

# Overview and Scrutiny Committee Agenda

Monday, 28 January 2019  
**7.00 pm**, Committee Rooms 1 & 2  
Civic Suite  
Lewisham Town Hall  
London SE6 4RU

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

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

## Part 1

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# Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Monday, 28 January 2019.

Janet Senior, Acting Chief Executive  
Thursday, 17 January 2019

Councillor Bill Brown (Chair)

Councillor Juliet Campbell (Vice-Chair)

Councillor Obajimi Adefiranye

Councillor Abdeslam Amrani

Councillor Tauseef Anwar

Councillor Peter Bernards

Councillor Andre Bourne

Councillor Suzannah Clarke

Councillor Patrick Codd

Councillor Tom Copley

Councillor Liam Curran

Councillor Sophie Davis

Councillor Colin Elliott

Councillor Alex Feis-Bryce

Councillor Aisling Gallagher

Councillor Leo Gibbons

Councillor Alan Hall

Councillor Carl Handley

Councillor Octavia Holland

Councillor Sue Hordijkenko

Councillor Coral Howard

Councillor Mark Ingleby

Councillor Liz Johnston-Franklin

Councillor Caroline Kalu

Councillor Silvana Kelleher

Councillor Louise Krupski

Councillor Jim Mallory

Councillor Paul Maslin

Councillor Joan Millbank

Councillor Hilary Moore

Councillor Pauline Morrison

Councillor John Muldoon

Councillor Olurotimi Ogunbadewa

Councillor Jacq Paschoud

Councillor John Paschoud

Councillor Stephen Penfold

Councillor James Rathbone

Councillor Sakina Sheikh

Councillor Alan Smith

Councillor Luke Sorba

Councillor Eva Stamirowski

Councillor James-J Walsh

Councillor Susan Wise

## MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 30 October 2018 at 7.00 pm

PRESENT: Councillors Bill Brown (Chair), Juliet Campbell (Vice-Chair), Abdeslam Amrani, Tauseef Anwar, Peter Bernards, Suzannah Clarke, Tom Copley, Colin Elliott, Alex Feis-Bryce, Aisling Gallagher, Leo Gibbons, Alan Hall, Carl Handley, Octavia Holland, Coral Howard, Liz Johnston-Franklin, Caroline Kalu, Silvana Kelleher, Louise Krupski, Jim Mallory, Joan Millbank, Hilary Moore, Pauline Morrison, John Muldoon, Olurotimi Ogunbadewa, Jacq Paschoud, John Paschoud, Alan Smith, Luke Sorba, Eva Stamirowski and James-J Walsh

APOLOGIES: Councillors Obajimi Adefiranye, Patrick Codd, Liam Curran, Sue Hordijkeno, Mark Ingleby and James Rathbone

ALSO PRESENT: David Austin (Head of Corporate Resources), Councillor Chris Best (Deputy Mayor), Charlotte Dale (Interim Overview and Scrutiny Manager), Councillor Amanda De Ryk (Cabinet Member for Finance, Skills and Jobs (job share)), Councillor Joe Dromey (Cabinet Member for Finance, Skills and Jobs (job share)), Mayor Damien Egan (Mayor), James Lee (Service Manager, Inclusion and Prevention and Head of Cultural and Community Development), Kplom Lotsu (SGM Capital Programmes), Barrie Neal (Head of Corporate Policy and Governance), Georgina Nunney (Principal Lawyer) and Councillor Jonathan Slater (Cabinet Member for Community Sector)

### 1. Minutes of the meetings held on 22 January, 23 May and 18 July 2018

1.1 **RESOLVED:** That the minutes of the meetings held on 22 January, 23 May and 18 July 2018 be agreed as accurate records.

### 2. Declarations of Interest

2.1 The following non-prejudicial interests were declared:

Cllr Aisling Gallagher: Trustee of the Albany

Cllr Jim Mallory: Chair of Lee Green Lives

Cllr Pauline Morrison: Chair of the Ackroyd Community Association and a volunteer at Crofton Park Library

Cllr Jacq Paschoud: Trustee of the Ravensbourne Trust and a member of Lewisham Seniors

Cllr John Paschoud: Member of the Steering Group for the Voluntary Action Lewisham Children and Young People Forum and a member of Lewisham Seniors.

Cllrs Jacq and John Paschoud each declared the interests of the other (as required to do so as spouses).

### 3. Mayoral response to referral

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

### 4. The Budget

4.1 The Mayor introduced the context for the budget report; described the budget cuts process; and spoke about the need to speak out against austerity which was having a significant detrimental impact across the local government sector. Cllr De Ryk echoed his points and spoke further about the need to transform and reconfigure the way in which council services were delivered.

4.2 David Austin introduced the report and outlined that the medium term financial strategy had identified that the Council would need to make further cuts to balance the budget in the coming years; that pending the Comprehensive Spending review in summer 2019, the level of cuts needed were estimated at £30m (this year), £17m (next year) and £13m (20/21); that the proposals in the report totalled just under £21m over two years, leaving a gap of just over £24m over those two years, or more should all the proposals not be agreed; and that following the decisions made at the Mayor and Cabinet meeting on 21 November 2018, any further work required to finalise the proposals would be undertaken ahead of the budget report for 2019/20 being presented to Mayor and Cabinet in February 2019.

4.3 In response to questions from the Committee on the process/ the budget as a whole, the following was noted:

- If there remained a gap when the 2019/20 budget was agreed in February 2019 reserves could be used on a one off basis to fund the gap.
- The Funding Review involved complex metrics and Lewisham might lose out on sparsity. However, London Councils was making representations on this point, as although London was densely populated, travel between short distances could take considerable time due to heavy traffic.
- The proposed cuts did not account for the current in-year overspend which was being dealt with separately as part of financial monitoring, with money being put in, in-year.
- The four proposals being considered this evening were being considered by all scrutiny councillors, rather than the scrutiny councillors sitting on a single committee as they were strategic and/or cross-cutting proposals. This would not preclude individual select committees from giving them further consideration should they wish to do so.

4.4 It was suggested that the Reserves Strategy could be more detailed and transparent as there had been a number of recent overspends which had required funding to be provided from reserves and any invest to save initiatives needed to be considered in relation to this strategy.

## **COM 09 – Cut to intensive housing advice and support service**

- 4.5 James Lee introduced the proposal and made the following points:
- The proposal related to the funding of non-statutory hostel, supported housing and homelessness prevention services and only related to non-accommodation services as officers were recommending that accommodation based services be protected.
  - Additional resources should become available via new burdens funding attached to the Homelessness Reduction Act, which would assist in mitigating the impact of this cut (possibly 8 to 10 new staff members).
  - By fast tracking the most complex cases directly into the Housing Options Service and the SHIP (Single Homeless Single Intervention and Prevention) Service, the preventative work carried out by the service would be focussed on cases where preventative work was more likely to be successful.
- 4.6 In response to a point raised by a member of the Committee it was noted that the three individuals being brought in-house would be subject to TUPE (Transfer of Undertakings (Protection of Employment) Regulations 1981) arrangements but there would be redundancies at the One Housing Group.
- 4.7 The Committee was concerned that the additional work that the proposal might generate for the Housing Options Service and the SHIP Service had not been fully quantified and that this proposal could equate to cost-shunting to another service. Furthermore, in addition to any additional work generated by this proposal, the roll out of universal credit might also generate extra work. It was noted that the Council was obliged to provide a certain level of service and there would be no turn-aways as such, so any additional work generated would have to be monitored and addressed, possibly via the additional resource due to be brought in via new burdens funding.
- 4.8 Chris Best, as the relevant Cabinet Member, agreed to provide an update on the new burdens funding.
- 4.9 It was agreed that a referral would be made to the Public Accounts Select Committee on this proposal, as outlined at paragraph 4.24.

## **COM 12 – Cut to main grants budget**

- 4.10 James Lee introduced the proposal and reported that there would be a full re-let of the programme four months later than usual, on 1 August 2019 (to give the Voluntary and Community Sector (VCS) sufficient notice), should the cut be agreed. Officers would do everything they could to respond to points raised in the consultation; provide core funding support; highlight alternative funding opportunities; and reduce the burdens the Council places on VCS organisations.
- 4.11 Councillor Slater, as the relevant Cabinet Member, explained that the proposal represented a tough ask of the VCS, but whilst the Council could

no longer afford to be the sole funder for these organisations, the budget would still be £2m per annum.

4.12 The following points were made by the Committee or in response to points raised by the Committee:

- A number of organisations had failed to address the impact of previous cuts on their budgets and this might be addressed by the setting clear efficacy and governance benchmarks.
- Fundraising was difficult and alternative sources of funding were not always that easy to secure so it was important to be realistic about the impact this proposal would have.
- The capacity of the VCS was going down and would decrease further should this proposal be agreed, yet many of this year's proposed budget cuts were relying on the VCS to meet need currently being met by council funded provision.
- Mapping should be carried out to assess the capacity of various sectors of the VCS.
- Lewisham made an approximate £232k contribution to the London Grants Committee, which might come down slightly.
- Consideration needed to be given to social return on investment as money invested in the VCS could lead to sizeable returns for the borough.
- Organisations would be asked to provide clearer information on the benefits they were bringing to the borough in the next funding application round.
- Consideration had been given to alternative funding models (e.g. match funding) but the need was felt to be so great that holding back funding was not felt to be an advisable option and having council funding did help organisations lever in other funding.
- In the last round, approximately 20% of funded organisations were new entrants.
- Not all VCS organisations required training in fundraising so holding back some funding to provide this was not felt to be an advisable option.
- Small groups might be disproportionately impacted by this proposal.

4.13 It was agreed that a referral would be made to the Public Accounts Select Committee on this proposal, as outlined at paragraph 4.24.

#### **COM 14 – Cut to Local Assemblies Fund**

4.14 James Lee introduced the proposal and outlined the three options being presented:

*Option one – Cease the fund completely (saving £270k)*

*Option two – Retain £5k per ward for local projects that meet ward priorities (saving £180k)*

*Option three – Retain a central pot of £50k for projects where*

*Neighbourhood Community Infrastructure Levy (CIL) money cannot be used (saving £220k).*

It was reported that whilst Neighbourhood CIL could be an alternative source of funding provision for local assemblies, it would not be a like-for-like replacement as it could not be spent on the full range of activities and items currently funded by the Local Assemblies Fund. The aim of CIL was capital spending on infrastructure.

- 4.15 It was noted that small organisations might be hardest hit by this proposal and that the development of a re-branded small grants fund might address this, should the separate cuts proposal relating to the small and faith groups funding not be taken.
- 4.16 The Committee was informed that CIL could be redistributed amongst the wards to some extent but members would need to agree on the degree to which this was done. It would be necessary to balance geographical fairness (the need to allow all wards access to funding to spend in their areas), with specific infrastructure requirements (the need to spend CIL on the infrastructure needed to mitigate the impact of developments in a certain locality). A decision would need to be taken by Mayor and Cabinet.
- 4.17 Members of the Committee expressed differing views about the desirability of each of the options, with some Members in favour of each of the three options and some favouring a complete retention of the funding. Some Members expressed the view that local assemblies should be about bringing the community together and felt that the project funding element of the assemblies could sometimes become the main focus to the detriment of wider community building activities. However, other members of the Committee felt that the funding element was crucial to active participatory local democracy.
- 4.18 It was agreed that a referral would be made to the Public Accounts Select Committee on this proposal, as outlined at paragraph 4.24.

#### **RES 12 – Catford Complex Office Rationalisation**

- 4.19 Kplom Lotsu introduced the proposal and provided members with a breakdown of the annual running costs of various parts of the Catford complex:
- Laurence House: £1.7m
  - Civic Suite: £400k
  - Eros house: £400k
  - Town Hall Chambers: £200k
  - Holbeach: £200k.
- 4.20 It was reported that Laurence House was currently being refurbished and that the Lewisham Clinical Commissioning Group was due to move in, paying an annual rent of £75k. It was further noted that the proposal to rationalise office space, while profiled at achieving a saving of £250k, could result in higher savings, depending on the rent achieved by leasing out those buildings becoming vacant.
- 4.21 It was noted that property guardians would not be required; that the officers currently based on the second floor of the Civic Suite would move to

Laurence House with that floor being mothballed or rented out; that the Town Hall Chambers could be integrated with the theatre; and that the CCTV team would remain at Eros House.

- 4.22 Members questioned the feasibility of a person to desk ratio of 10:7 given current ICT limitations which impacted on officers' ability to work from home.
- 4.23 At the conclusion of this agenda item, it was agreed that a referral outlining the views of the majority of the Committee would be presented to the Public Accounts Select Committee as outlined below.
- 4.24 **RESOLVED:** That

**(1) a referral be made to the Public Accounts Select Committee as follows:**

***COM 09: Cut to intensive housing advice and support service***

The Committee was concerned about the additional work that this proposal might generate for the Housing Options Service and the SHIP (Single Homeless Single Intervention and Prevention) Service, notwithstanding the additional resource that might become available via new burdens funding attached to the Homelessness Reduction Act; and felt that it should not be progressed until the associated impact and risks had been fully assessed.

***COM 12: Cuts to main grants budget***

It is clear that a number of other proposed budget cuts are reliant, to some extent, on the Voluntary and Community Sector meeting needs that are currently being met by council funded provision. The Committee was therefore of the opinion that this proposal should not be progressed until an analysis has been carried out of the impact that this will have on the sector's capacity to meet the additional need that might be generated from other proposed budget cuts, should they be accepted.

***COM 14: Local Assemblies Fund***

The Committee felt that this proposal was not yet fully worked up and clarification on the exact parameters within which Neighbourhood CIL (Community Infrastructure Levy) money could be spent was required. Members felt that it might be helpful if the proposal to remove or reduce Local Assembly funding was disaggregated from the mitigating proposal for Local Assemblies to be involved in spending Neighbourhood CIL money.

**(2) A briefing note providing more information on the £160m of earmarked reserves and the £60m over which there is some discretion, be provided to Members.**

## 5. Q&A session with the Mayor and Cabinet Members for Finance, Skills and Jobs

5.1 The Mayor was invited to give a brief summary of his first six months in office and his priorities for the rest of the municipal year/administration. It was noted that the manifesto upon which the Mayor had been elected contained over 100 policy commitments, all of which were being actively tracked; assigned to a specific Cabinet Member and lead officer; and showing significant progress. The public had been particularly interested in the Greening Fund and the range of projects for which it could be used. Brief information was provided on:

- the ethical care charter
- the refugee resettlement programme
- balloting residents on estate regeneration
- building 1000 social homes
- developing a private renters charter
- launching a borough wide licensing scheme
- promoting affordable housing
- improving school results
- plans for a publically owned homecare service.

It was further noted that there had been a change in delegations to allow collective decision making at Mayor & Cabinet.

5.2 In response to questions from Members of the Committee, the following key points were noted:

- *Affordable housing:* Developers were beginning to understand that Lewisham was committed to the goal of 50% affordable housing in all developments and it was becoming unusual for schemes with less than 35% to be submitted. It was important that Planning officers were confident about the Council's political priorities when speaking to developers and did not recommend schemes with very low levels of affordable housing for approval, notwithstanding the results of financial viability assessments.
- *New Bermondsey:* The Mayor was actively seeking a meeting with John Berylson, the Chairman of Millwall Football Club, in relation to plans for the development of the new Bermondsey area; and had already spoken to leading officers at Renewal and the Chief Executive of Millwall FC. The architects appointed by Millwall and Renewal had also held a recent meeting.
- *Communications:* This would be a key area of focus for the new Head of Strategy, once appointed. Thought would be given as to whether the Council's current strapline was still fit for purpose and the Mayor was keen to get across to residents the urgency of breaking down barriers and increasing opportunity for all.

5.3 Councillors De Ryk and Dromey were invited to give a brief summary of their first six months in office and their priorities for the rest of the municipal year/administration.

- 5.4 Councillor De Ryk reported that a large proportion of her first six months in office had been spent on the budget but she had also been involved in regular manifesto tracker meetings for the commitments she had been assigned, including reducing the number of agency employees, becoming a timewise accredited employer, tackling modern slavery and making advances in income generation. In terms of priorities, these included reducing the CYP Social Care Budget overspend and ensuring the improvement plan and budget plan were aligned; and building in more transparency and member involvement into the budget process.
- 5.5 Councillor Dromey outlined the importance of improving both the quantity and quality of local employment opportunities, doubling the number of London Living Wage employers in the borough, raising the gender pay gap with local employers, ensuring the provision of high quality apprenticeships; and monitoring the impact of the universal credit roll out.
- 5.6 In response to questions from Members of the Committee, the following key points were noted:
- The Council had a good relationship with JobCentrePlus but felt that their relative lack of concern about the roll out of universal credit was worrying as it was likely to have a significant negative impact on residents.
  - Wherever possible services were being brought back in-house.
  - Although the council was no longer hosting its own job fairs it was assisting others to do so.

**RESOLVED:** That the responses provided be noted.

**6. Items to be referred to Mayor and Cabinet**

- 6.1 **RESOLVED:** That a referral be made to the Public Accounts Select Committee for onward referral to Mayor and Cabinet in relation to item 4 (The Budget).

The meeting ended at 10.20 pm

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

Overview and Scrutiny Committee			
<b>Title</b>	Declarations of Interest	<b>Item No.</b>	2
<b>Contributor</b>	Chief Executive		
<b>Class</b>	Part 1 (open)	28 January 2019	

## Declaration of interests

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

### 1 Personal interests

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

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

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

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
  - (a) that body to the member's knowledge has a place of business or land in the borough; and
  - (b) either
    - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
    - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

### (3) Other registerable interests

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

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

### (4) Non registerable interests

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

### (5) Declaration and impact of interest on 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)

# Agenda Item 3

Overview and Scrutiny Committee		
Title	Cabinet Member Question & Answer Session	
Contributor	Executive Director for Resources and Regeneration (Overview and Scrutiny Manager)	Item 3
Class	Part 1 (open)	28 January 2019

## 1. Purpose

- 1.1 To allow the Overview and Scrutiny Committee to question Executive Decision Makers on their portfolios.

## 2. Recommendations

- 2.1 The Overview and Scrutiny Committee is recommended to:

- Ask the Cabinet Members for Democracy, Refugees & Accountability; Housing; Safer Communities; and the Community Sector, to summarise their work so far in the 2018/19 municipal year and their priorities for the next six months and beyond.
- Ask the Cabinet Members for Democracy, Refugees & Accountability; Housing; Safer Communities; and the Community Sector questions in relations to their work and future priorities.

## 3. Further information

- 3.1 Part of the role of the Overview and Scrutiny Committee is to hold the Council's Executive to account. Therefore, during the course of each year it will hold Question & Answer sessions with the Mayor and each Cabinet Member.
- 3.2 Each Question & Answer session will explore the work Cabinet Members have done in relation to their portfolio, looking at priorities, actions, achievements and impact.
- 3.3 The areas that fall within the portfolio of the Cabinet Members for Democracy, Refugees & Accountability; Housing; Safer Communities; and the Community Sector are attached at Appendix A. Before taking questions from the Cabinet Members will be invited to make introductory remarks.
- 3.4 The Committee may wish to focus questions on:
- Notable activities and achievements
  - Current priorities
  - Current challenges
  - Any key decisions the Cabinet Members plan take to Mayor & Cabinet over the next 6 months.
- 3.5 Following the session the Committee may choose to write to the Cabinet Members in relation to what the Committee has heard, including any actions it would like them to consider.

3.6 Those Cabinet Members who have not yet attended a question and answer session will be asked to attend the Overview and Scrutiny Committee scheduled for 7 March 2019.

For further information, contact Charlotte Dale on 0208 314 8286

## Portfolios

### The Cabinet Member for Democracy, Refugees and Accountability

- Local Democracy Review
- Governance
- Legal services
- Policy development
- Manifesto implementation
- Customer services and complaints
- Democratic and electoral services
- Young mayor's programme
- Refugee resettlement and migrant support
- IT
- Armed forces covenant

### The Cabinet Member for Housing

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

### The Cabinet Member for Safer Communities

- Youth violence
- Youth justice
- Partnership with police

- CCTV
- Regulatory services
- Environmental health
- Trading standards
- Noise enforcement
- Antisocial behaviour
- Violence against women and girls

### **The Cabinet Member for the Community Sector**

- Libraries
- Local assemblies
- Community centres
- Volunteering
- Equalities
- Child poverty
- Grants
- Community energy
- Events
- People's Day
- Trade unions

# Agenda Item 4

Overview and Scrutiny Committee		
<b>Title</b>	Draft Corporate Strategy 2018-2022	
<b>Contributor</b>	Interim Chief Executive	Item 4
<b>Class</b>	Part 1 (open)	28 January 2019

## 1. Summary

- 1.1. This report provides an overview of the rationale for the introduction of a Corporate Strategy. This report also provides a draft Corporate Strategy for comment before finalisation and recommendation for adoption.

## 2. Recommendation

- 2.1. The Overview and Scrutiny Committee is recommended to:
- Review the draft Corporate Strategy
  - Provide comments and recommendations to Mayor and Cabinet
- 2.2. Mayor and Cabinet is recommended to:
- Review the (revised) draft Corporate Strategy
  - Consider the views and recommendations of the Overview and Scrutiny Committee
  - Agree the adoption of the Corporate Strategy and that this replace the 2008 Community Strategy
  - Refer the Corporate Strategy to Council for endorsement.
- 2.3. Council is recommended to:
- Note and endorse that the attached Corporate Strategy replaces the 2008 Community Strategy.

## 3. Background

- 3.1. "Shaping our Future", Lewisham's Sustainable Community Strategy is dated 2008-2020. It was adopted by Full Council as a primary document in the Council's Budget and Policy Framework. It articulated Lewisham's approach to partnership working at that time, set out the local authority and its partners' vision for the place, and identified principles and priorities intended to realise the enduring vision – "that together, we will make Lewisham the best place in London to live, work and learn".
- 3.2. The development and delivery of the Strategy was led by the Lewisham Local Strategic Partnership ("a partnership of partnerships" led by the Mayor), in line with the statutory requirements for partnership arrangements at that time.
- 3.3. The duty to prepare a Sustainable Community Strategy was abolished in 2010. However delivery of the priorities within the Community Strategy have remained

priorities for the Council, with the enduring 10 Council priorities setting out the Council's role in delivering the Community Strategy priorities.

- 3.4. An evaluation of the 2008-2020 Community Strategy was considered by Mayor & Cabinet in June 2017. It concluded that the election of a new Mayor for Lewisham in May 2018 would clarify the changing local policy direction.
- 3.5. Damien Egan was elected Mayor of Lewisham in May 2018 with an overwhelming majority. 54 Labour Councillors were also elected and together with the Mayor they form the Full Council of Lewisham. Following the election, the Council now needs to agree a new set of priorities to be delivered for Lewisham, building on the progress already made over the last 20 years.

#### **4. Policy Context**

- 4.1. The Corporate Strategy is designed to guide future decision making. Once the Corporate Strategy is agreed, future decision making reports will set out how they accord with it.

#### **5. Renewed Priorities for Lewisham**

- 5.1. The overwhelming mandate for the elected Mayor's vision, principles and priorities for Lewisham provides a clear basis for the development of all future priorities and plans for action for both the Council and its partners.
- 5.2. The reliance on a set of corporate priorities focused solely on the delivery of a now slightly outdated Community Strategy is at odds with the renewed priorities for the Council set out by the Mayor at the inaugural AGM of the new Council administration in May 2018. The introduction of a Corporate Strategy for the Council would rectify this and swiftly embed the Mayoral priorities into all work of the Council.
- 5.3. It is therefore proposed that the new Corporate Strategy replace the Council's current enduring priorities. Once adopted, the policy commitments enshrined within the Corporate Strategy, will underpin all subsequent strategies and delivery plans the Council produces.
- 5.4. It is proposed that the priorities for the Council are adopted as follows:

**1 Open Lewisham** - Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.

**2 Tackling the housing Crisis** - Everyone has a decent home that is secure and affordable.

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

**4 Building an inclusive local economy** - Everyone can access high quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

**5 Delivering & defending: Health, Social Care and Support** - Ensuring everyone receives the health, mental health, social care and support services they need.

**6 Making Lewisham greener** - Everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.

**7 Building safer communities** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

## **6. Commitments**

- 6.1. As well as introducing new corporate priorities, the draft Corporate Strategy proposed for adoption also clearly outlines the specific commitments the Council is proposing to deliver under each of the priorities over the next 4 years. These will be addressed as part of and alongside the delivery of the full range of Council responsibilities.

## **7. Partnership**

- 7.1. Shaping our service delivery in line with our renewed priorities and delivery commitments as outlined within the Corporate Strategy should become a primary focus for the Council and will in some instances require a continuation of the strong partnership working that has been a hallmark of delivery in Lewisham for so many years.
- 7.2. The absence of the formal overarching partnership mechanism that signed off the creation of the enduring Community Strategy in 2008 does not currently hinder partners in Lewisham working together at every level, with a more up to date and responsive approach to the agreement of collective delivery for the people of Lewisham developed in recent years. There are currently a range of both formal and informal partnership mechanisms within which the Council and partners are working to deliver improved outcomes for people in Lewisham, and these will continue to take account of the priorities of the Council through the representatives of the Council involved.
- 7.3. With the end date of the existing Community Strategy approaching, discussions with partners and communities will soon begin to ascertain how we might like to continue to articulate our shared priorities for the Borough. The Corporate Strategy will form the basis, from the Council's perspective, of all subsequent partnership delivery plans or strategies it may enter into, on which further consultation might also be required.

## **8. Delivery**

- 8.1. Once the Corporate Strategy is adopted we will work with our members, officers, communities and partners to co –produce detailed plans, where appropriate, for how we are going to work together, and what more we all need to do, to address our commitments.
- 8.2. All Council services have reviewed their plans for service delivery in the coming year to ensure they are aligned to delivery of the Mayors priorities as outlined at the AGM and all future Council plans and strategies will be required to set out how they are contributing to the delivery of the Corporate Strategy.
- 8.3. The Mayor, Cabinet, Members and officers will continue to seek new opportunities to hear from, and work alongside the communities and residents they represent and serve.

## **9. Financial implications**

- 9.1. There are no direct financial implications arising from the contents of this report.

## **10. Legal implications**

- 10.1. As set out in the report, there is now no longer a legal requirement for the Council to put in place a Sustainable Community Strategy. However there is clearly a power for the Council to adopt a Corporate Strategy to guide its future decision making.
  - 10.2. Whilst the proposed strategy, once agreed, sets out the direction for the Council over the next four years, there will be a need for the Council to make decisions relating to the particular elements of it on the basis of detailed reports containing all relevant considerations, including the legal, financial, corporate and service implications pertaining to the issue. Those decisions must reflect the prevailing circumstances at the time and be taken in accordance with the general principles of administrative law applying to local government decision making.
  - 10.3. Implementation of the aspirations and commitments set out in the Corporate Strategy must be consistent with, and subject to, the Council's legal and fiduciary duties and budgetary constraints. The nature of these duties and constraints will vary according to the matter under consideration and may change over time.
- Equalities legislation
- 10.4. The Equality Act 2010 (the Act) introduced a public sector equality 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.
  - 10.5. 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.

10.6. 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 in the paragraph above.

10.7. 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 members, bearing in mind the issues of relevance and proportionality. They 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.

10.8. 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 & Associated 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>

10.9. 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](#)

10.10. 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:

Best value

- 10.11. Best Value authorities are under a general duty of best value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.” Under the duty of best value, therefore, authorities should consider overall value, including economic, environmental and social value, when reviewing service provision.

**11. Equalities Implications**

- 11.1 The strategy will be a key vehicle for the delivery of the Comprehensive Equalities scheme 2016-2020. The priorities and pledges within this strategy are focused on reducing inequality and tackling discrimination. As detailed delivery plans are developed they will continue to take account of the potential impact on any of the protected characteristics as outlined in the Equality Act 2010.

**12. Crime and Disorder**

- 12.1. There are no direct crime and disorder implications arising from the contents of this report.

**13. Environmental Implications**

- 13.1. There are no direct environmental implications arising from the contents of this report.

**Appendix A**

Draft Corporate Strategy 2018-2022



# Corporate Strategy 2018–2022



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# Foreword

I am proud to have been elected by our residents to serve as Mayor of Lewisham. I was elected alongside 54 councillors on a bold and radical manifesto of change for our borough.

Lewisham is an exciting place to live – made up of vibrant and distinct communities that stretch from Blackheath to Sydenham and from Deptford to Downham.

The borough is changing too. Over the last decade we have seen considerable investment and growth and we continue to welcome the new families making Lewisham their home. Now is the time to take stock of what has been achieved in Lewisham and build a new vision to meet the challenges our residents face today.

Inequality is growing in society and too many Lewisham residents do not get to share in the wealth and opportunities that London has to offer. Austerity has also meant that all councils have been forced to cut services when residents needs are increasing.

Our new Corporate Strategy sets out how Lewisham Council plans to deliver for our residents over the next four years. How, in the face of austerity, where councils have been forced to cut services, we can still make a difference and change lives. Importantly, it is also about how we protect the individual identities of our neighbourhoods and continue to make Lewisham a place we love to live in.

We are building on Lewisham's historic values – fairness, equality and putting our community at the heart of everything we do – and turning these values into practical, deliverable policies for the next four years.

I look forward to working with you.

**Damien Egan, Mayor of Lewisham**

# Lewisham

## People and place

Lewisham is a fantastic place in inner London and is a diverse and growing borough. We enjoy proximity to the wider employment and cultural opportunities of the rest of London and the South East, as well as revelling in our own unique and vibrant localities which include outstanding urban and green spaces. Our people are passionate, engaging, diverse and our communities take pride in coming together to protect and improve our borough for everyone.

# Population



306,000



2018

318,000

+12,000



2021

# Diversity



15<sup>th</sup> most ethnically diverse borough in the country

344,500

+38,500



2031

366,400

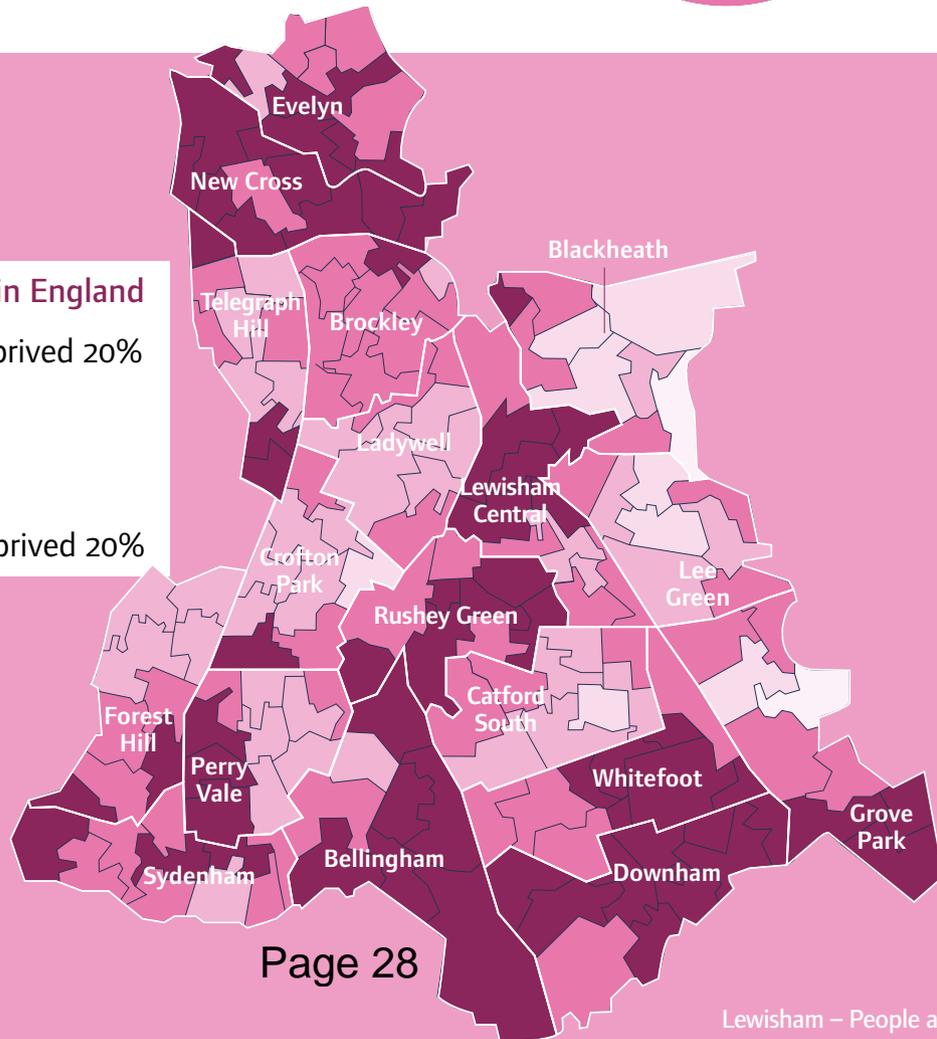
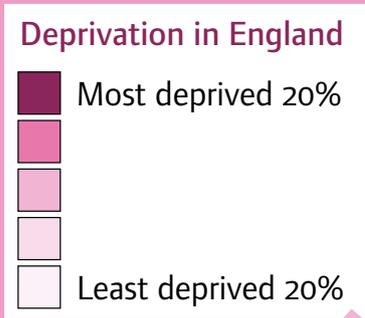
+60,400



2041



# Inequalities



# Lewisham Council

Lewisham Council has a key role in supporting people across the borough. Under the leadership of the Mayor and councillors, our staff deliver a large number of services to all of our residents and businesses, and specialised services to support our most vulnerable residents. We deliver key statutory services and manage public services and local partnerships to shape prosperity and tackle inequality in the borough.

Across four directorates, our 2,400 members of staff deliver a wide range of services, sometimes in partnership with other public sector partners or the voluntary sector.

## Children and Young People

Provides services for children, young people and their families that help them stay safe and improve their life chances and wellbeing, such as:

- children's social care (supporting children who are looked after by the Council and children who are in need of care and protection, working with partners in health, the police and other agencies)
- school improvement (supporting and challenging schools to improve levels of attainment, especially for underachieving groups)
- early help (providing and commissioning services that help children and their families, and prevent their problems escalating, including youth services, family support, and children's and family centres)
- education services (supporting children with special educational needs and disabilities to ensure that they fulfil their potential, aiding attendance and inclusion at school, and helping schools to operate effectively, including support for school governors).

## Resources and Regeneration

Covers our corporate services and functions, such as:

- planning (guiding the future development and use of land across the borough)
- regeneration and place (shaping the physical transformation of the borough)
- strategy (including economy and partnerships and communications)
- policy and governance (developing and delivering organisation-wide priorities and supporting decision-making processes)
- corporate resources (providing assurance that Council services are delivered in a safe, efficient and effective way)
- financial services (responsibility for all the Council's expenditure and income)
- organisational development and human resources

(supporting and improving the performance, productivity and wellbeing of staff)

- legal services (ensuring that the Council acts lawfully, including running accurate elections).

## Customer Services

Covers key public facing services serving large numbers of people on a daily basis and plays a leading role in all customer interaction, including:

- environment (keeping the borough clean and maintaining our parks and open spaces)
- public services (including the call centre and the administration of council tax, business rates and housing benefit)
- strategic housing (preventing homelessness and ensuring all residents have access to good quality, affordable housing)
- technology and change (managing and improving IT systems for customers and staff).

## Community Services

Covers activities and services that support the community in the borough, such as:

- adult social care and joint commissioning (protecting older adults and those with disabilities through assessment of need and arranging appropriate care and support)
- public protection and safety (working with the police to reduce crime and disorder in the community, manage young offenders and ensure businesses are properly regulated)
- cultural and community development (including libraries, arts and events, voluntary sector funding and adult education)
- public health (helping people to stay healthy and protecting them from threats to their health).

# 4 Our values

Our values set a benchmark for our behaviour across the organisation:

- We put service to the public first
- We respect all people and all communities
- We invest in employees
- We are open, honest and fair in all we do.

# 5 Working with our partners

## **The importance of working in partnership**

Since the early 1970s, when the Council was led by Andy Hawkins, we have fostered and developed a proud tradition of working alongside residents and community, voluntary and faith groups in the Borough. We like to call this way of working 'the Lewisham Way', and it's part of what makes Lewisham different.

We are aware of the challenges that face our citizens locally and of the important role our partners play in addressing them alongside us. We know that it is only through strong and effective partnership working that we will deliver better outcomes for our citizens.



CANNON WHARF

CANNON WHARF

# Our corporate priorities

We want to build on the Council's historic legacy and the benefits the Lewisham Way brings to our borough and its residents. We will continue to work with our vibrant local groups and public services to provide opportunities, support our residents to improve their quality of life and offer them the best chance to overcome any barriers they face.

And as we look ahead, we know that we work best when we're working together. This history and approach is reflected in our corporate priorities. We will seek to deliver all of our commitments for Lewisham, in so far as the law allows and so far as is consistent with the Council's legal and fiduciary duties and budgetary constraints.

**1**

## **Open Lewisham**

Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.

**2**

## **Tackling the housing crisis**

Everyone has a decent home that is secure and affordable.

**3**

## **Giving children and young people the best start in life**

Every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential.

**4**

## **Building an inclusive local economy**

Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

**OUR CORE  
PRIORITIES**

# CORPORATE PRIORITIES

5

## **Delivering and defending: health, social care and support**

Ensuring everyone receives the health, mental health, social care and support services they need.

6

## **Making Lewisham greener**

Everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.

7

## **Building safer communities**

Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

# Open Lewisham

Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.



## What will success look like?

- ✓ Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated
- ✓ Hate crime will not be tolerated
- ✓ Lewisham will be a Sanctuary Borough, welcoming those fleeing violence and persecution in their own countries and protecting the rights of all migrants, asylum seekers and refugees

## Our commitments

### Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated

- We will establish an Accessibility Commission led by disabled people, which will make public services more accessible and make it easier to get around our borough.
- We will work with groups giving voice to the borough's diverse lesbian, gay, bisexual and transgender (LGBT+) community.
- We will publish a review of the cumulative impact of Council decisions on different groups in our community.
- We will work to understand and mitigate the impact of Brexit in the borough, so we can protect jobs and opportunities for our residents where possible.
- We will strive to make the Council's workforce more representative of our borough's diverse population at all levels.

### Hate crime will not be tolerated

- We will actively challenge all forms of discrimination, including tackling unconscious bias and supporting local awareness campaigns.

- We will support events that bring our community together.
- We will work closely with the police so that perpetrators of hate crime are brought to justice.

### Lewisham will be a Sanctuary Borough, welcoming those fleeing violence and persecution in their own countries and protecting the rights of all migrants, asylum seekers and refugees

- We will become a recognised Borough of Sanctuary, working with partners to develop a pledge and practical steps we will take to welcome and include refugees in our activities, and to actively seek ways of supporting them wherever we can.
- We will expand Lewisham's refugee resettlement programme, with a target of supporting a further 100 vulnerable families from Syria and other areas of conflict.

# Tackling the housing crisis

Everyone has a decent home that is secure and affordable.



## What will success look like?

- ✓ More social and genuinely affordable housing
- ✓ More mixed communities through a variety of tenure type in private developments
- ✓ Improved standards across all housing sectors
- ✓ Residents are supported to have a stronger voice



# Our commitments

## More social and genuinely affordable housing

- We will deliver 1,000 new social homes.
- We will build a new generation of homes for private rent, providing long-term tenancies of up to 10 years with rent controls.

## More mixed communities through a variety of tenure type in private developments

- We will set a target of 50% genuinely affordable homes delivered through developer-led projects
- We will build four more innovative housing developments for homeless families like the pop-up PLACE/Ladywell and the new Edward Street scheme, taking more families out of B&B accommodation.
- We will build more housing for adults with learning disabilities.

## Improved standards across all housing sectors

- We will implement a full borough-wide landlord licence to crack down on rogue landlords.
- We will not sell strategic council land to private property developers.

## Residents are supported to have a stronger voice

- We will support the launch of a Private Renters' Union to give a voice to tenants living in the private rented sector.
- We will introduce ballots on any estate regeneration scheme that includes replacing existing homes.
- We will introduce a Residents' Charter that guarantees all residents impacted by a regeneration scheme the right to remain on their estate, and guarantees an increase in genuinely affordable housing.
- We will publish viability assessments so developers have to account to the public for their proposals around affordable homes.

# Giving children and young people the best start in life

Every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential.



## What will success look like?

- ✓ All of our educational settings will be Good or Outstanding and deliver a broad curriculum
- ✓ Children are protected from abuse and neglect
- ✓ Our provision is inclusive and children and their families can access the support they need to achieve their full potential

# Our commitments

## All of our educational settings will be Good or Outstanding and deliver a broad curriculum

- We will continue to support our primary schools to maintain their high quality through the support of Lewisham Learning, our school-led school improvement partnership.
- We will work with our secondary schools to ensure that all our schools are rated Good or better by Ofsted, supporting Lewisham Secondary Challenge.
- We will support the adoption of a Lewisham Fair Workload Charter, working with schools and trade unions to attract and retain the best teachers.
- We will recruit more Black, Asian and minority ethnic school governors to better reflect our diverse borough.
- We will support parents in opposing all forms of selection and will provide the knowledge and support to parents, teachers and governors who are fighting academisation.
- We will promote music, drama, visual arts and other artistic expression and activity across all of our schools.
- We will support schools in securing the funds they need by making the case for Lewisham schools to central government.

## Children are protected from abuse and neglect

- We will improve our children's social care services, learning from good practice across the country to provide support for families at the earliest opportunity.
- We will ensure that the children in our care are safe and supported to achieve the very best in life.
- We will work tirelessly with our partners to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime.
- We will work with our local communities to ensure that children and young people have early access to support with a strong and ambitious early help offer.
- We will monitor the services we provide for children and young people to ensure they deliver the best outcomes and best value.

## Our provision is inclusive and children and their families can access the support they need to achieve their full potential

- We will ensure that children and young people and their families from our BAME communities have equal access to care and support.
- We will work with our partners to ensure that young people transitioning into adulthood achieve the best possible outcomes in relation to education, work, healthy lives and strong community connections.
- We will protect and where possible strengthen the service provided by our Children and Family Centres.
- We will help families access their entitlement to free childcare, and continue to provide high-quality early years education so that parents and children can get the support they need.
- We will improve the timeliness of our Education and Health Care Plans for children with special education needs and disabilities, working positively with their families.
- We will increase the provision for children with special educational needs to meet children's learning needs within the borough.
- We will work with parents and schools to reduce exclusions.
- We will review and improve the strategies to narrow the achievement gaps that affect minority communities and poorer pupils.
- We will support more high-quality mentoring by working with community and voluntary groups and businesses to help our young people increase their resilience and access to employment opportunities.
- We will support our care leavers to stay in education, progress to higher education and take up apprenticeships and other work opportunities.
- We will continue to exempt care leavers from council tax.

# Building an inclusive local economy

Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.



## What will success look like?

- ✓ More Living Wage employers
- ✓ Support to access work and to progress
- ✓ High-quality work and reduced inequalities
- ✓ A thriving local economy

# Our commitments

## More Living Wage employers

- We will double the number of Living Wage employers in Lewisham.
- We will roll out a business rate discount for employers who commit to fair pay.
- We will maintain our commitment to fair pay as a Living Wage employer.

## Support to access work and to progress

- We will lead the way in flexible working, including through becoming an accredited Timewise employer.
- We will require large contractors to provide high-quality apprenticeships for local residents where possible.
- We will support an additional 250 people through the Mayor's apprenticeship scheme.
- We will support adults to access high-quality learning.

## High-quality work and reduced inequalities

- When we are considering whether to commission services, we will have an assumption that the Council is our preferred provider and in-source our contracts.

- We will work with other employers to reduce the gender and ethnicity pay gaps in Lewisham.
- We will work with local trade unions to tackle exploitation at work, including zero-hour contracts.

## A thriving local economy

- We will review public sector procurement to maximise investment in local independent businesses and support local inclusive growth.
- We will create more enterprise hubs.
- We will expand our business growth programme to reach 300 small businesses by 2020 and support more start-up businesses to grow and become sustainable.
- We will develop an Evening and Night-time Strategy. We will focus on our arts and music spaces and enable more cafés and restaurants to stay open in the late evenings to bring our town centres to life.

# Delivering and defending: health, social care and support

Ensuring everyone receives the health, mental health, social care and support services they need.



## What will success look like?

- ✓ Healthy lifestyles are increasingly a way of life across all of our communities
- ✓ All health and social care services are robust, responsive and working collectively to support communities and individuals
- ✓ Lewisham Hospital continues to provide the range of services our residents need

# Our commitments

## Healthy lifestyles are increasingly a way of life across all of our communities

- We will continue to promote healthy lifestyles by protecting free swimming and gym access for the over-60s.
- We will support The Daily Mile initiative for all our school children.
- We will get more businesses to sign up to Sugar Smart.
- We will make our sexual health services easier to access, offering choice and quality throughout the borough.
- We will work with schools and other providers to encourage accessible relationship advice and support for our young people.

## All health and social care services are robust, responsive and working collectively to support communities and individuals

- We will establish Care at Home: a new publicly owned community-based care service.
- We will sign up to UNISON's Ethical Care Charter to

provide home care workers with the London Living Wage and better working conditions.

- We will work to achieve parity of esteem and fair funding for mental health services.
- We will lead work with our health and wellbeing partners and our communities to ensure that Black, Asian and minority ethnic groups gain appropriate access to mental health services.
- We will continue to do our utmost to defend and deliver health and social care services that protect the most vulnerable in our borough.
- We will continue to develop as a dementia-friendly borough and we will enlist more Dementia Friends.

## Lewisham Hospital continues to provide the range of services our residents need

- We will continue to resist any attempts to close or downgrade Lewisham Hospital, its A&E and maternity services.
- We will continue to work closely with commissioners and providers of NHS services.

# Making Lewisham greener

Everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.



## What will success look like?

- ✓ Preservation of our award-winning green spaces
- ✓ Increased use of environmentally friendly transport options
- ✓ Better care for our local environment and the planet

# Our commitments

## Preservation of our award-winning green spaces

- We will establish a new Greening Fund to support the work of local community groups protecting and enhancing our green spaces.

## Increased use of environmentally friendly transport options

- We will work with TfL to provide a new segregated cycle route connecting Downham to Deptford.
- We will provide secure cycle storage in every neighbourhood.
- We will promote and support cycling through our own bike-hire scheme and dockless bike hire schemes.
- We will support extending the Ultra-Low Emission Zone so that it covers the borough and the whole of London.
- We will increase the amount of electric vehicle charging points, and develop opportunities for local business owners to access discounted electric vehicles.
- We will work with parents and schools to encourage children to walk, cycle and scoot to school away from main roads.
- We will intervene to protect our most polluted playgrounds, building on our anti-idling programme

to reduce emissions in the vicinity of our schools.

- We will continue to campaign for more low-emission buses throughout our borough.
- We will work with TfL to extend the Bakerloo line.
- We will support local groups fighting to hold private rail companies to account.

## Better care for our local environment and the planet

- We will address the barriers that are stopping residents disposing of household waste responsibly.
- We will work with the police to target professional flytippers with prosecution.
- We will maximise opportunities for energy efficiency in all council buildings and new developments.
- We will explore working with publicly owned not-for-profit energy suppliers that do not penalise poorer residents using pre-pay metres.
- We will ban single-use plastics from Council buildings
- We will provide water fountains in parks and public spaces to reduce plastic waste.
- We will consider moving the Council's pension fund away from fossil fuels-linked investments in response to climate change and to protect our investments from volatile energy markets.

# Building safer communities

Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.



## What will success look like?

- ✔ Less crime and less fear of crime
- ✔ Less young people involved in, or impacted by criminal behaviour
- ✔ Communities and individuals empowered and supported to work in partnership with the Council and the police

# Our commitments

## Less crime and less fear of crime

- We will focus on combating sexual violence and domestic abuse.
- We will support all survivors who are able, and choose to, flee violence and domestic abuse through our work with the voluntary sector. We will give survivors priority in social housing allocation.

## Less young people involved in and impacted by criminal behaviour

- We will develop a public health approach to youth violence and knife crime that looks at tackling the root causes. We will ensure all agencies – social services, schools, police and our NHS – work together while involving parents and local communities.
- We will continue to work with the organisations we supported to gain funding from the Mayor of London's Young Londoners' Fund in their delivery of services to turn children away from crime and provide early interventions.
- We will focus on combating child sexual exploitation and peer-on-peer abuse.
- We will work with local retailers to tackle underage purchasing of knives by supporting more businesses

in Lewisham to sign up to our Responsible Retailers Agreement.

- We will campaign for national legislation to make our Responsible Retailers Agreement compulsory, so there is stricter guidance on the sale of knives.

## Communities and individuals empowered and supported to work in partnership with the Council and the police

- We will work with the police to ensure that stop and search is used in a responsible intelligence-led manner.
- We will support the community to scrutinise the use of stop and search to ensure it is genuinely intelligence led, and challenge the police when it is not.
- We will publish an annual modern slavery statement outlining our actions to tackle slavery and forced labour.
- We will work to eliminate modern slavery from our supply chain by requiring all companies who get public funding or contracts from the Council to have a modern slavery statement.
- We will continue to support the Lewisham Safer Neighbourhood Boards, working with partners including the police to focus on the needs of our local communities.



# Delivery

We have developed this strategy to ensure the priorities of the people of Lewisham are at the heart of everything the Council does. This strategy sets out what we will deliver over the next four years to improve life for everyone the borough.

We can only deliver our commitments if we continue to work in the Lewisham Way with residents, communities, partners, local employers and community groups. The Council is one of several key partners in Lewisham and we need to work collectively to address the challenges we seek to tackle.

The Mayor, cabinet, councillors and staff will continue to seek new opportunities to hear from, and work alongside, the communities and residents they represent and serve.

## **Timeline for delivery**

We will now work with our councillors, staff, communities and partners to co-produce detailed plans, where appropriate, to deliver our commitments. All of our teams will shape their plans for service delivery in the coming years to ensure they are working directly to deliver this strategy and all future decisions will be required to show how they are contributing to the delivery of our renewed priorities and this strategy.



# 8 Creating an inclusive Lewisham

In Lewisham, we celebrate and welcome diversity. Lewisham is a borough characterised by the diversity of our communities. This is one of our greatest strengths, which makes us the dynamic and vibrant borough that we are.

As part of a global age, the borough and our wider society will continue to grow and evolve. We need to continue to ensure that everyone in Lewisham has equitable access to the support and services they need.

## Achieving better outcomes for people

We will continue to work closely with our partners and residents to understand the:

- differing needs of our diverse community
- differing life chances of individuals and families
- barriers to equality and improving opportunities and outcomes for all.

## Comprehensive Equality Scheme

Our Comprehensive Equalities Scheme (CES) is the strategic framework for our five quality objectives to:

- tackle victimisation, discrimination and harassment
- improve access to services
- close the gap in outcomes for citizens
- improve mutual understanding and respect, within and between communities
- increase participation and engagement.

The CES makes sure that equalities are embedded in everything we do and that equalities are a fundamental consideration in all of our decisions. The CES sets out how we will continue to address the needs of people with protected characteristics:

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

These characteristics are outlined in the Equality Act 2010.

## A diverse workforce

We are proud of the commitment and diversity of our workforce, with our staff broadly reflecting the diversity of the borough's population. 70% of our workforce are women 42% of our staff are BAME, both above the London average. Over 42% of our staff also live in the borough. As the borough's largest single employer, we have a significant role to play in helping achieve economic prosperity and social stability for our residents.

A new strategy for people management and organisational development is currently being produced, building on our proud history of supporting the development of a diverse local workforce, to ensure our staff continue to be equipped with the skills they need to deliver our commitments to our residents.



# How the Council is funded

In the current climate of central government austerity and Brexit looming, funding remains our greatest challenge. Our funding has been cut hugely over the last eight years, and further cuts anticipated in this and coming years present us with a huge challenge.

Since 2010, we have responded to austerity by adjusting to reduced funding and growth pressures by making £165 million of cuts in the eight years since 2010/11. Our general fund budget for 2018/19 is £241 million. If we were still funded at 2010/11 levels, it would be £406 million. This represents a reduction of 41%.

## Our financial strategy

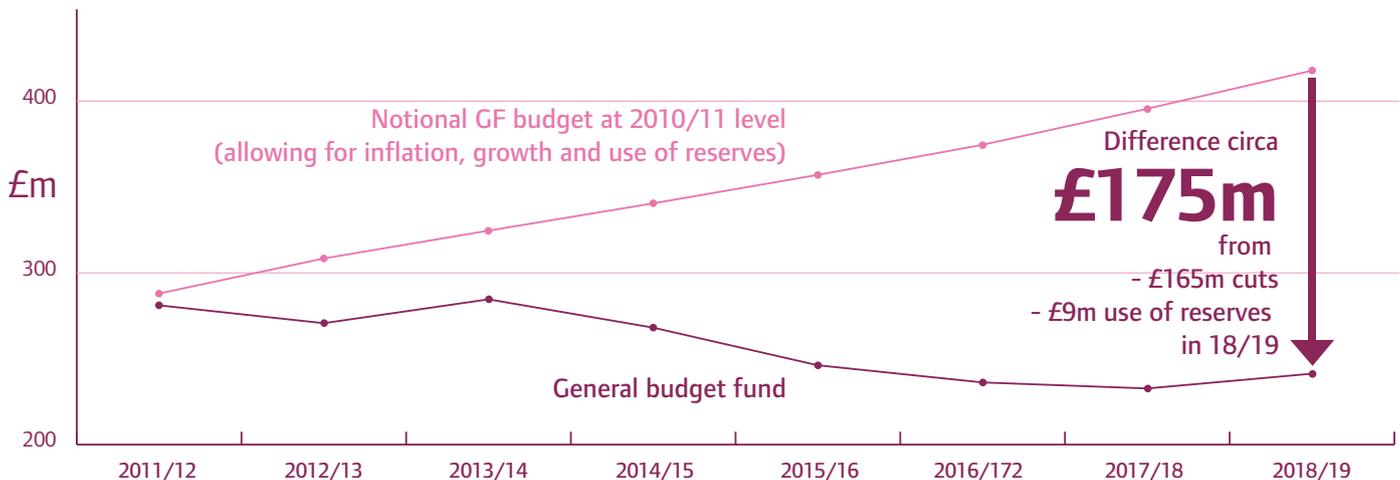
Legally, we have to set a balanced budget every year. The budget determines how much we expect to spend, and matches this to the available income. Knowing the level of grant, business rates and reserves available for the year helps us calculate the amount of council tax needed. This has to be done in line with requirements of the Local Government Finance Act 1992.

The way we use our financial resources has a major impact on strategic planning and performance improvement. We have a five-year financial strategy that enables us to ensure that budget plans are consistent with our corporate priorities. Our budget is a key contributor to the achievement of our corporate priorities. The budget is the main mechanism that allows us to plan our activity and work from a stable financial base.

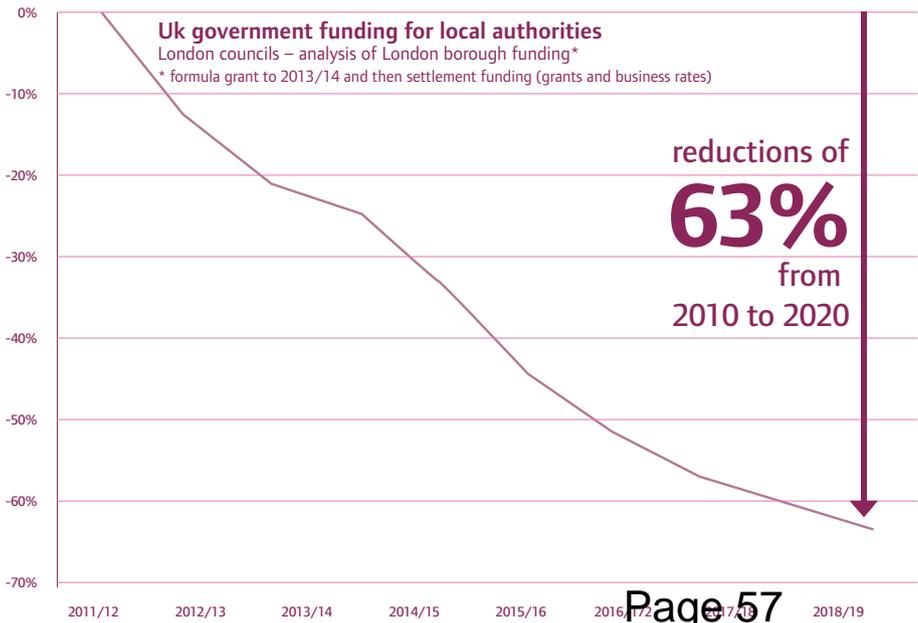
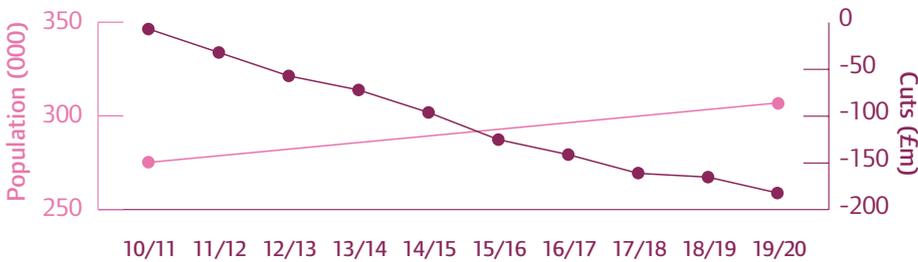
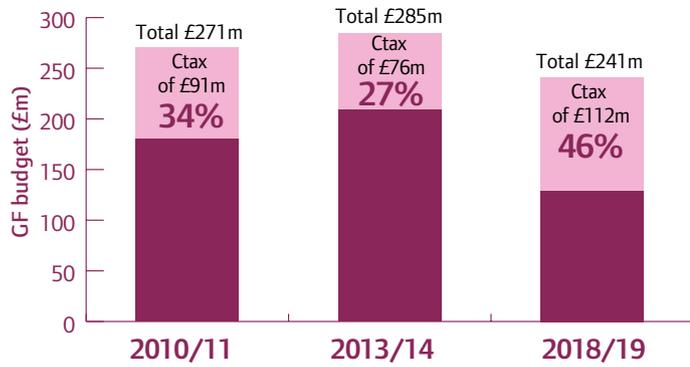
Our estimated level of resources available and the level of expenditure are subject to change, but the key assumptions for the revenue budget for 2018–2022 are as follows:

- The framework to 2019/20 is largely known, but depends on continuation of the London Business Rate pilot and the integrated Better Care Fund arrangements for health and social care funding.
- Beyond 2019/20 depends on national decisions regarding the Fair Funding Review and the Comprehensive Spending Review.

Continued public sector austerity is certain, and this means more cuts. The expected impact over the next four years is an additional £55 million of cuts.



## Council tax as a percentage of our general fund budget:



# Governance

Strong corporate governance arrangements are crucially important to the management of a modern and successful local authority. The governance arrangements to oversee delivery of the commitments within this Strategy are summarised in this section.

## Full Council

All councillors and the Mayor have responsibility for decisions regarding:

- the constitution
- the budget and policy framework
- budget
- appointments to the Overview and Scrutiny committees and other committees.

### Mayor and Cabinet:

- The Mayor appoints between two and nine individual councillors to the position of cabinet member and together they form the Executive (otherwise known as Mayor & Cabinet). Cabinet members act as spokespersons for the Council in relation to the area of their portfolio, and the Mayor has decided that all Executive decisions will be taken by the Mayor and Cabinet collectively.
- Mayor and Cabinet set out a programme of major decisions to be taken forward in a forward plan published monthly. All decisions have to evidence how they contribute to delivering the priorities of the Council.

## Overview and scrutiny

Our Overview and Scrutiny committee helps the Executive to develop policies and budget. It also holds the Executive to account by:

- scrutinising
- examining
- asking questions of those who make decisions and provide services.

## Local Assemblies

Local Assemblies provide a mechanism for local people to come together to discuss challenges and opportunities in their ward and make recommendations about the use of local funds to address these issues. There is a Local Assembly in every ward, each reflecting local circumstances and priorities and using existing engagement structures to bring local residents and groups together.

## Local Democracy Review

In everything we do, we will seek to enable and empower our residents. In July 2018, we resolved to carry out a local Democracy Review to consider how we could:

- become more open and transparent
- increase public involvement in decision making
- promote effective decision making.

The review will report its findings and recommendations to the Council's AGM in Spring 2019 and this will inform how we will continue to deliver our priorities in partnership with our communities in the future.

## Council

Consists of the mayor and 54 elected councillors – three for each of the 18 wards. They appoint the overview and scrutiny committee, and other committees, and approve the policy framework and budget.

## Mayor and Cabinet

### The Mayor:

- is elected by the whole borough to lead and speak up for all residents
- chooses up to nine councillors to form the cabinet, each with specific areas of responsibility
- sets out major decisions to be taken in a forward plan, published monthly
- proposes budget and key policy proposals to Council.

### The Cabinet

- provides advice to the mayor
- takes decisions jointly with the mayor to implement policy decisions within the agreed policy framework.

## Overview and Scrutiny Committee

### The Committee:

- meets at least once a year and is ultimately responsible for overview and scrutiny
- delegates work and responsibilities to other scrutiny bodies – six select committees and two business panels – which are formally subcommittees of overview and scrutiny.

The business panel coordinates the work programmes of select committees and calls in decisions of Mayor and Cabinet.

The six select committees draw up work programmes each year to check performance, examine issues in depth and make recommendations for policy development.

## Statutory Committees

Standards Committee  
Health and wellbeing board

## Regulatory Committees

**Licensing (x2):** These committees are responsible for the discharge of all licensing functions of the Council under the provisions of the Licensing Act 2003, and the Gambling Act 2005

**Planning (x4):** The planning committees consider planning matters across the whole borough. The Strategic Committee Considers strategic regeneration proposals.

## Other committees

Audit Panel  
Appointments  
Elections  
Health and Safety  
Pensions Investment

## Working Parties

Constitution working party

## Business Panel

Reviews decisions of the Mayor and Cabinet and can request the Mayor reconsider. Ensures a coordinated scrutiny work programme across all of the Select Committees.

Children and Young People Select Committee

Healthier Communities Select Committee

Public Accounts Select Committee

Safer stronger Communities Select Committee

Sustainable Development Select Committee

Housing Select Committee

*Please switch off  
your engine.  
Cut pollution,  
improve your health  
and save money.*



Switch off engine  
for cleaner air

# Performance management

The ability to manage our performance is critical to our success. It allows councillors, staff and the public to assess if we are:

- achieving what we set out to do
- delivering value for money
- making life better for our residents.

In this strategy, we have set out what our priorities are and what residents can expect us to deliver in the coming years. We will robustly monitor our progress in delivering these commitments.

## Monitoring, measuring and managing our performance

As part of our commitment to openness and accountability, we will publish a new performance report on our website. This new report will enable residents and services users to monitor how we are performing against our new priorities.

It is a fundamental part of all managers' responsibilities to:

- review the performance of their services
- drive improvements
- achieve the outcomes our residents need.

All services and all staff have clear responsibilities in the delivery of our priorities: all of our teams have aligned their plans with the commitments in this strategy, and the ongoing delivery of this strategy will be embedded into all of our service planning and monitoring mechanisms from now on.





[www.lewisham.gov.uk](http://www.lewisham.gov.uk)