



# 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, and revel in our own unique and vibrant localities.

By joining our green spaces with ecological recreational routes, as well as creating a mix of low traffic, cycle and pedestrian-friendly 'healthy streets', our borough has become a clean and pleasant place to live and work.

Our people are passionate and engaging, and our distinctive communities take pride in coming together to protect and improve our borough for everyone.

# Population



306,000



2018

318,000

+12,000



2021

# Diversity



344,500

+38,500



2031

366,400

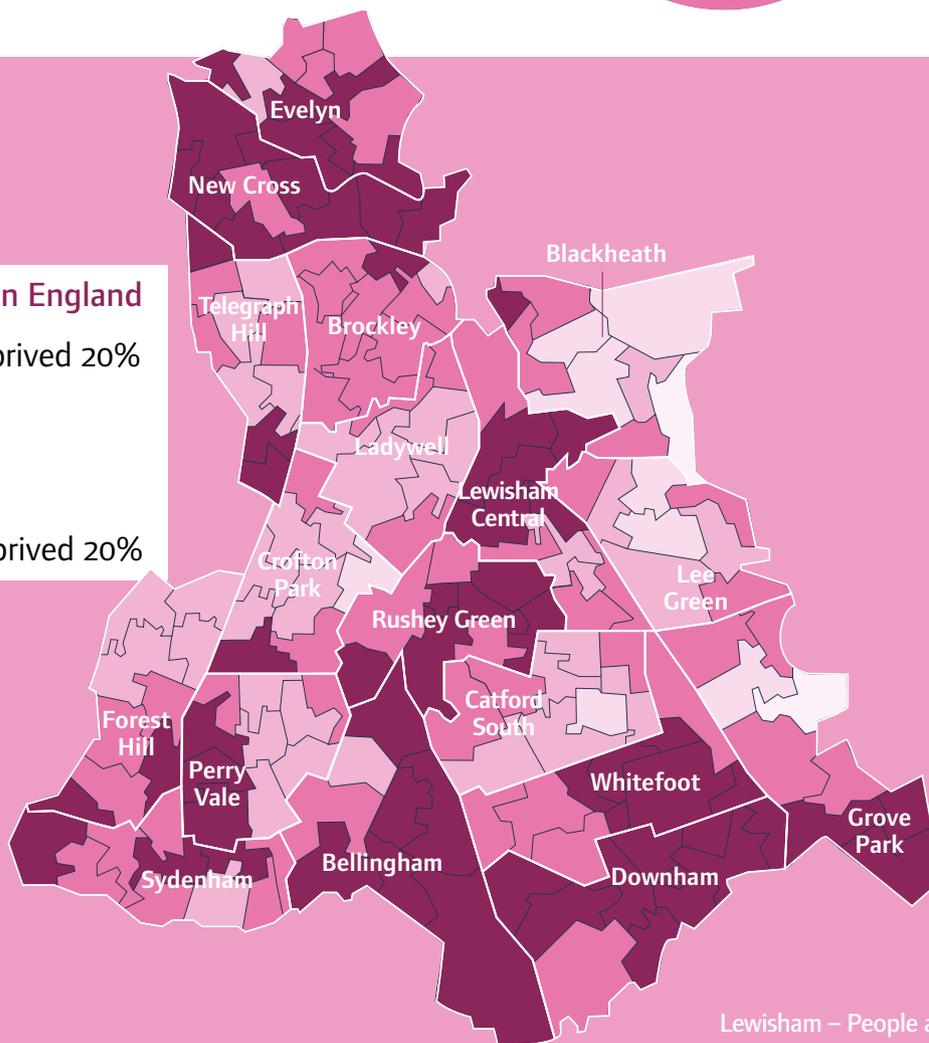
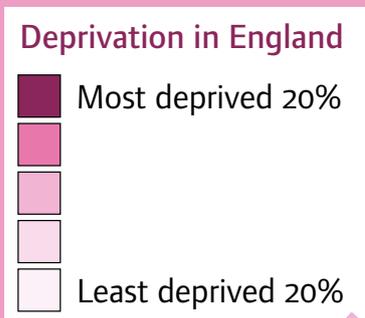
+60,400



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)
- 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, 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).

## 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).

## 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)
- 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).

## 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).

# 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

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.

Lewisham is a culturally vibrant and diverse borough. Our well-linked network of public services and voluntary groups, along with our growing creative industries, offer excellent opportunities for communities to get involved – not least for our talented young people, from fashion designers to film makers, musicians and many more.

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 are recognised as a strength and are 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 racism, sexism, homophobia, antisemitism, Islamophobia, ageism, and all other forms of hatred.

- We will tackle unconscious bias and support 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 seek to deliver 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 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 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 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.
- We will improve the timeliness of our Education and Health Care Plans for children with special education needs and disabilities, working positively with 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 access 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 late in the 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 cycling through our own bike-loan 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 meters.
- 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 continue to support moving the Council's pension fund away from fossil fuels-linked investments, in line with our fiduciary duties. This is 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
- ✔ Fewer 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 comply with our modern slavery statement.
- We will continue to support the Lewisham Safer Neighbourhood Boards by 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 in 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.



DEPT. OF  
LITERATURE

RDENY

# 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 past eight years, and further cuts anticipated in this and the 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 2010–2011. Our general fund budget for 2018–2019 is £241 million. If we were still funded at 2010–2011 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.

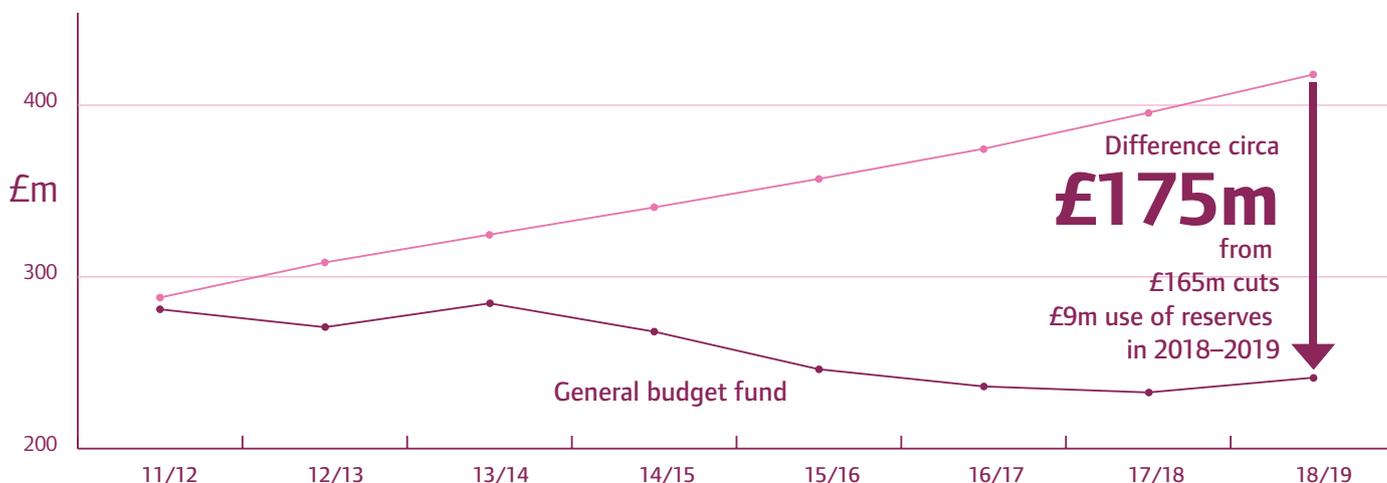
The way we use our financial resources has a major impact on strategic planning and performance improvement. We have a five-year financial strategy that enables us to ensure that budget plans are consistent with our corporate priorities. Our budget is a key contributor to the achievement of our corporate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

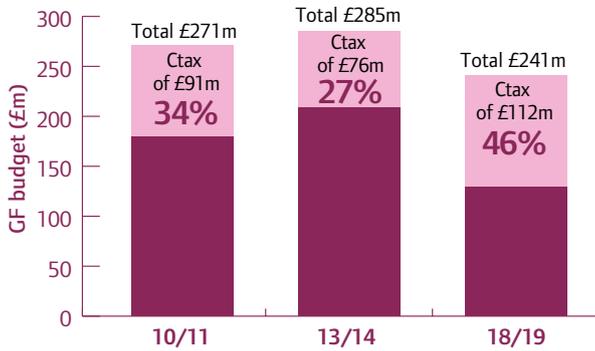
- The framework to 2019–2020 is largely known, but depends on continuation of the London Business Rate pilot and the integrated Better Care Fund arrangements for health and social care funding.
- Beyond 2019–2020 depends on national decisions regarding the Fair Funding Review and the Comprehensive Spending 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.

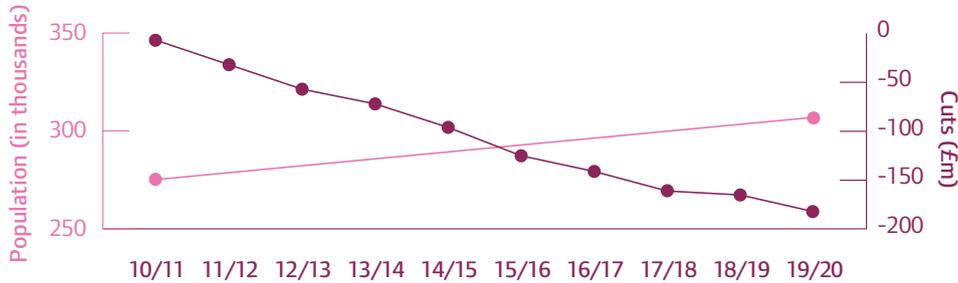
### Notional CF budget at 2010–2011 level (allowing for inflation, growth and use of reserves):



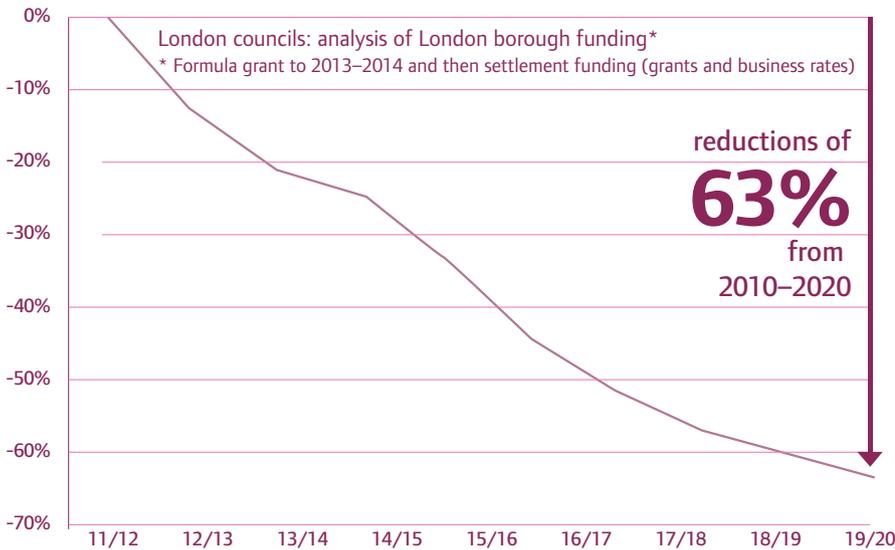
### Council tax as a percentage of our general fund budget:



### Lewisham's population versus government cuts:



### UK government funding for local authorities:



# 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 and 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 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.





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