

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

1. Purpose

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

2. Summary

This report:

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

3. Recommendations

The Select Committee is asked to:

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

4. Meeting dates

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

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

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

5. Context

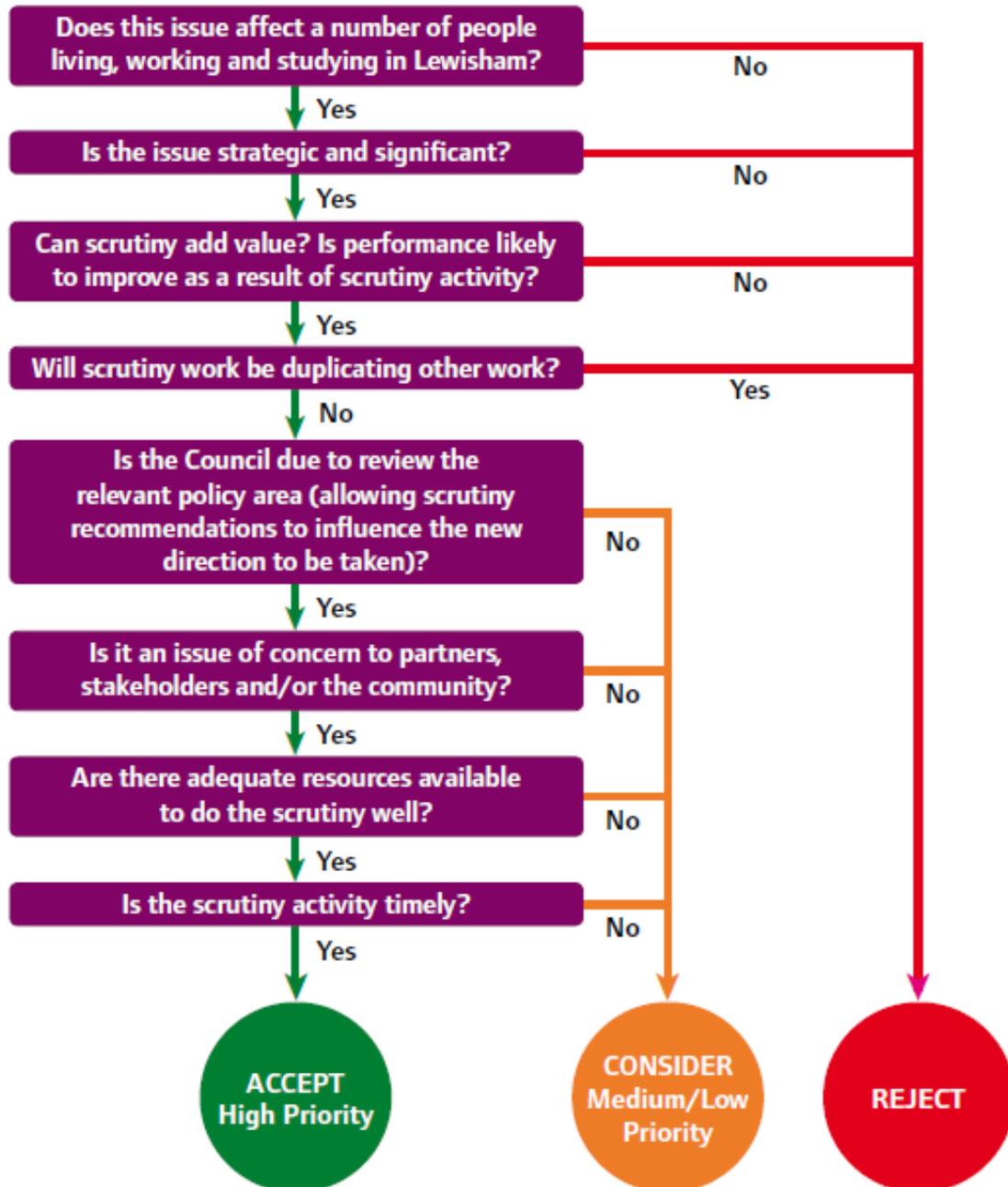
- 5.1 The Committee has a responsibility for carrying out the duties of the Overview and Scrutiny Committee as they relate to the use of the Council's financial resources. The Committee's full terms of reference are set out in appendix A.
- 5.2 The Committee scrutinises the work of the Council's Resources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

6. Deciding on items for the work programme

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

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

Scrutiny work programme – prioritisation process



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

7. Different types of scrutiny

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

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

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

In-depth review

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

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

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

8. Provisional 2017/18 work programme

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

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

8.2 The Committee should also give consideration to:

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

Suggestions from the Committee

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

Suggestions from officers

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

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

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

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

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

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

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

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

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

8.11 Issues arising from previous scrutiny

- Business rate retention (to be decided)

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

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

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

- Income generation (7 June 2017)

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

- Asset management (20 December 2017)

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

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

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

- Audit Committee update (21 March 2018)

Items requiring follow up from Committee reviews and recommendations

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

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

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

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

Decisions due to be made by Mayor and Cabinet

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

Consideration of issues of importance to Local Assemblies

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

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

9. Approving, monitoring and managing the work programme

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

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

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

10. Financial implications

There will be financial implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

11. Legal implications

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

12. Equalities implications

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

12.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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

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

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

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

statutory code and the technical guidance can be found at:

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

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

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

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

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

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

The Comprehensive Equalities Scheme

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

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

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

13. Crime and disorder implications

There may be crime and disorder implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

Background documents

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

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – CfPS criteria for selecting scrutiny topics

Appendix D – Local assembly priorities

Appendix E – How to carry out reviews

Appendix F – Key decision plan

Appendix A

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

(a) General functions

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

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

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

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

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

(b) Policy development

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

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

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

(c) Scrutiny

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

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

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

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

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

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

(d) Community representation

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

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

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

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

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

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

(e) Finance

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

(f) Work programme

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

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

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

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

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

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

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

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

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

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

To scrutinise the effectiveness of the Audit Panel.

**Shaping Our Future: Lewisham's Sustainable
Community Strategy 2008-2020**

	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities

	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

Appendix C – Criteria for selecting topics

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

General questions to be asked at the outset:

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

Sources of topics

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

Public interest

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

Internal council priority

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

External Factors

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

Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

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

Appendix D – Assembly priorities

Bellingham

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

Blackheath

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

Brockley

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

Catford South

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

Crofton Park

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

Downham

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

Evelyn

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

Forest Hill

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

Grove Park

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

Ladywell

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

Lee Green

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

Lewisham Central

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

New Cross

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

Perry Vale

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

Rushey Green

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

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

Sydenham

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

Telegraph Hill

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

Whitefoot

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

How to carry out an in-depth review

