

Public Accounts Select Committee Agenda

Tuesday, 25 September 2018
7.30 pm, Committee Room 1
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Timothy Andrew (timothy.andrew@lewisham.gov.uk)

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

Part 1

Item		Pages
1.	Minutes of the meeting held on 9 July 2018 To Follow	
2.	Declarations of interest	3 - 6
3.	Responses from Mayor and Cabinet There are none.	
4.	Cost pressures in children's social care To Follow	
5.	Financial forecasts 2018-19 To Follow	
6.	Income generation update	7 - 28
7.	Select Committee work programme	29 - 46
8.	Referrals to Mayor and Cabinet	

Public Accounts Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 25 September 2018.

Ian Thomas, Chief Executive
Thursday, 13 September 2018

Councillor Jim Mallory (Chair)	
Councillor Louise Krupski (Vice-Chair)	
Councillor Abdeslam Amrani	
Councillor Patrick Codd	
Councillor Alan Hall	
Councillor Mark Ingleby	
Councillor Paul Maslin	
Councillor Joan Millbank	
Councillor Bill Brown (ex-Officio)	
Councillor Juliet Campbell (ex-Officio)	

Public Accounts Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	2018

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	Strategic income generation review	
Contributor	Scrutiny Manager	Item 6
Class	Part 1 (open)	25 September 2018

1. Purpose of this paper

- 1.1. At its meeting on 9 July 2018, the Committee decided to add a standing item on income generation and commercialisation to every agenda in the 2018-19 municipal year. This follows from work carried out by the Committee in the previous administration, including its review of income generation and commercialisation in the 2015-16 municipal year.
- 1.2. This paper sets out options for the scrutiny of Council's approach to income generation and commercialisation over the course of the 2018-19 year and it provides some background information on the current situation within Lewisham in order to inform Committee discussions. It also provides some potential 'key lines of enquiry' for the year to help structure Committee discussions.

2. Recommendations

- 2.1. The Select Committee is asked to:
 - note the content of the report
 - consider what outcomes it would like to achieve;
 - discuss and decide on key lines of enquiry;
 - agree a timetable for scrutiny of this issue.

3. Policy context

- 3.1. Government policy has consistently encouraged councils to generate their own resources. An essential part of this policy is the Government plan to enable councils to retain business rates raised locally. And, although progress on the 'fair funding review' for local government has stalled, it is expected that Government will legislate in future to encourage local self-sufficiency.
- 3.2. The legislative and political environment has also broadened in order to allow Councils to operate in more commercial and enterprising ways. In particular, the Local Government Act (2003) and Localism Act (2011) gave councils powers to charge for discretionary services as well as a general power of competence, under which they have the power to do anything that individuals generally may do (which is not expressly prohibited by other legislation).
- 3.3. Of the six overarching priorities in Lewisham's Sustainable Communities Strategy, the content of this report relates most closely to the ambition for Lewisham to be:

- Ambitious and achieving: where people are inspired to and supported to their potential.

-and-

- Dynamic and prosperous: where people can actively participate in maintaining and improving their health and well-being.

3.4. The Council has ten corporate priorities. The topic of income generation is most closely linked to the priority of:

- Inspiring efficiency, effectiveness and equity: ensuring efficiency and equity in the delivery of services to meet the demands of the community.

3.5. The Council's final 2017/18 directorate revenue outturn position was an overspend of £17.8m, this was reduced to £16.5m after applying a corporately held provision for pressures and risks of £1.3m but the Council's financial position remains highly precarious. A decade of declining resources, coupled with sustained increases in demand for services, has pushed the Council to the limit of its capacity to balance its budget.

3.6. Lewisham's corporate approach to making planned and strategic cuts to the Council's budget is called the 'Lewisham Future Programme'. Over the course of the previous two administrations the Lewisham Future Programme board has identified a series of thematic reviews and potential areas for business transformation. The process has been closely scrutinised through meetings of Lewisham's Overview and Scrutiny Committees and, in particular, it has been the Public Accounts Select Committee that has monitored performance and scrutinised areas of overspending.

3.7. There is a strand of the Lewisham Future Programme which is focused on income generation. Under this strand of work a number of initiatives have been pursued, including:

- Increasing the amount of Council tax collected
- Generating more income from school service level agreements
- Maximising investment income
- Increasing income from advertising
- Reviewing fees and charges with a view to increasing income.

4. Meeting the criteria for a review

4.1. The Committee has not decided whether 'income generation' will be the subject of a review in the 2018-19 municipal year, however, a review into income generation and commercialisation does meet the criteria for carrying out a scrutiny review, because it is:

- it is a strategic and significant issue for the Council and its finances;
- It has the potential to affect a large number of people living, working or studying in Lewisham;
- The Council is reviewing and developing this area of work.

5. Background

- 5.1. Local government is nearing the end of a decade of unrelenting financial austerity. Cuts to council services across the country brought about by the Government's reduction in councils' core funding have been unprecedented. Councils have sought to innovate by: rationalising services; cutting provision; and working with partners in the private and community sectors. In addition, councils have been forced to consider how to make best use of their assets.
- 5.2. Generating income is an ambition for many councils. It is seen as one way to lessen the impact of the reduction in resources from Government whilst maintaining services that communities have come to rely on. This has also been the case in Lewisham. In 2015, officers produced an income generation strategy for Council officers, which included practical guidance and a corporate process for setting fees and charges. In the same year, as part of its 2015-16 work programme, the Public Accounts Committee reviewed the Council's approach to generating income from innovative sources. This included the potential for generating income from advertising and possible partnerships with mobile phone network providers, which had been successful in other London Boroughs.

Income generation opportunities review

- 5.3. In 2016, Lisa Bibby Consulting was appointed to carry out a comprehensive review of income generation opportunities at the Council in consultation with Lewisham's Heads of Services. Plans for the review took some time to organise and approve, however, it was agreed that the consultant's review would:
 - map and analyse detailed information on the range and effectiveness of current income generation activity together with associated structures and behaviours
 - identify relevant local and national policy relating to income generation and commercialisation and any other strategic developments and initiatives that may impact on future activity
 - work with officers to identify opportunities for income generation together with the enablers and barriers that might exist to realise the potential benefits
 - undertake an environmental scan to ensure that best practice from other local authorities and public bodies is considered in the context of developing the council's income generation and commercial strategies.
- 5.4. Findings from the consultant's review¹ indicated that there were some areas of good practice in Lewisham but that the overall approach to income generating opportunities was inconsistent and lacking in direction. The report noted that an income generation strategy had been agreed in 2015 but that its anticipated benefits had not been delivered: 'The strategy proposes a number of principles to be adopted by officers including the expectation of full cost recovery, use of market rates and annual review. Implementation of these recommendations has yet to be realised' Lisa Bibby (2016)
- 5.5. Sustained cuts to support services at the Council were reported by managers to have limited the capacity of the Council to pursue income generating proposals:

¹ Lisa Bibby Consulting (2016) Lewisham Income Generation Opportunities review:
http://councilmeetings.lewisham.gov.uk/documents/s46850/04_Appendix_2_income_generation_update_-_301116.pdf

‘...significant concerns were voiced about the lack of service capacity to develop ideas further, the lack of access to specialist commercial skills and knowledge and the inability of central support services such as business intelligence, IT and legal to support in a timely fashion due to other pressures.’ Lisa Bibby (2016).

- 5.6. Scrutiny of the Council’s financial position at the Committee’s meeting on 9 July 2018 reinforced this assessment. The Committee heard from the Chief Executive that: ‘...in order to protect frontline services, decisions had been made to reduce support services in the back office (and) that strategic corporate support from human resources, finance and organisational development needed to identify cost drivers in directorates and help deliver savings initiatives had not been available.’ Minutes of the Public Accounts Select Committee meeting 9 July 2018
- 5.7. Recommendations in the consultant’s report highlighted the changes required in the organisation in order to enable services to make the most of income generating opportunities. In summary, it was recommended that:
- The Council set-out an agreed definition of ‘commercialisation’ with the development of a commercialisation strategy aligning with the wider vision.
 - Investment in income generation activities should be prioritised to make best use of limited leadership and technical resource. It is recommended that the Council prioritise those that need low levels of investment.
 - The Terms of Reference of the Income Generation Board to encompass a corporate ‘gateway process’ for business case developments related to income generation.
 - To bring together the strategic leadership of procurement management, contract management and income generation into a Procurement and Commercial Services role.
 - Refresh the income generation strategy to be aligned with the development of the proposed commercial strategy. This should include consultation with Heads of Service.
 - The following Guidance and documents to be produced and used by service managers:
 - Guidance, templates and mandated costing methodology
 - Refreshing of pricing policies
 - Identification of benchmarking data
 - Digitalisation programme to consider specific needs of income generation and commercialisation programme;
 - A programme of networking, knowledge exchange and partnership working on issues of income generation and commercialisation should be developed with Lewisham’s CIPFA nearest neighbours;
 - A change programme should be developed to support the delivery of the Council’s commercial strategy;
 - Investment should be made into both systems and people in the form of templates, models, guidance notes and digital solutions;
 - Wherever possible staff should be involved in both the development of strategy and procurement or piloting of resources;
 - Continue to use existing officer and staff forums to facilitate knowledge exchange and collective capacity building. Regular updates should be made through existing council communication channels.

5.8. Not all of these recommendations have been implemented, however, it has been recognised by the Council that income generation and commercialisation requires leadership at a senior level. Previous and existing cabinet members have expressed their support for increasing efforts to commercialise and generate income from Council services.

Procurement and commercial services

5.9. Income generation has remained an area of interest to the Public Accounts Select Committee and it has received regular updates about the Council's progress (a full list of the meetings at which updates were considered is provided at the end of this report). In 2017, it commented on the plans for the development of a corporate procurement team, which was proposed to replace the team lost during an earlier round of cuts. The role of 'Corporate Procurement and Commercial Services Manager' was established in established in November 2017, for an initial period of 18 months to re-establish this corporate function and to lead on the development of income generating projects.

5.10. The new role will oversee the systems the Council has in place for spending money through contracts and procurement - as well as the money the Council generates from fees, charges and its revenue generating activities. In terms of income generation, work is taking place in three broad areas:

- Fees and charges
- Review and development of shared and traded services
- New developments/areas for growth and income generation.

5.11. Work is also taking place to develop an updated income generation strategy. The Committee has agreed that it will closely follow the development of this work as it progresses. The Committee should consider how the work it is carrying out as part of this scrutiny review could feed into the development of the new strategy.

5.12. Following the recommendation of the Public Accounts Select Committee, the Council has also engaged with the Association for Public Service Excellence (APSE). The Association is at the forefront of supporting councils to become more enterprising. Officers have met a number of times with representatives of APSE to explore options.

6. Taking account of the challenges

6.1. Almost all local authorities are interested in generating income in order to protect frontline services. In addition, councils have vested interests in: bolstering their local economies, building skills in the local workforce and using their commissioning power to support local businesses. Bringing all of these elements together can be difficult and there are a number of instances in which councils face challenges. The following sections set out some of the issues the Committee needs to be mindful of when scrutinising this issue.

Being realistic about the potential

- 6.2. Assessments about the potential benefits of income generation in local government² are encouraging. Councils have significant spending power in their local areas, they understand the dynamics of their local economy, they have wide ranging partnerships and they are often key employers. A report by Localis in 2015 indicated that an average of 6% of council income was generated by commercial activity across local government. It was also predicted in the report that this amount would increase to 18% by 2020. APSE has defined the combination of income generation and pursuit social purpose as a type of ‘new municipalism’³ in which councils make best use of their assets and income generating plans to deliver social benefits.
- 6.3. Various figures have been provided to the Committee regarding the income generated through sales of Council services. It was noted by Lisa Bibby Consultants that the systems and processes in place in local government do not lend themselves easily to identifying income generating activity. Even more difficult is defining the ‘profits’ derived from income generation. That is, how much money a council has made after all of its costs have been accounted for. In previous reports, the Committee has received updates about a number of income generation options that required officer time, the support of consultants and other expenditure to develop (see for example the proposals to generate income by using the Council’s assets to support a small cell network or Wi-Fi infrastructure). Even if projects go on to deliver income, these costs have to be weighed against the time that officers have spent on managing these initiatives rather than on their core responsibilities.
- 6.4. Legislation governing council charges for discretionary services determines that councils can only charge on the basis of full cost recovery and cannot generate a surplus or profits. It is only on those services which under the Localism Act are of a commercial or traded nature that an actual profit can be generated. Thus, a distinction is usually made⁴ between charging (for cost recovery) and trading for ‘commercial purposes’ (in order to generate surpluses/profits).
- 6.5. The outturn to report to government⁵ for 2016-17 indicated that amount of revenue produced by Lewisham Council from trading with external sources was zero - as was the case with a number of other London Authorities. It should be noted that these returns are no longer audited so they are often completed in very different ways by different councils. Nonetheless, the most recent data indicates that the best performing authorities in London produce £5m a year in income from external trading. A significant number of councils receive no income from external trading and the average in 2016-17 was less than £1m. This is not to say that this is not an important area for the Council to explore, however, it should be noted that the anticipated target for cuts to the Council’s budget for the years 2018-20 remains at £35m.

² See for example, Localis (2015) Commercial Councils, the rise of entrepreneurialism in local government- online at: <http://www.localis.org.uk/wp-content/uploads/2016/02/Localis-Commercial-Councils-FINAL.pdf>

³ APSE: reclaiming entrepreneurship: <http://www.apse.org.uk/apse/index.cfm/research/apse-direct/2018/junejuly/ad-junejuly/>

⁴ See for example, LGA: enterprising councils (2012): <https://www.local.gov.uk/sites/default/files/documents/getting-most-trading-and--263.pdf>

⁵ Local authority revenue expenditure and financing: <https://www.gov.uk/government/collections/local-authority-revenue-expenditure-and-financing#2016-to-2017>

Balancing priorities and expectations

- 6.6. A number of London authorities are undertaking projects to raise income from public parks. Such initiatives might include small scale commercialisation, such as charging users that deliver professional services from parks (such as dog walking or fitness classes) and rents for park buildings. Some boroughs have begun to use their parks for private ceremonies and celebrations, such as weddings. However, others have begun to host large scale events such as festivals and concerts over a number of days or weeks. It is worth noting that a number of community campaigns against the commercialisation of local parks have been started in boroughs that are using their parks for large scale events, with some community groups concerned about the damage to park infrastructure and the limiting of access to public space⁶. The point to note is that income generating projects might result in unintended costs and consequences – such as the loss of public amenity – and the more immediate expense of legal challenges and officer time dealing with complaints, concerns and requests for information.
- 6.7. The introduction of charges for services that were previously paid for from general resources might also lead to concerns from residents. Parking, the collection of garden waste, bulky waste collection, activities in libraries and public buildings as well as the provision of professional advice from officers are all areas in which councils might seek to recover costs but that have previously been free or heavily subsidised.

Exposure to risk

- 6.8. Some councils have used finance available through the Public Work Loans Board to invest in commercial property. In 2017, Spelthorne Council became one of the largest investors in commercial property in the country with its acquisition of a £360m business park. Whilst there is no indication that the council has acted improperly, it is exposed to a level of risk not normally faced by councils⁷. Its commercial acquisitions now far outweigh the remainder of its total assets. In determining income generating opportunities, Lewisham has to decide what level of risk it believes is acceptable. It should also be noted that the recent CIPFA consultation on the prudential code and the consequent revision has recognised this and that now councils are all required to have a capital strategy which is signed off by members to ensure that these risks are explicitly spelled out and that once the strategy is agreed it is adhered to (subject to formal amendment).
- 6.9. There have been previous instances in which the Council's more cautious approach has prevented it from being exposed to risks that were detrimental to other authorities. The extensive use of complex long term LOBO (Lender Option Borrower Option) loans and investments in Icelandic banks are two recent examples.

Building solid foundations

- 6.10. The problems being experienced by Northamptonshire County Council are well documented⁸. Whilst funding fell at the Council over a number of years (like all parts of

⁶ Crowd Justice: <https://www.crowdjustice.com/case/brockwelltranquillity/>

⁷ Local Councils set to lose at the property game: <https://www.ft.com/content/a1d92484-2a91-11e7-bc4b-5528796fe35c>

⁸ Northamptonshire County Council cuts will devastate lives, warns UNISON: <https://www.unison.org.uk/news/2018/08/northamptonshire-county-council-cuts-will-devastate-lives-warns-unison/> - Northamptonshire forced to pay the price of a reckless half decade:

local government) demand for services continued to rise. The Council responded to this challenge by embarking on a novel, but inherently risky, transformation programme. This, combined with the continued failure of the Council to rigorously manage overspends in its budget, resulted in the use of reserves to balance budgets over a number of years. The Best Value Inspection⁹ of Council services commissioned by the Government into the failures at Northamptonshire Council found that the Authority had overreached itself: 'In Local Government there is no substitute for doing boring really well. Only when you have a solid foundation can you innovate' (Northamptonshire best Value Inspection (2018) p2)¹⁰.

- 6.11. One of the key issues with the model used by the Council was that it relied on assumptions about the efficacy of the new service models it was putting in place rather than carrying out robust analysis of expectations, risks and performance. Without sustained rigor and proper management oversight a culture of overspending became prevalent at the Authority, which has led to its now well publicised problems.
- 6.12. The Committee should note the assessment made for the income generation opportunities review in 2016, which reported that there was not adequate capacity in support services at the Council to enable the development of commercial activities. The Committee might consider whether the current structure of the organisation is sufficiently robust to sustain a major programme of income generation, and if it is not, what changes need to occur to ensure that it is.

7. Key lines of enquiry (KLOE)

- 7.1. The Committee is keen to progress this work. Members recognise that without significant changes in the Council's finances, Lewisham will find itself in severe difficulties in the years ahead. Further to the commentary above, it is recommended that the Committee should first assure itself that there is a solid foundation in place for the delivery of future income generating projects. It might also consider how best to make certain that future plans for commercialisation are rigorously reviewed and that performance against the Council's priorities is central to decision making. As outlined by the Chief Executive at the Committee's meeting in July 2018, the organisation is entering into a period of transformational change. This work is taking place in that context. The systems, processes and structures that are required to support the delivery of new initiatives and ways of working are all subject to review, redevelopment and change:

KLOE1: Understanding and benchmarking – the three income generation strands

A) Cost recovery fees and charges

- How much money does Lewisham currently generate through fees and charges?
- Where does Lewisham sit in relation to its peers?
- What is a realistic target in terms of income generation?

<https://www.theguardian.com/society/2018/aug/01/northamptonshire-council-forced-pay-price-reckless-half-decade> - BBC - Northamptonshire County Council bans spending again: <https://www.bbc.co.uk/news/uk-england-northamptonshire-44937892>

⁹ Northamptonshire Best Value Inspection (2018):

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/690731/Best_Value_Inspection_NCC.pdf

B) Traded services

- How much money does Lewisham currently generate through trading services?
- Where does Lewisham sit in relation to its peers?
- What is a realistic target in terms of income generation?

C) Commercial income

- How much money does Lewisham currently generate through its commercial income generating activities?
- Where does Lewisham sit in relation to its peers?
- What is a realistic target in terms of income generation?

KLOE2: Progress

- What progress (or amendments, developments and improvements) has been made on implementing the recommendations of the income generation opportunities review?
- How is the development of a new income generation strategy progressing?
- How well do the fees and charges and the income board operate?

KLOE3: Transformation and growth

- What progress has been made in developing a shared skills approach to income generation?
- Are there remaining business intelligence and systems changes that are needed in the organisation in order to enable the Council to maximise its income generating opportunities?
- How should income generation priorities be organised, taking account of: political priorities; the ambition to create social value as well as the requirements for sustainability and minimisation of risk.

8. Timetable

- 8.1. The Committee agreed that it would add an item on income generation to the agenda of all of its meetings in 2017-18. The Committee is asked to consider the outline timetable below:

25 September 2018

Update from officers on the development of the income generation strategy (to answer questions under KLOE1 and KLOE2)

7 November 2018 (Lewisham Future Programme/cuts also on the agenda)

Invitation to the Association of Public Service Excellence – to provide examples of best practice (to answer the questions posed under KLOE3); questions to the relevant Cabinet Member about the development of the income generation strategy and the hierarchy of priorities (to answer the questions posed under KLOE3).

20 December 2018

Scrutiny of the approach to asset strategy in Lewisham, including an update on plans to produce income from commercial property and estates (to answer the questions posed under KLOE 3); an invitation to the Council's head of Organisational Development and Human to outline current staff development and training which

supports the development of a more entrepreneurial council and what future plans might be put in place to deliver this once the Council's new income generation strategy is agreed (to answer the questions posed under KLOE 3).

5 February 2019

The budget for 2019-20 is on the agenda. It is likely to take up all of the time available at this meeting.

20 March 2019

Final report and recommendations for submission to Mayor and Cabinet

- 8.2. Given the complexity of this issue, and the considerable level of interest that there has been in it over a number of years, the Committee might want to consider how this issue should be scrutinised beyond this review.

9. Further implications

- 9.1. At this stage there are no specific financial, legal, environmental or equalities implications to consider arising from the implementation of the recommendations in this report. However, there will be implications arising from the issues considered over the course of the year, these will need to be considered in due course.

10. Background papers

- 10.1. This is a comprehensive list of the reports considered by Public Accounts Select Committee on income generation and commercialisation since the beginning of the 2015-16 municipal year.

Title:	Date:	Online at:
Income generation review scoping report	10 March 2015	https://tinyurl.com/y89nd2b9
Income generation review evidence session 1	14 April 2015	https://tinyurl.com/ycl327ux
Income generation review evidence session 2 (and appendices)	14 July 2015	https://tinyurl.com/y6wjmzvj
Income generation review evidence session 3	29 September 2015	https://tinyurl.com/ybur4wt6
Income generation review final report and recommendations	28 October 2015	https://tinyurl.com/y88mofo6
Response from Mayor and Cabinet to the recommendations of PASC on income generation	16 March 2016	https://tinyurl.com/y83ubp4g
Income generation 6 month update	5 July 2016	https://tinyurl.com/y8fdetry
Income generation update (and appendices)	20 November 2016	https://tinyurl.com/ycob932e
Income generation and commercialisation update	27 September 2017	https://tinyurl.com/y9d3o2vp
Income generation and commercialisation update (and appendices)	21 March 2018	https://tinyurl.com/y7vghfnu

10.2. Minutes of the meetings of Public Accounts Select Committee on these dates:

- 10 March 2015: <https://tinyurl.com/y8xny2sd>
- 14 April 2015: <https://tinyurl.com/ybad29ff>
- 14 July 2015: <https://tinyurl.com/y9oalgp2>
- 29 September 2015: <https://tinyurl.com/yblmot8o>
- 28 October 2015: <https://tinyurl.com/yabzsu37>
- 16 March 2016: <https://tinyurl.com/yae2wlq2>
- 5 July 2016: <https://tinyurl.com/y9m8bg9w>
- 30 November 2016: <https://tinyurl.com/ya7t9u4z>
- 27 September 2017: <https://tinyurl.com/y9wxkuvh>
- 21 March 2018: <https://tinyurl.com/ybszq8o2>

Sources

Local Government Association - *supporting enterprising councils*:

<https://www.local.gov.uk/enterprising-councils-supporting-councils-income-generation-activity>

Lisa Bibby consulting (2016) - *Lewisham Income Generation Opportunities review*:

[http://councilmeetings.lewisham.gov.uk/documents/s46850/04 Appendix 2 income generation update - 301116.pdf](http://councilmeetings.lewisham.gov.uk/documents/s46850/04%20Appendix%20income%20generation%20update%20-%20301116.pdf)

Lewisham Council Budget 2018-19:

<http://councilmeetings.lewisham.gov.uk/documents/s55304/2018%2019%20Budget.pdf>

Lewisham's income generation guidance (2015)

<http://councilmeetings.lewisham.gov.uk/documents/s35464/05IncomeGenerationAppendixA140415.pdf>

For further information about this report please contact Timothy Andrew, Scrutiny Manager (timothy.andrew@lewisham.gov.uk)

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Public Accounts Select Committee		
Title	Income Strategy Update	
Contributor	Strategic Procurement and Commercial Services Manager	Item 6
Class	Part 1 (open)	25 September 2018

1. Purpose of paper

- 1.1. To provide an update on the development of a new Income Generation Strategy as per the Committee's work programme.

2. Recommendations

- 2.1. The Public Accounts Select Committee is recommended to note the update provided by this report.

3. Policy context

- 3.1. This work has been undertaken in line with the Sustainable Community Strategy policy objectives:

- Ambitious and achieving: where people are inspired to and supported to their potential; and
- Dynamic and prosperous: where people can actively participate in maintaining and improving their health and well-being.

- 3.2. In addition, this work supports the Mayor's priorities through:

- Directly supporting the objective to build an economy for the many; and
- Indirectly supporting the remaining six objectives through supporting a sustainable financial position which will fund activity in these areas.

4. Background

- 4.1. Over the course of the last six years, the Council has undertaken a significant revenue budget reduction programme to manage the difficult financial challenge arising from austerity. The Council has already made cuts of £160.6m to meet its revenue budget requirements since May 2010 and is seeking to find £30m in savings in the medium term, by 2020/21. In addition, the Council faced an unprecedented overspend of £16.5m in 2017/18 which has created additional pressures.
- 4.2. The Council has identified the need to develop a clear income generation strategy and culture and ethos to ensure that vital levels of service delivery can continue throughout a period of sustained austerity and funding cuts.

- 4.3. Further to the Committee’s work programme commitment to consider regularly the Council’s approach to income generation, as well as the work by Committee under the previous administration of income generation and commercialisation, three key lines of enquiry were established. This report addresses the first and second of these in relation to the work to develop a new Income Generation Strategy. These lines of enquiry are set out below:

Understanding and benchmarking

- How much money does Lewisham currently generate through its income generating activities?
- Where does Lewisham sit in relation to its peers?
- What is a realistic target in terms of income generation?

Progress

- What progress has been made on implementing the recommendations of the income generation opportunities review?
- How is the development of a new income generation strategy progressing?
- How well do the fees and charges and the income board operate?

- 4.4. This report will consider each line of enquiry in turn, addressing the questions that comprise it, following the next section which sets out the programme of work.

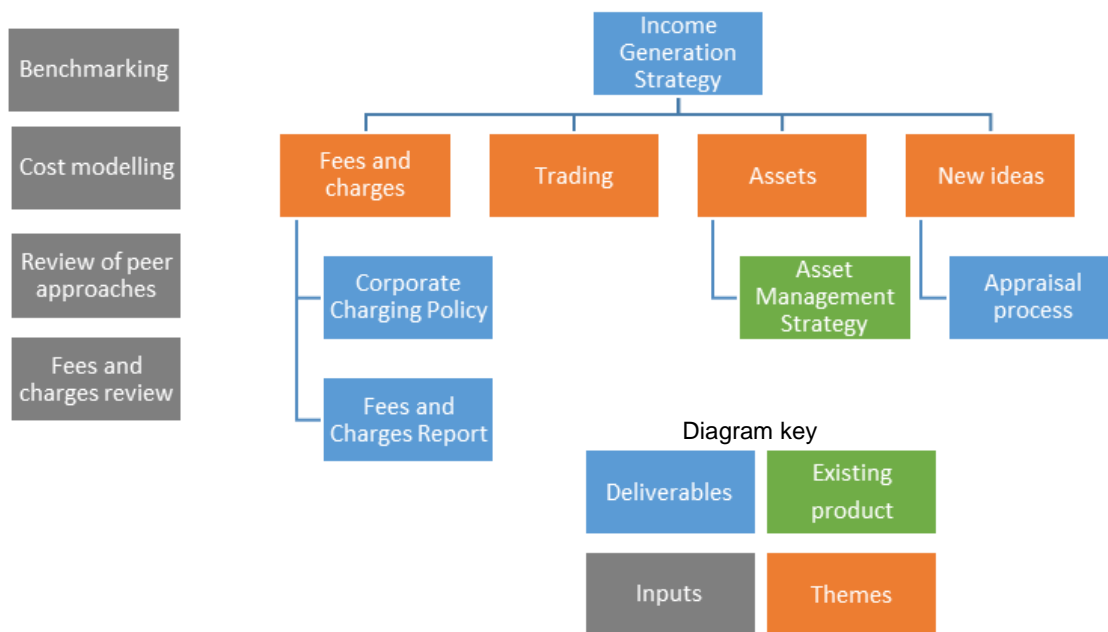
5. Work programme

- 5.1. A programme of work has been established which can be considered as two phases. The table below sets out the work programme overview:

Phase	Activity overview	Timeframe
1	Delivery of Income Generation Strategy to include an appraisal process and Corporate Charging Policy and a Fees and Charges Report inclusive of cost modelling.	June – December 2018
2	Implementation of strategy and culture change around a commercial mindset, alongside the continued focus on a community wealth building approach.	January – June 2019

- 5.2. The programme above has been broadly divided into two phases. As work develops further packages may be identified.

5.3. The items set out in Phase 1 are structured as below:



5.4. Phase 2 has been designed to complete in June 2019 in readiness for the next Fees and Charges Report and STAR chambers processes ahead of budget setting.

6. Key line of enquiry: understanding and benchmarking

- 6.1. Lewisham Council generated £17.3m in fees and charges and £54.5m in other income (£71.8m) in total as of the financial year 2017/18. Historic figures show that this amount has remained fairly stable when compared to previous years and that as a percentage of total funds available to the Council (including grants), fees and charges accounts for 2.4%.
- 6.2. To compare this amount with income generated by peers, there is a need to undertake some benchmarking across other Councils. There are numerous sources of benchmarking of this kind, but the two most recognised for income and fees and charges benchmarking are the Association of Public Service Excellence (APSE) or the Chartered Institute of Public Finance and Accountancy (CIPFA) – both of whom undertake this activity as part of their core business.
- 6.3. While benchmarking will be used in line with the Key Lines of Enquiry, benchmarking cannot be considered in isolation; comparative figures are not transparent in the sense that misalignment of budgets and spend from Council to Council make direct comparisons challenging. Furthermore when comparing discretionary charges limited to full cost recovery, a lower income level may be indicative of a more efficient service and better in line with best value.
- 6.4. As such, a realistic target for income generation is comprised of two parts – a fees and charges target and a trading/commercial income target. Regards the majority of fees and

charges, the aspiration can only be full cost recovery – this refers to recouping total costs, inclusive of overheads that are currently not assigned within individual budgets. The legislative framework which governs how fees and charges can be set dictates that the majority of chargeable services must not exceed full cost recovery and cannot generate any surplus. Therefore the focus to date has been to establish full cost modelling to understand true service costs and then challenge fees and charges on this basis to either ensure full cost recovery or where a discount is applied that this is a conscious choice that is being taken and that any concessions offered are publicly recognised. In line with the above, this will be determined by the cost of the service and should go down as efficiency improves, while still having a zero net cost to the organisation as it decreases.

- 6.5. For fees and charges where a surplus is allowable, work will need to be undertaken to understand the market. Mapping work by officers has found one such area that this applies to is parking charges – including controlled parking zones and car parks – for which a benchmarking exercise has been undertaken internally to guide the service.
- 6.6. For trading and commercialisation, targets can be more readily set. Officers will be beginning work to understand where services have increased scope for trading, beginning with a review of all environmental services. Once this work has been undertaken officers will be better able to advise members on the potential for income generation in order to set targets.
- 6.7. At present, as income generation is only responsible for 10% (fees and charges at 2.4%) of the Council's budget and work around income generation to date in Lewisham has been pocketed and fledgling, it is important to note that even with ambitious targets, income generation will not alone be able to provide a short or even medium-term solution to the financial pressures facing the Council. There is significant work being undertaken in other areas to ensure financial sustainability of the Council, this includes ensuring value for money and efficiency through procured services as well as an increased focus on broader community wealth building to improve the quality of life of residents more generally, and a report is being developed by officers to draw this activity together.

7. Key line of enquiry: progress

- 7.1. The existing Income Strategy and Guidance was published in February of 2015. Nearly five years on, the national and local context has developed, as have examples of good practice from the sector.
- 7.2. The previous strategy sought to ensure that 'where the Council has in place fees, charges and sources of income they are guided by certain principles and managed in a thoughtful and consistent way.' While this remains true, the existing document assumes a level of expertise in the field which is not necessarily universal. There is frequent reference to economic theory as well as presumptive language that assumes a shared understanding.
- 7.3. The existing document also approaches 'income' as a single item, rather than addressing the core strands that it consists of for the purposes of income generation as a discipline. As such, the existing strategy provides no suggestion of or approach to appraisal, which would encourage innovation to help address the Council's funding gap and ensure business

justification for all projects that go forward, with the focus on cost recovery rather than income generation.

- 7.4. It is clear from early work by officers that some of these are barriers to a successful approach to income generation across the Council. A new strategy will seek to define a common language and methodology for how the Council approaches income and support a more comprehensive and universal approach to income generation within the organisation. In addition, a comprehensive annual fees and charges report is being prepared which will consolidate all charging activity across the Council. This will provide a foundation on which to undertake analysis and will support the development of cost modelling to underpin the strategic position. This report will come to Mayor and Cabinet annually as part of the budget setting process and will be supported by a Corporate Charging Policy which will form part of the Income Generation Strategy.
- 7.5. It is also important to note that the constitution already governs the sign off of concessions, subsidies, fees and charges, so any strategy document subsequently adopted will need to reflect this. The existing Income Strategy and Guidance does not do so, and this provides further business justification for the workstream to renew it.
- 7.6. As part of the review and redevelopment of the Income Generation Strategy, the governance structure will be considered. This will include reviewing the Income Generation Board in relation to its role, structure and performance.
- 7.7. Work was commissioned by Lisa Bibby Consulting in 2016 to review Income Generation in the Council. This work will feed into the development of the new strategy, and made a number of recommendations which officers have acted to implement, and these are summarised below with comments on progress.

Strategy

- 7.8. Recommendations which can be broadly grouped to strategy are described below, and fall into Phase 1 of the work programme:
 - The current Income Generation Strategy should be refreshed, aligned with the development of the proposed Commercial Strategy, in consultation with heads of service and service managers. Engagement will ensure ownership of the strategy and its adoption by services.
 - To agree a definition of 'commercialisation' and develop a commercialisation strategy that aligns with the Council's wider vision for its future role and should then inform the design of wider organisational development and cultural change programmes
- 7.9. Work on the new strategy is underway, and focussed on developing a shared organisational language around commercialisation and income generation. This will involve co-production with officers and members to ensure that the definitions are universally accepted and applied. There is also a clear need to clearly define the differences between income generation and wider community wealth building, both of which deliver tangible benefits for Lewisham

residents but are achieved in different ways and should not be conflated due to the different legislative frameworks which govern these.

- Investment in different income generation activities should be prioritised to make best use of limited leadership capacity and technical resource with priority given to those income generation activities that need low levels of investment in terms of both money and time (people and elapsed) and are more likely to deliver additional income in the short to medium term e.g. annual review of fees and charges and growth of and enhancement of existing services ahead of new ventures.
- Consideration of alternative delivery models should also systematically form part of the proposed business case 'gateway' process (see next section) to ensure the most appropriate model is identified.

7.10. Part of the work on the new strategy will look at an appraisal process and set out prioritisation criteria. This will consider such elements as described in the points above and a fuller update will be provided as this is progressed. It is currently intended that any appraisal process will be based on generally accepted models for business case appraisals and draw on best practice in the market place, whilst ensuring that this is appropriately adapted to be Lewisham specific.

Policies and tools

7.11. Recommendations which broadly group to policies and tools are described below, and fall into Phase 1 of the work programme:

- Good practice guidance such as that produced by CIPFA should be used to inform the development of an effective costing model, ideally based on a modified total cost approach.
- Relevant benchmarking data sets should be identified for use by service managers and where necessary consideration given to how benchmarking data sets might be developed where there are gaps currently, for example working in partnerships with nearest neighbour groups.

7.12. Work is underway to explore costing models for full cost recovery. Both APSE and CIPFA will be consulted for existing modelling and work undertaken to establish whether the current models utilised in Lewisham require refinement. Benchmarking is similarly being explored, with APSE and CIPFA the most appropriate bodies to work with and Section 5 of this report outlines this in more detail.

- Investment should be made into both systems and people in the form of templates, models, guidance notes and digital solutions together with training and development.
- Pricing policies should be refreshed or developed where required.
- Specific guidance, templates and a mandated costing methodology should be developed and issued to service managers to help ensure consistency of approach.

7.13. A core part of work which will arise from the new income strategy is the development of standardised theories and templates as well as work to embed these corporately. Further updates on this element of work will follow, and will be dependent on the strategy phase of the income generation work programme. The key outcome of the this strand will be the re-introduction of the annual Fees and Charges report to Mayor and Cabinet to accompany the budget report, including the Corporate Charging Policy.

Governance and staffing

7.14. Recommendations which broadly group to governance and staffing are described below, and will be considered further in Phase 2 of the work programme:

- The terms of reference for the Income Board be extended to encompass the role of corporate 'gateway' for business case developments related to income generation

7.15. The work programme around the new strategy will also seek to design an appraisal process and template. Part of this process will include a governance structure which assesses business cases for progression.

- Consideration be given to bringing together strategic leadership and management of procurement, contract management and income generation and look to appoint a Head of Commercial Services to lead on these related areas and enact the report's recommendations, as well as the staffing structure, if any, that might report to the new head of service.

7.16. A new role of Strategic Procurement and Commercial Services Manager has been developed which combines the areas described above. There is, as yet, no permanent establishment assigned to this role with regard to contract management or income generation and work is currently supported by officers from elsewhere in the organisation on a basis of limited availability. As such, the new strategy and engagement around it, will need to reflect that there is not a centralised corporate resource for income generation to supplement service input, more of a central steer. Alternatively a business case for increased resource in this area will be brought forward to support the creation of a permanent service which combines procurement, contract management and income generation, this would not seek to centralise current Council resources but would be able to have sufficient scale and expertise to ensure successful delivery of the adopted Income Generation and Commercialisation strategy.

Supporting activity

7.17. Recommendations which broadly group to supporting activity are described below, and will be considered further in Phase 2 of the work programme:

- The digitalisation programme needs to consider the specific needs of the income generation and commercialisation programmes.

7.18. The digital transformation programme is currently under review. Officers will be considering, as part of the strategy development, what specific needs the organisation will have around digital tools and software with specific consideration given to the impact of newly

commissioned solutions such as Oracle Cloud. In addition, some of the horizon scanning work around income generation has highlighted digital opportunities for income generation and appropriate cross-functional activity will be required to realise these opportunities.

- A programme of networking, knowledge exchange and partnership working on the issues of income generation and commercialisation should be developed informed by the research undertaken as part of this review into Lewisham's CIPFA nearest neighbour grouping. Linkages with those authorities operating in the top quartile of performance should be prioritised.
- A change programme should be developed to support the delivery of the council's commercial strategy. The change programme needs to provide clear direction to staff on the objectives of the commercial strategy and on the income generation programme. Corporate leadership should be provided by the Income Board, led by the proposed Head of Commercial Services, with Heads of Service providing distributed leadership.
- Staff should be involved in meaningful engagement including in the development of the strategy and in particular the development of principles and values as these will determine practice and behaviours and existing officer and staff forums should be used to facilitate knowledge exchange and collective capacity building and regular updates on progress be provided through existing council communication channels.

7.19. A significant aspect of the strategy workstream will be the implementation and behaviour change associated with it. Select officers will be engaged throughout in line with the principles of co-design for the strategy development. It will also be an ongoing task for officers directly involved in income generation to maintain a collaborative network with peers and to keep up to date with best practice. There will need to be, as part of the closing phases of this project, an engagement plan for officers more widely with appropriate communications to support uptake and ongoing compliance. Channels such as management meetings, team meetings, the intranet and others will be looked at with the communications team to understand how best this can be done. Council officers are actively engaged with the Income Generation sub-group within APSE as well as the National Cross Council Revenue Group which provides excellent opportunities for networking and cross council working and collaboration.

8. Next steps

- 8.1. Officers will continue work in line with Committee's programme as outlined in the previous sections. Additionally, a report is being prepared for Cabinet setting out the interactions between income generation and broader community wealth building and how this is currently delivered in Lewisham.
- 8.2. Work will continue to deliver an updated Income Generation Strategy for Lewisham Council, and further updates provided to Committee as this progresses.

9. Financial implications

- 9.1. There are no specific financial implications directly arising from agreeing the recommendations to this report.

10. Legal implications

11. There are no specific legal implications arising from the report. Any legal issues arising from the implementation of the deliverables referred to in the report will be considered in relation to that deliverable.

12. Further implications

- 12.1. There are no further implications, environmental, public safety or equalities related, arising from this report. These will be considered again as the work progresses.

13. Background documents

- 13.1. The table below contains background reports to Committee which informed this work as well as the existing Income Generation Strategy and Guidance published in 2015:

Title:	Date:
Lewisham Council Income Strategy and Guidance	February 2015
Income generation review scoping report	March 2015
Income generation review evidence session 1	April 2015
Income generation review evidence session 2	July 2015
Income generation review evidence session 3	September 2015
Income generation review final report and recommendations	October 2015
Response from Mayor and Cabinet to the recommendations of PASC on income generation	March 2016
Income generation 6 month update	July 2016
Income generation opportunities review	October 2016
Income generation update	November 2016
Income generation and commercialisation update	September 2017
Income generation and commercialisation update	March 2018

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Public Accounts Select Committee		
Title	Select Committee work programme 2018-19	
Contributor	Scrutiny Manager	Item 7
Class	Part 1 (open)	25 September 2018

1. Purpose

- 1.1 To advise Committee members of the work programme for the 2018-19 municipal year, and to agree the agenda items for the next meeting.

2. Summary

- 2.1 In July, the Committee drew up a draft work programme for the municipal year 2018-19.
- 2.2 The work programme can be reviewed at each Select Committee meeting to take account of changing priorities.

3. Recommendations

- 3.1 The Committee is asked to:

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

4. Work programme

- 4.1 The work programme for 2018-19 was agreed at the 9 July 2018 meeting.
- 4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

4.3 Items within each Select Committee work programme are linked to the Council’s corporate priorities. Work is currently underway to develop a new corporate strategy, which will give corporate expression to the priorities of the new administration. Once developed, scrutiny work programmes can be adjusted to reflect the new corporate strategy and corporate priorities, if required. It is expected that the new strategy will be approved at full Council in November 2018.

5. The next meeting

5.1. The following reports are scheduled for the meeting on 7 November 2018:

Agenda item	Review type	Link to corporate priority	Priority
Lewisham Future Programme	Performance monitoring	Inspiring efficiency, effectiveness and equity	High
Income generation	Performance monitoring	Inspiring efficiency, effectiveness and equity	High

6. Financial implications

6.1. There are no financial implications arising from the implementation of the recommendations in this report. There may be financial implications arising from some of the items on the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

7. Legal implications

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

8. Equalities implications

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

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

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

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

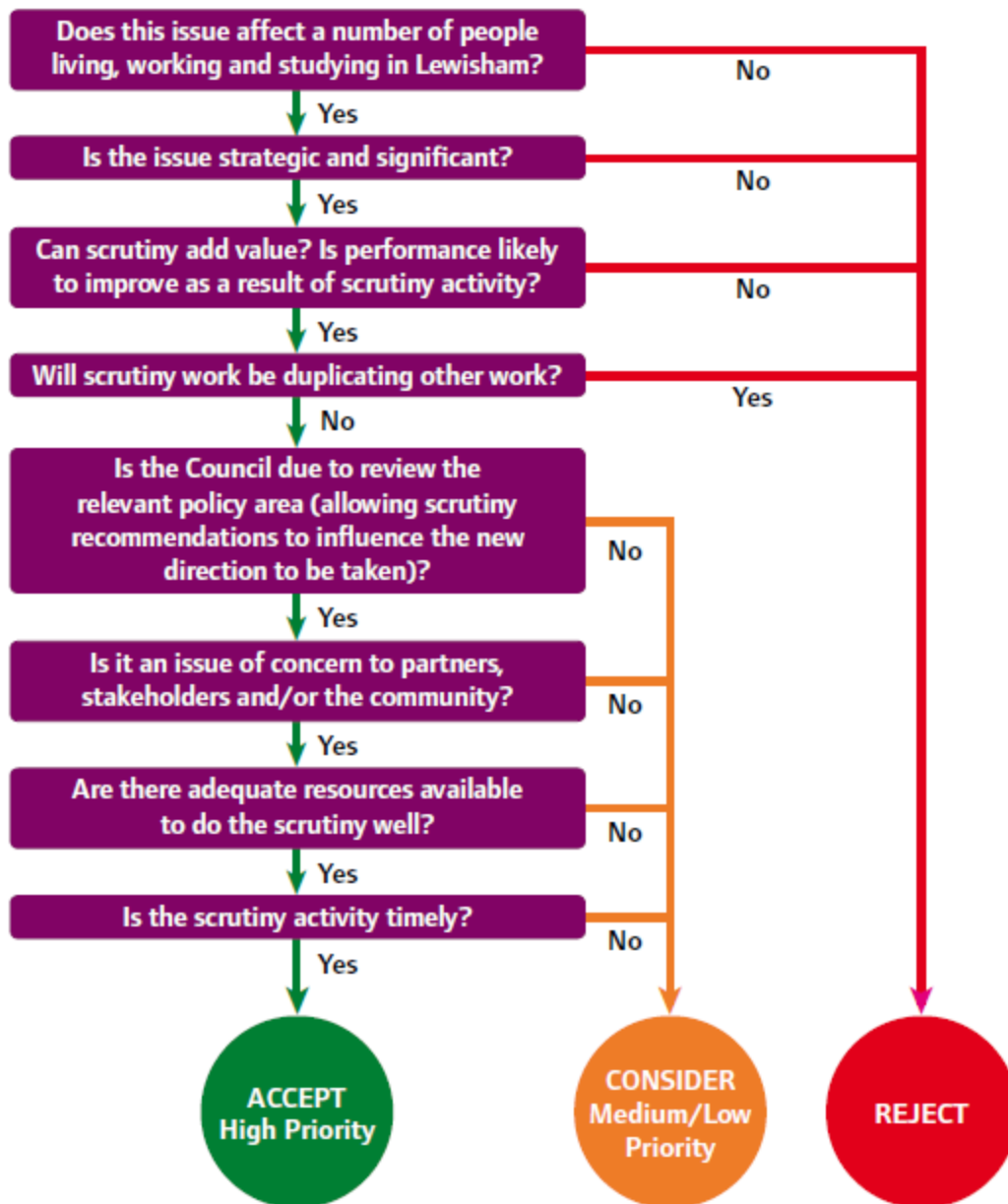
Background documents

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

Appendices

Appendix A – Scrutiny work programme – prioritisation process
Appendix B – 2017-18 work plan
Appendix C – Key decision plan

Scrutiny work programme – prioritisation process



Public Accounts Select Committee Work Programme 2018/19

Programme of work

Work Item	Type of item	Priority	Strategic priority	Delivery deadline	09-Jul	25-Sep	07-Nov	20-Dec	05-Feb	20-Mar
Savings proposals	Performance monitoring	High	CP10	Ongoing			Proposals			
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP10	Jul						
Select committee work programme 2017/18	Constitutional requirement	High	CP10	Ongoing						
Financial forecasts 2018/19	Performance monitoring	Medium	CP10	Mar				Capital programme		
Medium term financial strategy	Performance monitoring	High	CP10	Jul						
Final outturn 2017/18	Performance monitoring	High	CP10	Jul						
Income generation	In-depth review	High	CP10	Ongoing						
Cost pressures in children's social care	Performance monitoring	Medium	CP10	Sep						
Asset management	Standard item	Medium	CP10	Dec						
Mid-year treasury management review	Performance monitoring	Medium	CP10	Dec						
Annual budget 2019/20	Standard item	High	CP10	Feb						
Audit panel update	Constitutional Requirement	High	CP10	Mar						

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

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

FORWARD PLAN OF KEY DECISIONS

Forward Plan October 2018 - January 2019

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.

June 2018	Ethical Care Charter	20/09/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
August 2018	Resettlement of Syrian Refugees	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for		

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
			Democracy, Refugees & Accountability		
August 2018	SELCHP Contract Variation	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Church Grove Community Led Housing: Underwriting GLA Grant	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
June 2018	Lewisham Homes Governance Update	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Lewisham Homes Business Plan	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		
August 2018	Homes for Londoners Bid	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for 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
June 2018	20mph Boroughwide Speed Limit Update on Progress	20/09/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Drumbeat School and ASD Service Instrument of Government	20/09/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	The Oakbridge Federation School Instrument of Government	20/09/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Baring Primary School Instrument of Government	20/09/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Prevention , Inclusion and Public Health Commissioning	20/09/18 Mayor and Cabinet	Aileen Buckton, Executive Director for		

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
	Team retender of 3 current services		Community Services and Councillor Chris Best, Deputy Mayor		
August 2018	Report by Local Government Ombudsman and Social Care Ombudsman	20/09/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Draft Lewisham Transport Strategy and Implementation Plan 2019-2041	20/09/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Approval for the Procurement for the disposal of Organic Waste	20/09/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
March 2018	Laurence House Building Management System Upgrade Contract award	02/10/18 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith		
May 2018	Oracle Cloud Phase 2	02/10/18	Janet Senior, 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
		Executive Director for Resources and Regeneration	Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
May 2018	Stillness School Kitchen and Dining Hall Contract	02/10/18 Executive Director for Children and Young People	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Amendments to the Constitution	03/10/18 Council	Kath Nicholson, Head of Law and		
June 2018	Members Remuneration	03/10/18 Council	Kath Nicholson, Head of Law and Mayor Damien Egan, Mayor		
May 2018	Secretary of State Approval Milford Towers	03/10/18 Council	Janet Senior, Executive Director for Resources & Regeneration and		
August 2018	Appointment of Council Representative to the Brent Knoll and Watergate Co-operative Trust	03/10/18 Council	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
June 2018	Adoption Statement of Purpose	10/10/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
June 2018	Fostering Statement of Purpose	10/10/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Precision Manufactured Housing Procurement Strategy	10/10/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Response to Lewisham Poverty Commission	10/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
August 2018	Parks and Open Spaces Greening Fund	10/10/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Private Sector Housing Mandatory Licensing	10/10/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

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
	Extension		Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
August 2018	Student Accomodation Commercial Waste Charges	10/10/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Award of Highways Footway Contract	10/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Award of Contract for Lewisham Stop Smoking Service	10/10/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
August 2018	Ladywell Playtower Project Update and Approval of Changes to Original Proposal	10/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
September 2018	Regionalising Adoption Agencies	10/10/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
September 2018	Engaging Residents on Estate Developments	10/10/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
September 2018	Financial Forecasts	10/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
August 2018	Office Stationery Contract	16/10/18 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
August 2018	Insurance Tender - Award of Insurance Contracts	16/10/18 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		

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
August 2018	Award of Highways Resurfacing Contract	31/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
August 2018	Cross Borough Procurement - Capital Letters	21/11/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Lewisham Park CAA and Article 4 Direction	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
August 2018	Lewisham Strategic Heat Network Business Case	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
June 2018	Contract Award New Woodlands School	04/12/18 Executive Director for Children and Young People	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
March 2018	Demolition Contract Award for SEND school expansion projects	04/12/18 Executive Director for Children and	Sara Williams, Executive Director, Children and Young People and		

FORWARD PLAN – KEY DECISIONS					
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		Young People	Councillor Paul Maslin		
May 2018	2 PCSA Contract Awards for Stage 1 of two SEND school expansion projects	04/12/18 Executive Director for Children and Young People	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Council Tax Reduction - Consultation 2019-20	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
August 2018	Council Tax Reduction - Consultation 2019-20	23/01/19 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member for Finance, Skills and Jobs (job share)		

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

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