will also deliver six supported living homes for residents with learning disabilities or autism, helping them to remain in borough and live more independent lives.

This will be supported by 24-hour on-site care and support staff. We are supporting these aims in partnership with NHS England's transforming care programme.

The Council's Strategic Development Team are working closely with colleagues in Adult Social Care to look at further opportunities across the Borough. A bid was recently submitted to the Local Government Association for some additional recourse to support this work as part of their Housing Advisers Programme.

## **Introducing ballots on estate regeneration sites: Achilles Street**

In September 2019, Mayor and Cabinet agreed to a “Landlord Offer” being made to the residents of the Achilles Street Estate as part of the rebuilding of the estate. There was also a ballot of those residents to ask if they agreed with the redevelopment proposals.

The resident ballot ran from Friday 18 October until Monday 11 November 2019. All residents who were eligible to vote, based on the criteria set out by the GLA, were given the opportunity to vote on the Achilles Street Estate proposal.

In total, 92% of eligible residents voted in the Achilles Street Estate resident ballot for estate regeneration. This represents 81 of 88 eligible voters on the estate. This is the highest turnout of any resident ballot for estate regeneration held to date.

Of the 81 residents who voted, 73% voted “Yes” in favour of regenerating the Achilles Street Estate. This means that 59 eligible residents support the redevelopment proposals.

This represents a very high level of support for redevelopment and provides a clear mandate for the Council to proceed to the next phase of the project.

## **Borough wide landlord licensing**

Lewisham Council is committed to improving conditions in the private rented sector (PRS). One out of four Lewisham residents live in the PRS, and whilst many private rented properties are decent and well-maintained there remains a small number of landlords who rent out unsafe and substandard accommodation.

An in-depth analysis of the PRS conducted in 2019 demonstrated a need for an expanded landlord licensing scheme. In obtaining a license, landlords will need to fulfil certain conditions before renting out their property and when managing their property. In line with the corporate strategy objective, the Council are working towards introducing a new selective and additional licensing scheme. If we are successful in our application to the Secretary of State for the selective licensing scheme, all PRS properties in the borough will require a license.

This will have a wide-ranging positive impact on the PRS sector, including improved property standards and more recourse for the Council to tackle poor landlord behaviour, anti-social behaviour, and crime.

Over the summer of 2019 the Council carried out a public consultation on our proposals. The consultation received 1831 responses, one of the highest response rates in London for licensing consultations. The results of the consultation were broadly supportive of the proposals.

Housing Select Committee were updated on the outcome of the consultation and the changes that have been made to the proposed scheme on the basis of the results. By the end of this financial year Mayor & Cabinet will be asked to:

- approve the designation of an additional licensing scheme for all Houses in Multiple Occupation in the Council's area;
- approve the submission of an application to the Secretary of State for a Selective Licensing Scheme to apply to all privately rented single occupancy dwellings in the Council's area

Officers are currently working to introduce new technology, process and practice to ensure a successful roll-out of the schemes.

### **Private renters union**

As part of its commitment to improve standards in the PRS, the Council will be facilitating the development of a strong Private Renters Union, to ensure tenants have an active voice.

This work will start in earnest at the start of 2021, following the launch of the expanded licensing schemes. Discussions have already commenced with established private renting unions in London that will be developed as part of this work.

### **Building safer communities: supporting survivors of domestic abuse**

We are working with colleagues from Lewisham Homes, Lewisham VAWG (Violence against women and girls), Athena and other partners to obtain Domestic Abuse Housing Alliance (DAHA) accreditation. DAHA is the UK benchmark for how housing providers should respond to domestic abuse in the UK. They are a key partner in delivering the governments "Ending Violence against Women and Girls Strategy: 2016 to 2020."

Officers from across Housing, Crime and Enforcement are leading a new steering group that has been set up to achieve accreditation. Officers are currently collating all the pertinent information from their services to support a gap analysis exercise that will be undertaken against DAHA best practice. The group will also look to engage RPs and other partners to support the extension of this work.

Consideration is currently being given to potential changes to the council's allocations scheme in relation to survivors of domestic violence.

### **Housing Strategy 2020-26**

A new housing strategy 2020-26 is currently being developed, with plans to publically consult in February and March this year. Officers anticipate a new strategy will be launched in early Summer 2020, alongside a new homelessness and rough sleeping strategy.

## **Financial implications**

There are no direct financial implications from noting the contents of this report

## **Legal implications**

There are no specific legal implications of relevance to this report.

## **Equalities implications**

With respect to the Council's Comprehensive Equalities Scheme 2016-20, the activities described in this report make a clear contribution to the following equality objectives:

- Tackling victimisation, discrimination and harassment
- Improving access to services
- Closing the gap in outcomes between citizens
- Increasing mutual understanding and respect within and between communities
- Increasing participation and engagement

The various actions described in this report will directly benefit the protected characteristics of: age, disability, sex and pregnancy and maternity. However, other protected characteristics will also benefit indirectly.

Although not a characteristic protected under the Equality Act 2010, the activities described in this report will also help to tackle socio-economic inequality, which is part of the lived experience of all characteristics protected under the Equality Act.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>			
Report Title	Update from Cabinet Member for Finance & Resources		
Key Decision	No		Item No. 3 (appendix B)
Ward	All		
Contributors	Cabinet Member for Finance & Resources		
Class	Open	Date: 27 January 2020	

### **Purpose**

This report provides an update to Overview and Scrutiny Committee some of the key achievements in the Finance & Resources portfolio.

### **Recommendation**

Overview & Scrutiny Committee is recommended to note this report.

### **Budget setting**

As part of the on-going financial management of the Council, I have been leading the work to build the 2020/21 budget on behalf of the Mayor that will be offered to Public Accounts Select Committee and Mayor & Cabinet in February before being presented to Council on 26<sup>th</sup> February. This includes navigating the programme of cuts in line with the Medium Term Financial Strategy through to decisions (October 2019), with a series of Cabinet Member 'Star Chambers' that examined the proposals in depth with officers and Cabinet portfolio holders and all-Member briefing sessions looking at each directorate's proposals.

### **In-sourcing**

There is a clear strategic corporate commitment that when the Council is considering whether to commission services, we will have an assumption that the Council is our preferred provider and in-source our contracts. This commitment is being delivered through the development and adoption of an options appraisal framework, based on a model developed by the Association of Public Sector Excellence (APSE) which requires that all service options appraisals include consideration of self-delivery of goods, works and services. This process is now included within the procurement lifecycle for all procurements over £200k in value. To date the Council has agreed to bring back in house the following services: building maintenance; homelessness prevention; fostering recruitment; internal audit and bailiffs. There is also the commitment made to bring back the parks contract; security and cleaning contracts in due course. We are currently consulting with schools on options for the schools

catering contract to ascertain their appetite to see more of the service insourced under a combination of Council and Schools management.

### **Social value and procurement**

Where services remain to be provided by partners outside of the Council there is a firm commitment to ensure that this is done in a manner that supports local communities and maximises investment in local independent businesses. This clear and unwavering commitment has been demonstrated through the publication of the Lewisham Procurement Social Value Policy in February 2019 and the signing of the Lewisham Deal in July 2019.

The social value policy is a step change in approach to the harnessing and increase of social value through commissioned services. In addition to mandating minimum weightings for social value and identifying key performance indicators to ensure accountability and transparency of the social value captured from contracts, there is also the requirement that where quotes are used to secure goods, works or services of £50,000 or less that at least one Lewisham organisation be invited to participate.

### **Community Wealth Building**

In addition to the Lewisham Deal, the Council has been working with the Centre for Local Economic Strategies (CLES) to inform the further development of a community wealth building approach by the Council. CLES has undertaken a diagnostic of the Council and produced a report which lays out the findings of this work along with a series of recommendations for progressing the agenda. The publication of the CLES report and the Lewisham Model for Community Wealth Building is to be brought to Mayor & Cabinet in February 2020 and will form a key consideration of the development of the Inclusive Growth Strategy.

### **Income generation**

In response to austerity funding, and in line with work undertaken by Public Accounts Select Committee, the Council has renewed its focus on income generation. Work is underway to foster an income generating culture in the organisation, including commissioning a new training programme for staff. The work includes better understanding of impediments to more commercial practice and, for example, has resulted in setting up of trading accounts, and an in-depth examination of the way the council handles Fees and Charges. This will also support the budget preparations noted above.

### **Culture, leadership and policy**

The Council reviews its policies to keep in line with current thinking and our own corporate strategy. A number of policies have been recently introduced or reviewed including the premature birth leave policy, menopause policy, and trans policy. Examples of policies we are currently looking at reviewing are recruitment policy, buying annual leave, loans to support rental deposits, and flexible retirement policy. Work has been ongoing through the year on a Management Development Programme with the intention of investing and training the council's staff to progress

up through the organisation. We are also refreshing the way the organisation thinks about itself and others in the Lewisham Way. This is a key organisational cultural policy and has been drawn up in collaboration with members of staff over a number of engagement events and consultations. This process of collaboration will continue as part of a staff led programme of improvement as we seek to finalise and then implement this critical area of work

### **Audit**

Following a referral to Mayor and Cabinet, work with the Chairs of the Audit Panel and Public Accounts Select Committee was progressed and proposals considered at the Constitutional Working Party. As well as the continuous operational improvements in respect of reporting on controls and timely response to audit recommendations which is in hand, the intention is to clarify and strengthen, in line with good practice, the terms of reference of the Panel. This work is ongoing and will report in the next period, along with any changes necessary for the Constitution.

### **Transformation**

With the arrival of the new Chief Executive in October discussions as part of the 'Listen to Learn' engagement are underway to understand and consider how culture and project change management priorities will be addressed going forward. This continues the work to improve grip and speed of change in line with the Corporate Strategy. This work will help embed and enhance the governance improvements that were addressed in 2018/19, as supported by the unqualified Value for Money conclusion from external audit.

### **Pensions**

The work of the Pensions Investment Committee, an oversight of the Pensions Board, continues. The fund performed well in 2018/19 which bodes well for the triennial valuation currently underway. The valuation work started in July and concludes in February. The outputs will inform the Council's investment strategy risk and contribution levels for the next three years. Importantly, it will also enable the Committee to finalise their plans for lower carbon and fossil fuel investments consistent with the Corporate Strategy, the fiduciary duty to Fund Members, and the obligations to invest as part of the London regional pool.

### **Financial Implications**

There are no direct financial implications from noting the contents of this report

### **Equalities Implications**

With respect to the Council's Comprehensive Equalities Scheme 2016-20, the activities described in this report make a clear contribution to the following equality objectives:

- Tackling victimisation, discrimination and harassment
- Improving access to services
- Closing the gap in outcomes between citizens
- Increasing mutual understanding and respect within and between communities
- Increasing participation and engagement

The various activities described in this report will benefit all protected characteristics. Furthermore, although not a characteristic protected under the Equality Act 2010, the activities described in this report will also help to tackle socio-economic inequality, which is part of the lived experience of all characteristics protected under the Equality Act.

### **Legal Implications**

There are no specific legal implications of relevance to this report.