

APPENDIX 1

London Borough of Lewisham

Council Size Submission

London Borough of Lewisham

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How to Make a Submission

1. *It is recommended that submissions on council size follow the format provided below. Submissions should focus on the future needs of the council and not simply describe the current arrangements. Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal.*
2. *The template allows respondents to enter comments directly under each heading. It is not recommended that responses are should unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.*

About You

3. *The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, or an individual.*

This submission has been prepared by a working group of Council Officers and Councillors. It has been agreed by Mayor and Cabinet and approved by a vote of the Full Council. This is the Council's official submission.

Reason for Review (Request Reviews Only)

4. *Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

[Click or tap here to enter text.](#)

Local Authority Profile

5. *Please provide a short description of the authority and its setting. This should set the scene for the Commission and give it a greater understanding of any current issues. The description may cover all, or some of the following:*
 - *Brief outline of area - are there any notable geographic constraint for example that may affect the review?*
 - *Rural or urban - what are the characteristics of the authority?*
 - *Demographic pressures - such as distinctive age profiles, migrant or transitional populations, is there any large growth anticipated?*
 - *Are there any other constraints, challenges, issues or changes ahead?*

Our Communities

Lewisham is a large, urban local authority, one of the 14 inner London boroughs, lying between Greenwich and Southwark on the south side of the Thames, with Tower Hamlets immediately opposite. Our residents enjoy proximity and connectivity with the employment opportunities of central London to the north and access to the rural areas of Kent to the South. Our communities are spread across many historic town and village centres including Lewisham, Catford, Deptford, Sydenham, Honor Oak Park, Blackheath and Bellingham. Our largest employers are the Council, NHS, Millwall Football Club, Goldsmiths University of London and University Hospital Lewisham.

Our borough motto sums up our relationship with our communities: "*Salus Populi Suprema Lex*" which means (roughly translated) "The welfare of the people is the highest law." We are a borough that has traditionally taken local representation extremely seriously. We value transparency, clarity and accountability in our decision making process, just as we value the decisions themselves. The fact that we were among the first authorities in the UK to adopt a directly elected Mayoral model shows that we take a serious and often unique approach.

Some Statistics:

- Current population is approximately 306,000 and projected to have increased to 329,000 by 2025
- 170 languages are spoken
- Just over 10% of residents are aged 65 or older – this is set to increase markedly over the next 6 years
- 25% of residents are aged between 0-19 years
- Approximately 130,000 residential properties
- We are the 5th largest borough in Inner London
- 46% of residents and 75% of school children are from black and ethnic minority heritage – we are the 15th most ethnically diverse local authority in the country
- We have residents of over 70 nationalities, and in our schools alone, over 150 languages are spoken.
- Lewisham is the 48th most deprived borough in the Country with many of our neighbourhoods amongst the most deprived in the country

[Appendix 1](#) provides the methodology statement for Population and Electorate Forecast, with [Appendix 2](#) showing the projections for residential development in the borough with supporting evidence

Geography:

Our borough is incredibly varied, with big differences between the north, south, east, west and the centre. Each area features wards with often unique combinations of localised issues that makes for an important and often complex role for Councillors to represent and consult their communities. In most wards there is a town centre or high street that generates a strong community feel to the area. In many wards we have seen, or will soon be seeing, large scale developments in and around the town centre areas, increasing our already large residential areas in our wards. Ward boundaries are often created by main roads such as the A21 which dissects the borough from north to south, the A25, the A212 and the South Circular. Other boundaries are created by national railway lines and the DLR with several major routes that go through the heart of

the borough. The large open spaces of the borough are almost entirely confined within a ward; parks such as Hilly Fields, Mountsfield Park and Blackheath, with the exception of Beckenham Place Park which bisects 2 wards and a borough boundary.

Demographics:

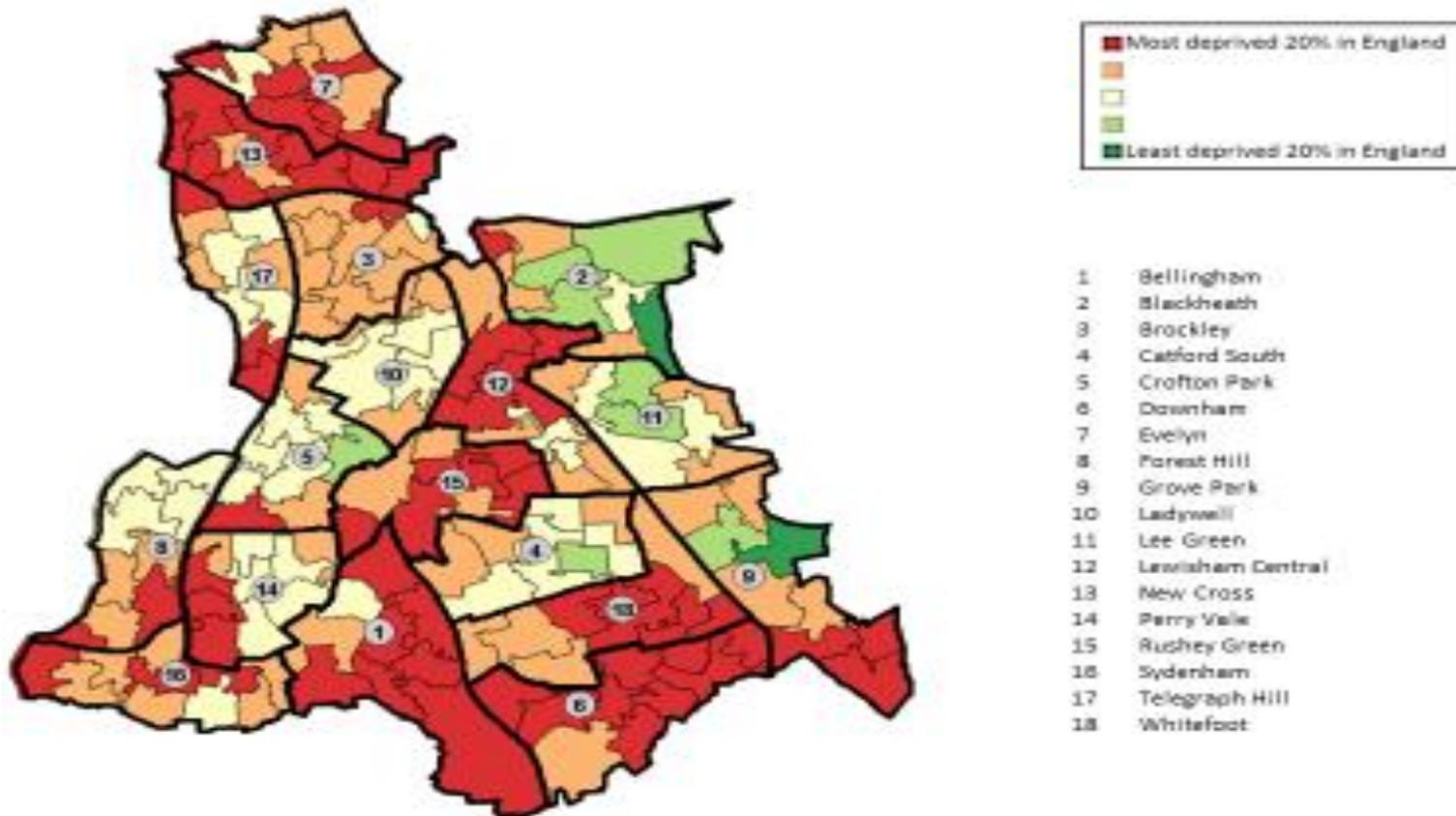
From the statistics above it is clear that we have an incredibly diverse population – in terms of ethnicity, age and socio-economics. The deprivation many of our residents are subject to presents difficult challenges that impact on the work of the Council and the workload of our councillors. The following present increased pressures on councillors:

- Population imbalance amongst wards – as identified by the LGBC, the ratio of electors to councillors varies significantly in some wards
- Demographic pressures – some parts of the borough have an ageing population, whereas others are seeing a surge in net population growth as a result of development and increasing gaps in terms of deprivation.
- Health inequalities between the north and south of the borough are striking. This affects life expectancy and the amount of casework relating to health issues
- There are 489 looked after children; 400 care leavers and 50 UASC (unaccompanied asylum seekers) and a large number of children and families in contact with children's social care.
- High number of students living in the area due to proximity to London, many attending Goldsmiths University of London and LESOCO our Further Education college.
- The ongoing pressure of austerity has compounded the challenges faced due to demographics and increased demand for council services

The typical Councillor casework quantity differs depending on the Ward they represent. As the statistics above demonstrate, there is great variety to our demographics, localities and geography. Our proximity to central London and Kent puts us in a unique position and the identities of the various parts of our borough reflect that. Below is more detail about the different regions of the borough. These areas are by no means uniform, but grouping them together in this way helps provide a narrative as to their nature.

- The north of the borough features the area of Deptford – wards such as Brockley, Evelyn, Ladywell and New Cross. We've experienced massive development in these areas with significant population growth over the last 10 years. There are large numbers of modern flats and student accommodation, with a comparatively rapid turnover of electors
- The south of the borough features the wards of Downham, Whitefoot and Bellingham. These areas have higher rates of deprivation, lower average income and house prices, and poorer life outcomes for residents in the areas of education and health
- The east of Lewisham features Blackheath, Lee Green and Grove Park, with the large heath and park, the village feel in parts and some of the highest levels in London for house prices, average income, car ownership, home ownership etc
- To the west there are the wards of Sydenham, Forest Hill, Perry Vale, Crofton Park and Telegraph Hill. These areas have a broad range of nationalities and communities – often younger than average with a higher percentage of social housing in amongst high value homes
- And in the centre of Lewisham we have Lewisham Central, Catford South and Rushey Green. There has been significant development in this area, with a very large number of new properties in high rise towers, with large private student halls of residence. The area is dominated by a large shopping centre that provides much of the retail in the borough

MAP A: Overall Deprivation



Lewisham is the 48th most deprived borough in the country with many of our neighbourhoods amongst the most deprived in the country
Source: Indices for Multiple Deprivation, 2015

Corporate Strategy

[You can find more information about our vision and corporate priorities on our website @
https://www.lewisham.gov.uk/mayorandcouncil/corporate-strategy](https://www.lewisham.gov.uk/mayorandcouncil/corporate-strategy)

Council Size

6. The Commission believes that councillors have three broad aspects to their role. These are categorised as: Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

7. Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified.

Topic	
Governance Model	<p><i>Key lines of explanation</i></p> <p>What governance model will your authority operate? e.g. Committee System, Executive or other?</p> <ul style="list-style-type: none">➤ The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?➤ If the authority runs a Committee system, we want to understand why the number and size of the committees you have represents is most appropriate for the authority. <p>Our Council</p> <p>The Council follows the directly elected Mayor and Cabinet model. We have 54 Councillors and 1 Mayor, with all of them representing the Labour Party or Labour and Co-operative Party. Expectations of all councillors are summarised at Appendix 3</p> <p>The Executive – Mayor and Cabinet Model</p> <p>Lewisham Council was among the first local authorities in the UK to introduce the Mayor and Cabinet model, which we've followed since 2002. We have a directly elected Mayor who leads the Council and proposes a budget and policy framework. The Mayor is supported by his Cabinet Members.</p>
Portfolios	<p><i>Key lines of explanation</i></p> <ul style="list-style-type: none">➤ How many portfolios will there be?➤ What will the role of a portfolio holder be?➤ Will this be a full-time position?➤ Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions? <p>The Mayor has appointed a Cabinet consisting of the Mayor and 9 other councillors at any one time. 2 of the positions in the Cabinet are rotated for 6 months in each year so that in total 11 councillors are involved in Cabinet decision making in any year. The Mayor leads the Council and proposes the</p>

statutory budget and policy framework to Council for approval. Within that agreed budget and policy, the Mayor has the legal responsibility for all executive functions. In his scheme of delegation, the Mayor has agreed that decisions will be made collectively in formal meetings of the Mayor and Cabinet by a majority vote. This makes for strong accountability.

You can find more information on Cabinet Members and their roles in our constitution, page 327 onwards: <https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

Cabinet Members are portfolio holders. There are 9 portfolios and these are listed in [Appendix 4](#) . Portfolio holders are appointed as the spokesperson on matters within their portfolio. Though the Mayor has not delegated any decision making to portfolio holders individually, they are each responsible for ensuring that reports on matters within their portfolio are considered by the Mayor and Cabinet collectively. Decisions have been delegated to the Mayor and Cabinet as a whole and in the current administration, executive decisions are only made in the forum of a formal Mayor and Cabinet meeting. The Mayor has not exercised his executive decision making power alone, instead sharing this responsibility with all portfolio holders in meetings which take place generally at least every three weeks. The Mayor has indicated that he has no plans to amend this practice in future. [Appendix 5](#) provides details of the busy timetable for, and significant nature of, the decisions made by the Mayor and Cabinet since the local elections in 2018.

Cabinet Members also answer public and member questions in meetings of the full Council on matters within their portfolio and represent the Council externally in relationships with partners on matters within their portfolio. [Appendix 6](#) shows the number of public and member questions asked of portfolio holders at Council meetings in this administration.

Cabinet portfolio holders are also required to attend meetings of Overview and Scrutiny bodies to give account of their actions and the decisions of the Mayor and Cabinet in relation to their portfolio responsibilities if required to do so.

The Mayoral Scheme of Delegation contains a comprehensive list of those decisions which are reserved for decision by Mayor and Cabinet. It includes all major strategic executive decisions and those where member involvement is perceived to be essential. The Mayoral Scheme of Delegation can be found in the attached link to the Council's Constitution at page 325

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

Being a Cabinet Member represents a significant time commitment. The Mayor and Cabinet meet formally to make decisions approximately 17 times a year, with meetings lasting approximately 2 hours depending on the issues to be discussed. All Cabinet meetings (as all Council meetings) are held in the evenings as all except the Mayor and Deputy Mayor are part time, having to fit their significant responsibilities around their day jobs. Many Cabinet portfolio holders have reduced their working hours outside the Council by one or two days a week to enable them to fulfil their Cabinet responsibilities.

Being a Cabinet member involves much more than formal decision making meetings. It also involves attendance at weekly briefings which last 3 hours and attending regular liaison with Executive Directors and senior staff on at least a weekly basis. Cabinet members also liaise regularly with the Council's 3 local MPs on casework and service issues, whilst the Mayor and Deputy Mayor have regular liaison with the MPs on a bi-monthly basis. They represent the Council at political meetings of local government associations, both national and London based and meet other stakeholders in relation to their portfolio responsibilities on a regular basis. They carry out these duties in addition to the representative role of a local councillor.

Attached at [Appendix 7](#) is the diary of one Cabinet member for February 2019. This Cabinet member is employed outside council business for 2 days per week. [Appendix 8](#) shows the commitments of Cabinet Members outside their Cabinet duties. These responsibilities for Cabinet Members impose additional pressure on their ward colleagues in their representational role in the wards.

Central to this model of political governance is the statutory role of overview and scrutiny. The Council is committed to strong and challenging overview and scrutiny. This is dealt with in detail at Section 8.

The Council does not intend to move away from the directly elected mayoral model.

- Key lines of explanation*
- *What responsibilities will be delegated to officers or committees?*
 - *How many councillors will be involved in taking major decisions?*

Delegated Responsibilities

Full Council

Full Council takes place every 2 months, with extraordinary meetings convened when business dictates. It is attended by the Mayor and all 54 ward councillors. Full Council has responsibility for taking such decisions as those affecting the constitution, the budget and policy framework as well as appointing the overview and scrutiny and other committees. All members are expected to attend.

Council Meetings

At all Council meetings there is a standing item for the hearing of petitions, often presented by Councillors but also from residents. In addition, there is significant time at each meeting devoted to Public and Member Questions (See [Appendix 6](#)). This helps foster transparency and accountability and can lead to spirited and passionate exchanges in the Council Chamber.

Despite all 54 Councillors and the Mayor currently being of the same political persuasion, the Council prides itself on the quality and fervour of political discussion in our chamber. The minutes and records of attendance show that most Councillors regularly participate in Council meetings by asking questions, making amendments or announcements, and presenting petitions.

The matters reserved to full Council and the matters delegated by Council to Committees can be found @ page 26, Article 4 of the Council's Constitution and @ page 49, Article 9 of the Council's Constitution

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

The Mayoral Scheme of Delegation is dealt with above.

In addition to the executive and scrutiny roles performed by councillors, they are also heavily involved in decision making in other ways. The Council has established a number of formal committees, sub committees, as well as advisory, statutory, consultative and other bodies. Details of these bodies and the number of meetings appear at Appendix 9. The meetings of the Council's Adoption Panel are also included at [Appendix 9](#) by way of example.

[Appendix 10](#) shows that on average councillors are expected to attend approximately 3.5 formal meetings per month, in addition to their commitments outside formal meetings. On average councillors sit on 7 formal Council bodies (including full Council).

In addition the Council has established a number of important partnership arrangements with other public sector providers which entail member involvement. The partnership arrangements are dealt with at Section 8

Temporary Working Groups

Often a need arises for Councillors to form a small working group to lead on a specific matter for a limited time. We call these Working Groups. Often they involve a group of Councillors meeting with officers from various Council services with an overarching theme to which they all need to contribute. These working groups can vary massively in scope and workload, but they are all temporary. At any one time Lewisham will have several in operation. Examples include:

- WW1 Centenary Committee (Mayor plus 3 councillors)
- Democracy Review Working Group (several Councillors)
- International Women's Day Committee (1 Councillor)
- Barriers to Politics working group (several Councillors)

Given the unpredictable nature of these groups it is difficult to plan the exact requirements for Councillors in this category.

Accountability

8. Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role.

Topic

Internal Scrutiny

The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

Key lines of explanation

- *How will decision makers be held to account?*
- *How many committees will be required? And what will their functions be?*
- *How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?*
- *How many members will be required to fulfil these positions?*
- *Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.*
- *Explain the reasoning behind the number of members per committee in terms of adding value.*

Current Structure:

The 43 Councillors who are not in the Mayor and Cabinet all participate in Overview and Scrutiny. Lewisham has an extensive scrutiny structure with:

- One over-arching **Overview and Scrutiny Committee** which considers strategic and cross-cutting issues and holds regular question and answer sessions with the Mayor and Cabinet (43 Members, meets 4 times a year). This provides the opportunity for every non-executive member to hold the Mayor and Cabinet to account.
- Six thematic **Select Committees** focussing on specific areas and conducting policy development and pre-decision scrutiny (each committee meets 8 times a year and will have 10 members). Two of the select committees carry out the statutory role of scrutinising the police and acting as statutory consultee in relation to proposals for substantial changes in health provision.
- Two **Business Panels** focussing on post-decision scrutiny which scrutinise executive decisions and handle call in (10 Members, meetings scheduled 17 times a year, in line with Mayor and Cabinet meetings). These panels include the chairs of the select committees and the Chair and Vice Chair of Overview and Scrutiny Committee and so are an effective mechanism for ensuring that a Council wide approach is taken to “call in”

Members also participate in Joint Health Overview and Scrutiny Committees with other boroughs and, from time to time, set up specific working groups to examine particular cross-cutting issues in depth. Most recently they participated in joint select committees examining proposals by South London and Maudsley Mental Health Trust to make changes in the arrangements for a place of safety and in a joint select committee (Our Healthier South East London) examining major proposals from NHS England under the Sustainability and

Transformation Programme. With the well-known agenda for much deeper integration of health and social care, there can be little doubt that in future there will be many more proposals for significant change in health care provision, and much more consultation with joint health select committees about them.

Details of Lewisham's Overview and Scrutiny Committees are as set out in [Appendix 11](#)

This comprehensive system sees scrutiny members engaged in scrutinising the full range of Council business and ensures that policy and service development in Lewisham has strong member input. It also allows members the opportunity, as community leaders, to make sure the local community's needs are reflected in the decisions made by the Council and its partners.

The time commitment involved in being a scrutiny member is significant. In addition to the large volume of meetings that take place each year, a lot of activity takes place outside of formal meetings, including consultation with residents and service users, visits and service observations. Details appear at [Appendix 12](#)

Openness, transparency and public scrutiny are very important to Lewisham and a key element of the corporate strategy. The only change made to the overview and scrutiny arrangements in recent years has been the additional establishment of a standing Housing Select Committee. This began life as a task and finish group, but it soon transpired that ongoing housing matters and the need to meet the current housing shortage in the borough meant that there was ongoing scrutiny work needed in this area. Since the tragic Grenfell disaster, the work of this Select Committee is all the more important.

The Council's constitution provides for a membership of between 7–11 on the Select Committees. Given the scope of the work of the select committees, and their future focus, this number is deemed to be sufficient to secure a breadth of knowledge and interest in assisting in the development of policy, but not so large as to be unwieldy.

The Council is currently conducting a Democracy Review with the aim of making the borough even more democratic, open and transparent and, in line with these principles, it anticipated that Lewisham will continue to operate a comprehensive scrutiny structure. In particular, though there are currently no task and finish groups in place, it is likely that the Democracy Working Group will explore a greater emphasis on the involvement of scrutiny members in the early development of policy than hitherto through the use of such groups. This will require significant Member input in terms of meeting attendance and associated duties (site visits, service observations, consultation).

Statutory Function

This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?

Key lines of explanation

- *What proportion of planning applications will be determined by members?*
- *Has this changed in the last few years? And are further changes anticipated?*
- *Will there be area planning committees? Or a single council-wide committee?*
- *Will executive members serve on the planning committees?*
- *What will be the time commitment to the planning committee for members?*

The Council has 4 Planning Committees (see table below).

39 members attend 33 planning committee meetings in a regular year. The three planning committees consider planning matters across the whole borough. The Strategic Committee only considers strategic regeneration proposals, major redevelopments and those which , if agreed, would be contrary to established development plans or would require referral to the Mayor of London or other authorities..

Planning

Analysis

Planning:	No. of meetings PA	Current Members
Strategic Planning Committee	6	9
Planning Committee A	9	10
Planning Committee B	9	10
Planning Committee C	9	10

In the last 12 months 30 applications were referred to a planning committee for decision. This percentage is fairly consistent across a number of years and is not expected to change. None of the four committees is area based, and their membership of councillors is balanced with the aim that no more than one (of three) councillors representing a particular ward will sit on the same Planning Committee. The Strategic Planning Committee considers major applications in areas of strategic importance and regeneration. A single major regeneration site dealt with by the Strategic Planning Committee may involve the consideration of large

numbers of separate planning applications, sometimes over the course of several years, as well as multiple site visits and background briefings for members with applicants, affected or concerned community groups and planning officers

The Cabinet Member for Housing sits on the Strategic Planning Committee, as does one other cabinet member. A planning committee meeting lasts on average 3 hours and there will be preparation time to read the committee reports and review the planning application documents (average 1 day per meeting). The Chairs of Planning committees A, B and C all serve on the Strategic Planning Committee, along with the Cabinet Member for Housing, one other executive member and 5 other members serving on one of the Planning Committees A, B and C.

Most straightforward planning decisions are delegated to officers, with referrals only made to committees in the face of opposition from 3 objectors, a residents' or community organisation or in other difficult circumstances

(see page 311 of the Council's Constitution:

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>)

so by definition those matters coming before the committee are difficult and time consuming. Bearing in mind the complexity of applications and the fact that they are often controversial, decision making may involve lengthy meetings, site visits and may span more than 1 meeting.

In addition to councillors sitting on Planning committees, our Statement of Community Involvement in Planning requires that if there is more than a trigger level of objection to a contentious application, a local meeting is held to help collate the views of residents affected. These are normally chaired by one of the ward councillors, and ward councillors will also speak in support of, or against particular proposals at Planning committee hearings when they are not summoned as members of that committee.

- *How many licencing panels will the council have in the average year?*
- *And what will be the time commitment for members?*
- *Will there be standing licencing panels, or will they be ad-hoc?*
- *Will there be core members and regular attendees, or will different members serve on them?*

Licensing

Key lines of explanation

Analysis

There are two Licensing Committees: the Licensing Committee and the Licensing Supplementary Committee. Each committee deals with different aspects of licensing in line with the Licensing Act 2003. They are standing

**Other
Regulatory
Bodies**

Key lines of
explanation

Analysis

Committees. There are 10 members on each Committee and they are the same members. If there is an application for expedited review of a licence then a remote hearing will be held with three members; usually the Chair, Vice Chair and one other member from the Committee.

The Council programmes meetings of the Licensing Committee approximately approximately every two weeks. Last year, 16 were held. Some may be cancelled for various reasons at short notice, after all preparation has been done. The duration of each meeting depends on the number of cases submitted. Normally there are two or three cases at each meeting which lasts about 2 hours. Member preparation time may take a day for each meeting. Special meetings, called expedited hearings are meetings conducted by email in special circumstances when the police require a temporary closure of a premises due to serious criminal activity.

In 2018, 4 meetings of the Supplementary Committee were held though 16 were planned. This is because they primarily consider the non-payment of market fees. Traders often pay on the day of the meeting so the case is withdrawn though all preparation has been made for it.

- *What will they be, and how many members will they require?*
- *Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.*

Standards Committee

The Council has appointed a Standards Committee consisting of 10 elected members and 6 co-opted members to promote the highest ethical standards among members and to consider allegations of breach of the member code of conduct. The main committee meets at least 3 times per year to consider a programme of work including such matters as the review of the Council's member code of conduct, whistleblowing policy and code of corporate governance. The committee has two sub committees which have been appointed only to deal with allegations of breach of the member code of conduct. They each consist of 5 elected and 3 co-opted members. Members only sit on one of these sub committees. This is because, though referrals to them are infrequent, one sub-committee would make an initial finding whilst the other would be responsible for any appeal.

Audit Panel

The Council has appointed an Audit Panel to make recommendations to the Council on the matters set out at page 58, Article 9 of the Council's Constitution:

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

It consists of 6 non-executive councillors and 4 independent members. It will shortly consider the recently published CIPFA guidance on best practice and may make recommendations to full Council about its future role and composition. The Council is committed to rigorous internal regulation and it is not anticipated that the membership of the Audit Panel in future will be diminished, particularly as the Council grapples with significant budget reductions and increasing demand. The Council strongly supports the continuation of independent member input into the role of this regulatory body in future.

Key lines of explanation

- *Will executive members serve on decision-making partnerships, sub-regional, regional or national bodies?*
- *How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?*
- *What other external bodies will members be involved in? And what is the anticipated workload?*

External Partnerships

Partnerships and Outside Bodies

Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.

The Council has established a wholly owned company; Lewisham Homes to manage Council owned housing stock of approximately 12,700 core social rent properties; 5,300 leasehold properties; and 1,200 other properties. It nominates 3 Councillor directors to its Board and receives its report and agrees its business plan on an annual basis.

Analysis

The Council has also established Catford Regeneration Partnership Ltd (CRPL), with a view to the regeneration of Catford, an area in desperate need of regeneration. Currently CRPL is responsible for the estate management of the Catford Centre, with a long list of reserved matters requiring Council approval. The Council's relationship with this Company will no doubt become more demanding as the masterplan for Catford is approved and development begins over the next 10 years.

In addition, the Mayor and/or the Council makes appointments of Councillors to approximately 50 partnership organisation and external bodies such as Phoenix Community Housing Association, Age Concern, Voluntary Service Lewisham, SLAM, Local Government Association Committees and London Councils working groups,

etc. There is a total of 78 appointments in this category. A full list of these appointments can be found in [Appendix 13](#).

Member Development

The Council believes that it is essential that all members are equipped to perform all the various roles they perform and so elected members take part in extensive, ongoing training and development, attending a wide range of external courses and in-house training. Following local elections, the member development programme is expanded to allow for a comprehensive induction programme which includes mandatory sessions covering ethics, data protection, safeguarding and casework; and also planning and licensing for members of those committees. Other member development sessions are optional with attendance based on allocated duties and personal interests. In addition to traditional training sessions, members go on visits, tours and service observations. Recently, this has included a borough bus tour to visit key housing and regeneration sites within Lewisham; a walking tour of Beckenham Place Park; and a range of 'frontline experience sessions' to gain first-hand experience of the delivery of local services.

Members have access to a bespoke SharePoint site which contains a variety of relevant information to help councillors fulfil their duties. The site is accessible via an icon loaded onto Member iPads. Members are also invited to annual Personal Development Plan meetings to establish individual learning needs and objectives.

Over the last 4 years, members have attended an average of 6 training sessions each per annum. Our commitment to member development will continue.

Community Involvement

9. The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties?

Topic	Description
Key lines of explanation	<ul style="list-style-type: none">➤ <i>In general terms how do councillors carry out their representational role with electors?</i>➤ <i>Does the council have area committees and what are their powers?</i>➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i>

Community Leadership

- *Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?*
- *Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?*
- *Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?*

The evidence provided in the previous section highlights one method of community engagement by Councillors. However, they do not all carry out their representational role in exactly the same manner, but their methods include:

- advocates for the communities they serve at meetings
- raising casework on behalf of constituents
- meeting with local people to discuss their concerns
- supporting local groups by attending community meetings
- encouraging community participation by highlighting issues and opportunities to get involved through community channels

Councillor Surgeries

Analysis

All Councillors are required to conduct regular surgeries within their ward at least once a month. In some Wards all Councillors will attend every surgery, in others they will rotate. In most cases the surgeries take place on evenings and weekends, lasting at least 2 hours every fortnight.

In addition, some councillors hold street surgeries that focus on a particular estate or street, which can be popular and useful in targeting specific groups or issues.

The majority of Councillors maintain social media profiles which generate a lot of interaction and casework. Most Councillors also engage regularly with local community groups such as Tenants and Residents Association and Friends of parks groups etc, as well as attending cultural events and fairs within their Ward.

Local Assemblies

Lewisham is currently comprised of 18 wards. Each ward has a Local Assembly which meets at least 3 times a year. All 3 ward Councillors attend all Local Assemblies in their ward. The Assembly meeting is chaired by a ward councillor and anyone who lives, works or learns in the ward can attend.

Local Assembly meetings are an important part of the Council's Constitution and allow elected members and the local community to work together to improve the local area. The Assembly is a chance for local residents to:

- discuss and share what matters to them
- work with councillors and others to shape the future of their neighbourhood
- find out what is happening in their ward
- consider how funding available to their ward is spent.
- refer matters to Mayor and Cabinet for consideration

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

Often they involve questions and answers, and consultation on important local decisions. Note that they do not have decision making powers, and there are currently no plans to change that.

Each Assembly has a set of priorities focusing on improving the ward. These are reviewed regularly and every year each assembly is allocated a small amount of money known as the Local Assembly Fund, to help tackle these priorities. This is likely to be replaced by neighbourhood community infrastructure levy funding in future, in which case Local Assemblies would play a role in advising the Council on their priorities for using such funds. This will inevitably demand much more councillor engagement at the assembly level.

Since his election the Mayor has introduced Mayor's Question Time at assemblies and it is his intention that this should continue

The Democracy Review is likely to make recommendations to further develop engagement at local level.

The Young Mayor and Youth Engagement

Lewisham has operated a Young Mayor model since 2000, and has the longest running elected young mayor program in the UK. Every year we run a large scale borough wide election for our Young Mayor, Deputy Young Mayor and Young Advisors. We regularly see turnout of over 50% of young people aged 12-18 with over 10,000 voters engaged each year.

The Young Mayor advises on the allocation of a budget of £25,000 to projects of their choice. The Deputy Young Mayor and Young Advisors act as a consultative group for the Mayor and the Council.

Lewisham's Mayor and Cabinet are strong advocates for the Young Mayor and they meet regularly with the Young Mayor to discuss youth issues and impacts of other Council policies on young people.

Many other Councillors also engage with the young Mayor and young advisors, youth workers and youth centres within their ward.

- *How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?*
- *What support do members receive?*
- *How has technology influenced the way in which councillors work? And interact with their electorate?*

Casework and Complaints

As previously noted, Lewisham is the 48th most deprived local authority in the country and deprivation generates casework. Evidence from our councillors suggests their case load is continually increasing. The forecasts regarding population, income and deprivation suggest this increase will move on apace over the next 10 years.

In 2017 we conducted a survey asking councillors to advise on how many hours a week they spent on casework. 53% spent between 3 and 7 hours, with almost a quarter spending over 8 hours a week on casework. Members follow up on progress with both the constituent and officers and, depending on the nature of the casework, may arrange local meetings or site visits to facilitate a solution. Often this will involve either a meeting or a long phone conversation with the resident to establish the nature of the issue, which often involves connections to a number of Council services. As there is no officer assistance for casework, the Councillor is responsible for all monitoring and resolution.

We recently introduced an electronic system to log councillor casework and complaints but it is currently only used in a small proportion of cases due to some teething problems with implementation. Most councillors prefer to use their own method of receiving, chasing and monitoring enquiries directly with officers. Over the past 12 months there have been 429 items of casework or complaints logged on icasework, accounting for roughly half of complaints and enquiries directed to Members. The system also does not log Housing casework as our

Housing stock is the responsibility of our ALMOs. However housing casework still represents a significant proportion of a councillor's case workload.

The total amount of complaints and casework that Councillors have been dealing with has increased year on year. In 2016-17 the total was 923 and in 2017-18 the total was 976. For 2018-19 we expect the figure to rise above 1,000. More details on the volume and nature of complaints, enquiries and casework can be found in our [annual complaints report published in December 2018](#).

The rise of social media has also had a significant impact on the representational role of councillors, with many constituents having high expectations in terms of speed of response. Modern forms of communication mean that Members are spending a lot more time engaging with residents in this way and collecting casework as a result. This makes it easier for Councillors to receive casework and complaints, and for some Councillors it can be extremely time-consuming.

Barriers to Politics Survey

In October 2017 we conducted a 'Barriers to Politics' survey in order to establish data on the workload of Councillors and to discover what issues and barriers they faced in order to carry out their role effectively. 30 out of 54 Councillors responded, and the responses provide interesting and relevant information for this submission. [A full report can be found here](#). Some key points from the survey not already addressed in this submission include:

- Councillors received on average approximately 80 emails per week – emails received from residents, council officers and party colleagues
- 50% of respondents either worked full-time or part-time. These respondents were more likely to feel there were barriers to being a Councillors (see below). 11 respondents stated that becoming a Councillor led to a change in their employment status due to the additional responsibilities.
- 60% of Councillors felt they faced barriers which prevented them from fulfilling their roles as Councillors. Barriers included:
 - The number of meetings
 - The time it takes to prepare for meetings
 - The amount of Casework
 - Travel to and from meetings

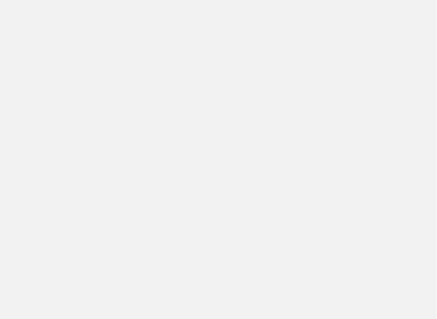
- Caring responsibilities
 - Work commitments
 - Diary clashes
- The Councillors were asked for additional comments on barriers to their role as Councillors Examples are set out below:
 - “Time management is a big one. I get 20 odd emails every day.”
 - “My ward is very busy. We are told this is not a job but how would I attend day time meetings? Sometimes I have meetings back to back. I cannot have a job and do my job as a councillor effectively”
 - “I continued in part-time work when I realised that it would be impossible to take on full-time work and the Council role as well as caring for children.”
 - “Very difficult to prepare for and attend all meetings. Also, there are frequently events/training other events held during work hours which are difficult for me to attend.”
 - “I consider myself a full-time councillor and certainly the amount of time I spend working would suggest that it is at the very least a significant part-time role. I couldn’t do a job and look after my family as well as this role.”
 - “I think it is really difficult to find well paid part-time work compatible with being a councillor. I have made sacrifices in my career outside of the council to do this work, and if I had bigger financial commitments I wouldn't be able to do all of the work I am doing now as a councillor. I do not know how people with full time inflexible work and a family do it.”

Potential for increase in Councillor Casework

Given the current climate in Lewisham with regards to homelessness and the demands for social housing, we can expect the amount of casework in this area to increase.

Below are some statistics which highlight the scale of potential housing related issues that Councillors can face:

- 9,665 households on the Housing Register (or waiting list) of which 9,190 households have been on for over 6 months
- The average time on the housing register for successful applicants has been increasing in recent years, from an average waiting time of 100 weeks in 2017/18 to 112 weeks in 2018/19 to date

- 
- There were 2,118 households in temporary accommodation at the end of December 2018 (an increase of 64% compared to March 2013 and a 9% increase on the number of households in temporary accommodation at the end of March 2018)
 - The number of households in temporary accommodation has more than doubled since 2010/11, and since 2013/14, the number of households in temporary accommodation has increased by 46%

Other Issues

10. *Respondent may use this space to bring any other issues of relevance to the attention of the Commission.*

The Council is currently in the process of a Democracy Review the objects of which are to enhance transparency and openness, improve community involvement in decision making and promote effective decision making. Its report is due shortly. It is clear that there will be a number of recommendations which will demand more councillor involvement in the short, medium and long term. The recommendations (which must remain in draft until the Council AGM in April 2019) now appear at Appendix 14

Summary

11. *In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the number of councillors required to represent the authority in the future. Use this space to summarise the proposals and indicate any other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.*

We have considered whether a smaller Council could provide effective strategic leadership, accountability and community leadership in Lewisham, but are strongly of the view that any reduction in the number of councillors would fly in the face of the evidence of increasing need, higher population projections, and the very heavy workloads shouldered by councillors currently. Any reduction would inhibit councillor capacity to lead their community and be accountable to them.

We believe that there is a strong case for increasing the size of the Council.

Our current structures support strategic leadership, accountability and community leadership well. However councillor workloads are very high, with many councillors fitting their substantial Council responsibilities around work outside their Council duties. We believe that the future will present ever greater demands on councillor time. Our view is that it is inevitable that the increased emphasis on the role of Local Assemblies in future will require much more input from all councillors; that health and social care integration will significantly increase the frequency of statutory consultation on health proposals; and that the incidence of youth violence and increasing knife crime in London will mean that the Crime and Reduction Partnership with the police will be ever more demanding of member input. We anticipate an enhanced role for Overview and Scrutiny members in terms of early policy development in future.

With increasing demand, high levels of deprivation and local government funding reductions at an unprecedented level, the member effort to meet demand with diminishing resources will require huge effort on their part. As reductions bite and services are reduced, resident complaints

and member enquiries have been shown to grow in tandem. As reductions continue this is likely to be exacerbated and put ever more pressure on councillor time.

Alongside an increasing population and large scale local developments, councillors will inevitably have more people to represent in a financial climate that will present more problems for both local people, who are seeking more support from the Council, and the Council which will have difficult choices to make about how to meet those demands.

It is because of the difficulties local people will face in the light of austerity that the Council does not wish to impose further financial burden on local residents by increasing the number of councillors. However, any reduction in the number of Councillors would require a decrease in some of their key activities, which we believe would undermine our capacity in terms of strategic leadership, accountability and community leadership.

We therefore propose that the number of councillors in Lewisham should remain at 54.

We appreciate that the Commission could propose wards with 1, 2 or 3 members but we strongly urge that Lewisham retain 3 member wards for the following reasons:-

- 3 member wards allow a mix of skills and expertise and allow the ward members to reflect the diversity of the local population
- The current age profile of our members is lowering over time, currently much younger than the national average, and so are more likely to have young families and so not be able to treat their councillor role as full time, unlike older retired members
- The casework generated by the wards would be difficult to handle with fewer than 3 members particularly if one member also sits on the Cabinet.
- 3 member wards allow for adequate cover in the event of a ward member being unavailable due to sickness etc
- Local assemblies are held at the ward level. Should Local Assemblies in future have any decision making powers, (for example in relation to neighbourhood community infrastructure levy), 3 members per ward would prevent deadlock in any voting situation.

APPENDICES INDEX

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Appendix 1 London Borough of Lewisham

Population and Electorate Forecasts – Methodology Statement

The LGBC kindly provided a population and electorate forecasting tool to calculate a baseline for potential changes. The methodology uses the ONS borough population figures of the last 3 years and compares that to the ward electorates for the same period. A calculation is made to project the ward electorates for 2025 based on those trends. The electors are distributed to wards and polling districts using the current distribution.

Although that tool does produce one possible picture of our electorate in 2025, there is another more accurate and evidence based dataset available that we have more confidence in which takes account of both the population changes and residential developments across the borough.

The Greater London Authority (GLA) Intelligence Unit's annually updated Housing Led projections is widely accepted by London authorities as the most detailed and accurate tool for forecasting future population and housing numbers. The Housing Led projections include data from local authorities on planned developments, combined with ONS demographics and other trends to produce detailed and evidence based projections over many years. Their projected 2025 population for Lewisham is 329,137. Although the LGBC forecasting tool is clearly based on similar ONS figures, it does not account for the distribution of new properties and population growth amongst wards. We have found the extra level of detail enables us to produce more accurate evidence based projections for wards and polling districts.

Therefore we have used the GLA Housing Led projections with 1 additional modification to take into account the anticipated increased registration of students. This methodology statement provides the step by step process we have taken to produce our projections. As the GLA Housing Led projections provide data at the borough and ward level, we have used current and historical registers to produce a realistic, evidence based projection for polling districts.

Step 1 – percentage of population on register

- Current electorate as a percentage of GLA total population is 62.76%
- Used corresponding figures for the last 5 years to check if the 2019 figure is reasonable
- Table below shows these figures and gives us confidence that a figure of 62.76% is a reasonable one to use for future projections

Year	Population	Electorate	% Registered
2015	297,912	189,980	63.77%
2016	302,453	183,436	60.65%
2017	306,381	193,531	63.17%
2018	310,324	197,536	63.65%
2019	314,027	197,076	62.76%
Average			62.80%

Step 2 – project total electorate for 2025

- The GLA population projection for 2025 is 329,137. 62.76% of this figure is 205,850

Step 3 – calculate a ward electorate for 2025

- Using the same methodology above, we can calculate a Ward electorate projection for 2025
- Note that percentage of the population on the register varies significantly amongst wards – the most significant factor appears to be the age distribution. i.e. in wards with a large number of persons under the voting age there is a lower percentage of the population on the register

Step 4 – calculate a baseline polling district projection

- Using figures for the last 5 years we can calculate the average ‘share’ of electors in each polling district – as a percentage of the ward electorate
- As above, the figures show some consistency across the 5 years, so we have used the current register statistics to calculate a baseline polling district electorate projection for 2025

Step 5 – review the distribution of planned developments for the next 5 years

- The GLA Housing Led projections provide population figures that include housing developments at the ward level
- The Council has data on the planned housing developments at the polling district level
- We can use these figures to adjust the ‘share’ of electors in those districts that will have a significant increase in housing
- Note that we will only adjust the share of electors for polling districts where there is a significant number of new housing planned
- Note that the overall electorate projection for that ward has not been changed
- This will make a significant difference in the wards of Blackheath, New Cross and Evelyn. In the DEV2 polling district for example, we expect to see a 150% increase in residential properties. A full list of these polling districts is below

Ward	District	New Properties
Blackheath	EBL1	679
Evelyn	DEV1	445
Evelyn	DEV2	1,764
Evelyn	DEV4	1,203
Lee Green	ELG3	262
Lewisham Central	DLC3	1,775
New Cross	DNE2	968
New Cross	DNE6	1,000
Telegraph Hill	DTE2	261

Step 6 – account for the expected large increase in student registration

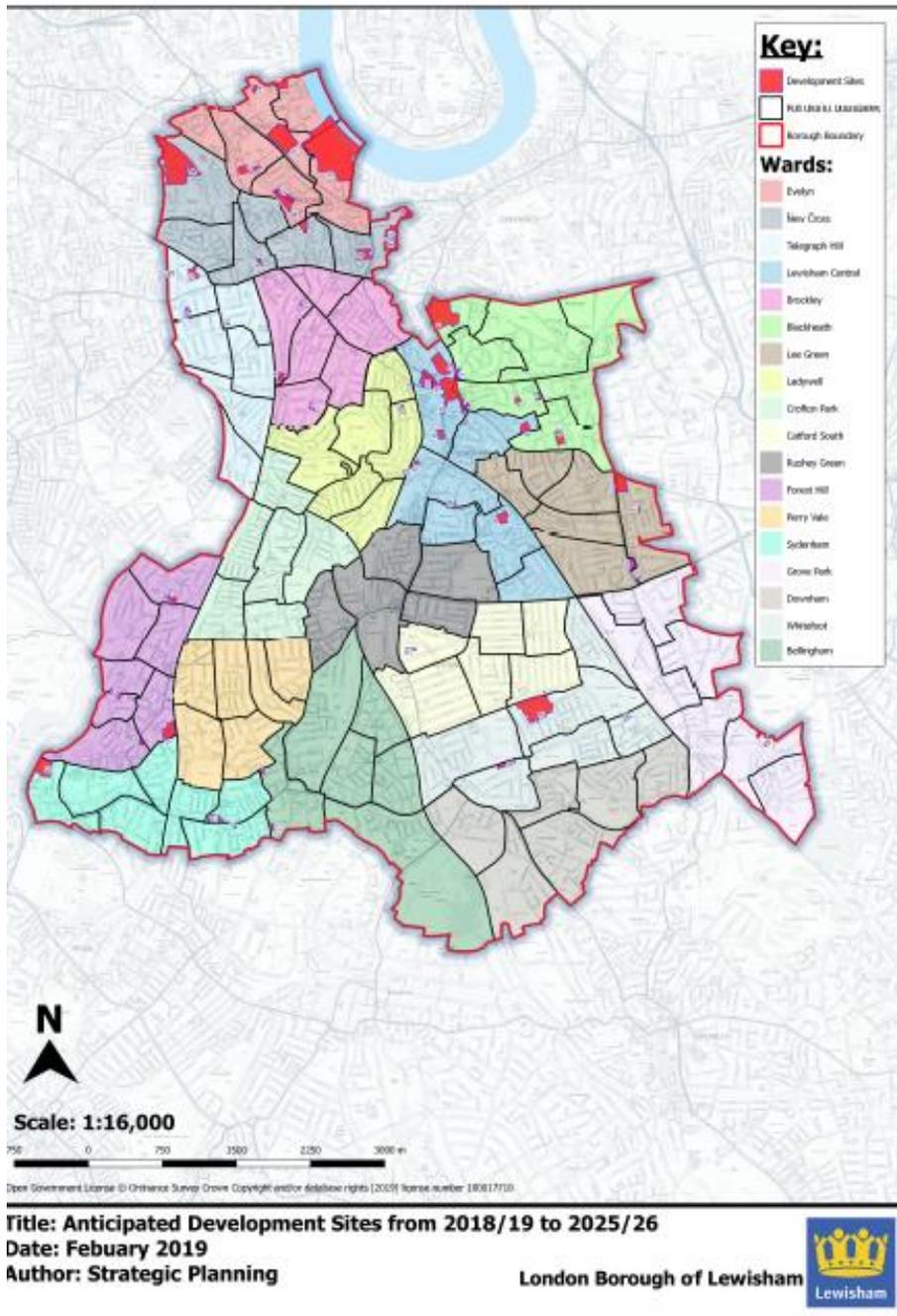
- There are 1,685 student rooms in halls of residence on the electoral register that belong to Goldsmiths University
- Up until 2015 we had close to 100% registration of students in these properties, due to Goldsmiths providing the data and facilitating registration
- From 2016 until present, Goldsmiths no longer provide any data, or assist with registration. The registration rate in these properties is now around 1%
- New laws mean that Goldsmiths now have a legal duty to collaborate with Electoral Registration Officers to facilitate student registration
- We have agreed plans to share data and for registration to form part of the student enrolment process. If the plans succeed it will lead to close to 100% registration of students in these halls of residence
- We cannot be certain of achieving 100%, so a conservative estimate of 50% registration will be applied for these properties
- This adds an additional 841 people to our electorate projections, full details in the table below

Ward	District	Student Rooms	Electors
Brockley	DBR3	180	90
Brockley	DBR4	585	292
Brockley	DBR5	89	44
Lewisham Central	DLC3	640	320
New Cross	DNE3	62	31
New Cross	DNE4	129	64

Step 7 – Total adjusted Borough, Ward and Polling District Electorate Projections

- The GLA Housing Led projections gave a total population of 329,137
- The projected electorate from this figure was 205,850
- An additional 841 students have been added as a electors
- The grand total projected electorate is 206,691
- Using the above methodology we have been able to calculate evidence based polling district electorate projections for 2025

Appendix 2 London Borough of Lewisham Projections for Residential Development



This map which shows projected development is based on Annex 2 of the National Planning Policy Framework.

To be considered deliverable, sites for housing should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years. In particular:

- sites which do not involve major development and have planning permission, and all sites with detailed planning permission, should be considered deliverable until permission expires, unless there is clear evidence that homes will not be delivered within five years (for example because they are no longer viable, there is no longer a demand for the type of units or sites have long term phasing plans).
- where a site has outline planning permission for major development, has been allocated in a development plan, has a grant of permission in principle, or is identified on a brownfield register, it should only be considered deliverable where there is clear evidence that housing completions will begin on site within five years.

Developable: To be considered developable, sites should be in a suitable location for housing development with a reasonable prospect that they will be available and could be viably developed at the point envisaged.

Appendix 3 London Borough of Lewisham

Key elements of Councillor Contract

The expectations of councillors include:-

To attend

- 100% full Council meetings

- 70% of Mayor and Cabinet/Overview and Scrutiny committees of which a member

- All Local Assembly meetings

To ensure constituents are responded to in a timely manner

To ensure that at least one advice surgery is open to the public in the Ward every month on a rota with co-councillors

To conduct at least quarterly walkabouts to identify issues of concern to residents

To promote and represent the Council on community bodies to which appointed as the Council's representative

To attend 70% of Group meetings

Appendix 4 London Borough of Lewisham Cabinet portfolios

- Mayor of Lewisham – retains particular responsibility for Planning and Communications
- Deputy Mayor of Lewisham and Cabinet Member for Health and Adult Social Care
- Cabinet Member for Democracy, Refugees and Accountability
- Cabinet Member for School Performance and Children's Services
- Cabinet Member for Housing
- Cabinet Member for Safer Communities
- Cabinet Member for the Community Sector
- Cabinet Member for Finance, Skills and Jobs (job share)
- Cabinet Member for Parks, Neighbourhoods and Transport (job share)

Appendix 5 London Borough of Lewisham Mayor and Cabinet Timetable and Agendas

15 March 2018

- Gypsy and Travellers Site(s) Local Plan update
- New Homes Programme Update
- Deptford Southern Housing Sites
- Besson Street: Final legal Agreements

21 March 2018

- Review of the Armed Forces Covenant for Lewisham
- Interim Response to the Lewisham Poverty Commission
- Sandhurst Primary School Instrument of Government
- Management Report January 2018
- Matters referred by the Housing Select Committee – housing delivery models in-depth review
- Local Authority Governor nominations

18 April 2018

- Addey and Stanhope Expansion – Revocation Decisions
- Torridon amalgamation – Decision to change the age range of Torridon Infant and Nursery School and to close Torridon Junior School
- School Minor Capital Works Programme
- Modernisation of the boroughs CCTV to Internet Protocol

LOCAL ELECTIONS MAY 2018

6th June 2018

- Community Infrastructure Levy Preliminary Charging Schedule

- Memorandum of Understanding with Veolia to develop a Lewisham Heat Network
- Award of Contract Inpatient Detoxification Service (Adults)
- Oracle financials Archiving contract
- Torridon Primary School Instrument of Government
- Local Authority Governors
- Response to Healthier Select Select Committee review on social prescribing
- Response to Overview and Scrutiny Committee – Building Regulations and the Review of the Regulatory System by Dame Judith Hackitt
- Comments of the Sustainable Development Select committee on Lewisham’s vision for all
- Comments of the Sustainable Development Select committee on work and skills
- Comments of the Sustainable Development Select Committee on home energy conservation

27 June 2018

- Deptford Southern Housing Sites: Tidemill Update
- .Perry Vale and the Christmas Estate Conservation Area Appraisal and Article 4 direction (SPD)
- Annual Lettings Plan 2018/19
- Catford Regeneration Partnership Limited 2018/19 Business Plan
- Catford Regeneration Partnership Limited Business Plan Loan Injection
- Catford Town Centre Masterplan Study - Contract Award
- Review of the Lewisham Agreed Syllabus for Religious Education 2018
- Local Authority Governors
- Response to: Provision for the LGBT+ Community in Lewisham Safer Stronger Communities Select Committee
- Response to referral from Children and Young People’s Select Committee - SEND
- Response to referral from Children and Young People’s Select Committee - Review of Recruitment and Retention of School Staff
- Response to the Housing Select Committee’s Housing Delivery Review

11 July 2018

- New Homes Programme
- Secretary of State Approval Milford Towers
- Financial Results for 2017/18

- Financial Forecasts 2018/19
- Medium Term Financial Strategy 2019/20 to 2022/23
- Excalibur Phase 3 Land Assembly
- Excalibur Phase 3 Land Assembly Part 2
- Corporate Water, Wastewater and Ancillary Services
- School Minor Capital Works Programme 2018/19 – Contract Award
- Local Authority Governors
- CAMHS Budget – Response to referral from CYP Select committee

AUGUST 2018 RECESS

20 September 2018

- Homes for Londoners Bid
- Ethical Care Charter
- Refugee Resettlement Programme
- Lewisham borough wide 20mph speed limit – update
- Draft Transport Strategy and Local Implementation Plan 2019-2041
- Lewisham Homes Business and Delivery Plan 2018 – 2020
- Lewisham Homes Governance Review
- Church Grove - Underwriting GLA Grant - PART 1
- Approval to tender Accommodation Based Services
- SELCHP Extension (South East London Combined Heat and Power)
- Baring Instrument of Government
- Drumbeat Instrument of Government
- Oakbridge Federation Instrument of Government
- Local Government Social Care Ombudsman report

- Independent Panel Member Appointment
- Response to Sustainable Development Select Committee – Implementation of the Work and Skills Strategy
- Response to Sustainable Development Select Committee Home Energy Conservation Act
- Response to Sustainable Development Select Committee on the Rail Vision
- Comments of the Sustainable Development Select Committee on air quality
- Referral from Healthier Communities Select Committee - Healthwatch annual report

10 October 2018

- Response to the Lewisham Poverty Commission
- PMH Programme Update and Procurement Strategy
- Engaging residents on estate developments
- Adoption Statement of Purpose
- Fostering Statement of Purpose
- Stop Smoking Service Contract Award
- Highways Footway Contract Award
- Approval for the Procurement for the disposal of Organic Waste
- Greening Fund
- Financial Forecasts 2018/19
- Local Authority Governor Nominations
- Response to Overview and Scrutiny Committee – Sustainability and Transformation Plans in London
- Comments of the Safer Stronger Communities Select Committee on the Council’s Employment Profile
- Comments of the Sustainable Development Select Committee on the development of the new Local Plan.
- Comments of the Public Accounts Select Committee on the Children’s Social Care Budget

31 October 2018

- Joining South London’s Regional Adoption Agency
- New Code of Practice for Well Managed Highway Infrastructure

- Highways Resurfacing Contract (2019 to 2021) – Award of Contract
- Facilities Management Contract – Update

21 November 2018

- Revenue Budget Cuts 2019-20
- Main Grants Programme 2019-22
- Capital Letters – Collaborative Pan London Accommodation Procurement Initiative
- Proposed Lewisham Park Conservation Area Designation, Appraisal and Article 4 direction (SPD)
- Financial Forecasts 2018/19
- Treasury Management Mid-year Review 2018/19
- 'Care at Home': The arrangements for integrating health and care services that support people at home
- Besson Street: Joint Venture Board Appointments
- Award of Contract Voluntary Sector Mental Health Integrated Prevention Recovery Service
- Award of Contract Voluntary Sector Mental Health Integrated Dementia Service
- Award of Contract Voluntary Sector Mental Health Integrated Advocacy Service
- Sydenham School Instrument of Government
- NCIL Strategy (Community Infrastructure Levy)
- Response to the Comments of the Sustainable Development Communities Select Committee on the implementation of the Air Quality Action Plan.
- Local Authority Governor Nominations

12 December 2018

- Achilles Street Redevelopment Proposals
- ACM Cladding Remediation Fund Approval
- Inward Investment Initiatives
- Lewisham Brownfield Land Register (2018)
- Council Tax Reduction Scheme 2019/20
- Annual Complaints Report 2017-18
- Public Health grant cuts consultation outcome and proposals
- Lewisham Children's Social Care Semi-Independent Accommodation and Support Preferred Provider Framework
- Parking Contract Extension Award and Proposed Floating Car Club Permit

- Provision of Homecare Services (Lead Provider) - Extension of Contract
- Three Contract Award Report: Vulnerable Adult, Young Persons and Mental Health accommodation based support services.
- School Minor Capital Works Programme 2019/20 – approval to tender works
- Response To Referral From Sustainable Development Select Committee – Local Plan
- Response to Public Accounts Committee – Cost pressures in Children’s Social Care
- Response to Safer Stronger Communities Select Committee on the Council’s Employment Profile 2017/18

16 January 2019

- Setting the Council Tax Base, the NNDR Tax Base and Discounts for Second Homes and Empty Homes
- Perry Vale and the Christmas Estate Conservation Area, Appraisal, and Article 4 direction (SPD)
- Article 4 Direction for Lewisham’s southern wards of Bellingham, Downham, Whitefoot and Grove Park to withdraw permitted development rights for the change of use from dwelling house (Use Class C3) to small HMO’s (Use Class C4)
- Review of Statutory Gambling Statement of Principles
- Private Sector Housing Assistance Policy
- Main Grants –Lewisham Disability Coalition
- Award of Contract for the Carer Information, Advice and Support Service
- Tipping, Transportation and Treatment of Organic Waste - Award of Contract
- Pupil Places Programme - SEND School Expansions update (Greenvale, Watergate) and Pre-Construction Service Agreement (PCSA) Award Report (Greenvale)
- Stillness Junior School Instrument of Government
- Local Authority Governor Nominations
- Comments of the Sustainable Development Select Committee on the proposals for neighbourhood community infrastructure levy (CIL).
- Comments of the Sustainable Development Select Committee on Parking.

6 February 2019

- Council Budget 2019-20
- Income Generation Update
- Draft Procurement Social Value Policy
- Draft Transport Strategy and Local Implementation Plan 2019-2041 (LIP3)
- Comments of the Public Accounts Select Committee on the financial control review

- Confidential Matters raised by Scrutiny

13 February 2019

- Annual Budget Update Report
- Draft Corporate Strategy
- Adoption of Co-operative Party Charter against Modern Slavery
- Public Health Neighbourhood Grants
- Financial Regulations and Schemes of Delegation
- Mayow Road 118 Canonbie Road Demolition
- Athena Contract Extension
- Shared ICT Service Printing Award
- Prevention and Inclusion Contracts Extensions
- Determined Admissions Arrangements 2020-21
- SSCSC referral Lewisham Disability Coalition

Appendix 6 London Borough of Lewisham

Number of Council questions in the 8 months from July 2018 to February 2019

- 18 July 2018 60
- 03 October 2018 40
- 28 November 2018 75
- 23 January 2019 76
- 27 February 2019 71

Appendix 7 London Borough of Lewisham

Extract from member of Mayor and Cabinet diary for February 2019

This councillor is employed outside the Council for 2 days per week (Thursday and Friday)

February 2019							February 2019							March 2019													
							Mo	Tu	We	Th	Fr	Sa	Su								Mo	Tu	We	Th	Fr	Sa	Su
							4	5	6	7	8	9	10								4	5	6	7	8	9	10
							11	12	13	14	15	16	17								11	12	13	14	15	16	17
							18	19	20	21	22	23	24								18	19	20	21	22	23	24
							25	26	27	28											25	26	27	28	29	30	31
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY																					
28 Jan	29	30	31	1 Feb	2	3																					
				19:30 Lewisham East GC	10:00 Blackheath Councillor's Surgery (Age Exchange) 19:00 Victoria's BBC party (TBC)																						
4	5	6	7	8	9	10																					
	07:30 Absolute Abs 10:00 East London Lines 10:30 Meeting to discuss 10:30 Printing 11:00 UASC Meeting	11:30 Local Democracy Review Working Group 13:00 Local Democracy 18:00 Budget Mayor and 19:45 LCF AGM (43)			11:00 Westminster Abbey Triforium	09:00 Waitrose delivery 10:30 Blackheath canvassing																					
11	12	13	14	15	16	17																					
09:45 Council officers training 18:00 Local Democracy Review Working Group 19:00 Appointments Panel	07:30 Absolute Abs 08:00 M&C 6th Feb (DEO) 09:00 Briefing for Cabinet 10:00 Cabinet Briefing 14:00 Amanda & Kevin	12:00 IT requirements for new Mayor & Cabinet 17:00 Catch up Cllr Kevin 18:00 Budget Update 19:00 Catford Masterplan		19:00 Alternative Valentines Dinner (Everest Inn)	19:30 All About Eve (Noel Coward Theatre)	21:00 Phil staying over																					
18	19	20	21	22	23	24																					
18:30 All-Member Briefing FAIR FUNDING (Rooms 1&2) - Dale, Charlotte 19:30 Labour Group 21:00 Phil staying over	18:00 Local Democracy Review Working Group - Informal Meeting (Room 4, Civic Suite) - 21:00 Phil staying over	11:00 Refugee Casework Meeting (5th Floor) - 14:00 Demo on Website 16:30 Cllr Bonavia and Viv 21:00 Phil staying over	07:30 SE London Chamber of Commerce breakfast (8-16 Montpelier Row) 20:00 Blackheath Labour Branch Meeting		10:00 Blackheath Councillor's Surgery (Age Exchange) 14:30 The Wider Earth (Natural History)	15:00 Whitefoot by-election planning 18:00 Victoria with Joani & Davif 19:00 Victoria, Joani &																					
25	26	27	28	1 Mar	2	3																					
00:00 18:00 Labour Group Officer Meeting 18:30 Local Democracy 19:30 Labour Group	09:00 Briefing for Cabinet 10:00 Cabinet Briefing 14:00 LD Engagement 18:00 Local Democracy 19:00 Lewisham Co-op	14:23 Council meeting; 27/02/2019 (Council) 17:30 Talk About Art 18:00 Call-in only, Mayor 19:30 Full Council	19:30 Blackheath Assembly																								

Appendix 8 London Borough of Lewisham

Cabinet Member Commitments in addition to formal Cabinet duties

Mayor of Lewisham – retains particular responsibility for Planning and Communications

- Lewisham Leaders Group – meets twice a year. Mayor chairs. Includes the Chief Executives of the 5 main public sector partners in the borough – Hospital, Lewisham College, Lewisham Homes, Phoenix Community Housing and Goldsmiths University.
- Central London Forward – Mayor attends the CLF Board. It meets four times a year and includes the leaders of the 12 boroughs that are part of Central London Forward
- Health and Wellbeing Board – 6 meetings a year. Mayor Chairs. Minimum 2hrs each, additional 1hr workshop before meeting. 2 hours prep.

Deputy Mayor of Lewisham and Cabinet Member for Health and Adult Social Care

- Air quality steering group (Once every two months, 1.5 hour meeting, 1 hour prep)
- Lewisham Safeguarding Children's Board - Member attends (Bi monthly, 2 hours prep)
- Corporate Parenting Board (Once every two months, 2 hour meeting, 1 hours prep)
- Health and Wellbeing Board – 6 meetings a year. Minimum 2hrs each, additional 1hr workshop before meeting
- London Council's Health and Wellbeing Chairs (quarterly. 2hrs each meeting plus 1 hour prep)
- Obesity Project Board – quarterly (2 hours each)

Cabinet Member for Democracy, Refugees and Accountability

- Chair the Blackheath Joint Working Party. 5 meetings (of 2 hours) per year plus preparation time of around 2 hours relating to each meeting.
- Member of the Lewisham Station Users' Group steering committee – one annual public meeting, 4 steering committee meetings and 2 meetings at Parliament per year (all meetings around 2 hours each, plus various correspondence).

- Member of Lewisham Migration Forum steering group – which meets 4 times a year in addition to 4 public meetings – each around 2 hours each, plus various correspondence.
- Member of the Joint Committee for IT with Brent and Southwark – 3 meetings plus various correspondence.

Cabinet Member for School Performance and Children's Services

- CYP Strategic Partnership Board- termly: Member for CYP chairs, 5 hours per term (3 hours per meeting plus 2 hour pre brief/reading)
- CSC improvement board – fortnightly: Member for CYP chairs, 4 hours per fortnight (2 hour meeting, 2 hour pre-brief/reading)
- Lewisham learning board – attends every six weeks (2 hours per meeting, 2 hour prep time)
- Corporate Parenting Board – Member chairs, (Once every two months, 2 hour meeting, 3 / 4 hours prep)
- Lewisham Safeguarding Children's Board - Member attends (Bi monthly, 2 hours prep)
- Safeguarding Executive Board – (Every 2 months, 2 hour meeting 2 hours prep)

Cabinet Member for Housing

- Housing Programme Board which meets once every fortnight for two hours and requires two hours of prep
- Housing Liaison meeting with Lewisham Homes and Council officers, 2 hours every fortnight and requires two hours of prep.

Cabinet Member for Safer Communities

- Safer Neighbourhood Board x 4 (meeting a year) x (2 hours per meeting, 2 hour prep time)
- Lewisham Safer Partnership x 4 (meeting a year) x (2 hours per meeting, 2 hour prep time)
- Stop and Search Overview Group x 4 (meeting a year) x (2 hours per meeting, 2 hour prep time)
- Gold Group – critical incident dependant. Been to three this year 6 hrs in total

Cabinet Member for the Community Sector

- Lewisham Stronger Communities Partnership Board – Chair, 4 times per year x 2 hours plus 2 hours prep

- Borough Deans – Chair, 6 times per year 1.5 hours plus 1 hour prep
- London Councils' Grants Committee

Cabinet Member for Finance, Skills and Jobs

- Evening and night time economy steering group x 4 (meeting a year) x (2 hours per meeting, 2 hour prep time)

Cabinet Member for Parks, Neighbourhoods and Transport

- Evening and night time economy steering group x 4 (meeting a year) x (2 hours per meeting, 2 hour prep time)
- Joint Street Lighting Committee - 1.5 hours
- London Council's Transport and Environment Committee - 8 hours annually (plus around 8 hours prep time)
- South East London Flood Risk Partnership - 4 hours annual
- Member of the Joint Committee for IT with Brent and Southwark - 3 meetings plus various correspondence.

Appendix 9 London Borough of Lewisham Committees with frequency of meetings per annum

Committees and sub committees

3 Planning Committees A, B, and C with no geographical boundaries **25**

Strategic planning committee **6**

Licensing committee **18**

Licensing (Supplementary) Committee **6**

Pensions Investment Committee **6**

Health and Safety Committee **4**

Elections Committee **1**

Appointments Committee **5**

Standards Committee **3**

Standards Sub Committees A and B Nil

Health and Wellbeing Board **4**

Brent Lewisham and Southwark IT Committee **4**

Croydon and Lewisham Street Lighting Joint Committee **2**

Constitution Working Party **1**

Electoral Registration Working Party **1**

Audit Panel **5**

Adoption Panel **11**

Fostering Panel **19**

Corporate Parenting Group **6**

Schools Forum **6**

Standing Advisory Council on Religious Education **3**

School Admissions Forum **5**

Adoption January 2018 to February 2019

Date	Number of cases	Number of pages	Length of meetings
11 January 2018	3	465	3:10
8 February	1	191	1:05
10 May	3	254	1:35
14 June	4	50	3:10
12 July	2	245	1:50
9 August	1	180	2:45
13 September	4	556	2:50
18 October	3	300	2:20
8 November	3	423	3:10
16 November	1	64	30 minutes
13 December	4	497	2:50
10 January 2019	4	874	4:00
14 February	2	493	2:00

Their terms of reference and composition of these bodies can be found in the Council's Constitution at page 49 @

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

Appendix 10 – London Borough of Lewisham Councillor Attendance at meetings

Explanation of the statistics columns

Expected

The number of meetings that the councillor was expected to attend in their capacity as member of that committee.

Present

The number of meetings that the councillor attended in their capacity as member of that committee.

In attendance

The number of meetings that the councillor attended in a capacity other than committee member, for example a voluntary attendance out of personal interest for a topic being discussed.

Statistics			
Councillor	Expected	Present	In attendance
A	23	13	0
B	21	13	0
C	20	19	0
D	22	19	7
E	19	17	5
F	28	23	0
G	26	26	4
H	17	16	1
I	26	20	0
J	37	31	7
K	29	23	3
L	25	21	0
M	36	30	2
N	20	19	0
O	31	20	1
P	7	5	0

Statistics

Councillor	Expected	Present	In attendance
Q	16	15	6
R	9	9	0
S	17	16	7
T	13	11	4
U	18	15	6
V	30	25	0
W	41	27	0
X	22	19	1
Y	21	18	0
Z	29	20	7
AA	16	14	0
BB	26	23	4
CC	31	20	1
DD	34	27	2
EE	30	25	0
FF	26	25	4
GG	30	24	0
HH	20	19	3
II	30	29	1
JJ	33	31	2
KK	26	12	0
LL	19	6	2
MM	43	33	1
NN	22	21	0
OO	25	18	1
PP	33	32	8
QQ	22	20	1
RR	24	24	1

Statistics			
Councillor	Expected	Present	In attendance
SS	27	26	2
TT	21	17	0
UU	20	20	3
VV	20	19	3
WW	30	26	1
XX	17	16	3
YY	23	16	0
ZZ	32	28	2
AAA	22	20	0
BBB	22	21	1
CCC*	34	16	0

*This councillor was hospitalised for part of the year

- NB This table relates only to meetings which began in mid June 2018 after the local elections until mid February 2019 i.e. 8 months (7 months excluding August recess)
- This table only records formal meetings of the Council and represents over 3.5 formal meetings per month in addition to community, party, casework and attendance at outside organisations in a representational capacity, with an average of 91% attendance

Appendix 11 London Borough of Lewisham Overview and Scrutiny structure

Overview and Scrutiny:	No. of meetings PA	Current Members
Overview and Scrutiny Committee	4	43
Overview and Scrutiny Business Panel	9*	10
Overview and Scrutiny Education Business Panel	4*	10
Joint Health Overview and Scrutiny Committee - Our Healthier South East London	2	2
Joint Health Overview and Scrutiny Committee - SLaM Mental Health of Older Adults	1	2
Joint Health Overview and Scrutiny Committee - SLaM Places of Safety	1	1
Children and Young People Select Committee	8	10 +2 ex-officio
Healthier Communities Select Committee	8	10+2 ex-officio
Public Accounts Select Committee	8	10 +2 ex-officio
Safer Stronger Communities Select Committee	8	10 +2 ex-officio
Sustainable Development Select Committee	8	10+2 ex-officio
Housing Select Committee	8	10+2 ex-officio

*Though 17 scheduled – if after reading the papers the Panel Members do not want to consider asking Mayor and Cabinet to reconsider, the meeting does not take place.

Appendix 12 – London Borough of Lewisham

Scrutiny activity outside of Overview and Scrutiny formal Meetings summary 2018/19

Committee	Average length of each meeting*	Activity that takes place outside of formal committee meetings
Children and Young People	3h 15min	<p><i>Chair:</i></p> <ul style="list-style-type: none"> • Pre-meet with Scrutiny Manager (30min for each meeting). • Liaison meeting with Executive Director and Cabinet Member (30-60min for each meeting) <p><i>Available members of the committee:</i></p> <ul style="list-style-type: none"> • Meet and greet session (1 hour) • Meetings at schools/ PRU (most as part of the in-depth review) (12-14 hours) • Visit to Youth First provision (1h30) • Visit to Early Years provision (3 hours) • Observing FAPs/ exclusions appeal/ governors (14 hours) • Work programming informal meetings (2-3 hours including preparation) • Pizza evening with young people (2 hours)
Housing (HSC)	2hrs 5mins	<ul style="list-style-type: none"> • Meet and greet session (1hr) (HSC Chair and three members) • Agenda planning meetings (30min for each meeting) (HSC Chair and Vice-Chair) • HSC pre-meets (30min for each meeting) (HSC Chair and Vice-Chair) • Housing options visits (x3) (4.5hrs in total) (three members) • Hostel visits (x2) (2hrs in total) (four members) • Housing policy briefings (x2) (2hrs in total) (HSC Chair only)

Healthier Communities		<ul style="list-style-type: none"> • Stakeholder reference group (x3) (7hrs 30mins in total) (HCSC Chair only) • HCSC agenda planning meetings (30min for each meeting) (HCSC Chair and Vice-Chair) • HCSC pre-meets (30min for each meeting) (HCSC Chair and Vice-Chair) • Health scrutiny training (2hrs) (Chair and six members) • Lewisham hospital visit (2hrs) (two members) • Lewisham crisis café visit (1hr) (all members invited) • Health and wellbeing board meeting (1hr) (HCSC Chair only) • Blue badge meeting (1hr) (one member) • Health scrutiny conference (6hrs) (two members) • Care homes visit (x2) (2hrs) in total (one member) • Annual public health report intro video (1hr) (HCSC Chair only)
Public Accounts	2hrs 42mins	<ul style="list-style-type: none"> • Chair and Vice Chair – pre-meet/agenda planning with Scrutiny Manager (1 hour for each meeting). • Vice Chair (rapporteur on income generation): 3 x day long events in July (London); November (Bristol) and March (London).
Sustainable Development	3hrs 5mins	<ul style="list-style-type: none"> • Chair – pre-meet/agenda planning with Scrutiny Manager (30 mins for each meeting).
Safer, Stronger Communities	2hrs 45 mins	<ul style="list-style-type: none"> • Chair and Vice Chair – pre-meet with Scrutiny Manager (30 mins for each meeting) • Chair and Vice Chair – agenda planning (1 hour for each meeting) • Meet and greet session – 2hrs (6 Members) • Safer Neighbourhood Board – Stop and Search Forum (2 hrs) (1 member) • No More Hate: trust leadership and resilience, Community Event – (2 hrs) (Vice-Chair)

		<ul style="list-style-type: none"> • Stop and Search Discussion and Workshop – 1 hour + preparation (1 member) • Safer Lewisham Partnership Meeting – (Chair) (2 hrs) • KiKit Pathwayz visit (Birmingham) – (2 members) - 1 day • London Assembly’s Police and Crime Committee – (1 member) ½ day • Youth Independent Advisory Group – (2 members (incl. Chair)) 2 hours • The Somerville – (1 member) 2 hours • Interfaith Forum – (Chair and Vice-Chair) 2 hours • Young Advisors Meeting – (1 member) 2 hours • Assessing Prevent Training feedback forms – (1 member) 2 hours • Observing Prevent Training – (3 members) 2 hours
Overview and Scrutiny Committee	2 hrs 53mins	<p>Chair and Vice Chair – pre-meeting with Scrutiny Manager (30 mins for each meeting)</p> <p>Chair– agenda planning with Scrutiny Manager (1 hour for each meeting)</p> <p>Other scrutiny activities (as Chair of Overview and Scrutiny) – Approximately 5 hours per week meeting (or having telephone conversations with) scrutiny councillors, officers and external stakeholders and 7 hours per week reading committee papers and other documentation and emails.</p>

***Each committee meets 8 times a year (6 times during an induction year)**

In addition to the activity detailed above, we estimate that each member spends at least one hour reading the papers and preparing questions for each meeting and the Chair spends at least two hours.

Joint Health Overview and Scrutiny Committee (JHOSC) Meetings

In 2018/19 there were two JHOSC meetings – 4hrs in total (two members) with one JHOSC learning and development session – 3hrs (attended by one member) and two Pan-London JHOSC forums – 5hrs in total (attended by one member).

Appendix 13 – London Borough of Lewisham Appointments to Outside Bodies

OUTSIDE BODIES

Organisation	No. of Councillors
Age Concern Reminiscence Theatre	1
Albany 2001 Council of Management	1
Blackheath Joint Working Party (3)	3
Deptford Challenge Trust	1
Forest Hill and Sydenham Voluntary Service Association (2)	2
Lewisham Citizen's Advice Bureau Management Committee (2)	2
Lewisham Local History Society	1
Lewisham Pensioners' Forum Management Committee	1

London Youth Games (2)	2
Marsha Phoenix Memorial Trust	1
Trinity Laban	1

MAYORAL APPOINTMENTS

Position	Appointment 18/19
Adoption and Permanency Panel	1
Brent, Lewisham, Southwark IT Committee (4)	4
Children and Young People's Stakeholders Forum (2)	2
Children and Young People's Strategic Partnership Board	1
Corporate Parenting Group (8)	8

Groundwork Local Authority Strategic Input Board	1
Health and Wellbeing Board (2)	2
Intercultural Cities: Group Spokesperson	1
Joint Street Lighting Committee (2)	2
Lewisham Homes Board (3)	3
Lewisham Local Representative	1
Lewisham Safer Neighbourhood Board	1
Local Authorities Action for South Africa - National Steering Committee	1

Local Government Association – General Assembly (4)	4
LGA High Ethnicity Special Interest Group	1
London Councils (a) Leaders' Committee (b) Grants Committee (c) Greater London Employment Forum (d) Transport and Environment Committee	a) 2 b) 2 c) 2 d) 2
London Road Safety Council (2)	2
Newable (Greater London Enterprise)	1
New Cross Gate Trust	1

Phoenix Community Housing Association (2)	2
Positive Ageing Council Steering Group	1
Safer Lewisham Partnership	2
Social Services Fostering Panel	1
South East London Combined Heat and Power (SELCHP) Board	1
South East London Transport Strategy Group	1
South East London Waste Disposal Group	1
Standing Advisory Council for Religious Education (SACRE) (3)	3
Strategic Flood Partnership	1

Voluntary Action Lewisham (2)	2
Works Council	11

Appendix 14 – London Borough of Lewisham Democracy Working Group Draft Recommendations

This is subject to final amendment following the Local Democracy Working Group’s formal meeting on 26 March 2019

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
1. A Local Democracy Working Group of 8 councillors should be retained to oversee the delivery of the programme of work recommended within this report.	✓		
2. The Local Democracy Working Group should provide the structure and support through which the recommendations are further developed and tested where appropriate. They will take account of relevant guidelines for effective local democratic processes.			✓
3. We need to work collectively to build further trust and confidence in our democratic processes. We need to change our language and behaviour to influence a culture change that embeds the idea of the citizen at the heart of all we do.			✓
Theme 1 – Openness & Transparency			
<i>Creating a culture of openness, trust and partnership</i>			
4. Clearer and more engaging ways should be explored for explaining how the council works and the roles and responsibilities of councillors and officers.		✓	
5. An open data approach – sharing raw data the Council has so people can interrogate the data and draw their own conclusions – should be explored.			✓
<i>Using appropriate communication channels</i>			
6. An improved, comprehensive and more joined-up approach to our electronic communications should be developed.		✓	
7. Young people should be actively engaged in informing the Council’s wider approach to communication on social media.		✓	

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
8. The capacity and accessibility of our website should continue to be developed and improved, informed by the views and requirements of citizens, councillors and officers.			✓
9. Improved ward pages and information should be developed as part of the improvement of our website.			✓
10. Expanding the range of channels that people can use to access timely information about decision making meetings should be explored. A range of methods such as webcasting, pre and post meeting “vox pops” and an increased use of Twitter and social media should be trialled.		✓	
11. The Local Democracy Review website should be retained and used in part to test ideas and recommendations related to online communication in the first instance.	✓		
12. A “citizens’ portal” approach should be investigated, through which citizens can access relevant information and receive targeted communications			✓
13. Opportunities for councillors to record and report their activities and attendance at events other than formal council meetings should be explored and introduced.		✓	
14. Infographics should be more consistently used to effectively convey relevant information about council performance.		✓	
15. Better online communications with young people should be co-designed with the young mayor and young advisors and then with wider groups of young people across schools and the borough.		✓	
16. Councillors and officers should routinely and regularly be, and provide information in, places that constituents use and meet. This includes making better use of noticeboards across the borough.		✓	
17. The model of Councillor surgeries should be expanded to trial the benefits of Council surgeries, Partnership surgeries and virtual surgeries.			✓
<i>Democratic Standards: Language & Reporting</i>			
18. A clear set of practical democratic standards should be developed and introduced across the Council. The standards should provide clarity and consensus about the roles and responsibilities of councillors, officers and citizens in decision making processes.		✓	

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
19. An improved style guide and template for all officer reports should be developed and introduced to consistently improve the accessibility and standard of reports.		✓	
20. The report template and guidance should require a clear “plain English” summary and a “timeline of engagement and decision making” to be present at the beginning of every report.	✓		
21. Underpinning the development of the improved style guide to improve the accessibility of reports, consideration should be given to utilising appropriate tools such as the Flesch Reading Ease Readability Formula, and also to seeking appropriate support and accreditations such as those offered by the Plain English Campaign and the British Dyslexia Association.		✓	
22. All decisions should generally be published within 2 days of the decision being taken, in line with the constitutional requirements for Mayor and Cabinet decisions.	✓		
23. An open channel/portal should be provided for people to provide direct feedback on the accessibility of reports and publications so there is ongoing learning and improvement based on direct feedback from citizens.	✓		
24. A Glossary of Terms should be provided in reports where necessary to explain some of the key phrases used in local government. (“jargon” shouldn’t be used and reports should be plain English).	✓		
<i>Democratic Standards: Planning</i>			
25. Communications policies for licensing and planning need to be updated in line with the democratic standards being developed to include effective digital communication. More effective and timely use of electronic communications should be a key focus, including an improved presence on the website and the online publication of notices.		✓	
26. Clearer information should be provided to councillors, citizens, applicants and objectors about the role and power of planning and licencing committee and local councillors.	✓		
27. The most appropriate way to provide professional support and guidance to councillors responsible for planning decisions should be further explored.	✓		

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
28. A consistent, proportionate approach should be adopted to the provision of submissions and objections to planning and licensing committees. Full provision with suitable redaction should be the standard approach, with summaries also provided where appropriate.		✓	
29. Ward members should be notified of all relevant applications and decision-making processes in a timely and appropriate manner.		✓	
30. If required, the Planning Statement of Community Involvement should be reviewed in line with the democratic standards once developed, and the other relevant recommendations made within this report.			✓
Theme 2 – Public Involvement in Decision-Making			
<i>Reaching and empowering seldom heard groups</i>			
31. The Council needs to develop and improve how it attempts to actively engage with seldom heard groups and individuals to inform decision making that will impact on them. A further piece of work to consider how best to achieve this, and test out various mechanisms should be undertaken. In the first instance the third sector, faith groups and other public sector partners should be actively involved in shaping and informing this work.			✓
32. The Council needs to better manage its consultation and engagement mechanisms, systems and processes to ensure that people directly and collectively receive appropriate feedback as to the outcome of the consultation exercise they have taken part in.		✓	
33. The introduction of a People’s Panel should be explored reflecting the demographic of the borough.			✓
34. A mechanism for the community to deliberate and set the focus of select committee investigations should be explored.		✓	
35. The Works Council should be better utilised to facilitate direct engagement between unions and councillors.	✓		
36. Mayor’s Question Time should take place routinely both around the borough and virtually. This should be enshrined within the constitution.	✓		
<i>Developing a place-based approach to public engagement</i>			
37. The purpose and aims of the current local assembly model should be further reviewed to improve and expand the engagement and		✓	

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
influence over council policy developed through any ward-based mechanism. In the interim, local assemblies should be provided with step by step guidance as to how to utilise their powers to place items on the agenda of Mayor and Cabinet for discussion.			
38. Following on from our current model of local ward assemblies, opportunities for place-based involvement should be further explored and developed as a potential mechanism of further focusing and improving engagement with and empowerment of seldom heard communities.			✓
39. As part of further developing a place-based engagement and involvement approach: <ul style="list-style-type: none"> ▪ civic crowdfunding should be developed ▪ the place standard tool should be trialled ▪ a model of citizens assemblies should be considered, initially in relation to discussions around the allocation of Community Infrastructure Levy (CIL) funds. 			✓
<i>Young people</i>			
40. Effective mechanisms for engagement and involvement of younger people and older people should be co designed with our local groups and representatives.		✓	
41. Councillors, local schools and parent governors should work together to increase the understanding and engagement between young people and local decision making that impacts on them. This should include the development of a structure of councillor question time panels being developed in schools.		✓	
<i>Council meetings</i>			
42. The role and format of Full Council meetings should be reviewed where possible and a more thematic and engaging approach developed, utilising the announcements section of the formal agenda and maximising the opportunities for contributions from the public.		✓	
43. When reviewing the format of full council meetings, further consideration should be given to ways to: <ul style="list-style-type: none"> ▪ ensure maximum possible attendance in the meeting room ▪ enable collective observation from an alternative venue if necessary 		✓	

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
<ul style="list-style-type: none"> explore a pre-registration process for supplementary questions to ensure more questioners have the opportunity to speak within the allotted timeframe. 			
Theme 3 – Effective Decision-Making			
<i>Putting councillors at the heart of decision making: Roles</i>			
44. The role of all councillors, as the representative voice and champion of all of their constituents, should be secured at the heart of all council communications and decision-making processes and outlined clearly through the democratic standards.			
45. Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake.		✓	
46. Building on the excellent work of the Barriers to Politics working group: ensuring the delivery of their recommendations should become part of the ongoing responsibilities of the Local Democracy Working group.			✓
47. All Mayors should be limited to a maximum of two terms only.			
48. The role of Chair of Council should be changed to Speaker.	✓		
<i>Putting councillors at the heart of decision making: Relationships</i>			
49. The collective understanding of the different roles and responsibilities of officers and councillors needs to be improved. Gaps in understanding and support need to be effectively bridged in a variety of ways to improve understanding, relationships and ultimately decision-making processes. Appropriate and proportionate support for all elements of a councillor's role should be provided.			✓
<i>Putting councillors at the heart of decision making: Responsibilities</i>			
50. The working group endorses the Mayor's current scheme of delegation and recommends a collegiate approach to decision making within the council, utilising the knowledge and talents of all 54 councillors and officers wherever possible.			✓
51. Opportunities for further diffusing power within the Mayoral model should be further explored through consideration of what further matters could be reserved to full council.		✓	
52. An audit of councillor appointments to outside bodies should be undertaken to ensure that they are appropriate, relevant and the	✓		

RECOMMENDATIONS	Short-Term (0-3 Months)	Medium-Term (4-9 Months)	Longer-Term (9+ Months)
responsibilities of the councillor for every appointment are clear and transparent.			
53. A further review should be carried out to identify the best structure and approach for overview and scrutiny to increase its impact and effectiveness whilst reducing the current comprehensive time commitments for all non-executive councillors. This should be inclusive of a greater focus on policy development through “task and finish” in-depth review work, and should give consideration to the separation of policy development from scrutiny of performance and decisions; not all non-executive councillors should be required to be on a scrutiny committee to allow a greater flexibility of approach and focus, and a fairer distribution of the workload across all councillors various roles and responsibilities. The revised structure should be ready for implementation at the Council AGM in 2020.			✓
54. Whilst the review of Overview and Scrutiny structure and approach is underway, Overview and Scrutiny should operate within its current constitutional arrangements but with a greater focus on early and pre-decision scrutiny, and community engagement where possible.	✓		
55. Further utilisation of the role of councillor champions, or individual councillor led commissions should also be considered for all councillors, alongside the development of the task and finish approach to policy development to ensure a plethora of ways in which councillors can lead the focus of the Council.		✓	
56. A wider range of topics that are not part of any party programme should be debated at Full Council with the absence of the whip.		✓	
57. Meetings should be better planned and managed so that they conclude their agenda effectively within 2 hours, being extended by half an hour only in exceptional circumstances.	✓		

All draft recommendations will be subject to consideration of corporate, service, financial and legal implications.