



Mayor and Cabinet

Report title: Lewisham Council Corporate Strategy (2022-2026)

Date: 2 November 2022

Key decision: Yes

Class: Part 1 (open)

Ward(s) affected: All

Contributors: Chief Executive & Assistant Chief Executive

Outline and recommendations

This report provides an overview of the rationale for the introduction of a Corporate Strategy. This report also provides a draft Corporate Strategy for Mayor and Cabinet to adopt.

Timeline of engagement and decision-making

- Consultation on the Local Plan
- Voices of Lewisham
- Residents Survey
- Staff Survey (2022)
- LGA Corporate Peer Challenge
- Feedback from the Mayor and Cabinet, and Councillors
- Feedback from the Executive Management Team and other senior officers

1. Summary

- 1.1 This report provides an overview of the rationale for introducing a new Corporate Strategy (2022-2026), to replace the current Lewisham Council Corporate Strategy (2018-2022).

2. Recommendations

- 2.1 Mayor and Cabinet is recommended to:
- Approve the Corporate Strategy 2022-26 and note that this replaces the 2018-

2022 Corporate Strategy

- Recommend the Corporate Strategy 2022-26 to Council for adoption.
- Agree to delegate any further updates and amendments to the Corporate Strategy to the Chief Executive in consultation with the Mayor.

3. Policy Context

- 3.1 The Corporate Strategy is a core document in the Council's Budget and Policy Framework designed to guide future decision making. Once the Corporate Strategy is agreed, future decision making reports will set out how they accord with it.
- 3.2 Whilst the priorities of the Corporate Strategy will endure, the document is based in the context of its time. In order to assist the Council in acting as a responsive organisation, other aspects of the strategy may be updated during the lifecycle of the document. The emergence of Covid during the lifecycle of the Council's previous Corporate Strategy shows the importance of maintaining flexibility when outlining our vision for the next four years.

4. Background

- 4.1 Lewisham Council's Corporate Strategy (2018-2022) was adopted by Full Council as a primary document in the Council's Budget and Policy Framework. It articulated Lewisham's values, corporate priorities, how we intended to work with partners and how we would deliver for residents.
- 4.2 The 2022-26 Strategy has been developed in regular consultation with the Executive Management Team and Senior Leadership Team of the Council, as well as the Mayor of Lewisham and his Cabinet. It has also incorporated information from the Residents Survey 2022, Local Plan, LGA Peer Challenge and Voices of Lewisham.
- 4.3 Damien Egan was elected Mayor of Lewisham in May 2022. 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 for the Council to seek to deliver for Lewisham, building on the Manifesto on which they stood for election.

5. Priorities for Lewisham

- 5.1 The mandate for the elected Mayor and councillor's vision, principles and priorities for Lewisham provides a clear basis for the development of all future priorities and plans for action for the Council and its partners.
- 5.2 It is proposed that the Council adopts the following priorities:
- Cleaner and Greener
 - Strong Local Economy
 - Quality Housing
 - Children and Young People
 - Safer Communities
 - Open Lewisham
 - Health and Wellbeing
- 5.3 It is further proposed that the Council takes account of the 'Mayor's pledges', as outlined in the 2022 Labour Manifesto. These pledges are as follows:
- **Place** - We want Lewisham to be a place for everyone.

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- **Community** - We will be relentlessly focused on local.
- **Diversity** - We will celebrate Lewisham's diversity.
- **Inward investment and Opportunity** - We will work to attract inward investment.
- **Innovation and New Ideas** – We will take risks to innovate and seize new opportunities

6. Values

6.1 It is proposed that the Council retains the longstanding values, most recently outlined in the current Corporate Strategy (2018-2022). However, as outlined in the draft Corporate Strategy, we intend to build on the results of the Democracy review, the Residents' Survey (2021) our 2022 staff survey, and review the Council's values with an intention to refresh them before 2026. In the event that they are refreshed, the Corporate Strategy (2022-2026) will be updated to reflect any changes to the values.

6.2 The Council's current values are as follows:

- **We put service to the public first** - We exist to serve and support the residents of Lewisham, and everything we do must always have residents' interests first and foremost.
- **We respect all people and communities** - We have a proud history of actively working to tackle inequalities, both across the borough and within the Council, and we will continue to build on this in everything we do.
- **We invest in our employees** - We want to be considered a top employer in local government. We will always ensure we provide opportunities for all staff to learn new skills and progress their career.
- **We are open, honest and fair in everything that we do** - We will be transparent in the decisions that we take, both with each other and with the residents of Lewisham. Robust governance procedures will ensure that our decisions are open, honest and fair.

7. Delivery and Performance

7.1 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 priorities and deliver for residents.

7.2 All Council services will review their plans for service delivery in the coming year to ensure they are aligned to delivery of the priorities as outlined in this Strategy. All future Council plans and strategies will be required to set out how they are contributing to the delivery of the Corporate Strategy.

7.3 In order to ensure that we are transparent, and able to effectively deliver on the priorities outlined in the Corporate Strategy, the Strategy also sets out how we will monitor our performance, and how this performance monitoring will be published, so it is accessible to Councillors, Officers and the public.

8. Financial implications

8.1 There are no direct financial implications arising from this strategy.

9. Legal implications

9.1 The Council holds the power to adopt a Corporate Strategy to guide its future decision making and contribute to robust corporate governance arrangements.

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- 9.2 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.
- 9.3 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.

10. Equalities implications

- 10.1 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.
- 10.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 10.3 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 10.4 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for 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.

11. Climate change and environmental implications

- 11.1 There are no direct climate change and environmental implications arising from the contents of this report.
- 11.2 The creation of 'Cleaner and Greener' as a priority for the Council will ensure that the Council seeks to continue tackling climate change.

12. Crime and disorder implications

- 12.1 There are no direct crime and disorder implications arising from the contents of this report.
- 12.2 The creation of 'Safer Communities' as a priority for the Council will ensure that the Council seeks to continue aiming to reduce crime and disorder.

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13. Health and wellbeing implications

- 13.1 There are no direct health and wellbeing implications arising from the contents of this report.
- 13.2 The creation of 'Health and Wellbeing' as a priority for the Council will ensure that the Council continues to seek better health outcomes for its residents.

14. Background papers

- 14.1 Draft Corporate Strategy (2022-2026).

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18. Appendices

- *Appendix A – Corporate Strategy (2022-2026)*
- *Appendix B – [Lewisham Labour Manifesto](#)*

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