

Public Accounts Select Committee Agenda

Wednesday, 19 April 2017
7.00 pm,

Committee room 3
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Timothy Andrew (Tel: 0208 31 47916)

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, 19 April 2017.

Barry Quirk, Chief Executive
Thursday, 06 April 2017

Councillor Maja Hilton (Chair)	
Councillor Chris Barnham (Vice-Chair)	
Councillor Paul Bell	
Councillor Brenda Dacres	
Councillor Amanda De Ryk	
Councillor Carl Handley	
Councillor Simon Hooks	
Councillor Mark Ingleby	
Councillor Roy Kennedy	
Councillor Sophie McGeevor	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

Agenda Item 1

Public Accounts Select Committee		
Title	Confirmation of the Chair and Vice-Chair of the Public Accounts Select Committee	
Contributor	Chief Executive, Business and Committee Manager	Item 1
Class	Part 1 (open)	19 April 2017

1. Summary

- 1.1 Further to the Annual General Meeting of Council on 27 March 2017, this report informs the Select Committee of the appointment of a Chair and Vice Chair of the Public Accounts Select Committee.

2. Purpose of the report

- 2.1 To issue directions to the Select Committee regarding the election of their Chair and Vice Chair.

3. Recommendations

- 3.1 The Select Committee is recommended to:
- (i) Confirm the election of Councillor Maja Hilton as Chair of the Public Accounts Select Committee
 - (ii) Confirm the election of Councillor Barnham as Vice Chair of the Public Accounts Select Committee

4. Background

- 4.1 On 27 March 2017, the Annual General Meeting of the Council considered a report setting out an allocation of seats on committees to political groups on the Council in compliance with the requirements of the Local Government and Housing Act 1989.
- 4.2 The constitutional allocation for both chairs and vice chairs of select committees is:

Labour: 6

5. Financial implications

- 5.1 There are no financial implications arising from the implementation of the recommendations in this report.

6. Legal implications

- 6.1 Select Committees are obliged to act in accordance with the Council's Constitution.

Background papers

Council AGM Agenda papers 27 March 2017 – available on the Council website <http://www.lewisham.gov.uk/> or on request from Kevin Flaherty, Business and Committee manager (0208 3149327)

If you have any questions about the contents of this report, please contact Timothy Andrew, Scrutiny Manager (020 83147916)

MINUTES OF THE PUBLIC ACCOUNTS SELECT COMMITTEE

Wednesday, 15 March 2017 at 7.00 pm

PRESENT: Councillors Jamie Milne (Chair), Abdeslam Amrani, Amanda De Ryk, Sue Hordijkenko, Mark Ingleby, Jim Mallory and Sophie McGeevor

APOLOGIES: Councillors Chris Barnham, Brenda Dacres and Roy Kennedy

ALSO PRESENT: Councillor Maja Hilton, David Austin (Head of Corporate Resources), Timothy Andrew (Scrutiny Manager) and Selwyn Thompson (Head of Financial Services)

1. Minutes of the meeting held on 25 January 2017

Resolved: that the minutes of the meeting held on 25 January be agreed as an accurate record.

2. Declarations of interest

There were none.

3. Responses from Mayor and Cabinet

There were none.

4. Audit panel update

4.1 David Austin (Head of Corporate Resources) introduced the report. The following key points were noted:

- The report provided a summary of work of the audit panel for the 2016/17 year.
- It included an overview of the external audit work that had been reviewed by the Panel.
- Lewisham was given an unqualified audit opinion by the external auditors and there were no restrictions on their statement about the value for money of Lewisham services. There were general comments given by the auditors about the level of austerity facing the sector and the risk and impact of this on financial controls.
- Last year was the first year that a limited opinion (on a scale of: substantial, satisfactory, limited or no assurance) was given by Head of Internal audit based on the work of the Council's internal audit function.
- This was in part as a result of single person dependencies, loss of knowledge and sudden changes in processes, which had resulted in some issues being missed in transition between reorganisations. These were all classic risks associated with the major savings programme and staff reorganisations.
- Counter fraud initiatives had focused mostly around housing, where there had been a number of successes in the past year.
- The annual governance statement, which set out the Council's processes for decision making and the coherence of the Council's control frameworks, was reviewed by the Audit Panel as part of the financial statements external audit.

4.2 David Austin and Selwyn Thompson responded to questions from the committee, the following key points were noted:

- At the level below the Constitution, there were a number of control frameworks in operation, including those for governance and finance, there were others for HR, procurement and other services to ensure that appropriate mechanisms were in place to manage effective processes for decision making and accountability.
- Counter fraud activity was principally reactive. The main area of focus was in housing and included work assessing the legitimacy of applications as well as reducing incidences of sub-letting.
- Lewisham was also participating in the National Fraud Initiative data matching exercises.
- Officers also carried out special investigations, which focused on areas of high risk - particularly those highlighted by the Audit Commission and the Chartered Institute of Public Finance and Accountancy counter fraud hub.
- Special investigations related mostly to employment fraud, supplier bank account fraud, procurement fraud and invoice validation.
- In addition to acting on referrals relating to fraud, the Council undertook some proactive work when resources permitted. One example was the data matching exercise carried out to check suppliers and procurement records.
- There had been difficulties recruiting independent members to the audit panel but there was currently only one vacancy (out of four places for independent members). There were two new highly qualified independent members of the panel.
- Counter fraud staff and funding had been centralised at the Department for Work and Pensions to deal with housing benefit fraud.
- Comparisons between the previous service and the centralised service were difficult to make because the outputs of the service were measured in different ways.

Resolved:

That the Committee believes that the audit panel should make every effort to retain independent members.

To advise Mayor and Cabinet of the following:

- The Committee has concerns about progress with centralisation of counter fraud activities from local government to the Department for Work and Pensions (DWP).
- The Committee recommends that Mayor and Cabinet raises queries about the progress and success the DWP has had to date with the performance of the single fraud investigation service.

5. Leaving the EU

5.1 David Austin (Head of Corporate Resources) introduced the report. The following key points were noted:

- The report provided an outline of the key themes relating to Britain leaving the EU as they were currently understood.
- At the London level the big debate was about putting at risk the trade surplus generated by financial services industry.

- Locally, the issues were mostly about the rights of EU nationals' right to live and work in the UK. There was a strong public sector in Lewisham and the impact of Britain leaving the EU might have a substantial impact on the delivery of public services, particularly healthcare.

5.2 David Austin responded to questions from the Committee, the following key points were noted:

- It was anticipated that the Government's 'Great Repeal Bill' would enshrine EU law, directives and procurement laws into UK law. The expectation was that changes would then be made over time.
- A number of EU directives had been initiated by the UK, including substantial amounts of health and safety legislation, which were a product of the UK's 1974 health and safety act, so it was not anticipated that everything would need to change.
- The UK was also a significant contributor to EU human rights law.
- It would be difficult to determine how reliant Lewisham's construction companies were on workers from European Union countries.
- The Council didn't have information about how many EU nationals were part of the Council's workforce.
- The Council did not hold information about the amount of goods it purchased from the EU.
- The Council did not currently have a contingency plan for any potential future skills gap for public services. However, the usual rules of supply and demand would be in effect and this might risk introducing further financial pressures.
- The government had given a guarantee to fund some initiatives to replace EU funding to 2020. Future funding would not be part of the Great Repeal Bill (which related only to legislation) and would therefore be at the discretion of the government.

Resolved: that the report be noted.

6. **Select Committee work programme**

6.1 The Committee discussed and prioritised topics for the 2017-18 work programme. The following key points were noted:

- Senior managers were considering potential options for future income generation work. Selwyn Thompson would bring an update to the Committee early in the 2017-18 year.
- It was proposed that the Committee might want to review the Council's progress with delivering the manifesto commitments for the 2014 mayoral and local elections.
- There was concern about schools deficits, particularly in light of the changes to the schools funding formula. It was agreed that the Committee would seek to carry out any work in this area in conjunction with the Children and Young People's Select Committee.
- There was interest in the contractual arrangements; decision making processes; negotiation strategies; income assessments and partnership arrangements for major regeneration schemes.
- It was noted that a value for money audit had been carried out as part of the Council's external audit arrangements and the Committee might consider revisiting this work.
- Officers were carrying out work reviewing the Council's eight PFI agreements including those for leisure, housing, schools. This was a complicated and

difficult piece of work but it could be reported to the Committee at the appropriate time.

Resolved: that the Committee's suggestions be incorporated into a draft work programme for 2017-18.

7. Referrals to Mayor and Cabinet

The meeting ended at 8.15 pm

Chair:

Date:

Public Accounts Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 3
Class	Part 1 (open)	19 April 2017

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;

(b) and 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 members' 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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Public Accounts Select Committee		
Title	Management Report	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	19 April 2017

1. Purpose

To ask Members to review the Council's performance.

2. Recommendations

2.1 The Select Committee is asked to:

- Consider the content of the management report
- Direct questions about the Council's performance to officers in attendance at the meeting on 19 April 2017.

4. Background

4.1 The Management Report indicates how well the Council is performing against a basket of 23 indicators including national and local indicators, which cross the Council's corporate priorities. The Report aims to describe organisational performance by drawing together information on performance, risk, projects and finance. It is presented monthly to the Executive Management Team and quarterly to the Mayor and Cabinet.

4.2 The monthly Management Report utilises exception reporting to focus attention on key areas: exception reporting for projects, risk and finance with a red rating and exception reporting for performance rated red and green. By combining these four areas for each of the corporate priorities, it functions as an important tool for supporting decisions across the organisation.

5. Further implications

5.1 There are no equalities, legal, sustainability or crime and disorder implications arising from the implementation of the recommendations in this report.

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Monthly Management Report

February 2017

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Key

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on track but taking corrective action
-  Improving
-  No change
-  Declining
-  Missing actual data
-  Missing target
-  Missing target and actual data

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Foreword

The purpose of the Management Report is to place on record each month, in a consistent format, our performance against priorities. Each month we attempt to give a full account of what is being done, what has been achieved and which areas require additional management attention to secure future achievements. The report gives some coverage to the effectiveness of our partnership working. Reporting on performance is always double-edged. We have high ambitions and targets which are set to stretch management and staff effort. So, there are areas where the need for greater management attention is highlighted.

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports.

Performance:

Performance is being reported for January 2017. There are 13 performance indicators (65 per cent) reported as green or amber against target, and 10 (50 per cent) are showing an upward direction of travel. There are 7 performance indicators (35 per cent) reported as red against target and 10 performance indicators (50 per cent) which have a Red direction of travel. There are 3 indicators that have missing performance data.

Projects:

Projects are being reported for February 2017. There are no red projects this month.

Risks:

Risks are being reported for December 2016. There are nine red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; noncompliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; failure of child safeguarding arrangement; serious adult safeguarding concern; information governance failure; failure to maintain sufficient management capacity and capability to deliver business as usual and implement transformational change; and strategic programme to develop and implement transformational change does not deliver. There are 13 amber risks and no risks are green.

Finance:

The financial outturn for 2016/17 as at 31 January 2017 is as follows: There is a forecast overspend of £12.3m (which is an increase of £0.7m from the position in December 2016) against the directorates' net general fund revenue budget which is £236.218m. This compares with a final outturn of £3.1m for 15/16 which resulted after applying £3.2m of funding for 'risks and other budget pressures' against directorates' year end overspend of £6.3m for the year. The Housing Revenue Account (HRA) is currently projecting a balanced budget position. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be nine schools that require a licensed deficit. It is also expected that following the academy conversion order for Sedgehill School the school's deficit will be written off against the schools contingency.

Barry Quirk, Chief Executive

14 March 2017

Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement				Priority 2 - Young People's Achievement and Involvement					
Overall Performance				Direction of Travel					
			Total				Total		
2	0	0	2	2	0	0	2		
Priority 3 - Clean, Green and Liveable				Priority 3 - Clean, Green and Liveable					
Overall Performance				Direction of Travel					
				Total					Total
1	0	2	2	5	2	0	1	2	5
Priority 6 - Decent Homes for All				Priority 6 - Decent Homes for All					
Overall Performance				Direction of Travel					
			Total				Total		
1	1	0	2	2	0	0	2		
Priority 7 - Protection of Children				Priority 7 - Protection of Children					
Overall Performance				Direction of Travel					
			Total				Total		
1	1	1	3	0	0	3	3		
Priority 8 - Caring for Adults and Older People				Priority 8 - Caring for Adults and Older People					
Overall Performance				Direction of Travel					
			Total				Total		
1	0	2	3	0	0	3	3		
Priority 9 - Active, Healthy Citizens				Priority 9 - Active, Healthy Citizens					
Overall Performance				Direction of Travel					
			Total				Total		
0	0	1	1	0	0	1	1		
Priority 10 - Inspiring Efficiency, Effectiveness and Equity				Priority 10 - Inspiring Efficiency, Effectiveness and Equity					
Overall Performance				Direction of Travel					
				Total					Total
1	3	2	1	7	4	0	2	1	7

Across all performance indicators in this report						Across all performance indicators in this report				
Overall Performance						Direction of Travel				
					Total					Total
7	5	8	2	1	23	10	0	10	3	23

Performance

This report contains January 2017 performance data, and finds that 13 indicators are reported as Green or Amber against target which is an increase of 1 from last month. In January 2017, 7 indicators are reported as Red against target, which is a decrease of 1 from last month. There are 3 indicators with missing data in January 2017, which is the same as last month.

Direction of Travel

A total of 10 indicators are showing an upward trend in January 2017, which is the same as last month. There are 10 indicators with a red direction of travel, also the same as last month. In January 2017, 3 indicators had missing data, again the same as last month.

N.B. direction of travel is the change in performance and is measured against the previous year. Therefore changes to targets from one year to the next will affect this.

Areas for Management Attention

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

Areas requiring management attention this month						
Performance Indicators - Monthly Indicators						
	Against Target Jan 17	DoT Jan 17 v Mar 16	DoT Jan 17 v Dec 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	▲	🔴	🔴	7	2	p14
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	🔴	🔴	7	2	p15
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	▲	🔴	🔴	3	10	p39
Performance Indicators - Monthly Indicators (reported 1 month behind)						
	Against Target Dec 16	DoT Dec 16 v Mar 16	DoT Dec 16 v Nov 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
NI192 Percentage of household waste sent for reuse, recycling and composting	▲	🔴	🔴	-	3	p18
Performance indicators - Quarterly indicators						
	Against Target Dec 16	DoT Dec 16 v Mar 16	DoT Dec 16 v Sep 16	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPZ705 Number of homes made decent	▲	🔴	🔴	-	6	p24

Areas of Good Performance

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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Jan 17	DoT Jan 17 v Mar 16	DoT Jan 17 v Dec 16	Priority No.
NI063 Stability of placements of looked after children: length of placement	★	🟡	🟡	7
LPI254 1C (2) % people using social care who receive direct payments	★	🟡	🟡	8
LPI202 Library visits per 1000 pop	★	🟡	🔴	9
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	★	🟡	🔴	10
Performance Indicators - Monthly Indicators (reported 1 month behind)				
	Against Target Dec 16	DoT Dec 16 v Mar 15	DoT Dec 16 v Nov 16	Priority No.
NI191 Residual household waste per household (KG)	★	🟡	🟡	3
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	★	🟡	🟡	8

Programmes and Projects

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Project Performance - February 2017

This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			14				14				14
0	9	5		0	9	5		0	9	5	

Project	Estimated completion dates
Project	Date
PMSCUS Lewisham Homes Capital Programme 2016/17	March 2017
PMSCUS New Homes, Better Places	Phase 2 completion - July 2017
PMSRGN Sydenham Park Footbridge	September 2017
PMSCYP Building Schools for the Future	September 2017
PMSCUS Excalibur Regeneration	January 2018
PMSCUS Bampton and Shifford Estate Development	Spring 2018
PMSRGN Southern Site Housing - Deptf TC Prog	November 2018
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	June 2019
PMSCYP Primary Places Programme 2016/17	September 2019
PMSRGN Milford Towers Decant	2019
PMSCUS Besson Street Development	2021
PMSRGN New Bermondsey Regeneration Scheme	2026
PMSRGN Catford Centre Redevelopment	2026
PMSCYP Developing 2 Year Old Childcare Provision	TBC

Movements in project status since December 2016

Upgrades:

None

Downgrades:

None

Removals:

None

Additions:

None

Overall Performance: Risk

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Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Risk can be defined as uncertainty of outcome due to an event or an action in the future that could adversely affect an organisation's ability to achieve its business objectives and meet its strategies.

Good risk management allows an organisation to have increased confidence in achieving its desired outcomes; effectively constrain threats to acceptable levels; and take informed decisions about exploiting opportunities. Good risk management also allows stakeholders to have increased confidence in the organisation's corporate governance and ability to deliver.

In accordance with the Council's current Risk Management Strategy, risk is monitored by way of risk registers. Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Executive Management Team/Heads of Service (instead of the Risk Management Working Party that has now been disbanded) and the Internal Control Board on a quarterly basis and quarterly updates are provided in this report. The previous quarter's data will be routinely carried forward until the next quarterly update is made, unless there are matters of significance that need to specifically be brought to management's attention.

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion. There are 22 risks in total on the Corporate Risk register (9 Red, 13 Amber, and 0 Green). The status of risk 28 failure to agree with partners integrated delivery models for local health and care services has been upgraded from 4 green to 12 amber whilst work continues to review and assess the impact of proposals to reconfigure health and care services and defined savings schemes are fully developed.

Alignment of directorate to corporate risks is regularly analysed and reported to the Internal Control Board. Analysis of the alignment of risks identified in business plans to the directorate registers will be strengthened following completion of the 2017/18 business planning process.

A Risk Maturity Assessment, undertaken by Internal Audit, reported in July 2016. It assesses the Council as 'Risk Managed'. This is the fourth highest of a five point scale. The definition of 'Risk Managed' is 'Enterprise-wide approach to risk management developed and communicated'.

There are six recommendations arising from the Assessment and an action plan is in place to implement these by the due dates. A follow up review will take place within nine months. An implementation check of the recommendations arising from the Risk Management Internal Audit completed in 2015/16 is currently underway.

Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	2. ICT infrastructure is not fit for purpose and/or does not meet business needs An ICT strategy is in development with support from SOCITM and Public Accounts Committee approval for implementation. New desktop environment is being deployed in phases, with ongoing work to improve the infrastructure under the LBL/Brent shared service.	▲
10	4. Non-compliance with Health & Safety Legislation Cross directorate monitoring meetings are taking place. Lessons learnt from CYP audits to be reported to CYP Directorate Management Team.	▲
10	6. Financial Failure and inability to maintain service delivery within a balanced budget The 2016/17 forecast overspend is £7.7M against the directorates' net general fund budget with £3.8M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed. The 2015/16 forecast overspend is £6M against the directorates' net general fund revenue budget with £3.2M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed.	▲
10	9. Loss of income to the Council Issues continue with Oracle 12 and the system is hampering debt collection and fund allocation. All issues with Oracle 12 are subject to Scrutiny overseen by the Executive Director, Resources and Regeneration.	▲
8	17. Serious Adult Safeguarding Concerns Continue engagement with staff and partners as direction of travel becomes clearer. Expand Financial Implications in decision reports to include consideration of implications.	▲
7	18. Failure of child safeguarding arrangement Regular and ongoing management action and review continues in respect of safeguarding. However, the risk of avoidable death or serious injury to client or employee will continually be rated red due to the potential severity should an event occur.	▲
10	21. Information governance failure. All Information Management policies to be refreshed in line with new Data Protection legislation coming from the EU that will replace the current Data Protection Act and to ensure alignment with Brent. Refresh of Information Governance policies to follow.	▲
10	24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes. This risk recognises the risk of strain on management capacity and capability with continuing headcount reductions and significant changes to ways of working. Declining budgets, changing demand and pressures, new technologies and a different community role under the Localism Act drive risk of a decline in flexibility and duality of service due to insufficient time or resource. Consideration of capacity and capability and succession planning are all indicated in the 'STAR' service planning model. Organisational shape, direction and delivery strategy being continually reviewed.	▲
10	30. Strategic programme to develop and implement transformational change does not deliver Reviews across key services to implement transformational changes in current climate of austerity. Exploring further potential for shared services, digitisation commercialisation and income generation as a means of delivering savings.	▲

Overall Performance: Risk

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

Corporate Risk					
	Current Status	Current status against target	Source Date	Direction of Travel	Priority
1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	●	★	Dec 16	➔	10
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	▲	▲	Dec 16	➔	10
4. Non-compliance with Health & Safety Legislation	▲	▲	Dec 16	➔	10
5. Failure to anticipate and respond appropriately to legislative change.	●	▲	Dec 16	➔	10
6. Financial Failure and inability to maintain service delivery within a balanced budget	▲	▲	Dec 16	➔	10
7. Adequacy of Internal Control.	●	●	Dec 16	➔	10
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	●	●	Dec 16	➔	10
9. Loss of income to the Council	▲	▲	Dec 16	➔	10
10. Failure to manage performance leads to service failure.	●	▲	Dec 16	➔	10
12. Multi-agency governance failure leads to ineffective partnership working	●	▲	Dec 16	➔	10
13. Failure to manage strategic suppliers and related procurement programmes.	●	▲	Dec 16	➔	10
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	●	▲	Dec 16	➔	10
17. Serious Adult Safeguarding Concerns	▲	▲	Dec 16	➔	8
18. Failure of child safeguarding arrangement	▲	●	Dec 16	➔	7
19. Loss of constructive employee relations	●	●	Dec 16	➔	10
21. Information governance failure.	▲	▲	Dec 16	➔	10
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	▲	▲	Dec 16	➔	10
27 Governance failings in the implementation of service changes	●	▲	Dec 16	➔	10
28. Failure to agree with partners integrated delivery models for local health and care services.	●	▲	Dec 16	➔	9
29 Move to IER impacts work of boundary commission	●	▲	Dec 16	➔	10
30. Strategic programme to develop and implement transformational change does not deliver	▲	●	Dec 16	➔	10
32. Election/Referendum not conducted efficiently.	●	▲	Dec 16	➔	10

Overall Performance: Finance

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

Performance

	December 2016	%	January 2017	%
★	3	30	3	30
●	0	0	0	0
▲	7	70	7	70
Totals	10	100	10	100

The financial outturn for 2016/17 as at 31 January is as follows: There is a forecast overspend of £12.3m (an increase of £0.7m compared with the position in December 2016) against the directorates' net general fund revenue budget which is £236.218m. This compares with a final outturn of £3.1m for 15/16 which resulted after applying £3.2m of funding for 'risks and other budget pressures' against directorates' year end overspend of £6.3m for the year.

The Housing Revenue Account (HRA) is currently projecting a balanced budget position.

The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be nine schools that require a licensed deficit. It is also expected that following the academy conversion order for Sedgehill School the school's deficit will be written off against the schools contingency.

Finance by Priorities (£000s)

	2016/17 Budget	Latest projected year end variance as at Jan 17	% variance
01. NI Community Leadership and Empowerment	11,600	-500.00	-4.31
02. NI Young People's Achievement and Involvement	5,800	1,500.00	25.86
03. NI Clean, Green and Liveable	18,900	1,900.00	10.05
04. NI Safety, Security and Visible Presence	9,900	-900.00	-9.09
05. NI Strengthening the Local Economy	2,700	-500.00	-18.52
06. NI Decent Homes for All	5,500	700.00	12.73
07. NI Protection of Children	41,900	3,800.00	9.07
08. NI Caring for Adults and Older People	72,100	4,300.00	5.96
09. NI Active, Healthy Citizens	5,666	800.00	14.12
10. NI Inspiring Efficiency, Effectiveness, and Equity	68,318	900.00	1.32
Corporate priorities	236,218	12,300.00	5.21

Hot Topics

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

The following 'Hot Topics' are currently being reported:

New Poverty Commission launched

A new Poverty Commission to examine the impact of poverty on people's lives in the borough was launched on 27 February 2017. The commission brings together local councillors, campaigners, academics and experts. The Poverty Commission will organise a summit in the summer to listen to the views of partners and community leaders. The commission will seek out the views and experience of local residents, examine what Lewisham is currently doing to tackle poverty, and identify best practice from other councils. In the autumn the commission will publish a final report with recommendations for cutting poverty in Lewisham which will be presented to Mayor and Cabinet for consideration. The Poverty Commission is chaired by Councillor Joe Dromey and its members include representatives from the Joseph Rowntree Foundation, Trust for London, Goldsmiths, University of London, Child Poverty Action Group, Lewisham Citizens, New Local Government Network, Lewisham cabinet members and backbench councillors.

Success for Lewisham Council at London Planning Awards

Two innovative housing and regeneration schemes in Lewisham won awards at the London Planning Awards held on 27 February 2017. The Deptford Project won 'Best Heritage Led Project'. The Deptford Project is the creation of a new public square, market space and affordable housing. The Deptford Project beat off competition from Hoxton Hall in Hackney, Thrale Almshouses in Streatham and Devonshire House. PLACE/Ladywell was commended in the 'Best New Place to Live' category. PLACE/Ladywell is a temporary housing scheme for 24 homeless families, affordable work space for small businesses and community café. Lewisham had the highest number of shortlisted award nominations (4) of any London borough at the London Planning Awards. The London Planning Awards are organised in partnership with the Mayor of London, London First, RTPI, Planning Officers Society and London Councils, to recognise and reward best practice in planning in the capital.

Lewisham welcomes first Syrian refugee families

Two Syrian refugee families have arrived in Lewisham as part of our commitment to take 10 refugee families under the Home Office and United Nations backed Syrian Vulnerable Persons Resettlement Programme. The families, who arrived in February, are from the Daraa and Rif Dimashq regions in Syria and are being given education, health and housing support. The families have also received many offers of English language support from local groups including the Afghan and Central Asian Association, Action for Refugees in Lewisham, Catford Community Church, Holy Trinity Centre, Lewisham Refugee and Migrant Network, St Margaret's Church and Lewisham Citizens, who have offered to buy them English-Arabic dictionaries. The families will be housed in properties offered by local residents who specifically wish to help refugees, and we're appealing for more landlords to come forward and offer their properties for rent as part of the programme to help families fleeing the brutal Syrian civil war. Councillor Kevin Bonavia, Cabinet Member for Resources, said: 'It's been so heartwarming to see the way that Syrian refugee families have been welcomed in our borough. Our residents are giving the refugee families fantastic support from new furniture to language lessons. 'I know Lewisham residents will have been appalled by the ordeal of refugees from Syria and other war torn countries and will want to do their bit. I want to appeal to anyone with an empty property that could be used to house a refugee family to contact us. We need properties that will give refugee families the chance to rebuild their lives here.' Offers of accommodation from the local voluntary and community sector have already been made, and help is now needed to find private rented homes to house the refugee families. Anyone who rents their property to a refugee families will be paid at Local Housing Allowance rates.

2. Young People's Achievement and Involvement

Raising educational attainment and improving facilities for young people through partnership working

Priority 2 - Monthly Performance									
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16	15/16	
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	68.30	100.00	▲	■	▲	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	66.90	95.00	▲	■	▲	▲	▲	▲

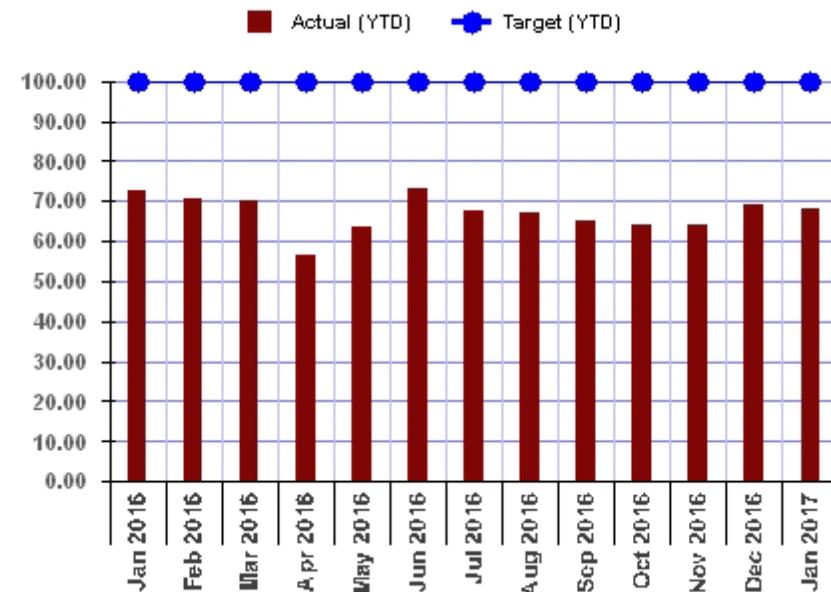
Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	September 2017	★
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	TBC	●
PMSCYP Primary Places Programme 2016/17	CYP	Budget 2016 - 2019: £36 M	September 2019	●

Net Expenditure Priority 02 (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	5,800	1,500	▲	25.86	Finance Overspend Schools' transport within partnership and targeted services area is predicting an overspend of £0.7m. The saving proposals from Attendance and Welfare, Occupational therapy, Education Psychologists and Multi agency planning are not being delivered in full this year this has led to shortfall of £0.4m. In addition, the short break budget is expected to overspend by £0.3m. The remaining overspend £0.1m is from Education Standards and Inclusion.

LPZ940 - % EHCPs issued under 20 weeks excluding exceptions to the rule

LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule

	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jan 2016	72.50	100.00	▲
Feb 2016	70.50	100.00	▲
Mar 2016	70.20	100.00	▲
Apr 2016	56.50	100.00	▲
May 2016	63.80	100.00	▲
Jun 2016	73.00	100.00	▲
Jul 2016	67.50	100.00	▲
Aug 2016	67.20	100.00	▲
Sep 2016	64.90	100.00	▲
Oct 2016	63.90	100.00	▲
Nov 2016	64.20	100.00	▲
Dec 2016	69.20	100.00	▲
Jan 2017	68.30	100.00	▲



LPZ940 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Targeted Services and Joint Commissioning

Performance

Cumulative performance is now showing improvement as a result of increase in monthly performance since October, although the January stats are slightly less than December; which is due to a significant number of EHCP conversions having been completed in December, slightly increasing the percentage. The team is still having to manage the backlog which was created by these historic issues and the backlog in related services. Since Sept. the staff team has been at full capacity and this has started to make the difference to the performance targets that was expected. The backlog in related services (Educational Psychology) due to staffing capacity has been addressed by the successful recruitment of additional staff, who are due to start in September 2017 once they have completed their training. There remains a backlog of cases, but additional locum Educational Psychologists have now been recruited to address the issue. Published data shows that in 2015/16, 59.2% were completed on time in England (excluding exceptions) and 79.6% by Lewisham's 'statistical neighbours'.

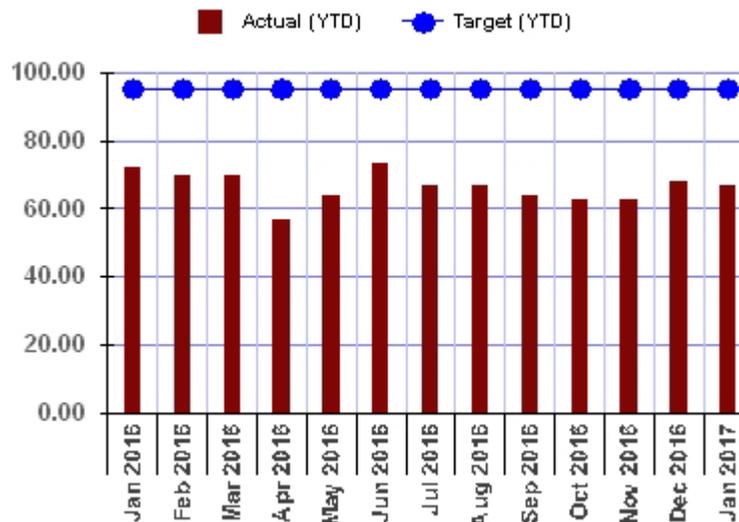
Performance Action Plan

The performance of the SEN team is being monitored on a monthly basis. Additional alerts have been put in place (since October 2016) to support case officers to meet their PI's throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. The backlog in the related services is being monitored. Additional EP staff have now been recruited to prevent future capacity issues who are due to start in September 2017 once they have completed their training. Additional locum staff have now been recruited to address the current backlog. However, the current backlog is likely to impact on the performance against the 20 week target for the next three to four months at least.

LPZ941 - % EHCPs issued under 20 weeks including exceptions to the rule

LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule

	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jan 2016	71.90	95.00	▲
Feb 2016	69.90	95.00	▲
Mar 2016	69.80	95.00	▲
Apr 2016	56.50	95.00	▲
May 2016	63.80	95.00	▲
Jun 2016	73.00	95.00	▲
Jul 2016	66.80	95.00	▲
Aug 2016	66.70	95.00	▲
Sep 2016	64.00	95.00	▲
Oct 2016	62.60	95.00	▲
Nov 2016	62.70	95.00	▲
Dec 2016	67.80	95.00	▲
Jan 2017	66.90	95.00	▲



LPZ941 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Targeted Services and Joint Commissioning

Performance

Cumulative performance is now showing improvement as a result of increase in monthly performance since October, although the January stats are slightly less than December; which is due to a significant number of EHCP conversions having been completed in December, slightly increasing the percentage. The team is still having to manage the backlog which was created by these historic issues and the backlog in related services. Since Sept. the staff team has been at full capacity and this has started to make the difference to the performance targets that was expected. The backlog in related services (Educational Psychology) due to staffing capacity has been addressed by the successful recruitment of additional staff, who are due to start in September 2017 once they have completed their training. There remains a backlog of cases, but additional locum Educational Psychologists have now been recruited to address the issue. Published data shows that in 2015/16, 55.5% were completed on time in England (including exceptions) and 63.4% by Lewisham's 'statistical neighbours'.

Performance Action Plan

The performance of the SEN team is being monitored on a monthly basis. Additional alerts have been put in place (since October 2016) to support case officers to meet their PI's throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. The backlog in the related services is being monitored. Additional EP staff have now been recruited to prevent future capacity issues who are due to start in September 2017 once they have completed their training. Additional locum staff have now been recruited to address the current backlog. However, the current backlog is likely to impact on the performance against the 20 week target for the next three to four months at least.

3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

Priority 3 - Monthly Performance								
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16	15/16
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	?	?!	?	?!	?!	?
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	?	?!	?	?!	?!	?
Priority 3 - Monthly Performance (reported one month in arrears)								
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
NI191 Residual household waste per household (KG)	Kg/Household	56.24	58.75	★	🟢	★	★	★
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	18.01	20.00	▲	🔴	▲	▲	▲
NI193 Percentage of municipal waste land filled	Percentage	0.75	2.00	★	🔴	★	★	★

3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

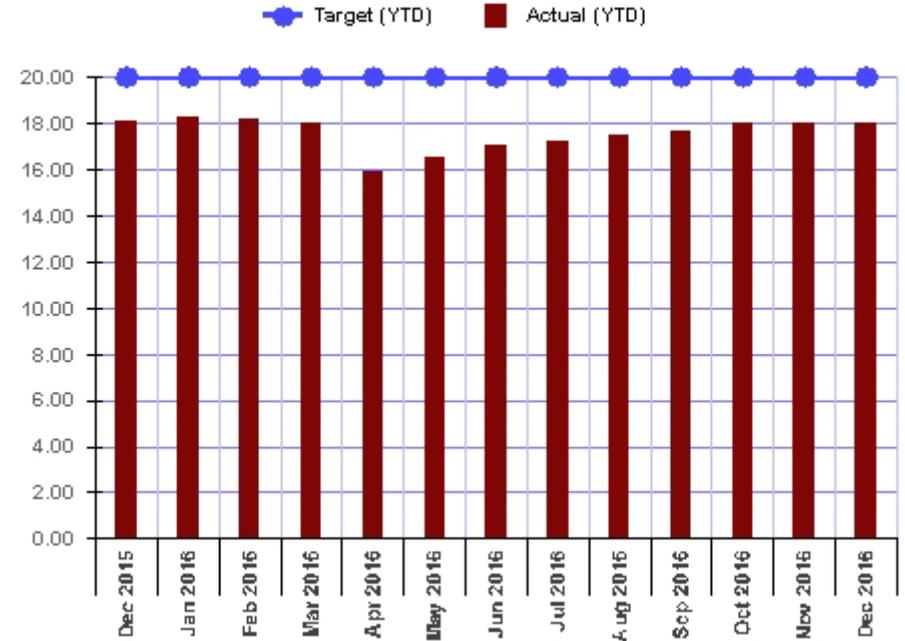
Priority 3 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	September 2017	
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	Customer Services	£8.87M	June 2019	

Priority 3 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
03. NI Clean, Green and Liveable	18,900	1,900	▲	10.05	<p>Finance Overspend</p> <p>The Environment Division is forecasting an overspend of £1.9m no change since the last report. £0.5m relates to planned savings in respect of transport provision across the council. Before the savings can be achieved an overspend on the provision of transport needs to be addressed. Another significant proportion of the overspend, £0.5m, relates to additional vehicle hire costs as a result of vehicles coming to the end of their operational life. Domestic refuse tonnage is expected to overspend by £0.3m. This is due to an increase in the number of properties in the borough. Bereavement services is projecting an overspend of £0.3m largely arising from increased crematorium maintenance costs. Green scene budgets are projecting an overspend of £0.1m as a result of income from the former Foxgrove Club. A shortfall in commercial waste income of £0.1m is expected, partly as a result of the reduction in the number of properties in the corporate estate. The £0.1m overspend in the Street Management budget is the result of public conveniences which are no longer funded as part of the JC Decaux Highways contract.</p>

NI192- Percentage of household waste sent for reuse, recycling and composting

NI192 Percentage of household waste sent for reuse, recycling and composting

	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 15	18.07	20.00	▲
Jan 16	18.26	20.00	▲
Feb 16	18.18	20.00	▲
Mar 16	18.06	20.00	▲
Apr 16	15.96	20.00	▲
May 16	16.53	20.00	▲
Jun 16	17.05	20.00	▲
Jul 16	17.21	20.00	▲
Aug 16	17.50	20.00	▲
Sep 16	17.72	20.00	▲
Oct 16	18.06	20.00	▲
Nov 16	18.06	20.00	▲
Dec 16	18.01	20.00	▲



NI192 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p>Performance</p> <p>There was a reduction of 105.322Kg in residual waste collected (from 6968.505 Kg in November to 6863.183Kg in December), which impacts upon the recycling rate.</p>	<p>Performance Action Plan</p> <p>New services will be rolled out in June 2017. The changes will help to increase recycling and decrease the amount of residual waste collected.</p>

4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

Violence with injury (ABH)						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	1,613.00	1,477.00	✗	1,500.00	✗
Outer London	Number	1,104.00	1,002.00	✗	1,178.00	✓
Inner London	Number	1,430.00	1,302.00	✗	1,428.00	✗
Robbery						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	735.00	682.00	✗	724.00	✗
Outer London	Number	439.00	394.00	✗	448.00	✓
Inner London	Number	818.00	730.00	✗	753.00	✗
Burglary						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	1,709.00	1,534.00	✗	1,783.00	✓
Outer London	Number	1,496.00	1,318.00	✗	1,662.00	✓
Inner London	Number	2,005.00	1,788.00	✗	2,000.00	✗
Criminal Damage						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	2,024.00	1,836.00	✗	2,049.00	✓
Outer London	Number	1,497.00	1,361.00	✗	1,583.00	✓
Inner London	Number	1,775.00	1,605.00	✗	1,753.00	✗

4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

Theft of vehicle						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	779.00	707.00	✗	779.00	→
Outer London	Number	602.00	541.00	✗	502.00	✗
Inner London	Number	839.00	762.00	✗	691.00	✗
Theft from vehicle						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	1,194.00	1,084.00	✗	1,279.00	✓
Outer London	Number	1,183.00	1,062.00	✗	1,246.00	✓
Inner London	Number	1,521.00	1,373.00	✗	1,373.00	✗
Theft from person						
	Unit	YTD Jan 17	YTD Dec 16	Change since last month	YTD Jan 16	Change since same period last year
Lewisham	Number	495.00	458.00	✗	445.00	✗
Outer London	Number	429.00	388.00	✗	411.00	✗
Inner London	Number	1,782.00	1,587.00	✗	1,694.00	✗

5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport

Priority 5 - Monthly Contextual Performance							
	Unit	YTD Jan 17	YTD Dec 16	YTD Nov 16	YTD Oct 16	YTD Sep 16	15/16
LPI472 Job Seekers Allowance claimant rate	Percentage	2.40	2.40	2.40	2.50	2.50	2.60
LPI474 The no.of JSA claimants aged 18-24yrs	Number	730	775	805	850	870	875
LPI475 Average house price(Lewisham)	£	?	419,005.00	410,497.00	412,858.00	416,915.00	399,893.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Dec 16	YTD Sep 16	YTD Jun 16	YTD Mar 16	YTD Dec 15	15/16
LPI423 Local employment rate	Percentage	?	73.70	73.50	74.90	75.90	74.90

Priority 5 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350m	2026	
PMSRGN New Bermondsey Regeneration Scheme	Resources & Regeneration	£500m	2026	

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

Priority 6 - Monthly Indicators									
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16		15/16
NI156 Number of households living in Temporary Accommodation	Number	1,815.00	1,750.00						
Priority 6 - Quarterly Indicator									
	Unit	YTD Dec 16	Target Dec 16	Against target Dec 16	DoT Last year	Against Target Sep 16	Against Target Jun 16		15/16
LPZ705 Number of homes made decent	Number	255.00	375.00						1,364.00
Priority 6 - Contextual Performance									
	Unit	Jan 17	Dec 16	Nov 16	Oct 16	15/16			
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	34.00	0.00	41.00	40.00	0.00			

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

Priority 6 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS New Homes, Better Places	Customer Services	£1.5m	Phase 2 completion - July 2017	★
PMSCUS Lewisham Homes Capital Programme 2016/17	Customer Services	£49m	March 2017	★
PMSCUS Besson Street Development	Customer Services	£1.02M	2021	★
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2018	●
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	January 2018	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	2019	●
PMSRGN Southern Site Housing - Deptf TC Prog	Resources & Regeneration	£1m	November 2018	●

Priority 6 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
06. NI Decent Homes for All	5,500	700	▲	12.73	Finance Overspend The Strategic Housing service is projecting an overspend of £0.7m. This relate to the number of people in nightly paid accommodation and action taken to manage that number.

LPZ705 - Number of homes made decent

LPZ705 Number of homes made decent			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jun 2016	125	125	★
Sep 2016	173	250	▲
Dec 2016	255	375	▲



LPZ705 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance</p> <p>The Decent Homes programme is currently on track to meet expectations for the year. This will continue to be monitored by officers at LBL in partnership with officers at Lewisham Homes to ensure that these expectations are met.</p>	<p>Performance Action Plan</p> <p>The delivery against the quarterly targets are lower than programmed as a result of determining one of our main contracts. New arrangements are now in place and it is expected that performance will be back on track over the next reporting period.</p>

7. Protection of Children

Better safe-guarding and joined-up services for children at risk

Priority 7 - Monthly Performance								
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16	15/16
NI062 Stability of placements of looked after children: number of moves	Percentage	10.50	10.00					
NI063 Stability of placements of looked after children: length of placement	Percentage	78.80	72.00					
NI064 Child protection plans lasting 2 years or more	Percentage	7.40	7.00					

Priority 7 - Contextual Performance									
	Unit	England 14/15	Statistical Neighbours 14/15	Jan 17	Dec 16	Nov 16	Oct 16	Sep 16	15/16
LPI302 No. of LAC 'as at'	Number	386.00	445.00	457.00	458.00	472.00	440.00	444.00	463.00
LPI309a Number of Referrals per month	Number	294.00	252.00	247.00	152.00	237.00	216.00	210.00	213.00

Priority 7 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
07. NI Protection of Children	41,900	3,800		9.07	Finance Overspend There are cost pressures amounting to £3.8m in Children's Social Care (this includes an underspend of £0.2m on the no recourse to public funds) which are in the following areas: the placement budget for looked after children is currently forecast to overspend by £2.4m; children leaving care is currently forecast to overspend by £0.3m; and additional pressure on the Section 17 unrelated to No Recourse of £0.5m and on salaries and wages which show a forecast overspend of £0.8m.

7. Protection of Children

Better safe-guarding and joined-up services for children at risk

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
18. Failure of child safeguarding arrangement	Corporate	▲	●	Dec 16	➔	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Implement improvement plans for Children's Social Care and Lewisham Safeguarding Children Board, in particular improvements to front door/MASH and QA strategy. 2. Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of Ofsted Action Plan. 3. Implement Early Help Strategy 4. Care Study Approach at DMT 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Mar 2017 2. Monthly Review 3. Monthly 4. At each DMT

8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

Priority 8 - Monthly Indicators								
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16	15/16
LPI254 1C (2) % people using social care who receive direct payments	Percentage	32.35	29.82	★	🟡	★	★	▲
Priority 8 - Monthly indicators (reported 1 month in arrears)								
	Unit	YTD Dec 16	Target Dec 16	Against Target Dec 16	DoT Last year	Against Target Nov 16	Against Target Oct 16	15/16
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	3.92	4.40	★	🟡	▲	▲	★
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	1.31	0.80	▲	🟡	▲	▲	▲

Priority 8 - Monthly Contextual Performance							
	Unit	Jan 17	Dec 16	Nov 16	Oct 16	Sep 16	15/16
LPI250 ASC total service users	Number	3,099.00	3,123.00	3,122.00	3,124.00	3,087.00	1,920

Priority 8 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
08. NI Caring for Adults and Older People	72,100	4,300	▲	5.96	Finance Overspend The Adult Services Division is forecast to overspend by £4.4m. Placement budgets, which has a projected overspend of £4m, remains volatile in particular. The increase since last month reflects increased costs of residential care in older adults placements and changes associated with the reletting of contracts for home care. The greatest pressures remain on learning disability where the cost of transition clients has been identified as financial risk but has not been funded. The underspend arising from staff vacancies in Strategy and performance has reduced the overall overspend by (£0.1m).

8. Caring for Adults and Older People

Developing opportunities for the active participation and engagement of people in the life of the community

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
17. Serious Adult Safeguarding Concerns	Corporate	▲	▲	Dec 16	➡	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. ISAB Chair to confirm the parameters of performance data for regular review. 2. Organisational Alert Tool to be rolled out across ASC and joint commissioning following migration of data. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Mar 17 2. TBC

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance										
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	Target	DoT Last year	Against Target Dec 16	Target	Against Target Nov 16	15/16
LPI202 Library visits per 1000 pop	Number per 1000	603.92	589.00	★		★	★		★	▲

Priority 9 - Finance Net Expenditure (£000s)					
	2016/17 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
09. NI Active, Healthy Citizens : Net Expenditure	5,666	800	▲	14.12	Finance Overspend Public Health have to identify savings in excess of £4m over 16/17 & 17/18, resulting from a combination of saving targets and grant funding reductions. However, it will not be possible to reduce the spend in the current financial year by the full amount of the funding reduction and an overspend of £1.1m is projected (a reduction on the previous month reflecting reduced spend on sexual health budgets). The overspend has been slightly offset by an underspend in Cultural and Community services.

9. Active, Healthy Citizens

Developing opportunities for the active participation and engagement of people in the life of the community

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
28. Failure to agree with partners integrated delivery models for local health and care services.	Corporate			Dec 16		Risk - What are we planning to do? Progress London devolution pilot that Lewisham is leading with update to M&C	Risk - When is it going to be completed? Dec 16

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Priority 10 - Monthly Performance								
	Unit	YTD Jan 17	Target Jan 17	Against Target Jan 17	DoT Last year	Against Target Dec 16	Against Target Nov 16	15/16
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.68	7.50	●	➡	●	●	●
LPI031 NNDR collected	Percentage	98.97	99.00	●	➡	★	★	★
LPI032 Council Tax collected	Percentage	94.92	96.00	●	➡	●	●	●
LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	3.83	4.00	★	➡	★	★	▲
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	93.71	91.00	★	➡	★	★	★
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	8.15	7.50	▲	➡	▲	▲	★

Priority 10 - Finance Net Expenditure (£000s)					
	2014/15 Budget	Projected year-end variance as at Jan 17	Variance	% variance	Comments
10. NI Inspiring Efficiency, Effectiveness, and Equity	68,318	900	▲	1.32	<p>Finance Overspend</p> <p>The Regeneration & Asset Management division is forecasting an overspend of £0.7m as a result of underachievement of income. The public services division forecasting an overspend of £0.8m an increase from the previous month. This overspend is partly as a result of increased resources being needed to support the corporate complaints function. The corporate resources division is forecasting a £0.1m overspend due to increased motor insurance premiums. The IMT division is forecasting an overspend of £0.3m. This is mainly as a result in delays to the reduction of server usage in the data centre. The underspends arising principally from staff vacancies in Corporate Policy & Governance (£0.3m), the financial services division (£0.3m), Legal services (£0.1m) and Strategy Division (£0.3m) has reduced the overall overspend.</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Risk					
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate			Dec 16		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Large scale exercise planned for early 2017 covering both emergency and business continuity response. 2. Lessons learnt database under development to capture and monitor the implementation of learning arising from incidents and exercises. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Mar 17 2. Mar 17
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate			Dec 16		Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Digital work programme agreed and monitoring by Digital & Transformation Board 2. Focus on supporting new ways of working for Adults and Children social worker teams to improve efficacy and efficiency 3. Monitoring IT Support arrangements to ensure quality service via shared service. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Monthly monitoring 2. Dec 16 3. Mar 17

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
4. Non-compliance with Health & Safety Legislation	Corporate	▲	▲	Dec 16	➡	Risk - What are we planning to do? Review of H & S risks and audit plan for 2017/8	Risk - When is it going to be completed? Jan 2017
5. Failure to anticipate and respond appropriately to legislative change.	Corporate	●	▲	Dec 16	➡	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Reports to Council on changes necessary to reflect legislation. 2. Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health. 3. Responding to Govt consultations & lobbying in various areas of political change (e.g. business rates, schools funding, improved better care fund, London devolution). 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Quarterly for CWP 2. Quarterly for H&WB 3. As dictated by government agenda

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

	Current Status	Current Status against target	Risk		When is it going to be completed
			Direction of Travel	What are we planning to do?	
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Dec 16 ➡	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Lewisham Future Programme to focus on transformation options - savings target to be refreshed once budget finalised. 2. M&C line by line review of budgets with heads of service. 3. Lewisham Future Programme to bring forward further savings proposals with the budget (if possible). <p>Risk - When is it going to be completed? 1 Mar 17 2. Jan 17 3. Feb 17</p>
7. Adequacy of Internal Control.	Corporate	●	●	Dec 16 ➡	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Address results of core financial internal audits & any recs from external audit and report to Audit Panel 2. Implemented solution for procurement support with neighbouring borough but new ways of working/control to be examined <p>Risk - When is it going to be completed? Dec 16 Done Nov 16 Done Through 2017</p>
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Dec 16 ➡	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Receive and finalise pension fund, tri-annual valuation and set future contribution rates 2. Receive business rates 2015 valuation and re-assess appeals risk. 3. Annual review of Council tax Reduction Scheme <p>Risk - When is it going to be completed? 1. Nov 16 done 2. Mar 17 3. Jan 17</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
9. Loss of income to the Council	Corporate	▲	▲	Dec 16	➔	Risk - What are we planning to do? 1. New AIMS Programme and FISCAL reporting tool implemented to support income collection scheme 2. Independent review of accounts payable & receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems	Risk - When is it going to be completed? 1. Oct 16 2. Jan 17
10. Failure to manage performance leads to service failure.	Corporate	●	▲	Dec 16	➔	Risk - What are we planning to do? Following creation of a single corporate policy and performance team, revisit service data & performance priorities and update performance reports & quality assurance practices.	Risk - When is it going to be completed? Mar 17
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Dec 16	➔	Risk - What are we planning to do? Adult Integrated Care Programme to improve services and provide better value for money.	Risk - When is it going to be completed? 4 year programme to 2017/18

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

				Risk			
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
13. Failure to manage strategic suppliers and related procurement programmes.	Corporate			Dec 16		Risk - What are we planning to do? 1. Revised corporate arrangements to include SLA with neighbouring authority for specialist support) 2. Meet requirements of transparency code	Risk - When is it going to be completed? 1. Nov 16 done 2. Mar 17
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate			Dec 16		Risk - What are we planning to do? Monitor & report on the performance of recently introduced facilities management & statutory maintenance contracts.	Risk - When is it going to be completed? April 17
19. Loss of constructive employee relations	Corporate			Dec 16		Risk - What are we planning to do? 1. Implement actions from talkback survey 2. Rollout manager training suite 3. Continue to explore forum to improve collaborative work in support of culture changes- starting with Heads of Service	Risk - When is it going to be completed? 1. Dec 16 2. Dec 16 3. Mar 17

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Risk					
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
21. Information governance failure.	Corporate	▲	▲	Dec 16	➡	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Refresh all of the Information Management policies. 2. Review information sharing guidance and processes 3. Align IT policies with Brent with Information Governance policies to follow. 	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Dec 16 2. Dec 16 3. Mar 17
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	▲	▲	Dec 16	➡	Risk - What are we planning to do? <ol style="list-style-type: none"> 1. Review level of agency staff/recruitment and success as part of retendering contract. 2. Roll out corporate managers training. <p>See also risk re financial savings & gap for management & corporate overheads.</p>	Risk - When is it going to be completed? <ol style="list-style-type: none"> 1. Mar 17 2. Dec 16
27 Governance failings in the implementation of service changes	Corporate	●	▲	Dec 16	➡	Risk - What are we planning to do? <p>Savings proposal monitoring and legal implications for 2017/18 budget</p>	Risk - When is it going to be completed? <p>Feb 17</p>

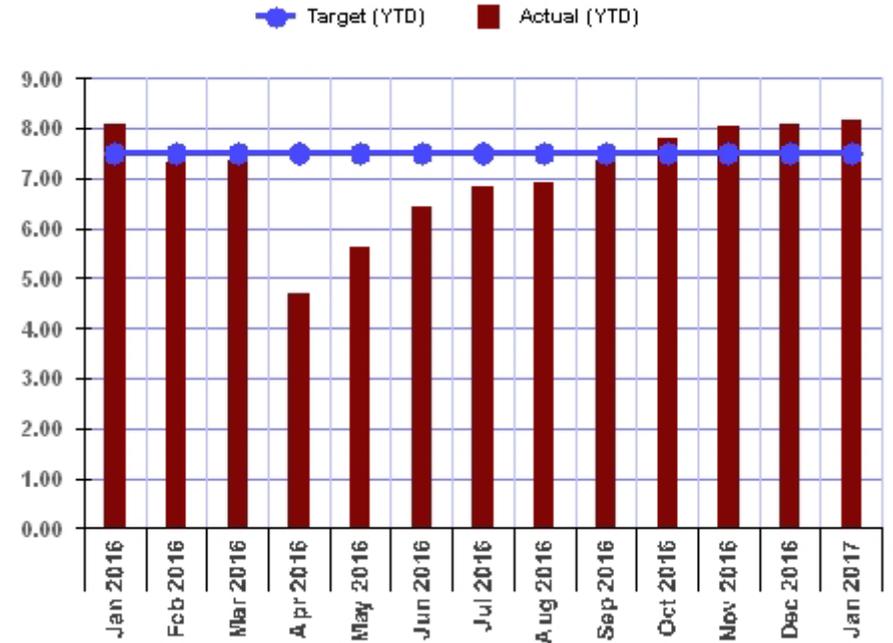
10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

		Current Status	Current Status against target	Risk			When is it going to be completed
				Direction of Travel		What are we planning to do?	
29 Move to IER impacts work of boundary commission	Corporate			Dec 16		Risk - What are we planning to do? Continue lobbying work at electoral commission and via LGA and respond to consultation.	Risk - When is it going to be completed? Dec 16
30. Strategic programme to develop and implement transformational change does not deliver	Corporate			Dec 16		Risk - What are we planning to do? Lewisham Futures programme continues to work to identify new proposals to close savings gap for 19/20 estimated at £45m, on top of £17m for 17/18. 1. £23m of savings agreed for 17/18 with £9m gap. Looking to bring forward more proposals if possible. 2. Working on £14m of outline proposals for 18/19 and 19/20, leaving a gap of £25m.	Risk - When is it going to be completed? Jan 17 Dec 17
32. Election/Referendum not conducted efficiently.	Corporate			Dec 16		Risk - What are we planning to do? Monitor resourcing for elections	Risk - When is it going to be completed? Dec 16 Done

NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

	NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		
	Days		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jan 2016	8.08	7.50	▲
Feb 2016	7.32	7.50	★
Mar 2016	7.34	7.50	★
Apr 2016	4.69	7.50	★
May 2016	5.62	7.50	★
Jun 2016	6.45	7.50	★
Jul 2016	6.83	7.50	★
Aug 2016	6.92	7.50	★
Sep 2016	7.37	7.50	★
Oct 2016	7.80	7.50	●
Nov 2016	8.05	7.50	▲
Dec 2016	8.08	7.50	▲
Jan 2017	8.15	7.50	▲



NI181 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Public Services

Performance

Year to date performance is currently over target, this is largely due to significant and sustained IT disruption at a time when we were recovering from high leave throughout the summer period.

Performance Action Plan

The service is continually monitoring performance and implementing changes to improve the service. Since January 2017 we have moved to process-based working environment with dedicated teams working on specific areas of work. We are looking at a self-serve portal for claimants to minimise incoming enquiries which will leave more resource to deal with key work-types, New Claims and Changes. This should bring performance back to target by end of March 2017.

Appendix A - Performance Scoring Methodology

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

Performance

Performance can be measured using two methods. Firstly, current performance is appraised against past performance to assess “direction of travel” – is it improving or worsening? Secondly, performance can be measured against a norm, standard or target.

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2015). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

The Council has aims and objectives as an organisation responsible for securing local public services. But it also has wider aims to work in partnership with other organisations (in the public, private and community sectors) to improve Lewisham as a place to live. It is therefore essential that our PIs not only measure our organisational and service performance against the Council’s corporate priorities but also evaluate our efforts to achieve improvements through partnership working. These wider aims are described in Lewisham’s Sustainable Community Strategy. A summary on performance can be found in the ‘Overall Summary: Performance’ at front of the Executive Summary report.

Data Quality Policy

The Council has a Data Quality Policy which is adhered to and sets out the corporate data quality objectives. Directorates also have a statement of data quality and a data quality action plan.

Appendix B - Projects, Risk & Finance Scoring Methodology

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

Projects

Project status is recorded using a red / amber / green traffic light reporting system.

Red: Projects considered to be at significant risk of late delivery, of overspending or of not achieving their primary objectives. Project likely to be facing issues or uncertainties e.g. funding concerns, lack of clarity over scope / costs, other significant risks not yet under effective control. Sheer scale of a project, its complexity and overall risk level can also attract a red rating.

Amber: Projects considered to be at moderate risk of late delivery, of overspending or of not achieving some objectives. Issues may have been escalated outside the project team, but likely that these can be resolved e.g. resources will be identified to deal with moderate changes to costs or scope.

Green: Project considered to be on time, on budget, with current risks being managed effectively within the project structure.

Risk

Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown on the Overall Performance: Risk page) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Risk Management Working Party and Internal Control Board on a quarterly basis and quarterly updates are provided in this report.

Finance

Financial monitoring is recorded using a red/amber/green traffic light reporting system.

Net expenditure on the priority is forecast to vary from budget by either:-

Red - more than £0.5m or 2.5% overspent or more than £10m or 50% underspent

Amber - more than £0.1m and less than £0.5m or by more than 1% and less than 2.5% overspent or more than £5m and less than £10m or by more than 25% and less than 50% underspent

Green - up to £0.1m or up to 1% overspent or up to £5m or up to 25% underspent

The Executive Management Team will take into account:-

(i)The performance of the housing part of the Capital Programme in assessing the traffic light for Decent Homes;

(ii)The overall financial position on revenue and capital in assessing the traffic light for 'Inspiring Efficiency, Effectiveness & Equity'.

The methodologies for Projects, Risk and Finance outlined above will be reviewed annually at the end of the financial year as part of the review of this report and the target setting process for performance indicators. The text above will be subject to change at this point.

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Public Accounts Select Committee		
Title	Select Committee work programme 2016-17	
Contributor	Scrutiny Manager	Item 6
Class	Part 1 (open)	19 April 2017

1. Purpose

To ask Members to discuss and agree an annual work programme for the Public Accounts Select Committee.

2. Summary

This report:

1. Informs Members of the meeting dates for this municipal year.
2. Provides the context for setting the Committee's work programme.
3. Invites Members to decide on the Committee's priorities for the 2017-18 municipal year.
4. Informs Members of the process for Business Panel approval of the work programme.
5. Outlines how the work programme can be monitored, managed and developed.

3. Recommendations

The Select Committee is asked to:

- Note the meeting dates and terms of reference for the Public Accounts Select Committee.
- Consider the provisional work programme at appendix B.
- Consider adding further items to the work programme, taking into consideration the criteria for selecting topics; information about local assembly priorities and items already added to the provisional work programme.
- Note the key decision plan, attached at appendix F, and consider any key decisions for further scrutiny.
- Agree a work programme for the municipal year 2017-18.
- Review how the work programme can be developed, managed, monitored and prioritised over the coming year.

4. Meeting dates

4.1 The following Committee meeting dates for the next municipal year were agreed at the Council AGM on 27 March 2017:

- 19 April 2017
- 07 June 2017
- 13 July 2017
- 27 September 2017

- 16 November 2017
- 20 December 2017
- 06 February 2018
- 21 March 2018

5. Context

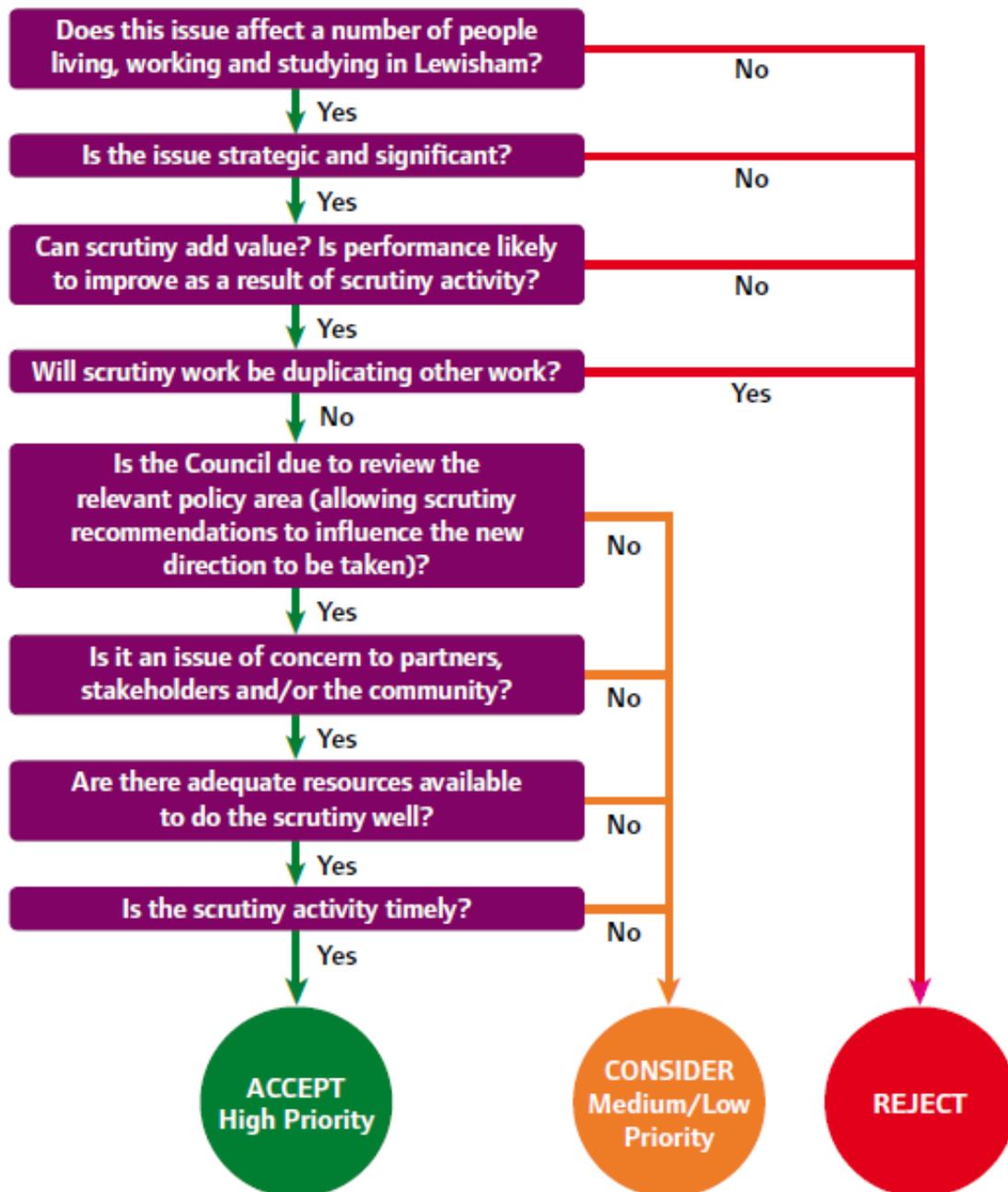
- 5.1 The Committee has a responsibility for carrying out the duties of the Overview and Scrutiny Committee as they relate to the use of the Council's financial resources. The Committee's full terms of reference are set out in appendix A.
- 5.2 The Committee scrutinises the work of the Council's Resources and Regeneration directorate, which includes teams responsible for budget management, audit, financial control and accounting.

6. Deciding on items for the work programme

- 6.1 When deciding on items to include in the work programme, the Committee should have regard to:
- items the Committee is required to consider by virtue of its terms of reference;
 - the criteria for selecting and prioritising topics;
 - the capacity for adding items;
 - the context for setting the work programme and advice from officers;

6.2 The following flow chart is based on best practice guidance for prioritising topics. It is designed to help Members decide which items should be added to the work programme:

Scrutiny work programme – prioritisation process



6.3 At its meeting on 28 March, Overview and Scrutiny Business Panel agreed that all select committees be reminded that 2017-18 is the last year of the administration, and therefore they may want to consider work done to date and also focus their attention on key policy areas going into the new municipal year.

7. Different types of scrutiny

7.1 It is important to agree how each work programme item will be scrutinised. Some items may only require an information report to be presented to the Committee and others will require performance monitoring data or analysis to be presented. Typically, the majority of items take the form of single meeting items, where members:

- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
- (b) receive a report presenting that information and analysis;
- (c) ask questions of the presenting officer or guest;
- (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.

7.2 For each item, the Committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the Committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.

In-depth review

7.3 Some items might be suitable for an in-depth review, where the item is scrutinised over a series of meetings. Normally this takes four meetings to complete:

- Meeting 1: Scoping paper (planning the review)
- Meetings 2 & 3: Evidence sessions
- Meeting 4: Agreeing a report and recommendations

7.4 If the Committee wants to designate one of its work programme items as an in-depth review, this should be done early in the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.

8. Provisional 2017/18 work programme

8.1 The Scrutiny Manager has drafted a provisional work programme for the Committee to consider, which is attached at appendix B. This includes:

- suggestions from the Committee in the previous year;
- suggestions from officers;
- issues arising as a result of previous scrutiny;
- issues that the Committee is required to consider by virtue of its terms of reference;
- items requiring follow up from Committee reviews and recommendations;
- standard reviews of policy implementation or performance, which is based on a regular schedule;

8.2 The Committee should also give consideration to:

- issues of importance to Local Assemblies (appendix D).
- decisions due to be made by Mayor and Cabinet (appendix F).

Suggestions from the Committee

- 8.3 At its last meeting of the 2016/17 municipal year, the Committee agreed that the following suggestions would be put forward for consideration as part of the work programme for this year:
- Schools finance (it should be noted that an item on 'school budgets' is scheduled for the Children and Young People's Select Committee meeting on 7 June 2017)
 - Contract management processes (officers have indicated that this work might best fit with the items on income generation and commercialisation)
 - Private finance initiatives (20 December 2017)
 - Value for money of Council services (it is recommended that this should form part of the 'Audit Panel update')
- 8.4 An additional item on the affordability of childcare has also been put forward by the Chair of the Committee.
- 8.4.1 Childcare and early year's provision falls within the terms of reference of the Children and Young People's Select Committee and in 2013-14 the committee carried out an in-depth review of nursery education and childcare. The review included visits to child care providers, a desktop review of evidence and invitation to senior officers to answer questions about the Council's approach to ensuring the sufficiency of childcare places in the borough.
- 8.4.2 The Committee found that there was good quality childcare on offer in the borough. It also explored the issues relating to the flexibility of childcare and the provision of government funded childcare. The Committee recommended that the Council work to improve flexibility of childcare places and enable better transitions from early years care to schools. It also recommended that there be closer involvement between early years provision and schools and that social care have closer links with early years providers.
- 8.4.3 The Council is required to carry out a regular review of sufficiency of childcare places in the borough, which is available online here:
<https://www.lewisham.gov.uk/myservices/education/earlyyears/Documents/CSALewishamVersion1.pdf>
- 8.4.4 The most recent assessment (August 2016) found that whilst most parents and carers were happy with the quality of childcare on offer, they were less satisfied with the cost and flexibility of that care.
- 8.4.5 Should the Committee decide to carry out work in this area, it should explore the potential to work jointly with the Children and Young People's Select Committee and it should use the Council's sufficiency statement as a start point for any further examination of the local issues.

Suggestions from officers

- 8.6 The Lewisham Future Programme (it has been agreed by all select committees that this will be considered on an ongoing basis – with a likely whole meeting focus in September 2017)

It is expected that the Council will need to identify further savings of circa £32.6m for the following two years, 2018/19 to 2019/20. This will bring the total savings in cash terms made by the Council in the decade to 2020 to just shy of £200m.

- 8.7 The revised profile for savings required is now broadly:

- £22m to be implemented in 2017/18;
- £5m gap remaining for 2017/18 to be met from reserves;
- £16m gap for 2018/19 against which £5m of outline proposals were set out in September and now need to be firmed up and extended;
- £11m gap for 2019/20 against which £9m of outline proposals were set out in September and now need to be firmed up and brought forward if possible.

- 8.8 It was reported at the Committee's January 2017 meeting that the Council was facing significant cost pressures, including:

- Costs arising from policy changes:
 - Business rate appeals arising from changes to valuations.
 - Apprenticeship levy – which is payable by all employers who have a wage bill above £3m.
- Unachieved elements of previous year's savings:
 - In the CYP directorate, environment service and- unachieved revenue from income generating projects.
- Demand pressures:
 - Looked after children and children leaving care.
 - Transport costs.

- 8.9 The report also identified risks and potential budget pressures that need to be managed:

- Adult social care transition – arising from the increase in population and the transfer of high cost care packages from children's to adult's services.
- Child sexual exploitation – work is currently contained within service budgets – but due to the importance of this issue and the uncertainty of work in this area, there may be cost pressures arising as a result of increased referrals.
- National/London Living Wage
- Redundancy – resulting from changes to delivery of services and implementation of savings programmes.
- Unachieved savings
- Invest to save

- 8.10 Further details about these pressures is available in the budget report (p33), which was considered by the Committee at its meeting on 25 January 2017 and is available online here: <https://tinyurl.com/l8g97wz>

8.11 Issues arising from previous scrutiny

- Business rate retention (to be decided)

At its meeting on 22 September 2016, the Committee heard about government proposals for the localisation of business rates. The government intends that local government be self-financing by 2020. Revenue Support Grant from the government will be abolished, 100% of business rates will be devolved and local authorities will be expected to take on additional responsibilities with the extra net funding these changes will bring.

There will need to be a system of top-up and tariffs in the new system to redistribute income between local authorities. This is important for Lewisham as we have a very low business rate base, and will require a top-up of £45m to maintain our funding at today's rate.

The report provided details of the London Councils' response to the government consultation on the proposed system and indicated that there would likely be further opportunities for scrutiny in the summer of 2017. Should the Committee wish to further consider the Council's preparations for the new system, it may need to add an item on the business rates system to the Committee's work programme at short notice.

- Income generation (7 June 2017)

Further to the Committee's income generation review, officers have provided several updates on ongoing work to deliver a programme of income generation activities across a range of Council services. At the Committee's meeting in November 2016, the Cabinet Member for Resources set out his plans for an income generation action plan and committed to bringing the plan before the Committee in the spring of 2017.

- Asset management (20 December 2017)

Closely related to the Council's work on income generation is the work that is being carried out to maximise the use of the Council's assets. At the Committee's meeting in November 2016, it heard from officers about the work that was being carried out to deliver greater value from the Council's assets. Members indicated that this was an area that they would seek to consider again in 2017-18.

Issues that the Committee is required to consider by virtue of its terms of reference

8.12 Items added to the provisional work programme under this heading include:

- Audit Committee update (21 March 2018)

Items requiring follow up from Committee reviews and recommendations

8.13 Monitoring the Council's plans for income generation (as noted above).

Standard reviews of policy implementation or performance, which is based on a regular schedule

8.14 In previous years, Members of the Committee have agreed to consider the following items on a regular cycle and they have been incorporated into the draft work programme at appendix B:

- Financial forecasts (quarterly)
- The Management report (when financial forecasts are considered)
- Mid-year treasury management review (16 November 2017)
- Annual complaints report (20 December 2017)

Decisions due to be made by Mayor and Cabinet

8.15 Members are asked to review the most recent notice of key decisions (at appendix F) and suggest any additional items for further scrutiny.

Consideration of issues of importance to Local Assemblies

8.16 A list of assembly priorities is included at appendix D. Members are asked to consider whether there are issues of importance arising from their interactions with their ward assembly that should be considered for further scrutiny.

8.17 It is up to the Committee to agree the provisional work programme, outlined at appendix B and decide which items should be removed and which should be added.

9. Approving, monitoring and managing the work programme

9.1 In accordance with the Overview and Scrutiny Procedure rules outlined in the Council's constitution, each select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel. The Business Panel will meet on 5 May 2017 to consider provisional work programmes and agree a co-ordinated Overview and Scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.

9.2 The work programme will be reviewed at each meeting of the Committee. This allows urgent items to be added and items which are no longer a priority to be removed. Each additional item added should first be considered against the criteria outlined above. If the committee agrees to add additional items because they are high priority, it must then consider which medium/low priority items should be removed in order to create sufficient capacity. The Committee has eight scheduled meetings this municipal year and its work programme needs to be achievable in terms of the amount of meeting time available.

9.3 At each meeting of the Committee, there will be an item on the work programme presented by the Scrutiny Manager. When discussing this item, the Committee will be asked to consider the items programmed for the next meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear on what they need to provide.

10. Financial implications

There will 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.

11. 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.

12. Equalities implications

12.1 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

12.2 In summary, 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.

12.3 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 12.2 above.

12.4 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

12.5 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The

statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

12.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

12.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

The Comprehensive Equalities Scheme

12.8 The Council's comprehensive equalities scheme (2016-20) reconfirms Lewisham's commitment to five enduring objectives:

1. tackling victimisation, discrimination and harassment
2. improving access to services
3. closing the gap in outcomes for all residents
4. increasing mutual understanding and respect within and between communities
5. increasing citizen participation and engagement

12.9 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this. In particular, the Committee should note the Council's planned approach to the delivery of its enduring objectives through the delivery of key strategies and plans.

13. 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.

Background documents

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

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – CfPS criteria for selecting scrutiny topics

Appendix D – Local assembly priorities

Appendix E – How to carry out reviews

Appendix F – Key decision plan

Appendix A

The following roles are common to all select committees and Business Panel.

(a) General functions

To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions

To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function

To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents

The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

To consider matters referred to it in accordance with the Council's Petition Scheme

(b) Policy development

To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate

To conduct research, community and/or other consultation in the analysis of policy options available to the Council

To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time

To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas

To question members of the Executive or appropriate committees and executive directors personally about decisions

To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented

To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance

To question and gather evidence from any person outside the Council (with their consent where the law does not require them to attend).
To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

To promote and put into effect closer links between overview and scrutiny members and the local community

To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people

To liaise with the Council's ward assemblies and Positive Ageing Council so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies and Positive Ageing Council on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies and the Positive Ageing Council.

To keep the Council's local ward assemblies and Positive Ageing Council under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced.

To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary

To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters)

(e) Finance

To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

The Council and the Executive will also be able to request that an overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations

about performing the requested work, it will refer the matter to the Business Panel for decision.

The following roles are specific to the Public Accounts Select Committee:

To make reports and recommendations to the Council or the Executive which promote the better custodianship of the Council's finances and to make recommendations for best financial practice across the authority.

To investigate the possibilities for improving the Council's financial management practice and to make reports and recommendations to Executive or Council as appropriate.

To encourage the highest standards of financial custodianship where necessary overseeing training activity for all members in this area.

To consult on and to comment on and make recommendations to the Executive in respect of the actual and proposed contents of the Council's budget and without limiting the general remit of the committee, to hold the Executive to account for its performance in respect of all budgetary matters.

To receive reports as appropriate from the Audit Panel in respect of their overview of contract procedure rules and financial regulations.

To make recommendations and reports for consideration by the Executive or Council to improve procurement practice.

To scrutinise the effectiveness of the Audit Panel.

Appendix B - Provisional Work Programme 2017/18

Work Item	Type of review	Priority	Strategic priority	Delivery deadline	19-Apr	07-Jun	13-Jul	27-Sep	16-Nov	20-Dec	06-Feb	21-Mar
Lewisham Future Programme	Performance monitoring	High	CP10	Ongoing				Savings				
Election of Chair and Vice-Chair	Constitutional requirement	High	CP10	Apr								
Select committee work programme 2017/18	Constitutional requirement	High	CP10	Ongoing								
Income generation and commercialisation	Performance monitoring	High	CP10	Jun								
Management report	Performance monitoring	Medium	CP10	Ongoing								
School budgets (Jointly with CYP select committee)	Performance monitoring	High	CP 2	Jun								
Extending the shared IT service to Southwark	Standard item	High	CP10	Jun								
Final outturn 2016/17	Performance monitoring	Medium	CP10	Jun								
Affordability of childcare	Standard item	Medium	CP 2	Jul								
Medium term financial strategy	Standard item	Medium	CP10	Jul								
Financial forecasts 2016/17	Performance monitoring	High	CP10	Ongoing								
Mid-year treasury management review	Performance monitoring	Medium	CP10	Nov								
In-depth review	In-depth review	High	CP10	Dec		Scope	Evidence	Evidence	Report	Report		
Private finance initiatives	Standard item	Medium	CP10	Jun								
Annual complaints report	Performance monitoring	Low	CP10	Dec								
Asset management update	Performance monitoring	Medium	CP10	Dec								
Annual budget 2018/19	Standard item	High	CP10	Jan								
Business rates consultation	Standard item	High	CP10	Tbc								
Audit panel update	Constitutional Requirement	Low	CP10	Mar								

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

Appendix C – Criteria for selecting topics

The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes:

General questions to be asked at the outset:

- Is there a clear objective for scrutinising this topic – what do we hope to achieve?
- Does the topic have a potential impact for one or more section(s) of the population?
- Is the issue strategic and significant?
- Is there evidence to support the need for scrutiny?
- What are the likely benefits to the council and its customers?
- Are you likely to achieve a desired outcome?
- What are the potential risks?
- Are there adequate resources available to carry out the scrutiny well?
- Is the scrutiny activity timely?

Sources of topics

The CfPS also suggest that ideas for topics might derive from three main sources: the public interest; council priorities; and external factors. These are described below.

Public interest

- Issues identified by members through surgeries, casework and other.
- Contact with constituents.
- User dissatisfaction with service (e.g. complaints).
- Market surveys/citizens panels.
- Issues covered in media

Internal council priority

- Council corporate priority area.
- High level of budgetary commitment to the service/policy area (as percentage of total expenditure).
- Pattern of budgetary overspend.
- Poorly performing service (evidence from performance indicators/ benchmarking).

External Factors

- Priority area for central government.
- New government guidance or legislation.
- Issues raised by External Audit Management Letters/External Audit reports.
- Key reports or new evidence provided by external organisations on key issue.

Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

- issues being examined elsewhere - e.g. by the Cabinet, working group, officer group, external body;
- issues dealt with less than two years ago;
- new legislation or guidance expected within the next year;
- no scope for scrutiny to add value/ make a difference;
- the objective cannot be achieved in the specified timescale.

Appendix D – Assembly priorities

Bellingham

- Children and young people.
- Older people's issues
- Community events and festivals
- The promotion and development of Bellingham as a community

Blackheath

- Environment and Community.
- Provision for Older people, Young People and Children
- Parking, Streets and Waste.
- Crime and Anti-Social Behaviour

Brockley

- Creating a high-quality living environment – improving our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Connecting communities – bringing Brockley residents together and fostering a sense of community spirit, mutual understanding and respect, through community projects, events and activities

Catford South

- Streetscape and environment (litter, dog fouling, fly tipping, street furniture).
- Developing local opportunities for children (aged 16 and under) and young people (aged 17–25)
- Increase opportunities for older people
- Improvements to shopping hubs
- Community cohesion

Crofton Park

- Children, young people and older people
- The environment
- Health and well-being
- Improving community facilities
- Unemployment and skills development

Downham

- Children and young people
- Older people and intergenerational projects
- Connecting communities
- High quality living environment

Evelyn

- Provision for young people and children
- Provision for older people, people with disabilities and intergenerational activities
- Skills development and access to local employment opportunities
- Community support on anti-social behaviour, crime and drug issues
- Housing issues / developments and improving the built environment
- Community capacity building, cohesion and events.

Forest Hill

- Youth engagement and provision
- Making Forest Hill more attractive
- Community events and publicity
- Supporting local traders

Grove Park

- Improving the town centre
- Crime and antisocial behaviour
- Neighbourliness, community activities, events and cohesion
- Community facilities
- Parking, road safety & traffic calming

Ladywell

- Environment and landscape.
- Antisocial behaviour and crime.
- Local shops.
- Lack of youth and community facilities.
- Traffic.

Lee Green

- Safe healthy living – improving health services, crime reduction, improved environment, provision of outdoor spaces / exercise spaces, promote measures to reduce air pollution / promoting cleaner air.
- Roads and streets – road safety and traffic calming measures, road maintenance, cleaner streets, tree planting, rubbish collection, improved road use, provision of cycling tracks, addressing parking and CPZ issues.
- Leisure and amenities – improved parks and open spaces, more meeting spaces / community centres, provision of cycling tracks, improved shops, Leegate, provision of more local events.
- Services and infrastructure – better social housing, provision of jobs locally, more services for the elderly and young people, increased use and access to local use for recreational activities, more school spaces.

Lewisham Central

- Improving health and well-being.
- Cleaner, better environment.
- Better access to activities and facilities for young people.
- Better access to training and employment for all inhabitants of the ward.
- Promoting and improving community cohesion.

New Cross

- Tackling unemployment and skills development
- Cleaner streets, environment and ecology
- Community safety, crime and anti-social behaviour
- Activities for children and young people
- Neighbourliness, community activities, events and cohesion

Perry Vale

- Children and Young People
- Unemployment and skills development
- Older people and intergenerational
- Crime and antisocial behaviour
- Environment and ecology

Rushey Green

- activities and opportunities for children (under 18) and young people (under 25)
- increasing opportunities for older people (55+)
- community cohesion – including events, activities and projects designed to create a sense of community in Rushey Green
- culture and the arts – with particular reference to improving the wellbeing of people in the Rushey Green Area
- improving your local area – including local 'streetscape', environment and ecology.

The Rushey Green Assembly is also committed to keeping residents informed about the ongoing improvements to Catford town centre.

Sydenham

- bringing our community together – intergenerational and intercultural
- health and wellbeing
- vibrant high street
- clean and green
- crime and anti-social behaviour.

Telegraph Hill

- Older people and intergenerational projects
- Cleaning up dirty streets, environment and ecology
- Neighbourliness, community activities, events and cohesion
- Community safety, crime and anti-social behaviour
- Parking, road safety and traffic calming

Whitefoot

- Children and young people
- older people
- unemployment and skills development
- connecting communities
- creating a high-quality living environment.

How to carry out an in-depth review



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FORWARD PLAN OF KEY DECISIONS

Forward Plan April 2017 - July 2017

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.

December 2016	Lewisham Homes Management Agreement and Articles of Association	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
December 2016	New Homes Programme	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

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
December 2016	Brasted Close development	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2017	Deptford Anchor Action Plan	22/03/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Excalibur Update - Part 1 & 2	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2017	Approval to Transfer land at Our Lady & St Philip Neri Primary School to Catholic Archdiocese of Southwark	22/03/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2016	Lewisham Place Planning Strategy 2017-2022	22/03/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2017	School Expansion Proposals	22/03/17	Sara Williams, Executive		

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
	Addey & Stanhope School and Ashmead Primary School	Mayor and Cabinet	Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2017	Annual Lettings Plan	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
December 2016	Results of Handypersons consultation	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2017	Private Rented Sector Offer Policy	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2017	Resettlement of Refugee Households	22/03/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2017	Bill Payment Services Contract	22/03/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia,		

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
			Cabinet Member Resources		
January 2017	Library Savings Programme Preferred Provider Manor House	22/03/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
December 2016	Stage 1 of 2-stage procurement for the proposed expansions of Ashmead Primary School and Addey & Stanhope Secondary School (Mornington Centre) and to enter into a Pre-Construction Services Agreement.	22/03/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2016	Transforming Construction Skills - Lewisham Construction Hub, Training, Apprenticeship and Employment Service and Local Supply Chain Development Services	22/03/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2017	Better Place Programme	23/03/17 Better Place Joint Committee	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
January 2017	Children and Young People's Advocacy Service	28/03/17 Overview and Scrutiny Business	Sara Williams, Executive Director, Children and Young People 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
		Panel	Councillor Paul Maslin, Cabinet Member for Children and Young People		
January 2017	Volunteering Service for Children & Young People subject to Children in Need and Child Protection Plans	28/03/17 Overview and Scrutiny Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2017	Short Term Contract Extension for Kitchen FM Services for Council Managed School Meals	28/03/17 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		
February 2017	Permission to award Stage 1 of a 2-stage procurement for proposed expansions Ashmead Primary School and Addey & Stanhope Secondary School (Mornington Centre) Pre-Construction Services Agreement	28/03/17 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		
	Achilles Street Regeneration Proposals	19/04/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

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 2017	Beckenham Place Park Programme Update	19/04/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	CRPL Business Plan 2017/18	19/04/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Deptford Southern Housing Sites - Part 1 & Part 2	19/04/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
	Milford Towers Leaseholder Buyback Parts 1 and 2	19/04/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2017	New Homes Programme Parts 1 and 2	19/04/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2017	Selection of Payroll & Human Resources Software Platform and System Integrator Appointment of a Systems Integrator for this and Oracle	19/04/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member		

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
	Cloud		Resources		
	Main Grants Programme 2017/18 London Boxing Allocation	19/04/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
February 2017	Provision of Passenger Transport Services - Establishment & Use of Dynamic Purchasing System	19/04/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
February 2017	Replacement of Fleet Vehicles	19/04/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Provision of Textile Collection Bring Back Service - Appointment to Framework	19/04/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2017	Appointment of Heritage Architects for Delivery of Beckenham Place Park Regeneration	02/05/17 Overview and Scrutiny Business Panel	Scrutiny Work Programme and Councillor Rachel Onikosi, Cabinet Member Public Realm		

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 2017	Appointment of Landscape Architects for Delivery of Beckenham Place Park Regeneration	02/05/17 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2017	Award of contract for Sexual Health e-service	02/05/17 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
	School Minor Works Contract Award	02/05/17 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		
January 2017	Catford Regeneration Programme Parts 1 and 2	10/05/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	New Homes Programme	10/05/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	The Wharves Deptford -	10/05/17	Janet Senior, Executive		

FORWARD PLAN – KEY DECISIONS

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	Compulsory Purchase Order Resolution	Mayor and Cabinet	Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
	Response to Consultation on Policy for Supported Travel Young People Attending College and Adults Eligible for Adult Social Care	10/05/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2017	Award of Contract for two Extra Care Services at Cinnamon Court and Cedar Court	10/05/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2017	Award of Contract for Extra Care Service at Hazlehurst Court	10/05/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
February 2017	IT Network re-procurement	10/05/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		

FORWARD PLAN – KEY DECISIONS

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February 2017	Contract award report for 2 x bulge class schemes	23/05/17 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		
February 2017	Extending the shared IT service to Southwark	07/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2017	New Homes Programme	07/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
	Preliminary Flood Risk Assessment Update	07/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Telephony re-procurement	07/06/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
	CRPL Business Plan 2017-18	21/06/17 Council	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
			Regeneration and Councillor Alan Smith, Deputy Mayor		

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