



AGENDA

MAYOR AND CABINET

Date: WEDNESDAY, 1 OCTOBER 2014 at 6.00 pm

**Committee Rooms 1 & 2
Civic Suite
Lewisham Town Hall
London SE6 4RU**

**Enquiries to: Kevin Flaherty 0208 3149327
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MEMBERS

Sir Steve Bullock	Mayor	(L)
Councillor Alan Smith	Deputy Mayor - Growth & Regeneration	(L)
Councillor Chris Best	Health, Well-Being & Older People	(L)
Councillor Kevin Bonavia	Resources	(L)
Councillor Janet Daby	Community Safety	(L)
Councillor Joe Dromey	Policy and Performance	(L)
Councillor Damien Egan	Housing	(L)
Councillor Paul Maslin	Children & Young People	(L)
Councillor Joan Millbank	Third Sector and Community	(L)
Councillor Rachel Onikosi	Public Realm	(L)

Members are summoned to attend this meeting

**Barry Quirk
Chief Executive
Lewisham Town Hall
Catford
London SE6 4RU
Date: Thursday, 25 September 2014**



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

ORDER OF BUSINESS – PART 1 AGENDA

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MAYOR & CABINET		
Report Title	Declarations of Interests	
Key Decision	No	Item No. 1
Ward	n/a	
Contributors	Chief Executive	
Class	Part 1	Date: October 1 2014

Declaration of interests

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

1 Personal interests

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

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

2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.

- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

(3) Other registerable interests

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

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

(4) Non registerable interests

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

(5) Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

(6) Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

(7) Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

Agenda Item 2

MAYOR AND CABINET		
Report Title	Minutes	
Key Decision		Item No.2
Ward		
Contributors	Chief Executive	
Class	Part 1	Date: October 1 2014

Recommendation

It is recommended that the minutes of that part of the meeting of the Mayor and Cabinet which were open to the press and public, held on September 3 2014 be confirmed and signed as a correct record. (copy attached).

MINUTES OF THE MAYOR AND CABINET

Wednesday, 3 September 2014 at 6.00 pm

PRESENT: Sir Steve Bullock (Mayor), Councillors Chris Best, Kevin Bonavia, Janet Daby, Joe Dromey, Damien Egan, Paul Maslin, Joan Millbank and Rachel Onikosi.

ALSO PRESENT: Councillor Stella Jeffrey.

Apologies for absence were received from Councillor Alan Smith.

40. Declaration of interests

There were none.

41. Minutes

RESOLVED that the minutes of the meetings held on July 16 and July 22 2014 be confirmed and signed as a correct record.

42. Outstanding Scrutiny Item

RESOLVED that the report be noted.

43. Financial Forecasts 2014-15

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor for the reasons set out in the report:

RESOLVED that:

(i) the financial forecasts for the year ended 31 March 2015 be noted;

(ii) the actions being taken by the Executive Directors to manage down the forecasted year-end overspend be noted and ask them to report back in October on the progress being made to address the forecasted overspend position; and

44. New Homes Better Places Phase 2 Update

Councillor Egan welcomed the report and stated agreeing the recommendations would be in accordance with the majority group's manifesto commitment to build 500 new council homes by 2018.

The Mayor received the written comments of the Housing Select Committee which had met the night before to consider the report. The Mayor generally welcomed the comments but sought advice from the Head of Law on the Select Committee's request to be involved in the procurement process. The Mayor was advised by the Head of Law that such involvement would not be appropriate and that the existing Constitutional provisions relating to procurement should prevail. The Mayor therefore suggested that should the

Housing Select Committee have concerns about procurement, these be raised with the Overview and Scrutiny Business Panel which had the authority to subject any key decision to post decision scrutiny.

Having considered an officer report, and a presentation by the Cabinet Member for Housing, Councillor Damien Egan, the Mayor for the reasons set out in the report:

RESOLVED that:

(i) the progress made in reviewing sites for their potential for new build Housing be noted;

(ii) the comments made by secure tenants in response to the statutory consultation undertaken pursuant to Section 105 of the Housing Act 1985 in relation to the proposals for the Phase 2 sites be noted and, having considered those comments these sites be prioritised for delivery as Phase 2 of the Council's "New Homes, Better Places" programme;

(iii) authority be delegated to the Executive Director for Resources and Regeneration to consider the most appropriate means for procuring construction contracts or other methods of delivering the individual proposals forming part of the programme, and to initiate the procurement of such approaches as appropriate, noting that final contract awards will be subject to further approval at Mayor and Cabinet Contracts, in accordance with the Mayoral Scheme of Delegation; and

(iv) authority be delegated to the Executive Director for Customer Services to approve minor variations to the unit and tenure mix for the sites set out where such changes are required as part of the future detailed design process, subject to the principle that the overall programme retains a target tenure mix of 80 per cent social rented homes to 20 per cent private sale homes.

45. Lewisham Homes Business and Delivery Plan 2014-15

The Mayor highlighted the strides being made to increase the number of properties being raised to Decent Homes standard and noted Lewisham Homes had made over 3,000 properties decent in 2013/14.

Councillor Joe Dromey asked if all homes could achieve the Decent Homes standard by 2018 as promised in the manifesto of the majority group and he was assured by a Lewisham Homes representative that this would be achieved and could even be accelerated if grant from the GLA was secured.

Having considered an officer report, and a presentation by the Cabinet Member for Housing, Councillor Damien Egan, the Mayor agreed that the Lewisham Homes Business and Delivery Plan 2014 – 2015 be approved.

46. Council Tax Reduction Scheme Review

The Mayor asked what was the level of take up of the discretionary hardship fund and was informed to date only about £12,000 of the £100,000 had been

called upon.

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor agreed that;

- (i) the outcomes of the review of the Council Tax Reduction Scheme for 2013/14 be noted;
- (ii) consultation be undertaken on a local Council Tax Reduction Scheme for 2015/16 that proposes to continue to pass on the government cut in grant in full; and
- (iii) Discretionary Hardship Scheme continues to be provided for households in receipt of Council Tax Reduction who are suffering exceptional hardship via the existing provision within Section 13a of the 1992 Local Government Finance Act.

47. Development Management Local Plan Adoption

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor for the reasons set out in the report:

RESOLVED that:

- (i) the Executive Director for Resources and Regeneration be authorised to make any minor changes to the text and format of the Lewisham Development Management Local Plan prior to consideration by Council;
- (ii) the Council be recommended to formally adopt the revised Lewisham Development Management Local Plan.

48. LIP Annual Spending Submission 2015-16

Councillor Millbank said £25,000 did not appear a great deal of money to devote to Independent Traveller Training and said she would investigate how the initiative is delivered subsequent to the meeting. She also promised to examine a School Travel Plan in detail.

Councillor Best said it would be helpful to review the success of previous schemes such as Sydenham Road and officers indicated this could be done.

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor for the reasons set out in the report:

RESOLVED that the LIP Annual Spending Submission 2015/16 to TfL as set out be approved.

49. Local Government Association Municipal Bonds Agency

The Mayor was informed by the Head of Law that legal advice had been obtained by the LGA regarding the validity of powers granted under Section 1 of the Localism Act which were currently untested in administrative law.

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor for the reasons set out in the report:

RESOLVED that;

(i) the Council be asked to agree that in respect of the Local Government Association business case for the creation of a Municipal Bonds Agency, Lewisham:

- subscribes for 25,000 ordinary shares of one pence each in the capital of the Company in the First Fundraising for a consideration of £25,000 representing a price of £1 per ordinary share; and
- commits up to £200,000 to the Second Fundraising, being acknowledged that this commitment will be subject, among other things, to agreement of satisfactory legal documentation.

50. OSBP Response on Recycling

Having considered an officer report, and a presentation by the Cabinet Member for Public Realm, Councillor Rachel Onikosi, the Mayor agreed that the response to the OSBP referral on recycling be deferred and that the comments of the OSBP be considered as part of the strategic review of Waste and Recycling which is to be scrutinised by the Sustainable Development Select Committee (SDSC).

51. Appointment of LA Governors

Having considered information supplied in respect of the nominees proposed for appointment and advice from the Cabinet Member for Children & Young People, Councillor Paul Maslin, the Mayor agreed that the following persons be appointed as a Local Authority governor;

Susan Browne	Rathfern
Clare Griffiths	Torridon Infant

52. Exclusion of Press and Public

RESOLVED that in accordance with Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 and under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs [3, 4 and 5] of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

14. Freehold Acquisition of Brookdale Club by CRPL.

53. Brookdale Club acquisition

Having considered a confidential officer report, and a presentation by the Cabinet Member for Resources, Councillor Kevin Bonavia, the Mayor for the reasons set out in the report:

RESOLVED that:

(i) the Council as sole shareholder approves the acquisition of the Brookdale Club Ltd's freehold premises in Catford by Catford Regeneration Partnership Limited (CRPL) on the terms set out; and

(ii) a Loan Facility be entered into with the Company to allow CRPL to borrow a stated maximum sum (plus annual CPI until the sale is completed) so that CRPL can complete the purchase of the Property and authority be delegated to the Executive Director for Regeneration & Resources to agree the final terms of the Loan Facility and Loan Agreement and any security to be taken by the Council and all associated legal documentation.

The meeting closed at 7.00pm.

MAYOR AND CABINET			
Report Title	Report back on matters raised by the Overview and Scrutiny Business Panel or other Constitutional bodies		
Key Decision	No	Item No.	
Ward			
Contributors	Head of Business & Committee		
Class	Part 1	Date: October 1 2014	

1. Purpose of Report

- 1.1 To report on a matter raised by Sydenham Local Assembly and to recommend that a response to this matter be prepared.

2. Recommendations

- 2.1 The Mayor is recommended to:
 - (a) Note the resolution agreed by the Sydenham Local Assembly.
 - (b) Agree that the Executive Director for Resources & Regeneration be asked to respond at the October 23 meeting.
 - (c) Ensure that a response is provided to the Sydenham Local Assembly including updated legal advice and reporting all efforts made by the Council towards securing the rebuilding of the Greyhound.

3. Background

- 3.1 The Greyhound Pub stood on a site at the top of Sydenham High Street for 300 years until it stopped operating as a public house in 2007. Planning permission was subsequently granted for the “partial demolition of the Greyhound Public House...together with full restoration to create a self contained A3/4 unit in the centre of a new public square” along with the construction of residential and commercial blocks to create a mixed use community. This permission has been largely implemented and the works substantially carried out but the Developer, Purelake, could not do the permitted works to the public house because they had demolished it with only the front elevation remaining. This situation was dealt with through the Courts but obligations relating to the pub could not be implemented and are now treated as frustrated because of the damage done.

- 3.2 Negotiations are ongoing to vary the obligations relating to the pub in such a way that they can be applied to the pub as it now stands.
- 3.3 Given the complex nature of this scheme, and the problems already encountered, the Council has sought legal advice, including that on potential enforcement action. That advice raised further legal questions which need to be addressed. The Council recognises the concern this issue has raised within the community and is doing everything within its powers to secure a satisfactory conclusion.

4. Sydenham Local Assembly

- 4.1 At previous meetings, the Sydenham Local Assembly has received updates and reports on the future of the site of the Greyhound Pub.
- 4.2 The Assembly has discussed the need for a strategic report on the history and current position regarding the Greyhound site to clarify the options which are available. The Assembly recognises that the decision to be made is a planning decision over which it has no influence. However, in order to keep the local community informed of likely developments in relation to the site and to ensure that the Assembly is fully informed of how the current situation has arisen, the Assembly has requested a full report of the history of the situation.
- 4.3 The Assembly accordingly resolved that the matter be referred to the Mayor so that a full report can be discussed by the Mayor and Cabinet including what options are available to the Council to progress the rebuilding of The Greyhound.
- 4.4 The Assembly has requested that the report should include the following key areas:
- A timeline of key dates in relation to the site, including the creation of the Conservation Area
 - A description of the decisions made and information used to arrive at the granting of planning permission in April 2013
 - The rationale for agreeing that homes on the site could be let before completion of the full scheme
 - Legal views on the options now available to the Council
 - All of the above information should be provided within the context of the Council's policies on public houses.
- 4.5 In the meantime, the Sydenham Society has launched an internet campaign asking Sydenham residents, workers and shoppers to sign a petition for action to be taken to restore the pub building and reopen it as a public house.

5. Legal Implications

- 5.1 The constitution provides for referrals from the Assemblies to Mayor and Cabinet and for Mayor and Cabinet to consider their referral. (Rule D19(F)).

Background Papers

An extract from the minutes of the Sydenham Local Assembly held on Thursday September 11 is attached as an appendix to this report.

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee (0208 3149327).



Twenty-seventh Sydenham Assembly
Thursday 11 September 2014, 7pm - 9pm
TNG- Youth and Community Centre
111 Wells Park Road SE26 6AD

Summary Minutes of Meeting

Present: **Councillors Chris Best, Liam Curran and Rachel Onikosi**

1. Introduction and welcome

Cllr Chris Best welcomed everyone to the Sydenham Assembly.

2. Written Updates from previous meetings

2.1 Planning Issues –

- **The Greyhound**

Following the last Assembly meeting a meeting took place between Purelake, the owner/ developer of The Greyhound, Lewisham planners, representatives from the Sydenham Society, local residents and Hexagon Housing Association.

The meeting was chaired by Cllr Chris Best and the various conditions were discussed. The key point from the community was to ensure an A3/A4 use and to get a timetable agreed.

The latest information the planning officers have received from the developer is that they are getting the application submission together, which includes additional detailed drawing information to hopefully minimise the need for conditions beyond that which have been previously discussed but should enable a faster start on site in the event that planning permission is granted. They intend submitting a new planning application sometime after the 15th September 2014.

Given the complex nature of this scheme planning officers are seeking further legal advice and the proposal is to hold a separate meeting to discuss the whole situation.

It is also proposed that the Assembly refer this matter to the Mayor so that a full report can be discussed by the Mayor and Cabinet including what options are available to the Council to progress the rebuilding of The Greyhound.

The Assembly agreed the referral to the next available Mayor & Cabinet meeting.

The Sydenham Society then proposed and seconded the following motion which was passed with no-one voting against and 3 abstentions:

This Assembly will object to any new planning application for the Greyhound that does not contain a timetable for the rebuild of the pub and which does not limit Use Classes to A3/A4

MAYOR AND CABINET		
Report Title	Report Back on Matters Raised by the Overview and Scrutiny Business Panel	
Key Decision	No	Item No.
Ward		
Contributors	Senior Committee Manager	
Class	Part 1	Date: 1 October 2014

1. Purpose of Report

To report back on any matters raised by the Overview & Scrutiny Business Panel following their consideration of decisions made at Mayor and Cabinet on 3 September 2014.

2. Response from the Mayor - Recycling

- 2.1** Business Panel noted the Mayor's response, and agreed that it would be useful to have a timeline and date for completion of the strategic review of Waste and Recycling. Panel members emphasised that the final report to Sustainable Development Select Committee should make reference to the original comments from the Business Panel referral.

Chief Officer Confirmation of Report Submission		
Cabinet Member Confirmation of Briefing		
Report for: Mayor		<input type="checkbox"/>
Mayor and Cabinet		<input checked="" type="checkbox"/>
Mayor and Cabinet (Contracts)		<input type="checkbox"/>
Executive Director		<input type="checkbox"/>
Information <input type="checkbox"/>	Part 1 <input checked="" type="checkbox"/>	Part 2 <input type="checkbox"/>
		Key Decision <input checked="" type="checkbox"/>

Date of Meeting	1 st October 2014
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Title of Report	Housing Regeneration Schemes Update
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Originator of Report	Genevieve Macklin	Ext.	46649
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	x	
Legal Comments from the Head of Law	x	
Crime & Disorder Implications	x	
Environmental Implications	x	
Equality Implications/Impact Assessment (as appropriate)	x	
Confirmed Adherence to Budget & Policy Framework	x	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member

Date: _____ 19 September 2014 _____

Signed:  Director/Head of Service

Date _____ 18 September 2014 _____

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET			
Report Titles	Housing Regeneration Schemes Update		
Key Decision	Yes		
Ward	Blackheath, Whitefoot		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	1 October 2014

1. Summary

- 1.1 This report is seeking approval to proceed with the next stages of decant programmes for two established regeneration schemes in the borough; Heathside and Lethbridge and Excalibur.
- 1.2 Heathside and Lethbridge is an ongoing regeneration scheme being carried out in partnership with Family Mosaic. Residents in Phases 1 – 4A have been re-housed and re-housing tenants in Phase 4B is currently underway. This report seeks authority to commence the Phase 5 decant in stages with some residents having the opportunity to be re-housed in some of the new homes in Phase 3 that are expected to be complete in the Spring/ Summer 2015. This report reports back to Mayor and Cabinet with consultation that has been carried out on these proposals.
- 1.3 The regeneration of Excalibur is being carried out in partnership with L&Q Housing Trust. Vacant possession of all properties in Phases 1 and 2 has been obtained and demolition is underway. However the Council was recently required to re-designate the roads as Highways not maintainable at the public expense to end uncertainty about the status of the roads. This means that L&Q are currently going through a formal stopping up order process to close the roads before the development can commence. To ensure the scheme still progresses during this period, Officers are requesting that tenants in Phases 4 and 5 be given the opportunity to voluntarily move away from the estate through Homesearch should they wish to do so.

2. Purpose of Report

- 2.1 To update Mayor and Cabinet on the progress of the Heathside and Lethbridge and Excalibur Regeneration schemes.
- 2.2 To ask the Mayor to consider the responses from residents to the formal Section 105 consultation carried out on Lethbridge Close.
- 2.3 To set out the necessary re-housing and buyback arrangements for Heathside and Lethbridge Phase 5, should the proposal be agreed.
- 2.4 To set out the proposed voluntary re-housing arrangements for tenants in Excalibur Phases 4 and 5.

3. Policy Context

- 3.1 The two re-development schemes contribute to key national objectives, particularly meeting the decent homes standard and increasing the supply of affordable housing. The Decent Homes Strategy required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes will be achieved for all Council housing stock.
- 3.2 Lewisham completed its stock options appraisal in June 2005 and submitted a comprehensive Decent Homes strategy to Government Office for London (GoL) setting out an investment plan for the entire housing stock to meet the Decent Homes standard.
- 3.3 The re-development will see the replacement of non decent or unusable homes with modern high quality homes in a well designed neighbourhoods. In addition, the scheme will deliver additional affordable units and a new supply of private sale units.
- 3.4 The schemes support the Sustainable Community Strategy 2008 – 2020 especially the priority outcomes Reducing inequality – narrowing the gap in outcomes for citizens; Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment and Dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 3.5 Further, the re-development schemes are in line with Lewisham’s established housing policy as set out in previous reports to Mayor and Cabinet and also contributes significantly to the Councils incoming Housing Strategy for 2009 – 2014 ‘Homes for the future: raising aspirations, creating choice and meeting need’.

4. Recommendations

It is recommended that the Mayor:

- 4.1 Notes the progress of the Heathside and Lethbridge Regeneration scheme;
- 4.2 Notes the progress of the Excalibur Regeneration scheme;
- 4.3 Having considered the responses to the statutory Section 105 consultation, agrees that the Council should carry out the decant of Heathside and Lethbridge Phase 5 tenants.
- 4.4 Subject to the Mayor agreeing recommendation 4.3, the Mayor is recommended to agree that:
 - 4.4.1 where necessary, Notice of Seeking Possession is served and possession proceedings brought against secure tenants in Lethbridge Close Phase 5 blocks under ground 10 of Schedule 2 to the Housing Act 1985;

- 4.4.2 secure tenants in Lethbridge Close Phase 5 blocks are re-housed in line with section 5 of this report;
- 4.4.3 any properties in Lethbridge Close Phase 5 blocks which were previously sold under the Right to Buy be repurchased by the Council at market value (plus reasonable professional fees) where agreement can be reached with leaseholders in advance of a Compulsory Purchase order being made by the Council and to delegate authority to the Head of Asset Strategy and Development in consultation with the Head of Law to negotiate and agree the acquisition terms;
- 4.5 Agrees the voluntary decant of tenants in Excalibur Phases 4 and 5 who wish to move as set out in section 6 of this report;
- 4.6 On Heathside and Lethbridge, home loss and disturbance payments are made to displaced secure tenants and leaseholders where appropriate in accordance with the Land Compensation Act 1973; and
- 4.7 On Excalibur, home loss and disturbance payments are made to displaced secure tenants where appropriate in accordance with the Land Compensation Act 1973.

5. Heathside and Lethbridge

- 5.1 Summary of the principles of Heathside and Lethbridge and progress to date:
- The Council has an overarching Development Agreement in place with Family Mosaic for 6 Phase scheme which includes a bespoke financial model.
 - Family Mosaic have outline Planning permission for the overall scheme and are required to seek detailed Planning approval for each Phase. A development contractor is sought for each Phase.
 - The Homes and Communities Agency (HCA) have committed around £30m in support of the regeneration of Heathside and Lethbridge across Phases 1 – 4.
 - The structure of the scheme is that the Council forward funds the cost of obtaining vacant possession of the site and these costs are reimbursed by Family Mosaic. For Phase 1, £2.4m was paid to the Council in October 2010 and on Phase 2, £1.67m was repaid to the Council's Capital Programme in February 2012. To date half the land assembly costs have been paid to the Council for Phase 3 with the remainder due. The same will happen in future phases of the scheme
 - Of the 150 homes for social rent currently built, around 120 are occupied by residents of the original Heathside and Lethbridge estate. Five resident leaseholders have bought into the development through shared equity.
 - Phase 1: 138 homes were built between August 2010 and October 2012. This includes 80 homes for social rent, the rest being for sale and shared ownership. There are some ongoing significant problems with aspects of the building such as heating which are being addressed by Family Mosaic.
 - Phase 2: 190 homes were built between January 2011 and April 2013, including 70 for social rent. Of these, 50 form a designated over 55's block designed to replace an over 55's block on the original estate.
 - Phase 3: Contractor Ardmore started on site in August 2013 and homes are

expected to be complete in stages during 2015 – 2016. There will be 98 homes for social rent, 8 for shared equity and 112 for sale.

- Phase 4: The Council is in the final stages of securing vacant possession of Phase 4A. Tenants in Phase 4B will have the opportunity to move into new homes being built in Phase 3 however can also choose to move away through Homesearch. The contractor is currently being selected and start on site is due at the end of 2014/ early 2015. The Planning approval required is in two stages; Minor Material Amendments and Reserved Matters. The Minor Material Amendments application was initially deferred by the Planning Committee which is going to delay the programme. This has now been approved and the Reserved Matters is due to be considered by Committee in October 2014.

Scheme Proposals and Features

5.2 The overall scheme is to be carried out in broadly the same way as previously set out to Mayor and Cabinet on 25th March 2009. Key points are:

- The scheme will provide a minimum of 543 (46%) affordable homes (an uplift of 127 affordable homes), this includes 416 homes for rent (an uplift of 31 rented units).
- This means there will be enough homes for all secure tenants and leaseholders who wish to remain as well as additional affordable properties.
- All of the homes will meet the lifetime homes standard and all affordable rented homes will meet the code for sustainable homes level 4. There will be the required 10% wheelchair accessible or adaptable homes across the whole site. Homes from Phase 3 onwards meet space standards set out in the London Plan (and previously were Parker Morris standards).
- A multi function community centre will also be provided.
- The overall scheme will provide around 1192 units.
- Family Mosaic operate at target rent levels and decants are offered lifetime tenancies.

5.3 It has always been a key feature of the scheme that should the housing market improve throughout the life of the programme, private units will be built as part of future phases in order to reduce the amount of grant required and diversify tenure. There are 62 sale units in Phase 2 and 112 in Phase 3 with sale units envisaged throughout the later Phases, depending on the housing market. Family Mosaic have had significant success over recent years in sales of private and shared ownership units and are prepared to take the risk on building these units. Interest and sales in sales units to date has been very positive. There is a fixed number of affordable rented homes across the scheme to make sure that all current residents can be re-housed in the new development and ensure an increase in affordable homes.

5.4 The terms of the Development Agreement are that should the scheme provide private sale units, any income into the scheme is carried over into the next phase to improve financial viability. At the end of the scheme, any remaining surplus is to be split between the HCA and Council on a 60/40 basis with any money received by the Council being treated as a deferred payment for the land.

Section 105 Consultation and Re-housing Proposals

- 5.5 The Council and Family Mosaic have continually sought to ensure that the decant process is carried out as quickly and efficiently as possible and that existing residents receive priority for the new homes. This requires a flexible approach from the Council responding to the build programme and the speed of decant is affected by the number of residents who choose to move away from the estate or into the new build.
- 5.6 Currently tenants from Melville House in Phase 4B of the scheme have the opportunity to either be re-housed away from the estate or wait for new homes being built for completion in 2015.
- 5.7 This now means that the Council is able to start looking at re-housing tenants in Phase 5. This comprises Lethbridge Close blocks 57-106, 107-134, 135-162 and 163-190. Due to the build programme for the new homes, it is proposed that tenants in Phase 5 would be re-housed in different stages, which are outlined below.

Timeframe	Where move to	What's available
Spring/ Summer 2015	Phase 3, Block A	limited homes (around 30). There is no parking available for these homes.
Summer 2015	Off site decant commence	Open to all
Spring / Summer 2016	Moves into Phase 3 block E	Around 50 (limited parking available)
Spring / Summer 2017	Moves into Phase 4, block F *	Around 40 new homes. There will be 30 homes a dedicated over 55's block will be available for those in 57 – 106 Lethbridge Close. (limited parking available)
Spring / Summer 2017	Moves into Phase 4, block D *	Around 80 new homes. These homes could also be used to re-house tenants in Phase 6. (limited parking available)
Spring/ Summer 2017	All Phase 5 tenants re-housed	

* Please note the homes in Phase 4 are currently subject to detailed Planning approval

- 5.8 There are 116 tenants in Phase 5 and 43 tenants in Phase 6. Overall there are sufficient homes being provided in the new development, Parkside, to re-house all tenants remaining in Lethbridge Close. However as the homes will be built at different times, this affects when tenants will be able to be re-housed. Should there be more residents that wish to be re-housed in new build than there are homes available at that time, the Council will prioritise people in housing need. This means that tenants who are overcrowded, under occupying or who have a medical reason to be re-housed will be re-housed into available new build first. This is in accordance with the Council's Allocations Policy.
- 5.9 All tenants will also have the option of moving elsewhere in Lewisham through the

Council's choice based lettings system Homesearch.

- 5.10 Where tenants are re-housed, the empty properties will not be re-let to secure tenants. These properties will either be used as temporary accommodation or property guardians. Where the property is in a poor condition, it may be left vacant and secured with grills.

Section 105 Consultation

- 5.11 Section 105 of Part IV of the Housing Act 1985 makes it a requirement for a landlord authority to consult with those of its secure tenants who are likely to be substantially affected by a matter of housing management. The Act specifically identifies a new programme of improvement or demolition to be a matter of housing management to which Section 105 applies.
- 5.12 On Monday 11th August tenants were hand delivered the formal Section 105 consultation letter as well as a covering letter to explain the proposals and process. Leaseholders in the remaining blocks were also given a letter to explain the consultation and implications for the timescales for the buy back of their properties. These letters gave tenants four weeks to respond in writing to the proposals.
- 5.13 This statutory consultation has been undertaken four times before (in January 2008, August 2009, November 2011 and August 2012). As the Phase 5 decant process has minor changes from the previous Section 105 consultation which was carried out two years ago, Officers decided to once again carry out this formal consultation. In all previous instances, the Mayor decided that there was general support for the scheme and agreed the overall decanting and demolition of Heathside and Lethbridge and proposals set out.
- 5.14 The Council has received 19 responses to the consultation proposals out of 159 possible remaining tenanted properties (a 12% response rate). The full responses (with replies from Council Officers) have been made available in the Members room.
- 5.15 16 of the responses received were from residents in Phase 5 and 3 were from Phase 6. Responses can be classified in the following way:
- In favour of the proposals: 10 responses
- Neutral to the proposals: 9 (of which 6 had no comments)
- 5.16 The responses in favour of the proposals made comments such as that the proposal:
- ‘ I accept the future proposal and hope that it will speed up the moving process’
- ‘This is an amazing opportunity to finish our long term over crowded living conditions’
- ‘Thanks so much together with your team for the well done job.... I can't wait to be re-housed’
- 5.17 Some responses asked questions or raised concerns. These are explained further below:

Issue or concern	Response
The moving process	The dedicated Decant Officer is experienced in providing individual support during the moving process. In addition, the removals service (paid for by the Council) can include packing where necessary and the contractor is asked to provide a handy man service for vulnerable and elderly residents in the new homes.
Mobility / medical concerns	Each resident moving can complete a medical form for consideration by the Council's medical Officer. Following an individual assessment of medical need, the medical Officer then makes recommendations on such aspects such as heating; stairs and access.
Private outdoor amenity space	The new build homes all have either a balcony or terrace for private outdoor space. Should the household move away, they will be able to choose the property through Homesearch (unless court action becomes necessary). Allocation policies of many providers mean that gardens are kept for those with children.
Rents in the new build	Family Mosaic operate at 'target rent' as opposed to the new higher 'affordable rent' levels, although there is an increase in rent and service from the existing blocks to the new build which reflects the nature of the homes. Family Mosaic and Lewisham Homes provide individual benefits and financial advice and rent implications are discussed with each tenant prior to moving.
Over crowding	A number of responses were from tenants currently over crowded. The decant process requires each person to provide identification so that the Council re-houses the correct household. The process also re-houses tenants by housing need which means that over crowded (and under occupiers) are re-housed in properties in accordance with the Council's and Family Mosaics Allocations Policies.
Phase 6 resident would like to move early	The Council will strive to bring forward the decant of tenants in Phase 6 however the precise dates will be dependent on the moving process for those in Phase 5 and the build timetable.
Would like to stay at Lethbridge Close near local connections	The Decant Officer will talk to each household about their preferences and local connections etc they may have. The new build will accommodate all existing residents who particularly want to stay in the area.

5.18 Following on from this consultation, Officers request that the Mayor agrees the decant process for tenants in 5 as set out here.

5.19 Officers propose to return to Mayor and Cabinet prior to the start of the Phase 6 decant and buy back process.

Leaseholders and Compulsory Purchase Order (CPO) Powers

5.20 Resident leaseholders have the option of being bought back by the Council and

moving away. They also have the option of buying again in the new development under the shared equity scheme with Family Mosaic. Five leaseholders in Phases 3 and 4 bought into and now live in new homes in Phases 1 and 2. The Council does not offer re-housing for non-resident homeowners or their tenants. In cases of financial hardship, the Council may offer to re-house resident leaseholders as tenants.

- 5.21 If the proposals are agreed by Mayor and Cabinet, the Council would start negotiating with leaseholders to buy back properties from mid 2015. This would be leaseholders in Lethbridge Close blocks 57-106, 107-134, 135-162 and 163-190.
- 5.22 As this scheme follows a development programme, it is anticipated that the Council will seek to put in place CPO powers and a report will come back to Mayor and Cabinet in due course.

6. Excalibur

6.1 Summary of the principles of Excalibur and progress to date:

- Phase 1 and Phase 2 have been taken forward together. All 32 tenants have been re-housed and 7 freeholders bought back. The empty properties have now been demolished and the vacant site is secured. Building works are delayed while L&Q seek to obtain a stopping up order due to re-designation of the roads from estate roads to highways not maintainable at the public expense.
- Phase 3 consists of 48 properties including 9 freeholders. Tenants who would like to move away from the estate are doing so; 10 tenants have done so and 3 freeholders have been bought back. Many of the remaining 30 tenants would like to be re-housed in the new homes to be built in Phase 1 of the development.
- There is a development agreement and financial model agreed with L&Q and approved by Mayor and Cabinet in December 2012. This is due to be signed once the stopping up order has been obtained.
- The structure of the scheme is that the Council forward funds the cost of obtaining vacant possession of the site and these costs are to be reimbursed by L&Q at the point of start on site for each Phase.

6.2 There has been significant consultation with residents generally about the overall regeneration scheme as detailed in previous Mayor and Cabinet reports. In summary, alongside some key project dates this has included:

- 2006 – 2008 estate wide consultation about stock transfer
- March 2009 – DCMS list 6 properties
- April 2009 – February 2010 - scheme redesign in order to accommodate listed properties and economic downturn, funding sought to make revised scheme deliverable.
- February 2010 – HCA confirm that funding could not be made available to a stock transfer, only a regeneration scheme. Residents are consulted, results of which are fed back in a report to Mayor and Cabinet.
- July - September 2010 – independent ballot seeking yes/ no vote on L&Q's regeneration proposals which demonstrated that 56% residents supported the regeneration scheme.

- October - November 2010 – Section 105 consultation on the regeneration proposals and Mayor and Cabinet approval to progress the redevelopment of the Excalibur Estate
- December 2011 – January 2012 – further Section 105 consultation was carried out in order to add properties to the Phase 1 / 2 site area.

Scheme Proposals

6.3 The scheme proposals remain unchanged from the report that was agreed by Mayor and Cabinet on 15th September 2010. Some key points are:

- There will be mix of homes and bed sizes including bungalows in the new development.
- Affordable homes will meet code for sustainable homes level 4.
- Affordable homes will be built to Parker Morris Space Standards plus 10%.
- All homes will meet lifetime homes standards.
- 49 (13%) of the homes will be for wheelchair users.
- Residents who wish to remain in the new development would be offered a bungalow or 2 bed house as a minimum and every child in a household could be allocated their own bedroom (up to a maximum of 4-bed properties) on the new estate. In accordance with Lewisham's Allocations policy there is scope for a local lettings plan to be set up for these kind of exceptional circumstances.
- Housing on the new estate to be offered/ preference advertised for Excalibur decants/residents exercising their request to return before being opened up to the wider community
- A bespoke L&Q Tenancy Agreement for the Excalibur estate.
- Resident Freeholders would still be able to access L&Q's 4 options of outright sale, equity and shared ownership (on the new estate and elsewhere in L&Q properties) and, outright sale and reverting to tenancy (as an L&Q tenant on the new estate or elsewhere).
- L&Q have been keen to maintain an offer to re-house any freeholders on a temporary basis that require it throughout the build process. In addition, L&Q wish to retain the commitment to pay the difference in any rent increase for tenants or freeholders during the decant / temporary move process.
- Sensitive inclusion of the 6 listed properties.

Decant Proposals

- 6.4 Tenants in Phases 1 and 2 have been re-housed generally either in void prefabs in later Phases or across the estate through Homesearch. Tenants in Phase 3 who wish to move away from the area are doing so through Homesearch. Others would currently prefer to wait for the new build homes in Phase 1 to be built by L&Q.
- 6.5 The process of carrying out the stopping up order could take several months. In the meantime, residents in Phase 4 were expecting to be able to move from March 2015 and the Council had set aside a budget to be able to start moving tenants during 2014-15. The proposal is to allow residents in Phases 4 and 5 to move away permanently away from the estate should they wish to do so. The prefabs do not

meet the decent homes standard and many residents have expressed an interest in being able to move away voluntarily.

- 6.6 There are 51 tenants in Phase 4 and 31 in Phase 5. It is not expected that all tenants would wish to be re-housed early and those who remain will continue to be part of the regeneration scheme as planned. However this does not mean that all tenants would be able to re-housed directly into new homes, although it is hoped that majority will be able to do so. Others may be required to move away on a temporary basis and then return, this will depend on the new build programme and demand amongst estate residents.
- 6.7 Tenants who wish to move now voluntarily would be paid statutory home loss and disturbance payments however would not be able to move back into the new homes at a later date.
- 6.8 In accordance with the report agreed by Mayor and Cabinet in June 2012, the empty prefabs will not be re-let. They may be used by other estate residents if required through the decant process otherwise they will be secured using property guardians or with the use of grills.
- 6.9 If the proposal is agreed, all tenants would be written to and any interested in being re-housed would be visited by the dedicated Decant officer who would then commence the re-housing process. Although all tenants in Phases 4 and 5 will be advised of the opportunity to be re-housed voluntarily, depending on interest, if necessary Officer will prioritise moves in Phase 4, which would support the development programme.
- 6.10 As this proposal would involve residents being re-housed voluntarily, no further formal consultation on the decant proposals is required at this stage. Officers would undertake formal Section 105 consultation prior to the formal start of the Phases 4 and 5 decant process and Mayor and Cabinet approval would be sought accordingly.
- 6.11 As the proposal is a voluntary process for tenants, it is not proposed to buy back any freeholders in Phases 4 or 5 at the current time.

7. Legal Implications

Heathside and Lethbridge

- 7.1 Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of housing management to which the section applies. The section specifies that a matter of housing management would include demolition of dwelling houses let by the authority under secure tenancies and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. The section further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question.
- 7.2 The Council has power under the Housing Act 1985 to acquire land for the provision

of housing accommodation. This power is available even where the land is acquired for onward sale to another person who intends to develop it for housing purposes. The 1985 Act also empowers local authorities to acquire land compulsory (subject to authorisation from the Secretary of State) but only where this is in order to achieve a qualitative or quantitative housing gain.

- 7.3 Section 84 of the 1985 Act provides that the Court shall not make a possession order of a property let on a secure tenancy other than on one of the grounds set out in Schedule 2 to the Act, the relevant ground in this case being ground 10.
- 7.4 Ground 10 applies where the local authority intends to demolish the dwelling house or to carry out work on the land and cannot reasonably do so without obtaining possession. The demolition works must be carried out within a reasonable time of obtaining possession.
- 7.5 Where the Council obtains possession against a secure tenant it is required to provide suitable alternative accommodation to the tenant. This is defined in the 1985 Act and requires consideration of the nature of the accommodation, distance from the tenants' family's places of work and schools, distance from other dependant members of the family, the needs of the tenant and family and the terms on which the accommodation is available.
- 7.6 There is a more limited statutory re-housing liability for leaseholders whose properties are re-acquired by the Council under CPO or shadow of CPO powers. The duty imposed by Section 39 of the Land Compensation Act 1973 is to secure that any person displaced from residential accommodation is provided with suitable alternative accommodation where this is not otherwise available on reasonable terms. In order to facilitate early possession of properties which have been sold under the Right to Buy, Family Mosaic has a range of flexible options for resident leaseholders who wish to invest in a new home in the development.
- 7.7 In accordance with the Land Compensation Act 1973, secure tenants will be entitled to home loss and disturbance payments. Leaseholders will be entitled to receive market value for their properties as well as home loss and disturbance payments where appropriate in accordance with the Land Compensation Act 1973. In both cases, the Land Compensation Act 1973 provides for these payments to be made whether or not the secure tenant or leaseholder (as the case may be) gives possession by agreement rather than requiring a possession order or CPO to be obtained.

Excalibur

- 7.8 Formal consultation under Section 105 of the Housing Act 1985 was carried out with all secure tenants on Excalibur and considered by the Mayor prior to a decision being made to proceed with the scheme. As the proposal in this report would involve residents in Phases 4 and 5 being re-housed on a voluntary basis only, no further formal consultation on the decant proposals is required at this stage as no tenant will be required to move. Officers will undertake formal Section 105 consultation prior to the formal start of the Phases 4 and 5 decant process and Mayor and Cabinet approval will be sought accordingly.
- 7.9 As stated at paragraph 10.6, secure tenants who move on a voluntary basis are still

entitled to payments under the Land Compensation Act 1973 as set out in that paragraph.

8. Financial implications

8.1 The financial implications are contained in the Part 2 report.

9. Human Rights Act 1998 Implications

9.1 The Act effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions Members therefore need to have regard to the Convention.

9.2 The rights that are of particular significance to Members' decision in this matter are those contained in Articles 8 (right to home life) and Article 1 of Protocol 1 (peaceful enjoyment of possessions).

9.3 Article 8 provides that there should be no interference with the existence of the right except in accordance with the law and, as necessary in a democratic society in the interest of the economic well-being of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.

9.4 In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the community and the protection of the rights of individuals. There must be reasonable proportionality between the means employed and the aim pursued. The availability of an effective remedy and compensation to affected persons is relevant in assessing whether a fair balance has been struck.

9.5 Therefore, in reaching his decision, the Mayor needs to consider the extent to which the decision may impact upon the Human Rights of estate residents and to balance this against the overall benefits to the community which the redevelopment of Heathside and Lethbridge will bring. The Mayor will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.

9.6 It is relevant to the consideration of this issue, that should the scheme proceed all displaced secure tenants would be offered re-housing in accordance with the Council's re-housing policy. Resident leaseholders will be offered a range of flexible options to acquire a new home in the new development. The Council retains the discretion to enable resident leaseholders who cannot afford to purchase a new home to rent a home on an assured tenancy in order to prevent homelessness. Secure tenants will be entitled to home loss and disturbance payments. Leaseholders will be entitled to receive market value for their properties as well as home loss and disturbance payments where appropriate in accordance with the Land Compensation Act 1973.

9.7 In relation to Excalibur, the decant is completely voluntary at this stage and no secure tenant will be required to move. Accordingly, there is not considered to be any impact upon the Human Rights of the residents concerned at this stage.

10. Environmental Implications

10.1 The new homes to be built on both schemes will be more thermally efficient than the existing ones and will generate less greenhouse gases.

11. Implications for Law & Disorder

11.1 Both schemes will meet the police's Secured by Design standards and should lead to a reduction in crime and the fear of crime.

12. Equality Implications

12.1 Mayor and Cabinet approved the Equalities Impact Assessment for the regeneration of Heathside and Lethbridge in November 2009 and for Excalibur in October 2010. Officers have since taken the new Equalities Analysis Assessment (EAA) additional categories into account in considering the impact of the regeneration scheme and regularly review the Impact Assessments to ensure that any equalities implications are considered. There are equalities implications in the decanting and re-building process and there will also be benefits in the completed scheme that will impact on some of the most disadvantaged in the community. The Council's approach to re-housing tenants means that all residents needs such as language and medical are individually taken into account.

13. Conclusion

13.1 This report provides an update on scheme progress and seeks approval to proceed with decant and buy back processes to ensure timely continuation of both schemes.

14. Background papers and author

14.1 **There are no background papers to this report.**

14.2 For more information on this report please contact Genevieve Macklin, Strategic Housing on 020 8314 6649.

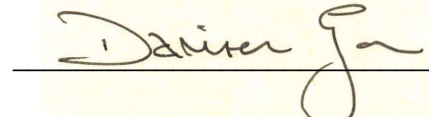
Chief Officer Confirmation of Report Submission		
Cabinet Member Confirmation of Briefing		
Report for: Mayor		<input type="checkbox"/>
Mayor and Cabinet		<input checked="" type="checkbox"/>
Mayor and Cabinet (Contracts)		<input type="checkbox"/>
Executive Director		<input type="checkbox"/>
Information <input type="checkbox"/>	Part 1 <input checked="" type="checkbox"/>	Part 2 <input type="checkbox"/>
		Key Decision <input checked="" type="checkbox"/>

Date of Meeting	1 st October 2014
Title of Report	Housing Regeneration Schemes - Proposed London Borough of Lewisham (Heathside and Lethbridge Estate, Lewisham – Phase 4B) Compulsory Purchase Order 2014

Originator of Report	Genevieve Macklin	Ext. 46057
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	x	
Legal Comments from the Head of Law	x	
Crime & Disorder Implications	x	
Environmental Implications	x	
Equality Implications/Impact Assessment (as appropriate)	x	
Confirmed Adherence to Budget & Policy Framework	x	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member

Date: 23 September 2014

Signed:  Director/Head of Service

Date 23 September 2014

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET			
Report Titles	Housing Regeneration Schemes - Proposed London Borough of Lewisham (Heathside and Lethbridge Estate, Lewisham – Phase 4B) Compulsory Purchase Order 2014		
Key Decision	Yes		
Ward	Blackheath		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	1 October 2014

1. Summary

- 1.1. On 25th June 2003 Mayor and Cabinet agreed the proposal to expand the Council's established estates regeneration programme to include Heathside and Lethbridge. On 9th June 2004 Mayor and Cabinet agreed to the process of an open competition at Heathside and Lethbridge to find a partner to re-provide social housing and mixed tenure housing. Following the outcome of the open competition, on the 22nd February 2006 Mayor and Cabinet agreed that Family Mosaic become the Council's preferred development partner for the re-development of Heathside and Lethbridge ("the Scheme").
- 1.2. The Council re-housed tenants and bought back leaseholders in Braid House (Phase 1) and 1 – 28 Lethbridge Close (Phase 2) between 2006/07 and 2009/10 respectively. The Phase 1 and 2 building works are now complete with around 120 tenants from the original estate now living in new homes. The Phase 3 decant of tenants and leaseholders was completed in February 2013 and demolition and building works are underway.
- 1.3. On 3rd October 2012 Mayor and Cabinet approved that Phase 4 be split in two and bought forward, allowing tenants to move into homes in Phases 1 and 2. Mayor and Cabinet approved the making of a Compulsory Purchase Order for Phase 4A in April 2013. This has been put in place and the Council has vacant possession of Phase 4A, which is in accordance with Family Mosaic's programme and funding requirements. All tenants in Phase 4A have now been re-housed.
- 1.4. The decant of tenants in Phase 4B, Melville House started in January 2013 and leaseholder buy backs commenced in December 2012. In order to start the Phase 4B building works on time, the Council is required to provide vacant possession of the Phase 4B site during the Summer 2015. To ensure this is possible, Officers are seeking authority to proceed with a Compulsory Purchase Order in respect of the land comprising the Phase 4B site.

2. Purpose of Report

- 2.1 To update Mayor and Cabinet on the progress of the Heathside and Lethbridge

Regeneration Scheme.

- 2.2 To seek authority to proceed with all necessary statutory procedures to obtain a Compulsory Purchase Order (CPO) for the compulsory acquisition of all interests in the land and buildings known as Melville House, the site of which is shown verged in black on the plan attached as Appendix 1, other than those interests already in the ownership of the Council.
- 2.3 The Mayor previously resolved to make a CPO for Melville House on 19 March 2014. In view of the need to include some additional land in the CPO, a fresh CPO resolution is required.

3. Recommendations

It is recommended that the Mayor:

- 3.1 resolves to make a Compulsory Purchase Order in accordance with Section 17 of Part II of the Housing Act 1985 and the Acquisition of Land Act 1981, for the compulsory acquisition of all interests in the land and buildings known as Melville House, Heathside and Lethbridge Estate, Lewisham, the site of which is shown verged in black on the plan attached as Appendix 1, other than those interests already in the ownership of the Council;
- 3.2 delegates authority to the Director of Director of Regeneration and Asset Management, in consultation with the Head of Law, to determine the final extent of the land to be included within the Compulsory Purchase Order provided that the Compulsory Purchase Order shall not include any additional land outside the area shown verged in black on the plan attached as Appendix 1;
- 3.3 authorises the appropriate Officers to take such other action as may be necessary to make, obtain confirmation and effect the Compulsory Purchase Order and to acquire all interests under it; and
- 3.4 delegates authority to the Executive Director for Resources and Regeneration (in the event that the Secretary of State notifies the Council that it has been given the power to confirm the Compulsory Purchase Order) to confirm the Compulsory Purchase Order if the Executive Director is satisfied that it is appropriate to do so.

4. Policy Context

- 4.1 The re-development of Heathside and Lethbridge contributes to key national objectives, particularly meeting the decent homes standard and increasing the supply of affordable housing. The Decent Homes Strategy required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes will be achieved for all Council housing stock.
- 4.2 The Council completed its stock options appraisal in June 2005 and submitted a comprehensive Decent Homes strategy to Government Office for London (GoL) setting out an investment plan for the entire housing stock to meet the Decent Homes standard.
- 4.3 The re-development will see the replacement of 565 non decent or unusable homes

with modern high quality homes in a well designed neighbourhood. In addition, the Scheme will deliver a minimum of 126 additional affordable units and a supply of intermediate rent or private sale units.

- 4.4 The whole Scheme supports the Sustainable Community Strategy 2008 – 2020 especially the priority outcomes Reducing inequality – narrowing the gap in outcomes for citizens; Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment and Dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 4.5 Further, the re-development of Heathside and Lethbridge is in line with the Council's established housing policy as set out in previous reports to Mayor and Cabinet and also contributes significantly to the Council's incoming Housing Strategy for 2009 – 2014 'Homes for the future: raising aspirations, creating choice and meeting need'.
- 4.6 The Scheme will increase local housing supply and by introducing a range of housing types and tenures for a range of income households, the Scheme will help to widen housing choice. More specifically, the Scheme contributes to a host of strategic objectives. By obtaining funding from the HCA and using Council owned land for the purposes set out here, the Council is engaging with delivery partners and making the best use of available resources. The Scheme aims to meet strategic targets of delivering 50% affordable units across the Scheme and of providing 35% of affordable homes as family sized accommodation. A key principle of the Scheme is to make the new development a desirable place to live, supporting the strategic objectives around design quality and safety, accessibility and improving environmental performance. In addition, Family Mosaic will manage all new homes, regardless of tenure through an integrated management body that will work with existing residents to ensure it provides high quality housing management.
- 4.7 The Council has outlined ten corporate priorities which enables the delivery of the Sustainable Community strategy. The re-development of Heathside and Lethbridge addresses the corporate priorities to provide decent homes for all, to invest in social housing and affordable housing in order to increase the overall supply of new housing. The Scheme will also develop opportunities for the active participation and engagement of people in the life of the community.

5. Background

- 5.1 The Mayor previously resolved to make a CPO for Melville House on 19 March 2014 and the report is attached at Appendix 2. The background is set out in detail in Section 5 of that report.
- 5.2 Since the original CPO resolution negotiations to buy back the leasehold interests have continued. One leaseholder had been bought back already and a further leaseholder has since agreed terms. The Council has had ongoing discussions with the three resident leaseholders (of which one has agreed terms) about their re-housing options.
- 5.3 In preparation for the making of the CPO, Legal Services have served statutory requisitions for information on the owners and occupiers of Melville House and carried out further title work. This exercise has identified some additional land within

the ownership of 1 Melville House and 42 Melville House which was not included in the original CPO resolution. This additional land is required for the scheme.

5.4 In view of the need to include the additional land in the CPO, a fresh CPO resolution is required.

6. Project Progress

6.1 See Section 6 of the report attached at Appendix 2. Since the original CPO resolution the scheme overall has progressed:

- The building works on Phase 3 are underway with new road network being built and homes due for completion in stages between Spring 2015 and 2016.
- The Council has obtained vacant possession of Phase 4B, having used CPO powers and re-housed tenants.
- Family Mosaic are going through the process of obtaining detailed Planning approval for the Phase 4 development and selecting the Phase 4 contractor.
- Phase 4A is due to be demolished in early 2015 with building works commencing immediately afterwards; demolition of Phase 4B is expected in the autumn 2015 once the Council has obtained vacant possession. The Council is now working towards obtaining vacant possession of the Phase 4B block in the Summer 2015.
- 13 tenants in Phase 4B (Melville House) have been re-housed, most of the 25 remaining tenants are expected to move into the new homes being built in Phase 3 (those due for hand over in Spring/ Summer 2015).

7. Scheme Proposals and Features

7.1 See Section 7 of the report attached at Appendix 2.

8. Phase 4B Vacant Possession

8.1 See section 8 of the report attached at Appendix 2. Currently one leaseholder has been bought back and one has agreed terms. Negotiations are continuing with the remaining 6 leaseholders.

9. Consultation

See Section 9 of the report attached at Appendix 2

10. Planning Permission for Phase 4 of the Heathside and Lethbridge Regeneration

10.1 Outline planning permission for the Scheme was granted in March 2010. Family Mosaic have obtained approval from Planning Committee for their Minor Material Amendments application for the Phase 4 scheme. An application to agree the Reserved Matters application is being considered by Committee in October 2014 .

11. Funding for Phase 4 of the Heathside and Lethbridge Regeneration

11.1 See Section 11 of the report attached at Appendix 2.

12. Financial Implications

12.1 See Section 12 of the report attached at Appendix 2.

13. Legal Implications

13.1 Further legal implications are set out in Section 13 of the report attached at Appendix 2.

13.2 The Council may only include land which it has resolved to acquire in a CPO. Because of the need to extend the boundary of the CPO to include the additional land within the ownership of 1 Melville House and 42 Melville House, a fresh resolution is required.

Equalities Legislation

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

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

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

13.5 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

13.6 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

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

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

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

14. Human Rights Act 1998 Implications

See Section 14 of the report attached at Appendix 2.

15 Environmental Implications

15.1 See Section 15 of the report attached at Appendix 2.

16. Crime & Disorder Implications

See Section 16 of the report attached at Appendix 2.

17. Equality Implications

See Section 17 of the report attached at Appendix 2.

18. Conclusion

18.1 Approval of the recommendations in this report is critical for the implementation of the Scheme. The proposals underlying the Compulsory Purchase Order for Phase 4B form an integral part of the Scheme which is intended to benefit the residents of the Heathside and Lethbridge Estate and the Estate as a whole. If this Phase of the Scheme is not completed, then the objectives referred to in this report will not be met. Future phases of the Scheme will be in jeopardy and the overall effect of the Scheme which the Council is seeking will not be achieved.

18.2 In order to facilitate the Scheme proceeding to schedule and for the Council to avoid incurring costs due to any delays caused in delivering vacant possession of the property, it is considered prudent and essential that the Council resolves to make the necessary Compulsory Purchase Order to allow the acquisition of all interests in the Phase 4B site, other than those interests already in the ownership of the Council.

19 Background papers and author

19.1 The Report agreed by Mayor and Cabinet on the 19th March 2014 can be found

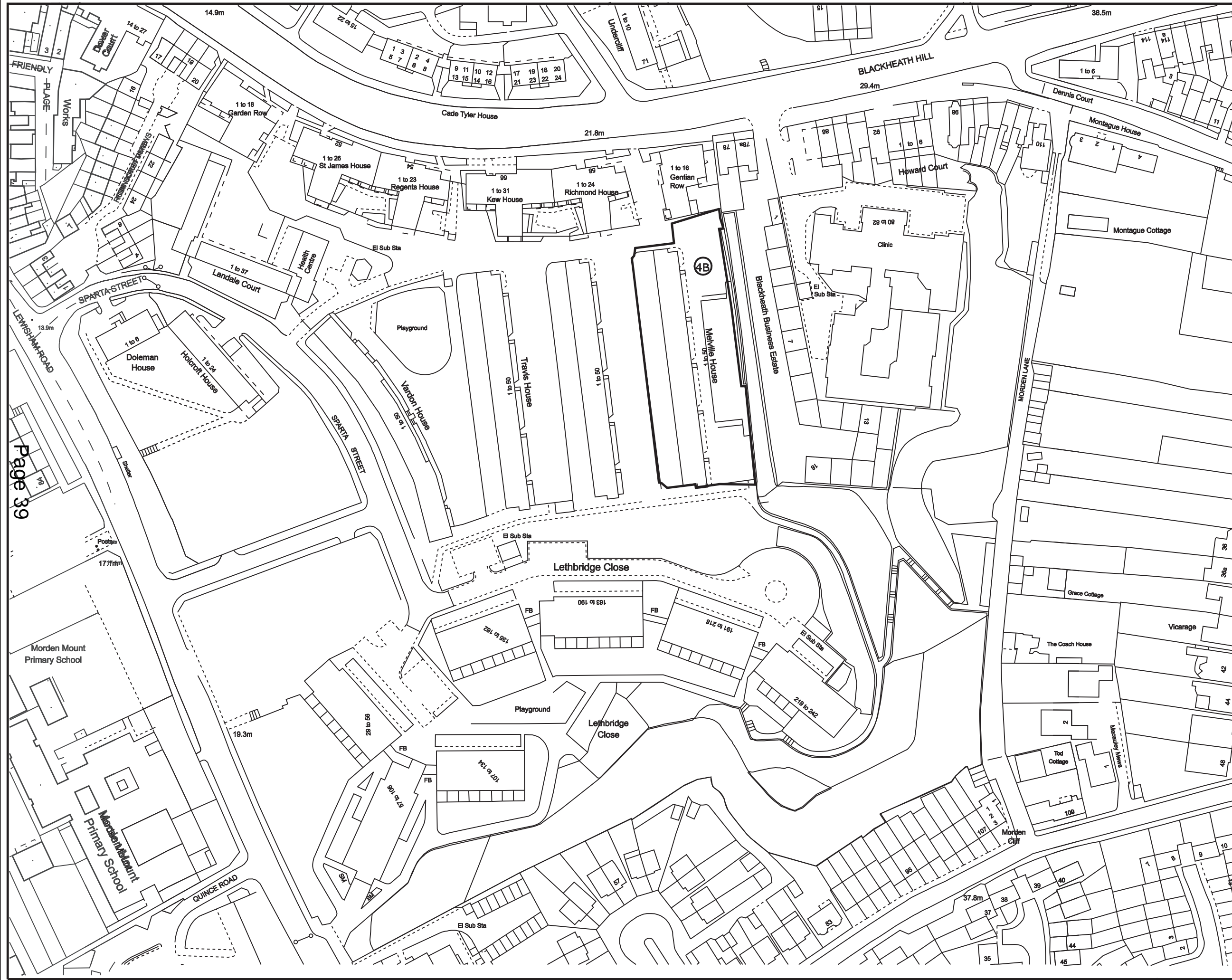
here:

<http://councilmeetings.lewisham.gov.uk/documents/s27995/Heathside%20and%20Lethbridge%20CPO.pdf> and map can be found here:
<http://councilmeetings.lewisham.gov.uk/documents/s27998/HL%20Ph4B%20CPO%20plan.pdf>

19.2 For more information on this report please contact Genevieve Macklin, Strategic Housing on 020 8314 6057.

Appendix 1 – CPO Plan

Appendix 2 – Mayor and Cabinet Report dated 19 March 2014



Page 39

Heathside and
Lethbridge
Blackheath Hill
London SE10

Phase 4B

proposed
Compulsory
Purchase
Order

A3

A3 plan scale 1:1250

date: 24/02/2014
drawn: LBH
coloured: LBH
checked:
amended: 23/09/2014
drawing ref.:
Heathside/phase 4b
/CPO plan

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MAYOR AND CABINET			
Report Titles	Proposed London Borough of Lewisham (Heathside and Lethbridge Estate, Lewisham – Phase 4B) Compulsory Purchase Order 2013		
Key Decision	Yes		
Ward	Blackheath		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	19 March 2014

1. Summary

- 1.1. On 25th June 2003 Mayor and Cabinet agreed the proposal to expand the Council's established estates regeneration programme to include Heathside and Lethbridge. On 9th June 2004 Mayor and Cabinet agreed to the process of an open competition at Heathside and Lethbridge to find a partner to re-provide social housing and mixed tenure housing. Following the outcome of the open competition, on the 22nd February 2006 Mayor and Cabinet agreed that Family Mosaic become the Council's preferred development partner for the re-development of Heathside and Lethbridge ("the Scheme").
- 1.2. The Council re-housed tenants and bought back leaseholders in Braid House (Phase 1) and 1 – 28 Lethbridge Close (Phase 2) between 2006/07 and 2009/10 respectively. The Phase 1 and 2 building works are now complete with around 120 tenants from the original estate now living in new homes. The Phase 3 decant of tenants and leaseholders was completed in February 2013 and demolition and building works are underway.
- 1.3. On 3rd October 2012 Mayor and Cabinet approved that Phase 4 be split in two and bought forward, allowing tenants to move into homes in Phases 1 and 2. Mayor and Cabinet approved the making of a Compulsory Purchase Order for Phase 4A in April 2013. This has been put in place to ensure that the Council will be able to gain vacant possession of Phase 4A in accordance with Family Mosaic's programme and funding requirements. Most tenants in Phase 4A have now been re-housed.
- 1.4. The decant of tenants in Phase 4B, Melville House started in January 2013 and leaseholder buy backs commenced in December 2012. In order to start the Phase 4B building works on time, the Council is required to provide vacant possession of the Phase 4B site during the Spring/ Summer 2015. To ensure this is possible, Officers are seeking authority to proceed with a Compulsory Purchase Order in respect of the land comprising the Phase 4B site.

2. Purpose of Report

- 2.1 To update Mayor and Cabinet on the progress of the Heathside and Lethbridge Regeneration Scheme.
- 2.2 To seek authority to proceed with all necessary statutory procedures to obtain a Compulsory Purchase Order for the compulsory acquisition of all interests in the land and buildings known as Melville House, the site of which is shown verged in black on the plan attached as Appendix A, other than those interests already in the ownership of the Council.

3. Recommendations

It is recommended that the Mayor:

- 3.1 resolves to make a Compulsory Purchase Order in accordance with Section 17 of Part II of the Housing Act 1985 and the Acquisition of Land Act 1981, for the compulsory acquisition of all interests in the land and buildings known as Melville House, Heathside and Lethbridge Estate, Lewisham, the site of which is shown verged in black on the plan attached as Appendix A, other than those interests already in the ownership of the Council;
- 3.2 delegates authority to the Director of Director of Regeneration and Asset Management, in consultation with the Head of Law, to determine the final extent of the land to be included within the Compulsory Purchase Order provided that the Compulsory Purchase Order shall not include any additional land outside the area shown verged in black on the plan attached as Appendix A;
- 3.3 authorises the appropriate Officers to take such other action as may be necessary to make, obtain confirmation and effect the Compulsory Purchase Order and to acquire all interests under it; and
- 3.4 delegates authority to the Executive Director for Resources and Regeneration (in the event that the Secretary of State notifies the Council that it has been given the power to confirm the Compulsory Purchase Order) to confirm the Compulsory Purchase Order if the Executive Director is satisfied that it is appropriate to do so.

4. Policy Context

- 4.1 The re-development of Heathside and Lethbridge contributes to key national objectives, particularly meeting the decent homes standard and increasing the supply of affordable housing. The Decent Homes Strategy required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes will be achieved for all Council housing stock.
- 4.2 The Council completed its stock options appraisal in June 2005 and submitted a comprehensive Decent Homes strategy to Government Office for London (GoL) setting out an investment plan for the entire housing stock to meet the Decent Homes standard.
- 4.3 The re-development will see the replacement of 565 non decent or unusable homes with modern high quality homes in a well designed neighbourhood. In addition, the Scheme will deliver a minimum of 126 additional affordable units and a supply of intermediate rent or private sale units.

- 4.4 The whole Scheme supports the Sustainable Community Strategy 2008 – 2020 especially the priority outcomes Reducing inequality – narrowing the gap in outcomes for citizens; Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment and Dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 4.5 Further, the re-development of Heathside and Lethbridge is in line with the Council's established housing policy as set out in previous reports to Mayor and Cabinet and also contributes significantly to the Councils incoming Housing Strategy for 2009 – 2014 'Homes for the future: raising aspirations, creating choice and meeting need'.
- 4.6 The Scheme will increase local housing supply and by introducing a range of housing types and tenures for a range of income households, the Scheme will help to widen housing choice. More specifically, the Scheme contributes to a host of strategic objectives. By obtaining funding from the HCA and using Council owned land for the purposes set out here, the Council is engaging with delivery partners and making the best use of available resources. The Scheme aims to meet strategic targets of delivering 50% affordable units across the Scheme and of providing 35% of affordable homes as family sized accommodation. A key principle of the Scheme is to make the new development a desirable place to live, supporting the strategic objectives around design quality and safety, accessibility and improving environmental performance. In addition, Family Mosaic will manage all new homes, regardless of tenure through an integrated management body that will work with existing residents to ensure it provides high quality housing management.
- 4.7 The Council has outlined ten corporate priorities which enables the delivery of the Sustainable Community strategy. The re-development of Heathside and Lethbridge addresses the corporate priorities to provide decent homes for all, to invest in social housing and affordable housing in order to increase the overall supply of new housing. The Scheme will also develop opportunities for the active participation and engagement of people in the life of the community.

5. Background

- 5.1 In 2000, The Government introduced the Decent Homes Standard as one of the national floor targets set following the spending review as a part of the then emerging Neighbourhood Renewal agenda. The target was emphasised further when it was included in the Governments Plan for Sustainable Communities 2003. The Council's housing investment policy in place at the time recommended that to ensure sustained housing investment in the borough the Council should explore a range of investment options. The Council had undertaken a stock condition survey in 2001 and developed a four fold approach to meeting the decent homes standard. The purpose of the four fold approach was to respond most appropriately to local circumstances and has been: the utilisation of the Mainstream Capital programme, major regeneration schemes, Brockley PFI and the pursuit of a possible range of investment options for the remaining stock.
- 5.2 At this time, the Council already had a long term successful approach to major regeneration of priority estates and this was a key vehicle used to bring about major improvements to housing stock. These were estates where the cost of tackling the

range of physical and social problems meant they fell outside of the scope of the Council's Capital Programme.

- 5.3 The aim has been to build upon the Council's partnership arrangements, particularly with registered social landlords, and the use of other sources of finance, such as section 106 agreements, private finance and capital grant, to ensure that we secure the best possible funding solutions to re-develop these key areas of the borough. The Council's estate regeneration programme is well established and has successfully introduced a mixture of tenures into deprived areas creating balanced and sustainable communities.
- 5.4 Regeneration schemes were therefore a key part of the four fold approach to meeting the decent homes standard. On 25th June 2003 Mayor and Cabinet agreed that officers look at the feasibility of adding a further 4 estates to the estate regeneration programme, one of these being Heathside and Lethbridge. Officers undertook condition surveys and an independent resident survey as detailed below before Mayor and Cabinet agreed to the process of an open competition to find a partner to re-provide social and mixed tenure housing on 9th June 2004.

Stock Condition and Reasons for Regeneration

- 5.5 A stock condition survey of the Estate undertaken by Savills in 2001 reported that there was 88% non decency in Heathside blocks and 81% non decency in Lethbridge blocks, non decency being measured against the Decent Homes Standard. This was against an overall Borough percentage of 61%.
- 5.6 Mayor and Cabinet subsequently agreed that a further feasibility study be undertaken for Heathside and Lethbridge. This was duly commissioned and completed by BPTW Partnership in January 2004. While this survey found that refurbishment to the Decent Homes Standard would cost in the region of £7.312 million across the Estate, more comprehensive refurbishment across all blocks to a higher standard would cost in the region of £29.3 million.
- 5.7 Furthermore, in order for Heathside blocks to meet the Decent Homes Standard, the properties in these blocks would have to be internally re-modelled to provide modern kitchens and flat layouts. This would entail decanting residents and reducing the bed size of properties, which would cause additional disruption for residents and is not an end result that would meet Borough housing needs. Additionally, the Heathside blocks in this Phase do not have lifts, being 5 storey walk up blocks, a type of structure that would not be built in modern housing.
- 5.8 Regeneration of the whole Estate will address wider issues than the condition of the properties. Refurbishment would not address key issues around design and layout nor would it encourage community development or tackle inherent social issues. At the start of the Scheme the Estate had the highest multiple deprivation indices and 2008 statistics showed that only 9% of heads of households were in full-time employment. As development partner, Family Mosaic are committed to working with existing service providers and residents to improve the social and economic outlook of residents. The new build option will also deliver a further key economic aim that could not be achieved through refurbishment, the creation of a sustainable mixed tenure community.

- 5.9 A further feature of the Scheme will be the improvement to security and safety. The current layout of the blocks and relation to surrounding properties mean that there are areas with little or no natural surveillance. The new development planned by Family Mosaic is designed on the principles of 'Secured by Design' and will provide increased natural surveillance reducing the likelihood of criminal and antisocial activity.
- 5.10 In 2008, the financial impact of the economic downturn led the Council to review the options available to the estate and work with its partner Family Mosaic to bid to national agencies for funding. As a part of this process, further cost consultant estimates estimated that the original figures at paragraph 5.6 above for refurbishment to meet the Decent Homes Standard were too low and not realistic, meaning that the cost of refurbishment across the Estate would be even greater than originally assumed.

Independent Resident Survey

- 5.11 In November 2003 independent Consultation Company Public Participation and Research (PPCR) were commissioned to carry out an independent survey on Heathside and Lethbridge. The report was completed in late January 2004 and exceeded the required response rate of 60%, achieving a rate of 63%.
- 5.12 The primary objective was to explore the views of residents on where they live, the condition of their existing homes and their future housing aspirations. Findings show that residents generally liked their own properties, but there was increasing dissatisfaction with their block and wider estate.
- 5.13 Concerns that were raised identified problems with lifts, security, refuse disposal and maintenance. Characteristics residents liked were predominantly connected to the location of the estate, including transport links and shopping facilities.
- 5.14 A high percentage of residents were in favour of demolishing their block (63%) with a high number of residents initially stating a wish to return to newly provided homes (75%).
- 5.15 The results of the survey were reported back to Mayor and Cabinet on 9th June 2004 for consideration. It was agreed that Officers should use the existing structures of the Tenants and Residents Association and stakeholders group (which is held as part of the NRF work taking place on the estate) to create a Residents Steering Group to input into the next stage of the regeneration process which was the process of an open competition to find a partner to re-provide social and mixed tenure housing.

Open Competition and Selection of Family Mosaic

- 5.16 On 9th June 2004 Mayor and Cabinet also agreed to the process of an open competition to find a partner to re-provide social and mixed tenure housing. Following on from a three stage competitive procurement process, on 22nd February 2006 the final stage of the selection process was reported to Mayor and Cabinet along with comments from relevant Departments across the Council and from the Residents Steering Group. This report saw the selection of Family Housing Group (now Family Mosaic) as the Council's preferred development partner. A set of

commitments made to the Residents Steering Group by Family Mosaic formed the basis of Family Mosaic's selection.

- 5.17 Throughout 2006/07 Family Mosaic and the Council progressed many aspects of the Scheme including planning and design, scheme programme and resident consultation. During 2007/08, the Council began to buy back leaseholders in Phases 1 and 2 by agreement and the process of decanting tenants from these Phases. Family Mosaic went through the procurement process to identify a private developer partner. However by summer 2008 it became clear that the economic down turn was having a significant effect on the Scheme. The collapse of the property market meant that the Scheme as originally proposed was no longer financially viable and Family Mosaic's private developer partner withdrew.
- 5.18 During 2008, Officers from the Council and Family Mosaic worked together to find a way of progressing the Scheme. Both parties remained committed to the regeneration partnership that was developing with Estate residents and approached a range of funding bodies such as the then English Heritage, Housing Corporation and the Greater London Authority. The newly formed Homes and Communities Agency (HCA) expressed an interest in being part of the regeneration of the Estate and attributed this to the amount of work already undertaken, deliverability of the Scheme and the strong partnership approach taken by the Council and Family Mosaic. The HCA were a part of the ongoing negotiations on the Memorandum of Understanding between the Council and Family Mosaic which was signed in September 2009 and the bespoke overarching financial model for the Scheme. The HCA therefore subsequently agreed to provide £14.4m of funding for Phase 1 and £10.3m funding for Phase 2 and have been involved in detailed discussions on the financial model and legal agreements and are contributing in the region of £1.5m to Phase 3.
- 5.19 Throughout 2009 the Council and Family Mosaic worked towards meeting HCA funding requirements to start on site by the end of March 2010. During this period, Family Mosaic submitted and were granted outline planning consent for the Scheme Master Plan and detailed planning consent for Phase 1 and both parties signed a Development Agreement in March 2010.

6. Project Progress

- 6.1 Summary of the principles of this project and progress to date:

Overarching agreements in place between the Council and Family Mosaic:

- 6.2 Memorandum of Understanding (October 2009)
Development Agreement (March 2010)
Masterplan Outline Planning Permission (March 2010)

Phase 1:

- 6.3 Decant and demolition of the site were undertaken between 2007-2009. In March 2010: Family Mosaic obtained detailed planning permission for Phase 1; entered into the Phase 1 building contract with Rydon and the Council disposed of the Phase 1 site to Family Mosaic. This meant that HCA funding of £14.4m was secured for Phase 1.

- 6.4 Rydon have completed this build and most flats are occupied. 138 homes were built in total, with 79 for rent, 20 for sale and 29 for shared ownership. Sales of private and shared ownership units have gone very well and residents moving into the rented homes are very pleased with their new homes. In addition, a number of resident leaseholders from Phase 3 chose to buy properties here under the shared equity scheme.
- 6.5 Rydon signed up the 3 apprentices required by S106 planning agreement and were able to arrange ongoing employment for many once their contract ended.

Phase 2:

- 6.6 Decant and demolition of the site were undertaken between 2007-2010. In January 2011: Family Mosaic obtained detailed planning permission for Phase 2; entered into the Phase 1 building contract with Ardmore and the Council disposed of the Phase 2 site to Family Mosaic. This meant that HCA funding of £10.3m was secured for Phase 2.
- 6.7 Ardmore have finished on site. They have completed 70 homes for rent, 50 for shared ownership and 50 sales units. Private sales are now complete and residents are very pleased with their new homes.
- 6.8 Ardmore signed up 6 apprentices during their contract and more than fulfilled their obligations for local labour under the Section 106 agreement.

Phase 3 progress to date:

- 6.9 Decant of 143 (95 secure tenants) properties took place between April 2011 and January 2013. Of the 23 leaseholders, 9 remained when the Compulsory Purchase Order was enforced in February 2013, meaning that the CPO was vital in ensuring timely possession of the Phase 3 land for hand over to Family Mosaic.
- 6.10 Family Mosaic have detailed planning approval for this Phase and are in contract with builder Ardmore who are now progressing with demolition and site works. Family Mosaic have funding in place for this Phase which is due to complete in stages between Spring 2015 and 2016.

Phase 4A progress to date:

- 6.11 Decant of 80 secure tenants began in January 2013 with 50 tenants moving into new homes in Phases 1 and 2. Two tenants remain of which 1 is soon to move. Tenants that wanted to move into new build but were unable because there were insufficient properties remaining in Phases 1 and 2 in their bed size will be able to return to the new development in the future. Leaseholder buy backs have been ongoing since December 2012 and the Council is soon to use the CPO to ensure vacant possession of the site. The Family Mosaic's contractor's selection process is underway and demolition is due to commence in June 2014 with the new homes complete by early 2017.

Phase 4B progress to date:

- 6.12 Decant of 40 tenants began in January 2013 with tenants having the option of moving through Homesearch away from the estate or waiting for new build to be complete in Phase 3 in March 2015. Leaseholder buy backs are underway. It is intended that vacant possession be obtained for mid 2015 for demolition and site works to commence.

Funding Update

- 6.13 Family Mosaic have obtained £3m from the London Mayors Covenant Fund for the whole of Phase 4. Family Mosaic will be cross subsidising the scheme from private sales and using their own subsidy where necessary to ensure viability.

7. Scheme Proposals and Features

- 7.1 Melville House has a number of problems in terms of its design and condition. Like the other blocks on the Estate which have already been demolished for Phases 1, 2 and 3, this block would have needed a range of repairs and improvements in order to meet the Decent Homes Standard and further improvements to modernise the block to a desirable standard.

Elements needing repair or replacement:

- wiring
- boilers
- kitchens
- bathrooms
- front entrance doors
- communal and external repair and decoration
- furthermore, the physical constraints of the blocks mean that lift access could not easily be added and re-modeling of the internal spaces would be required to provide kitchens of a modern space standard

- 7.2 The Council looked at these specific requirements for each block in conjunction with the wider issues, such as layout and design of the blocks, the concentration of bedsitters and economic and security issues when deciding to proceed with a regeneration scheme for the Estate.

- 7.3 As a result of the Scheme, there will be a qualitative improvement in terms of the accommodation provided and the standard of the individual properties to be built by Family Mosaic will be significantly improved. Key points are:

- Properties for rent will be built to Parker Morris space standards meaning that they will exceed the Housing Corporation's Scheme Development Standards.
- All homes will be built to Lifetime home standards and will reach Code for Sustainable Homes level 4. In addition there will be 10% homes that will be wheelchair adaptable across the development.
- The properties will be built to higher standards such as to high acoustic ratings, reducing noise related problems. Better insulation and energy efficiency will reduce heating costs as well the provide environmental benefits.
- There will be high quality and generous private and public amenity space provided, This includes a public square being provided as part of Phase 2, a central park area that will be provided in Phase 5, smaller play areas close to each block, communal gardens and large private balconies.

- The overall development is built to 'Secure by Design' principles and there will be good public lighting to the courtyard and amenity spaces.
- A new multi function community space will be provided. The Council and Family Mosaic have been working with existing community groups since 2004 and will continue to do so on issues such as design and sustainability.
- There are street level entrances on the row of terraced style housing so that as well as core entrances, some households will have access directly into their new homes.

7.4 There will also be a quantitative gain in affordable homes as a result of the development including diversification of tenure. Originally there were 416 social tenanted properties and 111 leaseholders on Heathside and Lethbridge. The new overall development will consist of 1192 new homes, of which 447 will be social tenanted properties. Currently it is planned to also provide 90 shared ownership properties, 61 properties for shared equity and 594 for private sale although these figures may change throughout the scheme.

7.5 The existing breakdown of the properties in Phase 4B is as follows. Melville House: 21 x 2 bed tenants and 4 leaseholders; 19 x 3 bed tenants and 4 leaseholders.

7.6 The proposals underlying the Compulsory Purchase Order for Phase 4B form an integral part of the Scheme which is intended to benefit the residents of the Estate and the Estate as a whole. If this Phase of the Scheme is not completed, then the objectives referred to above will not be met. Future phases of the Scheme will be in jeopardy and the overall effect of the Scheme which the Council is seeking will not be achieved.

8. Phase 4B Vacant Possession

8.1 In accordance with the Council's current Allocations Policy, the Council will re-house secure tenants. Family Mosaic are offering a nil rent or part rent shared ownership scheme to existing resident leaseholders that wish to continue in home ownership in the new development and can afford it. Leaseholders that are not financially able to continue with a home ownership option will be re-housed as a tenant. Rehousing is carried out in accordance with the Council's Allocations Policy and Local Lettings Plan. Non resident leaseholders are bought back at market rate and paid the statutory 7.5% home loss payment.

8.2 All affected tenants and leaseholders are made a Home Loss Payment, removal expenses and reconnection costs and, if appropriate, an ex-gratia payment based on an assessment visit.

8.3 There are 8 leaseholders in the blocks in Phase 4B. GL Hearn have been appointed to act as the Council's Valuer for this Phase and have visited all leaseholders and sent out offer letters. Currently one has been bought back and the Council will be making every effort to acquire the properties by agreement as was the case in previous Phases. However, in view of the requirement for the Council to provide vacant possession of Phase 4B by Spring/Summer 2015, the Compulsory Purchase Order is required so as to avoid delay and uncertainty and to secure the objectives underlying the Scheme and the likely funding requirements.

8.4 Tenants have just begun moving from Melville House and most will be able to move

into new build homes ready from March 2015 should they wish to do so. All tenants receive one to one help from a dedicated Council Decant Officer to help them with the process of moving to another property.

9. Consultation

- 9.1 The consultation which has taken place with residents and tenants in connection with the Heathside and Lethbridge Regeneration Programme has been extensive.
- 9.2 Starting in 2004, the estate wide consultation included an independent survey carried out by PPCR (as detailed in paragraphs 5.14-5.17 above), letters, newsletters and drop in sessions. Interested residents from the TRA formed the resident steering group, which have met on a monthly basis from December 2004. This group has also been attended by a number of Ward Councillors. Consultation and information sharing with the community stakeholders has been ongoing through the Neighbourhood Forum also from 2004. This is a group of estate service providers and includes representatives from both youth groups, the luncheon club, Age Concern, PCT and local primary school. Council Officers and subsequently officers from Family Mosaic and Resident Liaison officers from the building contractors have attended these quarterly meetings to keep all service providers updated on estate activities. This has provided a useful body for consulting about the new community facility. Family Mosaic have supported this and groups that attend the Forum with small grants.
- 9.3 Family Mosaic's involvement in the Scheme led to a comprehensive consultation strategy being developed. The general approach throughout the Scheme has been that Officers from the Council and Family Mosaic take detailed information for discussion to the resident steering group before information is then raised or discussed at TRA meetings or at estate wide events. There have also been regular letters and newsletters to keep residents and neighbours updated and representatives from the Council and Family Mosaic have attended every TRA meeting since the end of 2004. The first estate wide fun day event to raise awareness of the regeneration was the 'Have your say Day' on 21st October 2006.
- 9.4 In November 2006 the resident steering group were involved in the selection of Planning Aid for London (PAL) to act as the resident design advisor. Throughout 2007 PAL held 11 Design Workshops, which were open events for all residents to come along and learn about the master planning process and give their views on how the Scheme was taking shape.
- 9.5 Additional consultation was undertaken during 2007 such as joint events with the TRA, Visits to other housing schemes and architects offices, weekly surgeries and community facilities consultation with service providers.
- 9.6 During 2008 monthly meetings with the resident steering group continued for Officers to update on any financial matters. When, in 2009, it became clear that the HCA were in support of the Scheme, there were intensive resident consultation sessions on the estate to consult on the master plan and detailed designs for Phase 1. During April - June 2009 there were a range of open sessions advertised across the estate that took place during breakfast time and evenings as well as during the day. There were 2 estate wide fun day events held to kick off the consultation and

then to inform residents of the Planning Application in September 2009.

- 9.7 During June - August 2010 there were a range of consultation events for Phase 2 design including a summer bbq which also displayed design proposals, a targeted consultation for Landale Court residents and design group workshops on specific issues such as flat layouts, appearance of the new buildings and landscaping.
- 9.8 The two builders held 'meet the builder' events to introduce themselves to residents. These took place in June 2010 (Phase 1) and May 2011 (Phase 2). Both Builders provided a full time dedicated Resident Liaison Officer (RLO), who was responsible for being on the estate, meeting residents, holding coffee mornings etc to engage with residents through out the build process. These RLO's are able to liaise between residents and builders to quickly alleviate any concerns over the building programme. This will be repeated in all future Phases.
- 9.9 On the 16th March 2011 the Council and Family Mosaic held an information event for those tenants being decanted in the Phase 3 decant. At this event information packs were given out covering a range of topics such as tenancy information, design standards and a DVD with fly through of some typical new apartments. A similar event, with the information packs was held specifically for elderly residents in Landale Court on the 4th May 2011.
- 9.10 There has been specific consultation with residents around the Phase 4 detailed planning application during 2013/14. This has included an exhibition day in October 2013, 3 design focus group sessions with presentations and discussions led by the architect during Winter 2013-14 and a final event due to take place in the Spring 2014 to show residents what the final detailed Planning submission will be. There have been further newsletters to keep residents updated.
- 9.11 Section 105 of Part IV of the Housing Act 1985 makes it a requirement for a landlord authority to consult with those of its secure tenants who are likely to be substantially affected by a matter of housing management. The Act specifically identifies a new programme of improvement or demolition to be a matter of housing management to which Section 105 applies. This consultation was originally undertaken in January 2008 and again in August 2009 and as the phasing requirements changed was also undertaken in December 2010 and in October 2012 when Phase 4A was brought forward. In each instance, the Mayor decided that there was general support for the Scheme and approved the overall decanting and demolition of Heathside and Lethbridge and subsequent changes to phasing.

Leaseholder Options and Consultation

- 9.12 In addition to this consultation about the Scheme, process and design, there has been specific consultation with and information given to leaseholders. This has included a leaseholders only Phase 4A and Phase 4B meeting in 2005 with supplementary information being sent out in 2005 and 2006. Due to the effect of the economic down turn on the Scheme, consultation was focused on all residents until the autumn of 2010 when detailed leaseholder information was sent out in October and then again in March 2011. During this time there were further leaseholder only meetings.
- 9.13 Communications with resident leaseholders in Phase 3 was carried out through

arranged joint visits with Council and Family Mosaic Officers allowing discussion of individual circumstances. This is being repeated for Phase 4A. Furthermore, Family Mosaic provided financial advice to resident leaseholders and this will be available again.

9.14 As part of the original bid process, RSL's were asked to provide a range of options for resident leaseholders. Family Mosaic's options have been developed to respond to the current economic climate and property market. The options are:

1. Purchase a flat on a nil rent shared ownership basis
The Council and Family Mosaic hope that most resident leaseholders will want to continue being a part of the local community and invest in a new home in the development. This option is similar to a usual shared ownership option with no rent paid on the proportion not owned by the leaseholder.
2. Purchase a flat on a part rent shared ownership basis
This options responds to declining market conditions and the awareness that many households may not have 50% equity in their properties required for the nil rent shared ownership option. This allows leaseholders to have less equity in their home in exchange for a smaller proportion of ownership.
3. Receive full open market value and move away
The Council will buy the flat and the leaseholder will be entitled to receive full market value for your home plus a 10% homeloss allowance. The leaseholder then makes their own arrangements for new accommodation. This is the only option available to non resident leaseholders as they have another primary residence elsewhere.
4. Purchase a flat outright on the new development
For residents who can afford and want to buy a new flat anywhere in the development outright. Family Mosaic will aim to negotiate a discount for resident leaseholders who purchase an apartment off plan.
5. Return to becoming a tenant. This option is only open to those leaseholders that cannot afford a home ownership option.

10. Planning Permission for Phase 4 of the Heathside and Lethbridge Regeneration

10.1 Outline planning permission for the Scheme was granted in March 2010. Family Mosaic intend to submit the Phase 4 detailed Planning application in March 2014.

11. Funding for Phase 4 of the Heathside and Lethbridge Regeneration

11.1 The re-development of Heathside and Lethbridge was originally intended to be a self financing scheme using cross subsidy from the sale of private units to fund the social housing and ancillary facilities. However due to the economic downturn and collapse of the property market, the Scheme became unviable and the Council and Family Mosaic were required to seek external funding opportunities.

11.2 Discussions with the outgoing Housing Corporation and newly formed Homes and Communities Agency (HCA) took place throughout 2008-09 and 2009-10. The HCA have approved the Scheme's bespoke financial model and understand that while Family Mosaic are committed to providing a baseline of social rented units, the aim is also to produce a high proportion of private units that, where possible will reduce the grant requirement. The early involvement of the HCA means that despite the

Council and Family Mosaic being required to seek funding in the usual way with the HCA, the HCA are committed to the longer term aspirations of this re-development Scheme.

- 11.3 To date, the HCA have provided £26m funding for Phases 1, 2 and 3 of the Scheme. Family Mosaic have obtained a further £3m grant funding for Phase 4. Although the Government has substantially reduced the grant funding for regeneration schemes such as this there maybe future funding streams available and due to the HCA's longer term involvement in this Scheme, the Council and Family Mosaic remain positive about the HCA's commitment to Heathside and Lethbridge.
- 11.4 As lower levels of grant funding have been expected for some time, Family Mosaic instead look at alternative means of funding such as cross subsidy from the sales units, the possible introduction of private rented units (that won't take away from social rented unit numbers) and their own subsidy. Sales of the private units for Phases 1 and 2 have been highly successful and so the Council and Family Mosaic remain confident of the funding for this Phase.

12. Financial Implications

- 12.1 Financial provision has already been made in the Capital Programme for the acquisition of the outstanding interests in Phase 4B of the scheme that are not in the Council's ownership as approved by the Mayor & Cabinet on 3rd October 2012. It is expected that this provision will be sufficient to meet the cost of the CPO preparation, acquisition and compensation.
- 12.2 The financial structure of the Scheme means that the Council's costs of obtaining vacant possession will be met by Family Mosaic at the point of start on site for that Phase. This of course means that there is some level of risk as the Council will incur these costs in advance. However, Family Mosaic have already fully reimbursed the Council for the costs of Phases 1 and 2 under the same arrangement. In addition, should Family Mosaic not undertake the re-development of Phase 4B, the Council will have a vacant site and outline planning permission.

13. Legal Implications

- 13.1 Section 17 of the Housing Act 1985 empowers the Council, as a local housing authority, to acquire land, houses or other properties for the provision of housing accommodation. This power is available even where the land is acquired for onward sale to a third party, as long as the purchaser intends to develop it for housing purposes. The 1985 Act also empowers local authorities to acquire land compulsorily (subject to authorisation from the Secretary of State) but only where this is in order to achieve a qualitative or quantitative housing gain. The Council will therefore have to demonstrate such gain when seeking Secretary of State confirmation of any CPO. A total of 117 new homes are expected to be built under Phase 4A, replacing the existing 100 flats within Ferguson House and Travis House and a total of 67 rented units going in Phase 4B. A quantitative housing gain will therefore be achieved. As set out at Section 7 of this report, acquisition will also achieve a qualitative housing gain.
- 13.2 The Council is able to demonstrate that the land shown by hatching on the plan

attached as Appendix A is required in order to secure the carrying out of the redevelopment of Phase 4B.

- 13.3 Once the CPO is made by the authority it must be notified to relevant persons and publicised, following which it will be submitted to the Secretary of State for confirmation. Any person may object to a CPO and if an objection is made and not withdrawn, a public inquiry is required to be held. Any public inquiry will be conducted by an Inspector appointed by the Secretary of State who will hear evidence from any persons objecting to the CPO and from the Council. The Inspector would then submit a report on the Public Inquiry and his/her recommendations to the Secretary of State who would then decide whether or not to confirm the Order.
- 13.4 Before confirming the Order the Secretary of State would have to be satisfied, in particular, that there are no planning obstacles to the implementation of the Scheme, that the Order would achieve a qualitative or quantitative housing gain and that there is a compelling case for the CPO in the public interest
- 13.5 The process of acquiring and obtaining possession of properties through a CPO may take up to 12-18 months if a Public Inquiry is required before the Secretary of State can confirm the CPO.
- 13.6 The Planning and Compulsory Purchase Act 2004 introduced a new power under which the Council may under certain circumstances, confirm its own Compulsory Purchase Orders. If the Secretary of State is satisfied that the statutory notice requirements have been met, that no objection has been made to the Order (or that any objection made has been withdrawn), and that the Order is capable of confirmation without modifications, then he may notify the Council that it has the power to confirm the Order itself. Should the Council be given this power, then before confirming the Order, it would need to be satisfied that the matters referred to at paragraph 13.4 are satisfied.

Equalities Legislation

- 13.7 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 13.8 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 13.9 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

- 13.10 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 13.11 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
 2. Meeting the equality duty in policy and decision-making
 3. Engagement and the equality duty
 4. Equality objectives and the equality duty
 5. Equality information and the equality duty
- 13.12 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

14. Human Rights Act 1998 Implications

- 14.1 The Act effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions Members therefore need to have regard to the Convention.
- 14.2 The rights that are of particular significance to Members' decision in this matter are those contained in Articles 8 (right to home life) and Article 1 of Protocol 1 (peaceful enjoyment of possessions).
- 14.3 Article 8 provides that there should be no interference with the existence of the right except in accordance with the law and, as necessary in a democratic society in the interest of the economic well-being of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.

- 14.4 In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the community and the protection of the rights of individuals. There must be reasonable proportionality between the means employed and the aim pursued. The availability of an effective remedy and compensation to affected persons is relevant in assessing whether a fair balance has been struck.
- 14.5 Therefore, in reaching his decision, the Mayor needs to consider the extent to which the decision may impact upon the Human Rights of estate residents and to balance this against the overall benefits to the community which the redevelopment of Heathside and Lethbridge will bring. The Mayor will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.
- 14.6 It is relevant to the consideration of this issue, that should the Scheme proceed most displaced occupiers would be offered re-housing in accordance with the Council's re-housing policy. Secure tenants will be entitled to home loss and disturbance payments. Leaseholders will be entitled to receive market value for their properties as well as home loss and disturbance payments where appropriate in accordance with the Land Compensation Act 1973

15 Environmental Implications

- 15.1 The new homes to be built by Family Mosaic will be more thermally efficient than the existing ones and hence, apart from being cheaper to heat, will generate less greenhouse gases.

16. Crime & Disorder Implications

- 16.1 The Family Mosaic redevelopment is planned to meet the Police's Secured by Design standards and should lead to a reduction in crime and the fear of crime.

17. Equality Implications

- 17.1 There are equalities implications in the decanting and re-building process and there will also be benefits in the completed Scheme.

Equalities implications: during the process

- 17.2 During the door knocking, Council and Family Mosaic staff built up a database of households that have English as a second language so that key information can be translated.
- 17.3 The decanting process provides a very individual service, where decant officers visit tenants at home and get to know them and their needs on an individual basis, so that any special requirements can be taken into account such as language, mobility or support needs. It is recognised that decanting is a very stressful time and decant officers will offer as much support as required to minimise the anxiety to residents.

Equalities implications: the completed development

- 17.4 The Scheme will provide thermal and security improvements, with all new properties meeting the decent homes standard. This will be of benefit to the tenants of the new social housing, many of whom are likely to be disadvantaged.
- 17.5 All new affordable units in the development will meet lifetime homes standards. A Lifetime Home is the incorporation of 16 design features that together create a flexible blueprint for accessible and adaptable housing in any setting so that the unit can be adapted when required to suit residents changing needs.
- 17.6 In line with GLA and Council policy, 10% of units across the development will be wheelchair accessible or easily adapted for those using a wheelchair.
- 17.7 The topography of the site is challenging. The architects are designing the master plan to alleviate problems associated with access, particularly for the elderly and wheelchair users. Issues being taken into account are using ramps instead of steps and altering the land gradient where possible.
- 17.8 All new blocks will have lifts serving smaller cores/ units so will get less use and have a longer life expectancy.

18. Conclusion

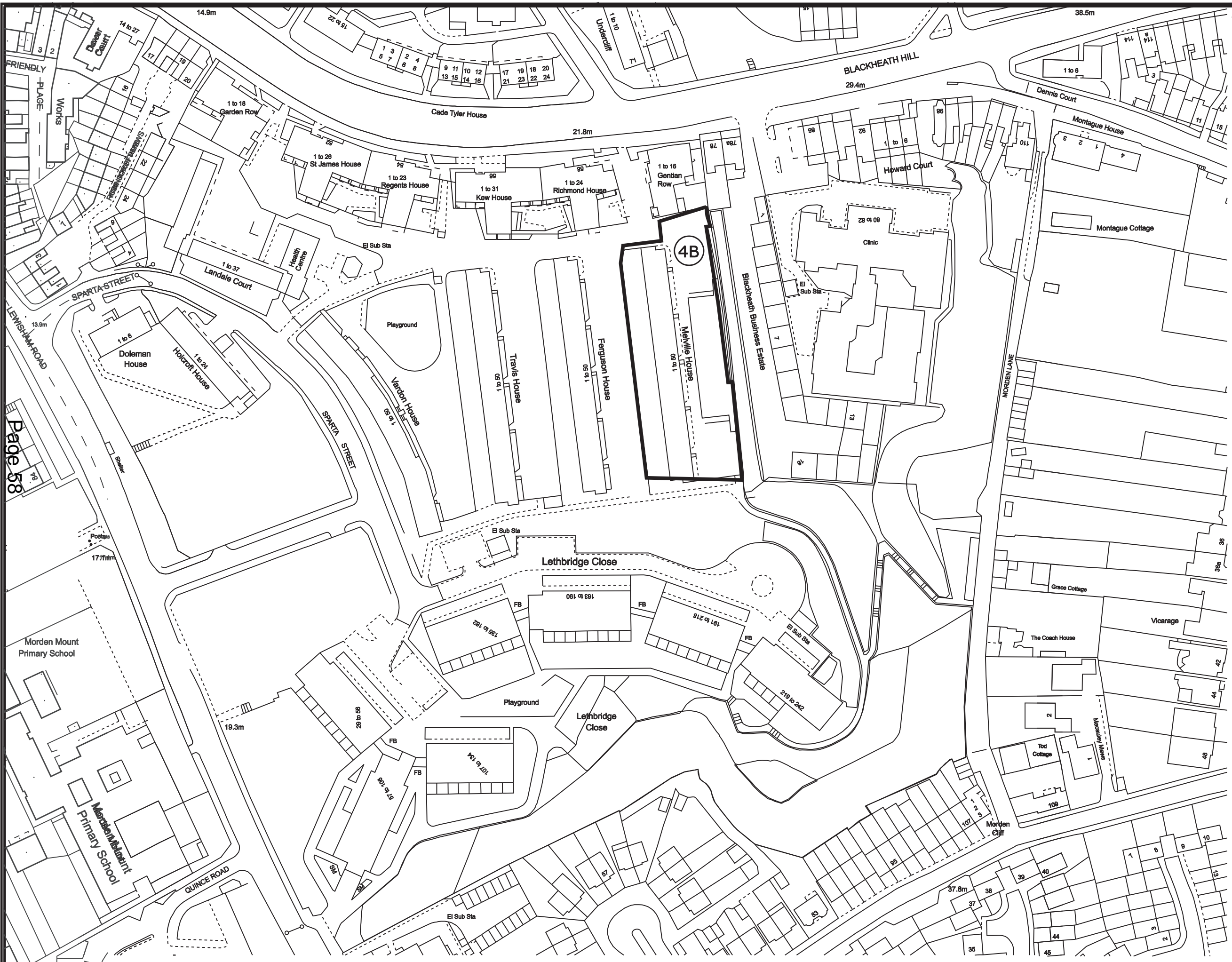
- 18.1 Approval of the recommendations in this report is critical for the implementation of the Scheme. The proposals underlying the Compulsory Purchase Order for Phase 4B form an integral part of the Scheme which is intended to benefit the residents of the Heathside and Lethbridge Estate and the Estate as a whole. If this Phase of the Scheme is not completed, then the objectives referred to in this report will not be met. Future phases of the Scheme will be in jeopardy and the overall effect of the Scheme which the Council is seeking will not be achieved.
- 18.2 In order to facilitate the Scheme proceeding to schedule and for the Council to avoid incurring costs due to any delays caused in delivering vacant possession of the property, it is considered prudent and essential that the Council resolves to make the necessary Compulsory Purchase Order to allow the acquisition of all interests in the Phase 4B site, other than those interests already in the ownership of the Council.

19 Background papers and author

Title Document	Date	Location
Re-Development of Heathside and Lethbridge: Phase 3 decant & S105 Consultation	Mayor and Cabinet February 2011	5th Floor Laurence House
Re-Development of Heathside and Lethbridge: Phase 3 decant and Phase 2 land disposal	Mayor and Cabinet November 2010	5th Floor Laurence House
Re-Development of Heathside and Lethbridge: Update, Development Agreement and Phase 1 Land Disposal	Mayor and Cabinet November 2009	5th Floor Laurence House
The re-development of Heathside and Lethbridge– Update and Memorandum of Understanding	Mayor and Cabinet March 2009	5th Floor Laurence House

Title Document	Date	Location
The re-development of Heathside and Lethbridge– Decanting and Demolition Notice	Mayor and Cabinet March 2008	5th Floor Laurence House
The re-development of Heathside and Lethbridge – initial funding requirements	Mayor and Cabinet June 2007	5th Floor Laurence House
The re-development of Heathside and Lethbridge – selection of preferred development partner	Mayor and Cabinet Feb. 2006	5th Floor Laurence House
The next four regeneration schemes update	Mayor and Cabinet 9 th June 2004	5th Floor Laurence House
Housing Investment Strategy: The way forward and The Housing Investment Strategy: Covering Report	Mayor and Cabinet 17 th September 2003	5th Floor Laurence House
The next four regeneration schemes	Mayor and Cabinet 25 th June 2003	5 th Floor, Laurence House

19.1 For more information on this report please contact Genevieve Macklin, Strategic Housing on 020 8314 6057.



Heathside and
Lethbridge
Blackheath Hill
London SE10

Phase 4B

proposed
Compulsory
Purchase
Order

A3

Page 58

A3 plan scale 1:1250

date: 24/02/2014
drawn: LBH
coloured: LBH
checked:
amended:
drawing ref.:
Heathside/phase 4b
cpo plan

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**Chief Officer Confirmation of Report Submission
Cabinet Member Confirmation of Briefing**

Report for: Mayor

Mayor and Cabinet

Mayor and Cabinet (Contracts)

Executive Director

Information **Part 1** **Part 2** **Key Decision**

Date of Meeting	1 October 2014
------------------------	----------------

Title of Report	Monthly Management Report
------------------------	---------------------------

Originator of Report	Steve Goldsmith	Ext. 47840
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	x	
Legal Comments from the Head of Law	x	
Crime & Disorder Implications	x	
Environmental Implications	x	
Equality Implications/Impact Assessment (as appropriate)		
Confirmed Adherence to Budget & Policy Framework	x	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member

Date: 17/9/14

Signed:  Director/Head of Service

Date: 17/9/14

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET		
Report Title	Management Report – August 2014	
Key Decision	No	Item No.
Ward	All	
Contributors	Executive Director for Resources & Regeneration	
Class	Open	Date: 1 October 2014

1 PURPOSE

- 1.1 To set out the Management Report as at August 2014.

2 EXECUTIVE SUMMARY

- 2.1 The Management Report aims to present a comprehensive account of organisational performance in achieving our ten corporate priorities.
- 2.2 The Council's ten corporate priorities identify the Council's own distinct contribution to the delivery of the six priority outcomes set out in the 'Shaping our future – Lewisham's Sustainable Community Strategy' (SCS).

3 RECOMMENDATION

- 3.1 That the Mayor notes the Management Report.

4 BACKGROUND

- 4.1 The Management Report indicates how well the Council is performing against a basket of 58 indicators including National and Local indicators which cross each of the Council's ten corporate priorities. The report aims to report on organisational performance by drawing together information on performance, risk, projects and finance. It is presented monthly to the Executive Management Team and quarterly to the Mayor and Cabinet.
- 4.2 The Monthly Management Report utilises exception reporting to focus attention on key areas: exception reporting for red Projects, Risk and Finance and Red and Green exception reporting for performance. By combining these four areas for each of our corporate priorities, it functions as an important tool for supporting decisions across the organisation.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from the Management Report. However, the report does set out a summary of the Council's overall financial position as it stands at the start of each month.

6 LEGAL IMPLICATIONS

- 6.1 There are no direct legal implications arising from the report.

7 HUMAN RESOURCE IMPLICATIONS

- 7.1 Data on the performance of the Council's human resources function is found within the indicators contained in the Management Report, and in particular within the

indicators relating to the Council's priority to "Inspiring Efficiency, Effectiveness and Equity" (priority 10).

8 EQUALITIES IMPLICATIONS

8.1 Data on performance relating to equalities is found within the indicators contained in the Management Report. This is a theme that cuts across all priorities within the report.

9 ENVIRONMENTAL IMPLICATIONS

9.1 Data on performance relating to the environment is found within indicators contained throughout the Management Report, and there is a particular focus on the environment within the indicators relating to the Council's priority to make the borough "Clean, Green and Liveable" (priority 3).

10 CRIME AND DISORDER IMPLICATIONS

10.1 Data on performance relating to crime and disorder is found within indicators contained in the Management Report, and in particular within the indicators relating to the Council's priority to achieve "Safety, Security and Visible Presence" (priority 4).

BACKGROUND PAPERS

<u>Short Title of Document</u>	<u>Date</u>	<u>File Location</u>	<u>Contact Officer</u>
None			










For further information on this report please contact: Steve Goldsmith, Policy & Partnerships Unit, on 0208 314 7840.



**Monthly Management Report
August
2014/15**

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Key

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on track but taking corrective action
-  Improving
-  No change
-  Declining
-  Missing actual data
-  Missing target
-  Missing target and actual data

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Foreword

The purpose of the Management Report is to place on record each month, in a consistent format, our performance against priorities. Each month we attempt to give a full account of what is being done, what has been achieved and which areas require additional management attention to secure future achievements. The report gives some coverage to the effectiveness of our partnership working. Reporting on performance is always double edged. We have high ambitions and targets which are set to stretch management and staff effort. So, there are areas where the need for greater management attention is highlighted.

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports. A dashboard summary on Page 4, presents an overall picture on one page using a Red, Amber, Green rating. The overall dashboard rating for this month shows there are 14 Green ratings, 10 Amber ratings and 9 Red ratings.

Performance: Performance is being reported for July 2014. There are 33 performance indicators (65 per cent) reported as Green or Amber against target, and 24 performance indicators (47 per cent) which are showing an upward direction of travel. There are 18 performance indicators (35 per cent) reported as Red against target, and 24 performance indicators (47 per cent) which have a Red direction of travel. There are 7 indicators that have missing performance data.




Projects: Projects are being reported for August 2014. There is one changes to the projects summary dashboard this month, Priority 10 has changed from amber to n/a. There is one red project this month - Kender Phase 3.

Risks: Risks are being reported for June 2014. There are no changes to the risk dashboard this month. There are red dashboard ratings for risk for Priority 7, Protection of Children; Priority 8, Caring for Adults and Older People; and Priority 10, Inspiring Efficiency, Effectiveness and Equity. There are seven red corporate risks - non compliance with Health & Safety legislation; Financial failure and inability to maintain service delivery within a balanced budget; failure of safeguarding arrangement; loss of constructive employee relations; information governance failure; failure to maintain sufficient management capacity and capability to deliver business as usual and implement transformational change; and strategic programme to develop and implement transformational change does not deliver.

















Finance: The financial results for 31 July 2014 are as follows: The General Fund revenue budget is forecasting an overspend of £10.5m against a Net Revenue Budget of £268.062m for 2014/15. The Housing Revenue Account (HRA) is projecting a surplus of £0.4m and the Dedicated Schools Grant (DSG) is forecast to spend to budget. There are red dashboard ratings for finance in Priority 6, Decent Homes for All; Priority 7, Protection of Children; and Priority 8, Caring for Adults and Older People.

Barry Quirk, Chief Executive
9 September 2014

Dashboard Summary

-  On track to achieve our outcomes
-  Slightly behind and requires improvement
-  Not on Track but taking corrective action

01. Community Leadership & Empowerment	02. Young People's Achievement & Involvement	03. Clean, Green and Liveable	04. Safety, Security & Visible Presence	05. Strengthening the Local Economy
Performance 	Performance 	Performance 	Performance n/a	Performance 
Projects	Projects 	Projects 	Projects	Projects 
n/a			n/a	
Risk 	Risk 	Risk 	Risk 	Risk 
Finance 	Finance 	Finance 	Finance 	Finance 

06. Decent Homes for All	07. Protection of Children	08. Caring for Adults and Older People	09. Active, Healthy Citizens	10. Inspiring Efficiency, Effectiveness, and Equity
Performance 	Performance 	Performance 	Performance 	Performance 
Projects 	Projects	Projects	Projects	Projects
	n/a	n/a	n/a	n/a
Risk 	Risk 	Risk 	Risk 	Risk 
Finance 	Finance 	Finance 	Finance 	Finance 

page 65

Overall Summary: Performance

Summary of performance indicators in this report.

Overall Performance																				
Current Period							Same period last year				13/14 outturn									
Overall Performance							Overall Performance				Overall Performance									
						Total							Total							Total
18	9	24	3	1	3	58	20	8	26	4		58	16	11	27	2	1	1		58
Direction of Travel																				
Current Period vs 13/14							Previous Period vs 12/13				Same period last year vs 12/13									
Direction of Travel							Direction of Travel				Direction of Travel									
					Total					Total					Total					
24	3	24	7		58	21	0	24	13	58	22	1	25	10	58					

Performance

This report contains July 2014 performance data, and finds that 33 indicators are reported as Green or Amber against target, which is up from one from last month (June 2014). In July, 18 indicators are reported as Red against target, which is up from 16 last month (June 2014). There are 7 indicators with missing data in July 2014, which is down from 11 last month (June 2014).

Direction of Travel

A total of 24 indicators show an upward trend in July 2014, which is up from 21 in the previous month. There are 24 indicators with a red direction of travel in July 2014, which is the same as last month (June 2014). In July, 7 indicators had missing data, which is down from 11 last month (June 2014).

N.B. direction of travel is the change in performance and is measured against the previous year. Therefore, changes to targets from one year to the next will affect this.

Areas for Management Attention







Together, we will make Lewisham the best place in London to live, work and learn

Areas requiring management attention this month						
Performance Indicators - Monthly Indicators						
	Against Target Jul 14	DoT Jul 14 v Mar 14	DoT Jul 14 v Jun 14	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
LPI079 Percentage of fly tip removal jobs completed within 1 day	▲	■	■	4	3	p25
LPZ706 Percentage of properties let to those in temporary accommodation	▲	■	■	4	6	p37
LPI129a % of children for whom contact received in month resulted in new referral	▲	■	■	-	7	P45
NI062 Stability of placements of looked after children: number of moves	▲	■	■	2	7	p46
NI063 Stability of placements of looked after children: length of placement	▲	■	■	3	7	p47
NI064 Child protection plans lasting 2 years or more	▲	■	■	4	7	p48
NI052 Take up of school lunches	▲	■	■	4	9	p60
BV012c Days/Shifts lost to Sickness (Schools Only)	▲	■	■	4	10	p66
B0017a % Ethnic minorities employees	▲	■	■	9	10	p67
LP500 % staff from ethnic minorities recruited at PO6 and above	▲	■	■	4	10	p68
LP1519 Percentage of FOI requests completed	▲	■	■	3	10	p69
Performance Indicators - Monthly Indicators (reported 1 month behind)						

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Areas for Management Attention

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Performance Indicators - Quarterly Indicators					
	Against Target Jun 14	DoT Jun 14 v Mar 14	DoT Jun 14 v Mar 14	Consecutive periods Red (last 12 periods)	Priority No.
LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)				-	6
LPI324 MMR1 Immunisation rates 2nd birthday				2	9

Areas of Good Performance

Together, we will make Lewisham the best place in London to live, work and learn

Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Jul 14	DoT Jul 14 v Mar 14	DoT Jul 14 v Jun 14	Priority No.
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (debris)	★	✘	✘	3
NI157c % of other planning applications determined within 8 weeks	★	✘	✘	5
LPI029 Percentage of rent collected, excluding rent due on void properties	★	✘	✘	6
LPI037 Average Time to Re-let	★	✘	✘	6
NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	★	✘	✘	7
AO/D40 % Adult Social Care clients receiving a review	★	✘	✘	8
LPI253 1C (1) % people using social care who receive self-directed support	★	✘	✘	8
LPI254 1C (2) % people using social care who receive direct payments	★	✘	✘	8
LPI272 2D Reablement/Rehabilitation No Support	★	✘	✘	8
LP202 Library visits per 1000 pop	★	✘	✘	9
LP031 NNDR collected	★	✘	✘	10
LP1726 Percentage of calls answered by the call centre	★	✘	✘	10
LP1755 Percentage of customers with appointments arriving on time seen within their appointed time	★	✘	✘	10
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	★	✘	✘	10
Performance Indicators - Monthly Indicators (reported one month behind)				
	Against Target Jun 14	DoT Jun 14 v Mar 14	DoT Jun 14 v May 14	Priority No.
NI193 Percentage of municipal waste land filled	★	✘	✘	3
Performance Indicators - Half-Termly Indicators				
	Against Target Apr 14	DoT Apr 14 v Feb 14	DoT Apr 14 v Feb 14	Priority No.
BV045.12 % Half days missed - Secondary	★	✘	✘	2
BV046.12 % Half days missed - Primary	★	✘	✘	2

Overall Summary: Projects and Programmes

Together, we will make Lewisham the best place in London to live, work and learn

Projects Forward Plan

Major Projects Forward Plan - September 2014 to December 2014

Event	Date
Deptford High Street - southern end - Funding has been secured to enable the well-received Giffin Square Food Fair to continue to the end of the year, alongside a weekly 'Brunch Club'.	September – December 2014
Deptford Project - A job event focussing on work and training opportunities with the developer - is being planned for 20 September 2014.	September 2014
Deptford Southern Housing / Amersham Vale - Construction on the public open space on the Amersham Vale site to begin Q3 2014.	Q3 2014
Lewisham Gateway - Strategic site in Lewisham Town Centre - The works to the revision of the road layout commenced July 2014 and is scheduled to last circa 18 months. Lewisham Gateway Developments Ltd consulted on Block B, the second element of Phase 1, on 18 and 19 July 2014. First residents' liaison meeting is scheduled for 11 September 2014.	September 2014
Besson Street development (New Cross Gate) - Process for selection of development partner to commence Q3 2014.	Q3 2014

Overall Summary: Projects and Programmes

Together, we will make Lewisham the best place in London to live, work and learn

Corporate Programmes

The status of the Council's Corporate Programmes in August 2014 is set out below. The Council's Corporate Programmes are made up of a number of individual projects.

Corporate Programmes	
	Current Status
PMSPROG Building Schools for the Future	●
PMSPROG Primary Places Programme	●




Overall Summary: Projects and Programmes

Together, we will make Lewisham the best place in London to live, work and learn

Major Projects & Programmes

Projects are reviewed monthly by Directorate Project Review Groups and quarterly by the Corporate Project Board. A summary of all the Programmes and Projects, with a value of £500k and over that have a red RAG rating, are detailed in the table at the bottom of this page.

Project Performance - August 2014

	13/14	%	July 2014	%	August 2014	%
	10	37	8	33	8	36
	15	56	14	58	13	59
	2	7	2	8	1	5
Total	27	100	24	100	22	100

Red Projects - August 2014

Red Projects	Projects Summary	Page No.	Corporate Priority No.
Kender New Build - Phase 3 South Page 72	This scheme has suffered from a viability gap for a number of years. Following a reshaping of the ambitions of the scheme, it now appears possible to bring it to market and achieve a number of objectives through the redevelopment of the site. Construction of circa 200 housing units combined with a new health centre and other local benefits are part of the renewed vision. The Council has also identified the site as being able to contribute towards other corporate objectives, such as additional school places and revenue generation through market rent housing provision. These latter objectives are being assessed with the aim of developing a detailed brief for the site so that the market may be approached later in 2014.	42	6

Overall Summary: Projects and Programmes

Together, we will make Lewisham the best place in London to live, work and learn

Major Projects & Programmes

Movements in project status since July 2014:

Changed from amber to red:

None

Changed from green to amber:

None

Changed from red to amber:

None

Changed from red to green:

None

Changed from amber to green:

None

Removals:

SharePoint 2010: The project completed in July 2014.

Oracle Project: The project completed in August 2014.

Mercury abatement: The project completed in August 2014.

Catford Town Centre - Phase 1: Due to changes in the scope of this project, the Catford Town Centre – phase 1 project has been superseded by the Catford Centre redevelopment and has therefore been removed.

Additions:

Catford Centre Redevelopment: This project supersedes the Catford Town Centre phase 1 project. A new Project Initiation Document for the Catford Centre redevelopment has been signed off by the Project Review Group. Further to the market exploration exercise and informal 1:2:1s with interested development parties, information has been received back which is being formulated to consider options for redevelopment. This work remains ongoing and will include a workshop with senior Council officers to present the findings and to revisit the aims and objectives for the wider regeneration programme. Key elements for discussion/agreement relate to the provision of additional housing, office accommodation to support Council services, commercial and retail provision, public realm and leisure facilities (incl. night-time economy).

Drumbeat Phase 3 (new build): This project seeks to provide a new teaching and resource block at Drumbeat 6th form School (Brockley site). It will provide c.500sq.m of modern teaching facilities (split over 2 storeys), providing an environment to enable students to enhance their life skills and to help develop independent living skills. The project is part of the Council's wider strategy for strengthening its SEN education provision by creating a greater range of specialist placements within Lewisham so that fewer children need to be educated outside of the borough. An Education Funding Agency grant of £938,000 was awarded to the Council to meet the costs of the teaching block and Practical Completion is required to be achieved by 31 March 2015.

Overall Performance: Risk

Together, we will make Lewisham the best place in London to live, work and learn

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Risk can be defined as uncertainty of outcome due to an event or an action in the future that could adversely affect an organisation's ability to achieve its business objectives and meet its strategies.

Good risk management allows an organisation to have increased confidence in achieving its desired outcomes; effectively constrain threats to acceptable levels; and take informed decisions about exploiting opportunities. Good risk management also allows stakeholders to have increased confidence in the organisation's corporate governance and ability to deliver.

In accordance with the Council's Risk Management Strategy, risk is monitored by way of risk registers. Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Risk Management Working Party and Internal Control Board on a quarterly basis and quarterly updates are provided in this report. The previous quarter's data will be routinely carried forward until the next quarterly update is made, unless there are matters of significance that need to specifically be brought to management's attention.

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion.

An e-learning module for risk management was launched in March 2013.

Alignment of directorate to corporate risks is regularly analysed and reported to the Internal Control Board. Analysis of the alignment of risks identified in business plans to the directorate registers is progressing.

The refreshed Risk Management Strategy and Policy were approved by the Internal Control Board in February 2014 and the Audit Panel in March 2014.








The budget planning and savings proposal guidance requires the risks of proposed changes to be identified. This detail will be monitored and used to inform business plan risks.

Risk 15 (safe and effective strategic assets / premises) has been downgraded from red to amber as work on the property asset database and monitoring programmes rolls out. Risk 6 (financial failure) has been escalated from amber to red in recognition of the challenges of identifying and delivering the significant level of savings required.

Risk management funding has been agreed to support risk mitigation work in two areas - Estate surveys (condition and lease) of commercial assets to evaluate and ensure the most commercial terms are being applied to maximise income and tree maintenance and replacement works to stem rising insurance claims and reduce further risk of claims.

Overall Performance: Risk

Together, we will make Lewisham the best place in London to live, work and learn

Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	4. Non-compliance with Health & Safety Legislation	
Health & Safety training programme now in place. Awareness and reinforcement to continue. Training take-up and investment to be monitored throughout the year.		
10	6. Financial Failure and inability to maintain service delivery within a balanced budget	
Focused management action is being taken on budget pressures with Directorate Expenditure Panels operating for all budgets. Lewisham Futures Board established and work reported to Members in June 2014. Detailed proposals for savings for 2015/16 (£42m required) will be put forward for decision between July and December 2014.		
7, 8	18. Failure of safeguarding arrangement.	
Regular and ongoing management action and review continues in respect of safeguarding. However, the risk of avoidable death or serious injury to client or employee will continually be rated red due to the potential severity should an event occur.		
10	19. Loss of constructive employee relations	
Risk around consultations for changes, in particular to pensions and terms and conditions proposals. Work is continuing on engagement with the Trade Unions and staff consultation programme. Arrangements are in place to manage issues within established industrial relations mechanisms.		
10	21. Information governance failure.	
Asset information audits will continue. Information Governance guidance will be developed.		
10	24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	
The risk recognises the risk of strain on management capacity and capability with continuing headcount reductions, increasing management spans and significant changes to ways of working. Declining budgets, changing demand pressures, new technologies and a different community role under the Localism Act drive the risk of a decline in the flexibility and quality of service due to insufficient time or resource.		
Consideration of capacity and capability and succession planning are all included in the 'STAR' service planning model. Dedicated transformation teams support service changes Council wide.		
10	30. Strategic programme to develop and implement transformational change does not deliver	
Reviews across key services to implement transformational change in current climate of austerity.		

Overall Performance: Risk

Together, we will make Lewisham the best place in London to live, work and learn

Change (Directorate Registers)								
Risk name	Directorate	Current status	Previous	Current	Source Date	Target	Against Target	Change
10 Financial control failure	COM		12	16	30/06/2014	4		4.00
04 Failure of H&S Management in the Housing Estate	CUS		12	16	30/06/2014	9		4.00
06 Failure of key Partnerships or Contracts	CUS		16	8	30/06/2014	6		-8.00
14 Industrial action by Council staff	CUS		9	15	30/06/2014	9		6.00
22 Managing Welfare Reform	CUS		12	4	30/06/2014	4		-8.00
23 Parking Policy Review	CUS		9	6	30/06/2014	6		-3.00
25 Delivery of Housing Strategy & HRA Reform	CUS		9	6	30/06/2014	6		-3.00
07 Breach of H&S legislation (R&R)	R&R		12	9	30/06/2014	3		-3.00
09 Changes in statutory/regulatory requirements not complied with	R&R		8	12	30/06/2014	4		4.00

Overall Performance: Risk

Together, we will make Lewisham the best place in London to live, work and learn

Red - Red (Directorate Registers)

Risk name	Directorate	Current status	Previous	Current	Source Date	Target	Against Target	Change
09 Recruitment and Retention issues	COM	▲	16	16	30/06/2014	6	▲	0.00
10 Financial control failure	COM	▲	12	16	30/06/2014	4	▲	4.00
24 Risk to delivery of service due to reduced resources and or increased demand	COM	▲	16	16	30/06/2014	6	▲	0.00
04 Failure of H&S Management in the Housing Estate	CUS	▲	12	16	30/06/2014	9	▲	4.00
09 Injury to staff or customers	CUS	▲	15	15	30/06/2014	9	▲	0.00
11 Financial failure	CUS	▲	15	15	30/06/2014	9	▲	0.00
14 Industrial action by Council staff	CUS	▲	9	15	30/06/2014	9	▲	6.00
28 Unavailability of and/or poor implementation of new systems disrupts core business activities	CUS	▲	16	16	30/06/2014	4	▲	0.00
29 Information Governance Failure	CUS	▲	15	15	30/06/2014	8	▲	0.00
08 Dependency on IT systems	CYP	▲	25	25	30/06/2014	9	▲	0.00
09 Asset and premises management	CYP	▲	16	16	30/06/2014	9	▲	0.00
12 Budget overspend	CYP	▲	15	15	30/06/2014	6	▲	0.00
27 Data Breach and errors	CYP	▲	15	15	30/06/2014	8	▲	0.00
28 Failure to meet demands of Demographic Growth	CYP	▲	16	16	30/06/2014	9	▲	0.00
29 Poor inspection report in schools	CYP	▲	15	15	30/06/2014	6	▲	0.00
30 Welfare Reform	CYP	▲	16	16	30/06/2014	6	▲	0.00
33 Failure to keep archived records secure	CYP	▲	16	16	30/06/2014	6	▲	0.00
01 Delays or failure to agree and implement savings proposals	R&R	▲	16	16	30/06/2014	6	▲	0.00
06 Services not delivered to standard or efficiently due to lack of capability - through loss of knowledge with staff leaving, failure to retain key staff, or not recruit the right skills	R&R	▲	16	16	30/06/2014	6	▲	0.00
08 Breach of information security and compliance requirements	R&R	▲	15	15	30/06/2014	5	▲	0.00

Overall Performance: Risk

Together, we will make Lewisham the best place in London to live, work and learn

New Risks (June 2014 - Directorate Risk Registers)

Risk name	Directorate	Current score
30 H&S compliance in PSL properties	CUS	12

Overall Performance: Finance

Together, we will make Lewisham the best place in London to live, work and learn

Performance

	Jun 2014	%	July 2014	%
★	5	50	5	50
●	2	20	2	20
▲	3	30	3	30
Total	10	100	10	100

The financial forecasts for 2014/15 as at 31 July 2014 are as follows:

The directorates' net General Fund revenue budget is forecasting an overspend of £10.5m against a Net Revenue Budget of £268.062m for 2014/15. At the same time last year an overspend of £0.7m was forecast. The consolidated results for the year were an underspend of £1.8m.

The Housing Revenue Account (HRA) is projecting a surplus of £0.4m, this relates to additional tenants rental income and additional tenants and leaseholder service charges. The Dedicated Schools Grant (DSG) is forecast to be spent to budget.

Finance by Priorities (£000s)







	2014/15 Budget	Latest projected year end variance as at Jul 14	% variance
01. NI Community Leadership and Empowerment	6,832	-440.00	-6.44
02. NI Young People's Achievement and Involvement	9,800	0.00	0.00
03. NI Clean, Green and Liveable	19,400	300.00	1.55
04. NI Safety, Security and Visible Presence	13,700	-200.00	-1.46
05. NI Strengthening the Local Economy	4,500	-300.00	-6.67
06. NI Decent Homes for All	2,800	1,500.00	53.57
07. NI Protection of Children	44,100	8,600.00	19.50
08. NI Caring for Adults and Older People	81,200	1,800.00	2.22
09. NI Active, Healthy Citizens	7,768	-960.00	-12.36
10. NI Inspiring Efficiency, Effectiveness, and Equity	77,962	200.00	0.26
CEX NI Corporate Priorities	268,062	10,500.00	3.92

Priority 01: Community Leadership & Empowerment

Hot Topics

Crofton Park and Honor Oak Park neighbourhood area

Crofton Park and Honor Oak Park has been designated a neighbourhood area with its own neighbourhood forum. It is the first neighbourhood area to be designated in the borough and means that, through the forum, local people can now prepare a neighbourhood plan setting out how they want their area to develop. Once it is agreed it will become a legal document that must be considered when decisions are made on planning applications. Neighbourhood plans can contain a wide variety of policies relating to building and development, from the types of extensions people can build on their homes to the delivery of commercial development. Membership of the forum is open to anyone who lives or works in the neighbourhood area. The Archibald Corbett Society is currently asking residents to give their views on proposals to form a Corbett Neighbourhood Forum.







Priority 01: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14

1. Community Leadership and Empowerment

Developing opportunities for the active participation and engagement of people in the life of the community

1.1 Performance









Priority 1 - Monthly Indicators									
	Unit	Actual Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
WARLA002 Average attendance (Local Assemblies)	Number	78	75						

Priority 02: Young People's Achievement and involvement

Hot Topics

A Level and GCSE results

Lewisham teenagers are celebrating another set of top A-level results which will see even more students heading off to the country's most prestigious universities. Provisional results released on 14 August show that Lewisham has again matched the national average pass rate of 98 per cent. There has also been a significant increase in the number of students gaining distinctions in level 3 vocational courses, which are equivalent A-B grades at A-level. GCSE results have also been released and many Lewisham students achieved a significant number of A* and A grades. At Prendergast Ladywell Fields College, the percentage of students achieving five A*-C grades including English and Mathematics rose by nine percentage points from last year and over half of all GCSE grades at Prendergast Hillyfields College were graded B or above.

Priority 02: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
			
Projects		Risk	
Current Status Aug 14	Direction of Travel Aug 14 v Jul 14	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
			

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14

2. Young People's Achievement and Involvement

Raising educational attainment and improving facilities for young people through partnership working

2.1 Performance

Priority 2 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
LPZ569 % SEN statements and EHCPs completed on time	Percentage	80.70	100.00						
LPZ569a % SEN statements excluding exceptions and EHCPs completed on time	Percentage	86.80	100.00						
Priority 2 - Half-termly Indicators									
	Unit	YTD Apr 14	Target Apr 14	Against Target Apr 14	DoT Last year	DoT Apr 14 v Feb 14	Against Target Feb 14	Against Target Dec 13	SchY 12/13
BV045.12 % Half days missed - Secondary	Percentage	4.76	6.25						
BV046.12 % Half days missed - Primary	Percentage	3.48	4.70						

2. Young People's Achievement and Involvement

Raising educational attainment and improving facilities for young people through partnership working

2.2 Projects









Priority 02 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	Dec 2016	●
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	Aug 2014	●
PMSCYP Primary Places Programme 2013/14	CYP	£38.2m	Dec 2014	●
PMSCYP Primary Places Programme 2014/15	CYP	TBC	Dec 2015	●
PMSCYP Renovation of House on the Hill	CYP	£1.75m	TBC	●
PMSCYP Drumbeat Phase 3 (new build)	CYP	£938k	Mar 2015	●




Priority 03: Clean, Green and Liveable

Hot Topics

Green Flag Awards

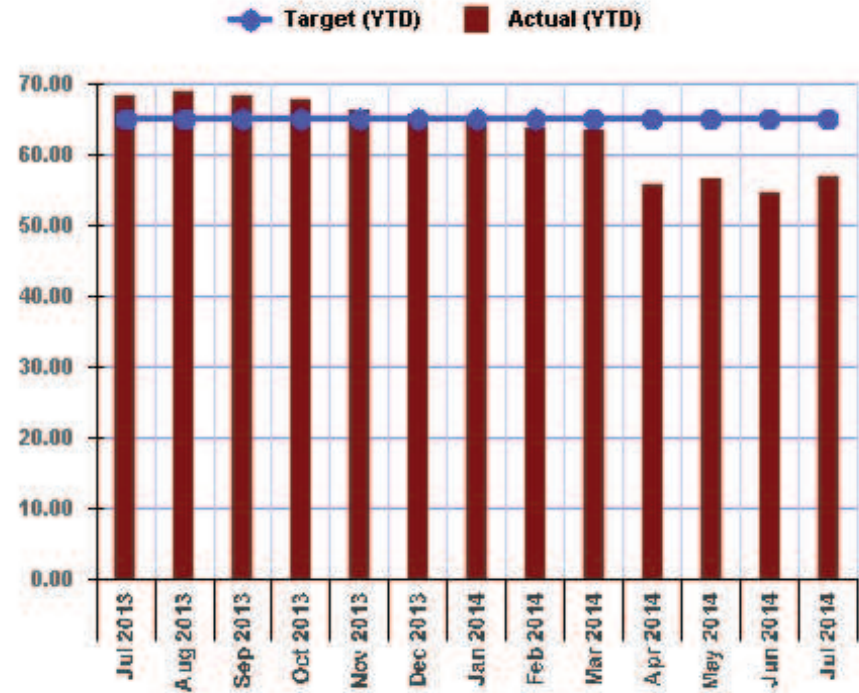
Following the announcement of this year's Green Flag awards, Lewisham is now ninth in the country for the number of awards given by the charity Keep Britain Tidy. Five Community Green Flag awards were also awarded for Lewisham's nature conservation sites. The awards recognise and reward the best parks and green spaces across the country and are a sign to the public that the space boasts the highest possible standards, is beautifully maintained and has excellent facilities. The Green Flag Awards are judged by volunteer experts who visit applicant sites and assess them against eight strict criteria, including horticultural standards, cleanliness, sustainability and community involvement. Lewisham's parks and open spaces are run and managed by Glendale Grounds Management in partnership with the Council.

Priority 03: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
			
Projects		Risk	
Current Status Aug 14	Direction of Travel Aug 14 v Jul 14	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
			

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
LPI079 Percentage of fly tip removal jobs completed within 1 day			
Performance indicators - Monthly (reported 1 month behind)			
	Against Target	Direction of Travel Jun 14 v Mar 14	Direction of Travel Jun 14 v May 14

LPI079 - Percentage of fly tip removal jobs completed within one day

LPI079 Percentage of fly tip removal jobs completed within 1 day			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 13	68.27	65.00	★
Aug 13	68.82	65.00	★
Sep 13	68.31	65.00	★
Oct 13	67.62	65.00	★
Nov 13	66.38	65.00	★
Dec 13	65.87	65.00	★
Jan 14	64.88	65.00	●
Feb 14	63.87	65.00	●
Mar 14	63.52	65.00	●
Apr 14	55.65	65.00	▲
May 14	56.72	65.00	▲
Jun 14	54.69	65.00	▲
Jul 14	57.02	65.00	▲



LPI079 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p>Performance</p> <p>The indicator measures the percentage of fly tips removed within 1 day of report. Performance in July was 64.01%, falling just below the 65% target.</p>	<p>Performance Action Plan</p> <p>The increase in the number of large flytips has impacted on the time taken to remove all flytips.</p>

3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

3.1 Performance

Priority 3 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
LPI079 Percentage of fly tip removal jobs completed within 1 day	Percentage	57.02	65.00						
LPI080 Percentage of recycling bins collected on time	Percentage	99.94	99.99						
LPI720 Percentage of noise nuisance complaints receiving a visit within 45 minutes, if necessary	Percentage	?	99.25						
LPI752 Percentage of graffiti removal jobs completed in 1 day	Percentage	100.00	99.50						
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	90.17	92.00						
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (detritus)	Percentage	92.96	86.00						
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	91.33	92.00						
LPZ752 Percentage of land and highways inspected that are of acceptable cleanliness (fly posting)	Percentage	93.67	95.00						
Priority 03 - Monthly Indicators									
	Unit	YTD Jun 14	Target Jun 14	Against Target Jun 14	DoT Last year	DoT Last month	Against Target May 14	Against Target Apr 14	13/14
NI191 Residual household waste per household (KG)	Kg/Household	62.15	58.75						
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	16.87	20.00						
NI193 Percentage of municipal waste land filled	Percentage	0.40	8.00						

3. Clean, Green & Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment






3.1 Performance

Priority 3 - Contextual Indicators							
	Unit	YTD Jul 14	YTD Jun 14	YTD May 14	YTD Apr 14	YTD Mar 14	13/14
LPI720d Number of noise nuisance complaints requiring a visit	Number	?	600.00	354.00	101.00	2,123.00	2,123.00
LPI752n Number of grafitti removal jobs in within 1 day	Number	1,396.00	984.00	581.00	303.00	5,223.00	5,223.00

3. Clean, Green and Liveable

Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment





3.2 Projects

Priority 03 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£462k	Aug 2014	
PMSRGN Deptford Rise Public Realm (The Deptford Project Ltd)	Resources & Regeneration	£152k	Apr 2015	
PMSRGN Beckenham Place Park (Fundraising Project)	Resources & Regeneration	£400k (round 1 funding)	Round 2 funding announcement in Dec 2015	
PMSRGN Redevelopment of the Lewisham Central Opportunity Site: Phase 1	Resources & Regeneration	£598k	Jun 2014	
PMSRGN TFL Programme 2014/15	Resources & Regeneration	£2.411m	Apr 2015	

Priority 04: Safety, Security and Visible Presence

Hot Topics

There are no 'Hot Topics' to report for Priority 4 this month.

Priority 04: Summary			
Performance Indicators		Finance	
Against Target	Direction of Travel	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
n/a	n/a		
Projects		Risk	
Current Status	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

Violence with injury (ABH)						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	601.00	420.00	✗	517.00	✗
Outer London	Number	462.00	336.00	✗	369.00	✗
Inner London	Number	544.00	396.00	✗	448.00	✗
Robbery						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	251.00	170.00	✗	436.00	✓
Outer London	Number	179.90	136.90	✗	242.00	✓
Inner London	Number	300.00	228.00	✗	434.00	✓
Burglary						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	778.00	594.00	✗	1,106.00	✓
Outer London	Number	659.70	490.70	✗	762.00	✓
Inner London	Number	791.00	596.00	✗	975.00	✓
Criminal Damage						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	792.00	578.00	✗	731.00	✗
Outer London	Number	600.00	443.00	✗	582.00	✗
Inner London	Number	642.00	470.00	✗	646.00	✓



















4. Safety, Security and Visible Presence

Improving Partnership working with the police and others and using the Council's powers to combat anti-social behaviour

4.1 Performance

 Improving - where smaller is better

 Declining - where smaller is better

Theft of vehicle						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	234.00	181.00		269.00	
Outer London	Number	217.70	162.70		200.00	
Inner London	Number	272.00	201.00		243.00	
Theft from vehicle						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	433.00	322.00		479.00	
Outer London	Number	515.95	391.95		642.00	
Inner London	Number	578.00	436.00		676.00	
Theft from person						
	Unit	YTD Jul 14	YTD Jun 14	Change since last month	YTD Jul 13	Change since same period last year
Lewisham	Number	205.00	157.00		271.00	
Outer London	Number	156.05	119.05		229.00	
Inner London	Number	546.00	425.00		959.00	

Priority 05: Strengthening the Local Economy

Hot Topics

The Mayor of Lewisham Business Awards

The Mayor of Lewisham Business Awards are an opportunity for local businesses to celebrate their successes and increase their profile within the community. The awards are open to any business in the borough and all nominations are considered by a judging panel including people in business and professional business advisers, that meets three times a year. One of the latest winners is Claudi & Fin frozen yogurt lollies, a business co-founded by two women from Forest Hill. Following advice gained at a Start-Up Seminar in 2012, run by the Lewisham Business Advisory Service, the business was set up and successfully entered into a competition run by StartUp Britain for a 12-month contract with Sainsbury's to supply their product in over 300 Sainsbury's stores. Co-founder Meriel Kehoe, said: 'We very much see ourselves as a Lewisham business and are grateful for the local support we have received; from the business advice we got from Tony Goldstein at South East Enterprise to the advice on food labelling we received from the local council. Other winners in this round of the awards were Catford-based Phoebes Garden Centre in the Corporate Social Responsibility category and Deptford-based MuLondon in the Customer Care category.'

Catford Street Market

Catford Broadway's street market was bolstered with new traders on Saturday 26 July, kick-starting the beginning of a much larger market on the last Saturday of every month. Following the success and popularity of June's European two-day market which brought more than a dozen additional specialist stalls to Catford, an enhanced market will now return every month to the town centre. Alongside regular Saturday traders who sell flowers and plants, fresh fish, fruit and vegetables and kitchenware, there will be new stalls with Caribbean food, German sausages, cakes, fashion jewellery, bags and aromatherapy products with more new stalls planned over the coming months.

Priority 05: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of travel Jul 14 v Jun 14
Projects		Risk	
Current Status Aug 14	Direction of travel Aug 14 v Jul 14	Current Status Aug 14	Direction of travel Aug 14 v Jul 14

Areas Requiring Management Attention this Month

Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14

5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport

5.1 Performance

Priority 5 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
NI157b % Minor planning apps within 8 weeks	Percentage	82.62	70.00						
NI157c % of other planning applications determined within 8 weeks	Percentage	85.84	80.00						

5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport



5.1 Performance

Priority 5 - Monthly contextual Indicators							
	Unit	YTD Jul 14	YTD Jun 14	YTD May 14	YTD Apr 14	YTD Mar 14	13/14
LPI472 Job Seekers Allowance claimant rate	Percentage	3.30	3.30	3.50	3.60	3.80	3.80
LPI474 The no.of JSA claimants aged 18-24yrs	Percentage	1,200.00	1,215.00	1,310.00	1,305.00	1,415.00	1,415.00
LPI475 Average house price(Lewisham)	£	365,823.00	352,751.00	345,595.00	336,337.00	328,817.00	328,817.00
Priority 5 - Quarterly contextual indicators							
	Unit	YTD Jun 14	YTD Mar 14	YTD Dec 13	YTD Sep 13	YTD Jun 13	12/13
LPI401d Number of new businesses started as a result of our economic development programmes	Number	0.00	30.00	25.00	21.00	1.00	14.00
LPI423 Local employment rate	Percentage	?	73.80	72.00	71.20	71.40	69.40

5. Strengthening the Local Economy

Gaining resources to regenerate key localities, strengthen employment skills and promote public transport

5.2 Projects

Priority 05 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Surrey Canal Triangle	Resources & Regeneration	£245k	TBC	
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350k	TBC	

Priority 06: Decent Homes for All

Hot Topics

Affordable Housing

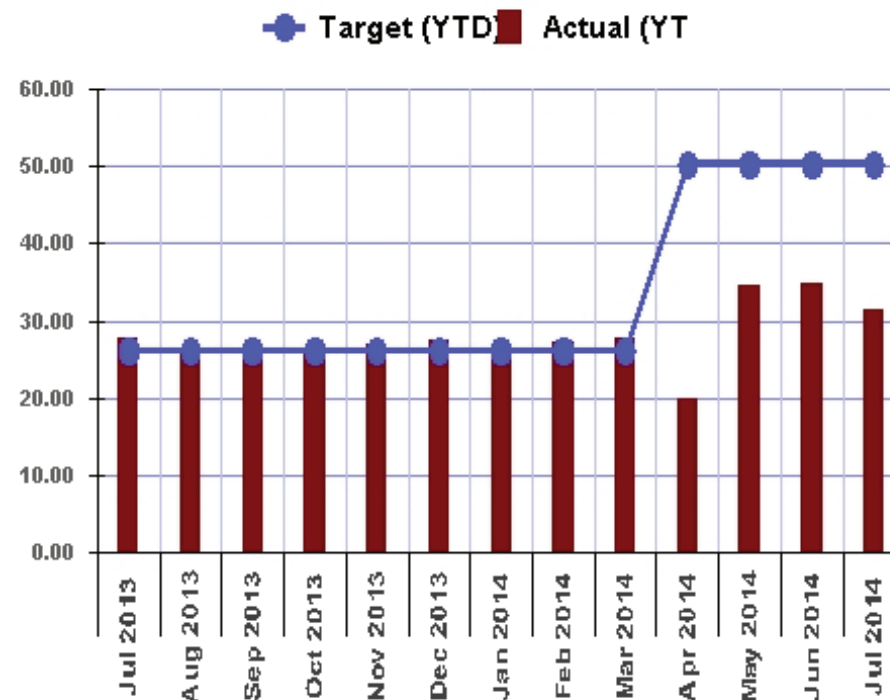
The Council's ambitious house building plans for the borough have been boosted further with the announcement that it has won £6.2m from the Greater London Authority, as part of the Mayor's Housing Covenant Programme (2015-18). The money will fund the building of 164 affordable homes by 2019, with work starting on these homes in 2015/16. Funding for a further 80 units that could be built by April 2019 could follow, subject to further agreement. The money will help fund the Council's current commitment to build 500 new council homes in the next five years and allow the Council to expand this programme further.

Priority 06: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
Projects		Risk	
Current Status Aug 14	Direction of Travel Aug 14 v Jul 14	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
LPZ706 Percentage of properties let to those in temporary accommodation			
Performance Indicators - Quarterly			
	Against Target	Direction of Travel Jun 14 v Mar 14	Direction of Travel Jun 14 v Mar 14
LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)			
Projects - Red			
	Directorate	Current Status	
PMSCUS Kender New Build grant phase 3 South	Customer Services		
Finance			
	% variance	variance	
06. NI Decent Homes for All	53.57	1,500.00	

LPZ706 Percentage of properties let to those in temporary accommodation

LPZ706 Percentage of properties let to those in temporary accommodation			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	27.76	26.10	★
Aug 2013	26.21	26.10	★
Sep 2013	26.58	26.10	★
Oct 2013	25.69	26.10	●
Nov 2013	26.88	26.10	★
Dec 2013	27.40	26.10	★
Jan 2014	26.79	26.10	★
Feb 2014	27.18	26.10	★
Mar 2014	27.76	26.10	★
Apr 2014	20.00	50.30	▲
May 2014	34.48	50.30	▲
Jun 2014	34.81	50.30	▲
Jul 2014	31.40	50.30	▲



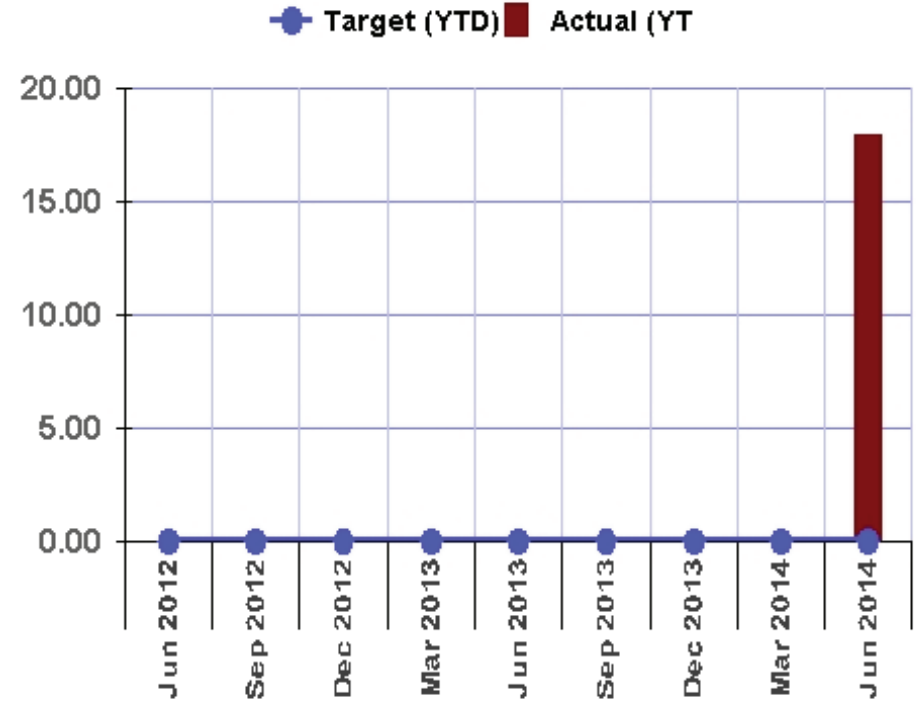
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LPZ706 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance By the end of July 31.4% of all lets made via Homesearch were to households in temporary accommodation (TA).</p>	<p>Performance Action Plan Although the overall percentage of lets to Homeless in TA is showing as 31.4%, the service is working closely with colleagues to help increase the number of homeless in TA offers for studios and one bed properties which will increase the overall percentage. The percentage of lets of family sized properties to homeless in TA is 50.4%.</p>

LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)

LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jun 2012	0	0	▲
Sep 2012	0	0	▲
Dec 2012	0	0	▲
Mar 2013	0	0	▲
Jun 2013	0	0	▲
Sep 2013	0	0	▲
Dec 2013	0	0	▲
Mar 2014	0	0	▲
Jun 2014	18	0	▲



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LPZ757 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance</p> <p>At the end of June there were 18 families who had been in non self contained nightly paid accommodation for more than 6 weeks.</p>	<p>Performance Action Plan</p> <p>This is the first time that this target has been missed. Plans are in place to reduce this to zero by the end of the next quarter.</p>

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

6.1 Performance

Priority 6 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
LPI029 Percentage of rent collected, excluding rent due on void properties	Percent	99.45	99.00						
LPI037 Average Time to Re-let	Number	9.95	23.00						
LPI705 Percentage urgent repairs completed within timescales	Percentage	99.84	99.60						
LPZ706 Percentage of properties let to those in temporary accommodation	Percentage	31.40	50.30						
NI156 Number of households living in Temporary Accommodation	Number	1,510.00	1,450.00						
Priority 6 - Quarterly Indicators									
	Unit	YTD Jun 14	Target Jun 14	Against Target Jun 14	DoT Last year	DoT Last quarter	Against Target Mar 14	Against Target Dec 13	13/14
LPZ705 Number of homes made decent	Number	183.00	183.00						
LPZ753 Percentage of extra care housing schemes meeting new space standard	Percentage	25.00	0.00						
LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)	Number	18.00	0.00						

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6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing










6.1 Performance

Priority 6 - Contextual Indicators							
	Unit	YTD Jul 14	YTD Jun 14	YTD May 14	YTD Apr 14	YTD Mar 14	13/14
LPI658d Total number of homelessness applications where a decision has been made	Number	296.00	198.00	146.00	91.00	1,073.00	1,073.00
LPZ725 Percentage of homeless applications where a decision was made to accept a duty	Percentage	83.11	83.84	83.56	81.32	64.21	64.21
LPZ747 Number of households on the housing register	Number	8,384.00	8,276.00	8,312.00	8,301.00	8,294.00	8,294
LPZ748 Number of approaches to HOC and SHIP	Number	3,325.00	2,570.00	1,708.00	861.00	11,860.00	11,860

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

6.2 Projects

Priority 06 projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS Kender New Build grant phase 3 South	Customer Services	TBC	TBC	
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	Mar 2016	
PMSCUS Kender New Build grant phase 4	Customer Services	£1.54m	Mar 2015	
PMSRGN Southern Site Housing - Deptf TC Prog - appointment of developers	Resources & Regeneration	£1m	Sep 2014	
PMSCUS Housing Matters	Customer Services	£0.5m	Mar 2015	
PMSCUS Heathside & Lethbridge Redevelopment	Customer Services	£30.244m	Phase 3 - Nov 2015	
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	Mar 2015	
PMSCUS New Homes, Better Places - Phase 1	Customer Services	£1.5m	Nov 2014	
PMSCUS Lewisham Homes Capital Programme 2014/15	Customer Services	£47m	Apr 2015	

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

6.2 Projects

Red Projects			
	Senior Responsible Officer	Project Aim	Current status
PMSCUS Kender New Build grant phase 3 South	Customer Services. ED	Project Aim Kender New-Build Phase 3 South	
<p>This scheme has suffered from a viability gap for a number of years. Following a reshaping of the ambitions of the scheme, it now appears possible to bring it to market and achieve a number of objectives through the redevelopment of the site. Construction of circa 200 housing units combined with a new health centre and other local benefits are part of the renewed vision. The Council has also identified the site as being able to contribute towards other corporate objectives, such as additional school places and revenue generation through market rent housing provision. These latter objectives are being assessed with the aim of developing a detailed brief for the site so that the market may be approached later in 2014.</p>			

6. Decent Homes for All

Investment in social and affordable housing to achieve the Decent Homes standard, tackle homelessness and supply key worker housing

6.4 Finance

Net Expenditure Priority 06 (£000s)					
	2014/15 Budget	Projected year-end variance as at Jul 14	Variance	% variance	Comments
06. NI Decent Homes for All	2,800	1,500	▲	53.57	Finance Overspend The Strategic Housing Service is projecting an overspend of £1.5m. This is entirely attributable to the overspend in the cost of bed and breakfast accommodation where a £1.5m overspend is being reported.

Priority 07: Protection of Children

Hot Topics

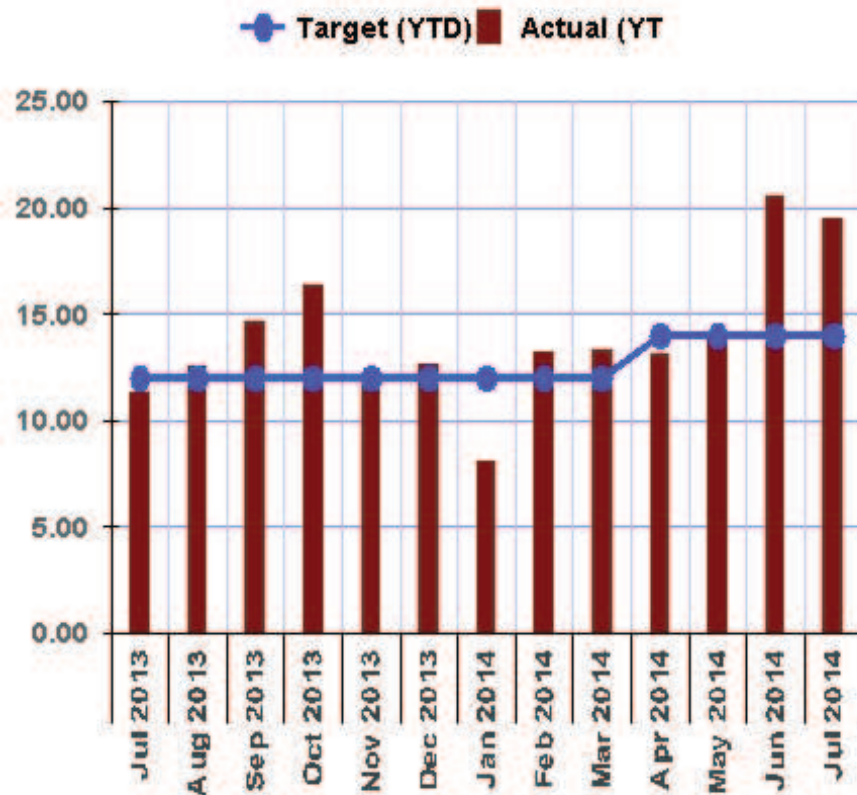
There are no 'Hot Topics' to report for Priority 7 this month.

Priority 07: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
Projects		Risk	
Against Target	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
LPI129a % of children for whom contact received in month resulted in new referral			
NI062 Stability of placements of looked after children: number of moves			
NI063 Stability of placements of looked after children: length of placement			
NI064 Child protection plans lasting 2 years or more			
Finance			
	% variance	variance	
07. NI Protection of Children	19.50	8,600.00	
Red Risks - Corporate Risk Register			
	Responsible Officer	Current Status	
RMSCYP01 Avoidable death or serious injury	Director CSC		

LPI129a - % of children for whom contact received in month resulted in a new referral

LPI129a % of children for whom contact received in month resulted in new referral			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	11.30	12.00	★
Aug 2013	12.50	12.00	●
Sep 2013	14.60	12.00	▲
Oct 2013	16.40	12.00	▲
Nov 2013	12.20	12.00	●
Dec 2013	12.60	12.00	●
Jan 2014	8.10	12.00	★
Feb 2014	13.20	12.00	▲
Mar 2014	13.30	12.00	▲
Apr 2014	13.10	14.00	★
May 2014	13.90	14.00	★
Jun 2014	20.60	14.00	▲
Jul 2014	19.50	14.00	▲



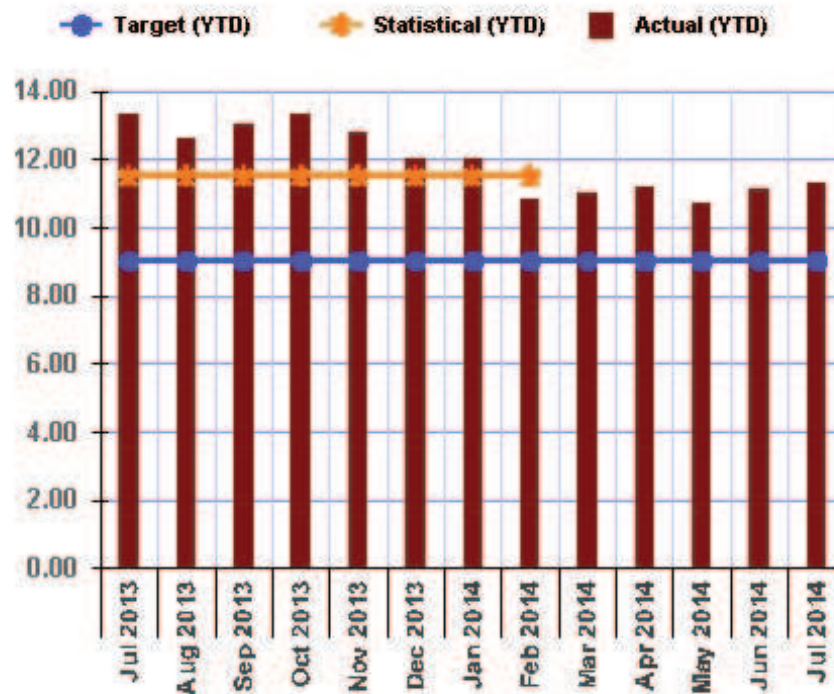
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LPI129a - comment

Responsible Officer	Performance Comments	Action Plan Comments
Referral and Assessment Service Group Manager	<p>Performance</p> <p>The percentage of contacts resulting in new referrals has increased, as has the number of s47 enquiries. Where there is reasonable cause to suspect that a child is suffering or likely to suffer harm, the local authority is required under s47 of the Children Act 1989 to make enquiries (open referral), to enable it to decide whether it should take any action to safeguard and promote the welfare of the child.</p>	<p>Performance Action Plan</p> <p>The Quality Assurance Service has carried out an initial audit of a sample of cases which found the decision making by team managers to carry out Section 47 investigations to be correct. The initial audit has not provided us with an explanation as to why there is a sudden peak in the number of Section 47 Investigations. The Service Manager for Referral and Assessment is currently reviewing all Section 47 investigations that resulted in No Further Action in the last 2 months to ascertain the factors that have led to a sudden peak. In 2013 Lewisham number of referrals per 10,000 was lower than our statistical neighbours, while the number of s47 enquiries per 10,000 was very similar at 130 and 129 respectively. We will not know if other London authorities are experiencing similar increases in referrals and s47 enquiries until benchmark data is published in November 2014.</p>

NI062 - Stability of placements of looked after children: number of moves (3+ placements within last 12 months)

NI062 Stability of placements of looked after children: number of moves				
Percentage				
	Actual (YTD)	Target (YTD)	Statistical (YTD)	Performance (YTD)
Jul 2013	13.30	9.00	11.50	▲
Aug 2013	12.60	9.00	11.50	▲
Sep 2013	13.00	9.00	11.50	▲
Oct 2013	13.30	9.00	11.50	▲
Nov 2013	12.80	9.00	11.50	▲
Dec 2013	12.00	9.00	11.50	▲
Jan 2014	12.00	9.00	11.50	▲
Feb 2014	10.80	9.00	11.50	▲
Mar 2014	11.00	9.00		▲
Apr 2014	11.20	9.00		▲
May 2014	10.70	9.00		▲
Jun 2014	11.10	9.00		▲
Jul 2014	11.30	9.00		▲

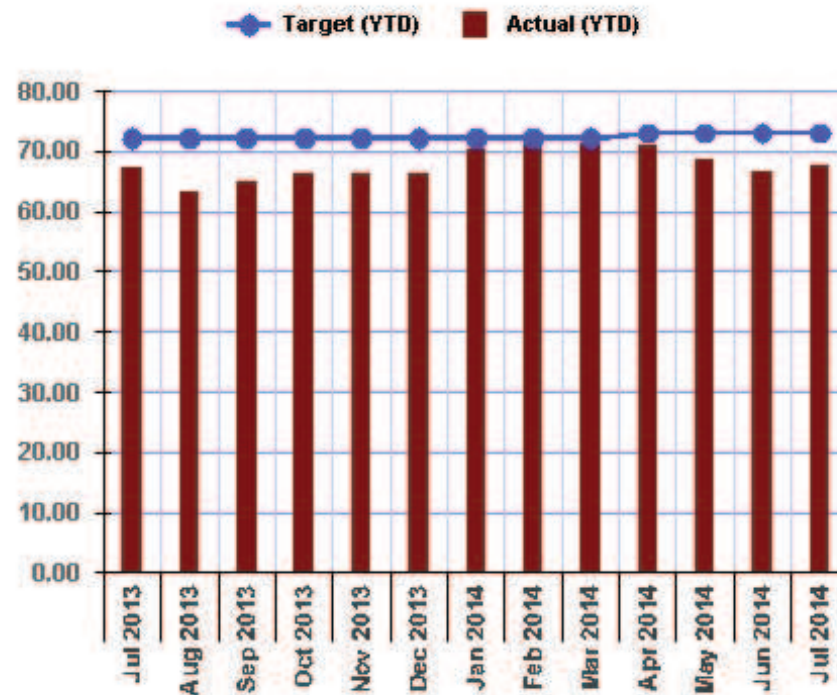


NI062 - comments

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p>Performance</p> <p>Performance as at 31 July 2014 is 11.3% (for the last 12 months). However, each time a child goes 'missing' from their foster or residential placement it is counted as a placement move. Excluding the 'missing' placements, the actual percentage with 3 or more placement moves in the last 12 months is 8.8%.</p>	<p>Performance Action Plan</p> <p>The Care Planning Panel continues to monitor all new requests for placements and, where necessary, suggests additional support packages to prevent placement breakdowns.</p> <p>An audit undertaken in August 2013 looked at all of the children and young people in this cohort and found that moves occur for various reasons, some of which are positive for example: to live with adoptive families. The children and young people within the remaining group cohort display some very challenging behaviours and complex needs.</p> <p>We have continued to use 'KEEP', the training programme for foster carers. It aims at the challenges carers experience parenting our Looked After Children (LAC) and has been well received. This forms an important part of our strategy to support carers. Staff in both LAC and the Leaving Care Service have been made aware so they can support carers in maintaining consistency.</p>

NI063 - Stability of placements of looked after children: length of placement

NI063 Stability of placements of looked after children: length of placement			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	67.10	72.00	▲
Aug 2013	63.10	72.00	▲
Sep 2013	64.80	72.00	▲
Oct 2013	66.20	72.00	▲
Nov 2013	66.40	72.00	▲
Dec 2013	66.20	72.00	▲
Jan 2014	70.30	72.00	●
Feb 2014	71.60	72.00	●
Mar 2014	71.40	72.00	●
Apr 2014	71.10	73.00	●
May 2014	68.60	73.00	▲
Jun 2014	66.70	73.00	▲
Jul 2014	67.70	73.00	▲

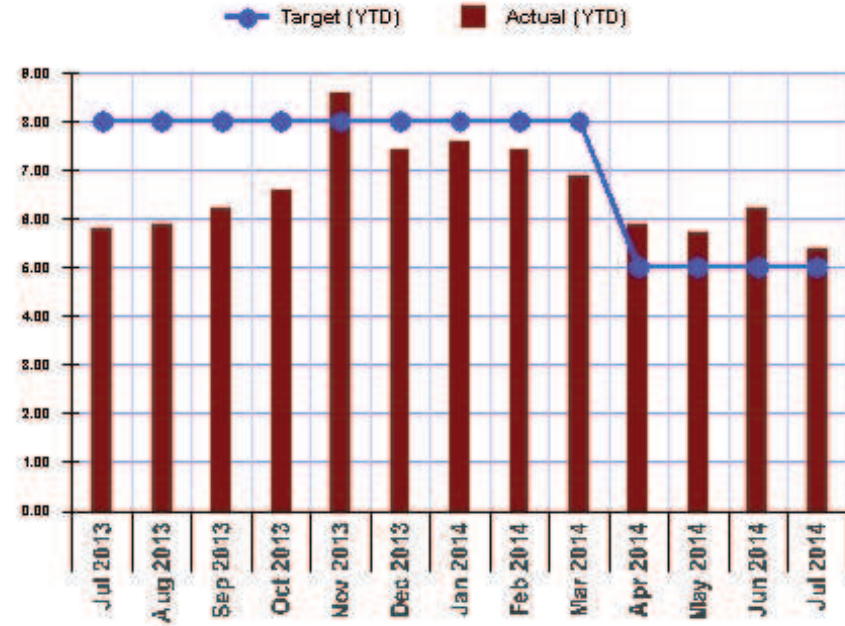


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NI063 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p>Performance Performance as at 31 July 2014 is 67.7%, below the 2014-15 target 73%</p>	<p>Performance Action Plan Placement support meetings are arranged with carers to develop placement stability. These focus on the early identification and tracking of fragile placements, and the provision of multi-agency & multi-disciplinary support to carers to prevent breakdown. This support includes the diversion from exclusion from school by additional assistance in class and direct Child and Adolescent Mental Health Service (CAMHS) consultation with carers. Challenging behaviour of older children continues to be a focus of attention, with carers being helped with strategies to reduce the impact of negative behaviour. A Multi-agency Placement Stability Group has now been set up.</p>

NI064 - Child protection plans lasting two years or more

NI064 Child protection plans lasting 2 years or more			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	5.80	8.00	★
Aug 2013	5.90	8.00	★
Sep 2013	6.20	8.00	★
Oct 2013	6.60	8.00	★
Nov 2013	8.60	8.00	▲
Dec 2013	7.40	8.00	★
Jan 2014	7.60	8.00	★
Feb 2014	7.40	8.00	★
Mar 2014	6.90	8.00	★
Apr 2014	5.90	5.00	▲
May 2014	5.70	5.00	▲
Jun 2014	6.20	5.00	▲
Jul 2014	5.40	5.00	▲



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NI064 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p>Performance Performance as at 31 July 2014 was 5.4%</p>	<p>Performance Action Plan Lewisham 2014/15 target has been set with a view to achieving national top quartile, however, some children should remain subject to a child protection plan, even if it is more than two years, because they need professionals from all agencies to monitor them.</p>

7. Protection of Children

Better safe-guarding and joined-up services for children at risk

7.1 Performance

Priority 7 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
LPI129a % of children for whom contact received in month resulted in new referral	Percentage	19.50	14.00						
LPZ900 % of single assessments completed within 45 working days	Percentage	91.98	?						
NI062 Stability of placements of looked after children: number of moves	Percentage	11.30	9.00						
NI063 Stability of placements of looked after children: length of placement	Percentage	67.70	73.00						
NI064 Child protection plans lasting 2 years or more	Percentage	5.40	5.00						
NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Percentage	9.50	10.00						
NI066 Looked after children cases which were reviewed within required timescales	Percentage	98.80	99.80						
NI067 Percentage of child protection cases which were reviewed within required timescales	Percentage	100.00	100.00						

7. Protection of Children

Better safe-guarding and joined-up services for children at risk

7.1 Performance

Priority 7 - Monthly Contextual Indicators									
	Unit	England 12/13	Statistical Neighbours 12/13	Jul 14	Jun 14	May 14	Apr 14	Mar 14	13/14
LPI137 CH39 Number LAC per 10,000 under 18 LBL	Number	60.00	75.10	79.80	80.90	78.30	79.00	77.60	77.60
LPI141 CH01 No.on CPP per 10,000 LBL	Number	37.90	40.90	47.80	46.10	44.70	46.30	47.90	47.90
LPI301 No. of children on CPP 'as at'	Number	284.00	240.00	308.00	297.00	288.00	298.00	304.00	304.00
LPI302 No. of LAC 'as at'	Number	448.00	441.00	514.00	521.00	504.00	509.00	500.00	500.00
LPI309a Number of Referrals per month	Number	325.00	263.00	299.00	312.00	187.00	173.00	198.00	198.00

7. Protection of Children

Better safe-guarding and joined-up services for children at risk

7.3 Risk

Priority 7 - Corporate Risk Register - Red Risks

Current status

RMSCYP01 Avoidable death or serious injury



Priority 7 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p>Page 112</p> <p>RMSCYP01 Avoidable death or serious injury</p>	<p>Risk - What are the worst consequences of the risk? Death or serious injury to child/young person. Cost of response and redirection of resources. Litigation. Loss of public trust. Reduced staff morale. Loss of staff. Decreased performance. Impact on Inspection.</p>	<p>➔</p>	<p>Director CSC</p>	<p>Risk - What are we planning to do? Information relating to incidents or potential incidents to be shared across agencies within specific time frames in order to prevent further incidents from occurring. This includes schools and colleges.</p> <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Quality control, relationships with providers. • Strength of partnerships. • Child protection systems. • Strong PR. • Ensure safeguarding plans fully implemented. • Regular supervision of staff procedures. • Regular timely inter-agency communication and meetings. • Education Psychologists now trained in trauma support. • Ensure strong safeguarding mechanisms for all staff across contract bids from other organisations. • Safeguarding Board monitors action plans from Serious Case Reviews. • Adherence to CYP Lone Working Policy; violence to staff meetings and review of lessons learnt. • Serious Youth Violence Strategy implemented. • MASH Information Sharing Protocols have been agreed and signed off. <p>Risk - When is it going to be completed? 30.09.14</p> <p>Risk Notes</p> <ul style="list-style-type: none"> • Child Protection Conferences undertaken to engage hard to reach families in child protection process to improve outcomes. • Targeted Family Support undertaken to identify children at risk early and provide support.

Priority 7 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<ul style="list-style-type: none"> • Rag rating always maintained at 25 because of the impact on the Council when a child known to CSC dies as a result of abuse. CSC deal with child abuse cases and make professional judgements based on risk indicators. Serious Case Reviews identify risk indicators that may have contributed to the death of a specific child in a particular family, however the same group of risks are also present in many of the cases that do not end up in child death and where it is in the child's best interest to preserve significant attachments, by working in partnership with parents to maintain a child in that family. It is not always possible to predict a death of a child. Professional judgement has to be applied throughout and there is always a risk that a child may die with devastating consequences for the family and the local authority.

7. Protection of Children

Better safe-guarding and joined-up services for children at risk







7.4 Finance


Net Expenditure Priority 07 (£000s)					
	2014/15 Budget	Projected year-end variance as at Jul 14	Variance	% variance	Comments
07. NI Protection of Children	44,100	8,600	▲	19.50	Finance Overspend Children's social care is showing a budget pressure of £8.6m. This comprises of a £2.1m pressure in the placement budget for looked after children (LAC), a £5.7m pressure relating to clients with no recourse to public funds and a £0.8m pressure as a result of an increase in the number of young people who are leaving care.

Priority 08: Caring for Adults and Older People

Hot Topics

There are no 'Hot Topics' to report for Priority 8 this month.

Priority 08: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
Red Risks			
	Responsible Officer	Current Status	
RMSCOM04 Serious Safeguarding Concern	Head of Adult Assessment and Care Management, Head of Communities and Neighbourhood Development; Head of Cultural Services; Head of Crime Reduction.		
Finance - Net Expenditure - Reds (£000s)			
	% variance	variance	
08. NI Caring for Adults and Older People	2.22	1,800.00	

8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

8.1 Performance

Priority 8 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
AO/D40 % Adult Social Care clients receiving a review	Percentage	22.46	22.00						
LPI253 1C (1) % people using social care who receive self-directed support	Percentage	87.72	70.00						
LPI254 1C (2) % people using social care who receive direct payments	Percentage	20.39	19.00						
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population	Number	4.15	3.69						
LPI272 2D Reablement/Rehabilitation No Support	Percentage	84.10	50.00						

8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

8.1 Performance



Priority 8 - Monthly Contextual Indicators

	Unit	Jul 14	Jun 14	May 14	Apr 14	Mar 14	13/14
LPI297 Total number of Adult Social Care contacts (new contacts)	Number	4,866.00	3,664.00	2,596.00	1,423.00	11,900.00	11,900.00

8. Caring for Adults and Older People

Developing opportunities for the active participation and engagement of people in the life of the community


8.3 Risk

Priority 8 - Corporate Risk Register - Red Risks				
			Current status	
RMSCOM04 Serious Safeguarding Concern				
Priority 8 - Corporate Risk Register - Red Risks				
	Consequen...	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 118</p> <p>RMSCOM04 Serious Safeguarding Concern</p>	<p>Death of adult or child. Institutional Abuse. Domestic Homicide.</p>		<p>Head of Adult Assessment and Care Manageme... Head of Crime Reduction & Supporting People.</p>	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. We will strengthen the governance and operational structure of the Lewisham Safeguarding Adults Board to meet Care Act requirements. 2. We will improve performance and data collection and reporting systems to ensure identification of trends and analysis of activities to inform policy and practice developments. 3. We have established a working group which will have work streams in place to deliver our QAF. 4. A new structure is being developed which will strengthen links across Adult Social Care and Mental Health in relation to referral pathways and the management of safeguarding casework.
				<p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Implemented Multi-Agency Adult Safeguarding policy and procedures. • Undertaken pro-active monitoring of referrals to identify potential institutional abuse. • Implemented preventative approaches with Safeguarding and Domestic Violence services. • Established a Case Panel Review Group in April 2013. • A revised training programme was developed and completed during 2013. • Domestic Homicide Reviews - actions are reviewed at a task and finish group which reports to the SLP and the Adults Safeguarding Board as required.
				<p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Work is in progress to support the LSAB becoming statutory in Apr 15 2. The performance framework will be completed and implemented by Sep 14 3. Provider self-assessments are being piloted and this will lead to full implementation of the QAF in Jul 14 4. Nov 14

8. Caring for Adults and Older People

Working with Health Services to support older people and adults in need of care

8.4 Finance

Net Expenditure Priority 08 (£000s)					
	2014/15 Budget	Projected year-end variance as at Jul 14	Variance	% variance	Comments
08. NI Caring for Adults and Older People	81,200	1,800		2.22	Finance Overspend The Adult Services division is forecast to overspend by £1.8m. This is largely due to overspends on the budgets of packages and placements which is, in part, attributable to demographic factors.

Priority 09: Active, Healthy Citizens

Hot Topics

Improving access to fresh, organic vegetables

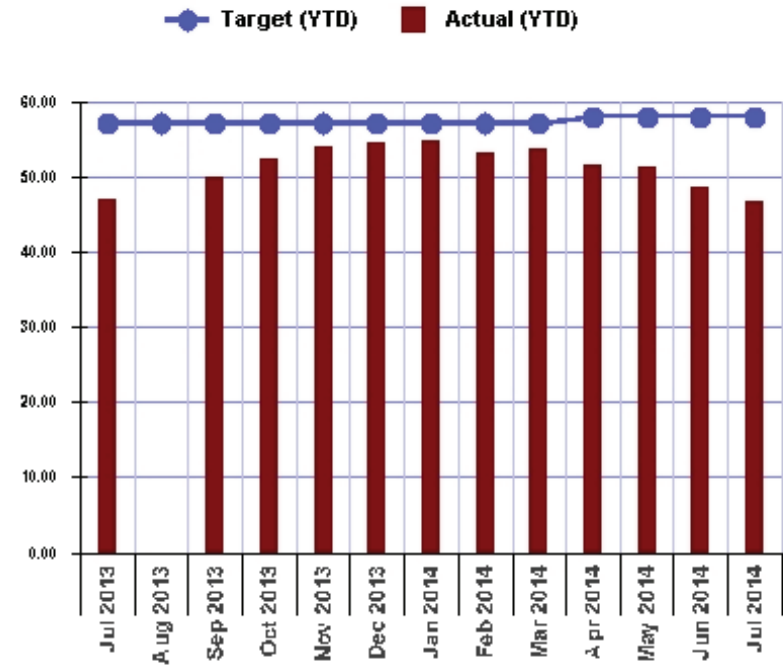
Local people are being invited to get involved with a scheme to deliver organic vegetables into the community every week at an affordable price. Growing Communities, a social enterprise based in Hackney, helps set up vegetable box schemes that support local farmers, create local jobs and provide local people with a weekly supply of fresh vegetables, sometimes delivered the same day they are picked. The scheme in Lewisham will be called the Lee Greens scheme and it will cater to residents across the borough.

Priority 09: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
Projects		Risk	
Current Status	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
NI052 Take up of school lunches			
Performance Indicators - Quarterly			
	Against Target	Direction of Travel Jun 14 v Mar 14	Direction of Travel Jun 14 v Mar 14
LPI324 MMR1 Immunisation rates 2nd birthday			

NI052 - Take up of school lunches

NI052 Take up of school lunches			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	47.00	57.00	▲
Aug 2013		57.00	?
Sep 2013	50.00	57.00	▲
Oct 2013	52.40	57.00	▲
Nov 2013	53.90	57.00	▲
Dec 2013	54.60	57.00	●
Jan 2014	54.80	57.00	●
Feb 2014	53.20	57.00	▲
Mar 2014	53.80	57.00	▲
Apr 2014	51.70	58.00	▲
May 2014	51.40	58.00	▲
Jun 2014	48.50	58.00	▲
Jul 2014	46.60	58.00	▲

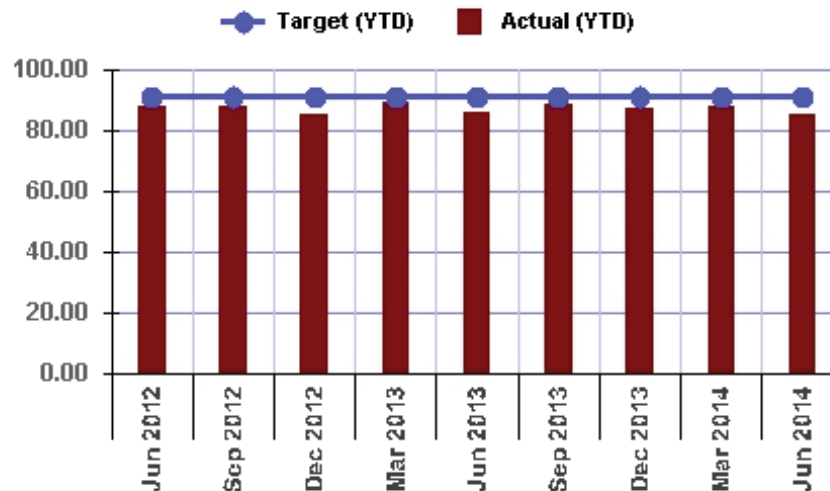


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NI052 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Resources CYP	<p>Performance</p> <p>Overall take up of school meals in July 2014 was 46.6%. Take up in June and July is always seasonally lower, more especially when the weather is dry and warm as has been the case this year throughout most of June and July.</p>	<p>Performance Action Plan</p> <p>Untimely receipt of the Meal Numbers Returns from schools due to cumbersome business processes can result in figures in previous months being amended. A new automated system is being developed and will be implemented shortly to give real time information via the schools MIS system. This system will enable us to plot trends and show a more accurate picture of the take up of school lunches in real time.</p>

LPI324 - MMR1 Immunisation rates 2nd birthday

LPI324 MMR1 Immunisation rates 2nd birthday			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jun 2012	87.80	91.00	●
Sep 2012	87.90	91.00	●
Dec 2012	85.30	91.00	▲
Mar 2013	89.50	91.00	●
Jun 2013	85.70	91.00	▲
Sep 2013	88.50	91.00	●
Dec 2013	87.30	91.00	●
Mar 2014	88.20	91.00	●
Jun 2014	85.50	91.00	▲



LPI324 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
<p>Page 122</p> <p>Head of Commissioning, Strategy & Performance</p>	<p>Performance</p> <p>Uptake has, once more, declined, but the reasons for this are not entirely clear. The way the denominators are estimated for all indicators of vaccine uptake has changed nationally. It appears that this has resulted in a decline in the recorded uptake of most indicator vaccines, though not all. A fall in uptake of vaccine is also often noted in the June figures each year, and this has never been explained satisfactorily. Previous action to improve data collection is now complete and information for the next quarter for which data are available is likely to be more accurate, though with different denominators. A programme of facilitation of general practice to improve uptake is also now complete, and the impact of this should be seen in the next quarter's data</p>	<p>Performance Action Plan</p> <p>During the final quarter of this calendar year - GP practices that do not show improvement in uptake of vaccine, despite action to improve data collection and the programme of facilitation, will be visited by the Director of Public Health and one of the Clinical Directors of the Clinical Commissioning Group (CCG). The Director of Children's Services has also expressed a commitment to visiting these practices together with the DPH and Clinical Directors of the CCG. A plan of action for these individual practices will be agreed, at least in outline, at these visits.</p>

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

9.1 Performance

Priority 9 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
CF/C19 Health of LAC	Percentage	91.30	93.00						
NI052 Take up of school lunches	Percentage	46.60	58.00						

Priority 9 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
LPI202 Library visits per 1000 pop	Number per 1000	664.72	579.81						
	Unit	Jul 14	Jul 13	Jun 14	Jun 13	May 14	May 13	13/14	
LPI202r Library visits rolling 12 months	Number	2,073,059	1,850,575	2,059,093	1,837,364	2,054,700	1,813,191	2,046,822	

Priority 9 - Quarterly Indicators									
	Unit	YTD Jun 14	Target Jun 14	Against Target Jun 14	DoT Last year	DoT Last Quarter	Against Target Mar 14	Against Target Dec 13	13/14
NI053 Prevalence of breastfeeding at 6 - 8 weeks from birth	Percentage	?	78.00						
NI123 Stopping smoking	Rate per 100,000	?	?						
LPI324 MMR1 Immunisation rates 2nd birthday	Percentage	85.50	91.00						

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9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

9.1 Performance







Priority 9 - Monthly Contextual Indicators							
	Unit	YTD Jul 14	YTD Jun 14	YTD May 14	YTD Apr 14	YTD Mar 14	13/14
LPI211a Children free swims	Number	15,541.00	9,631.00	6,896.00	3,629.00	32,427.00	32,427
LPI211b 60+ free swims	Number	9,506.00	6,422.00	3,747.00	1,713.00	18,675.00	18,675

Priority 10: Inspiring Efficiency, Effectiveness & Equity

Hot Topics

The Big Budget challenge

Residents are being given the opportunity to use an online budget simulator to see how they would manage the Council's budget. The Council is faced with finding further savings worth £85million over the next three years in the face of reduced government funding (the equivalent of around £1 of every £3 spent from its net budget). While the Government is cutting the Council's budget by a third, Lewisham's population is growing as quickly as anywhere in London, putting extra pressure on services like adult and children's social care, school places, refuse collection and waste disposal.

Priority 10: Summary			
Performance Indicators		Finance	
Against Target Jul 14	Direction of Travel Jul 14 v Jun 14	Variance Jul 14	Direction of Travel Jul 14 v Jun 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Aug 14	Direction of Travel Aug 14 v Jul 14
n/a	n/a		

10. Inspiring Efficiency, Effectiveness and Equity

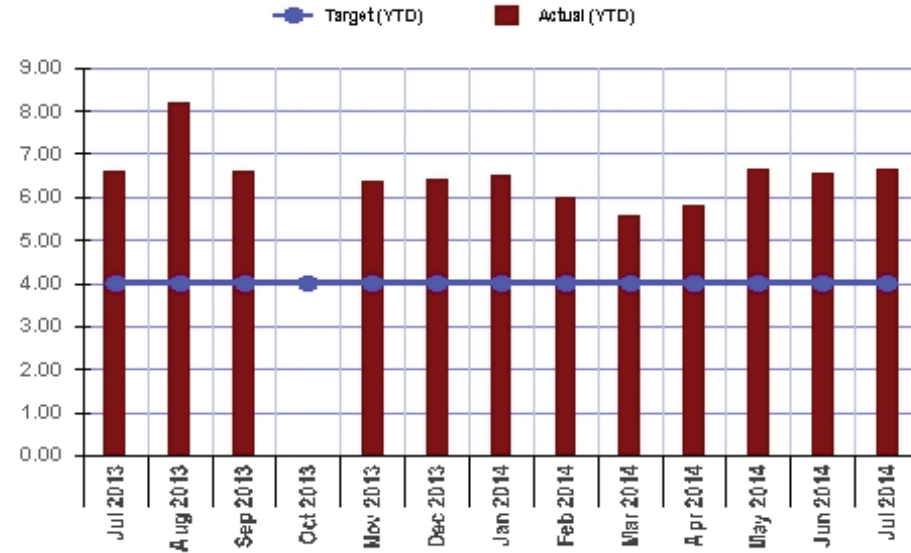
Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Jul 14 v Mar 14	Direction of Travel Jul 14 v Jun 14
BV012c Days/Shifts lost to Sickness (Schools Only)			
BV017a % Ethnic minorities employees			
LPI500 % staff from ethnic minorities recruited at PO6 and above			
LPI519 Percentage of FOI requests completed			
Red Risks - Corporate Risk Register			
	Responsible Officer	Current Status	
RMSCOR04 Non compliance with Health & Safety Legislation	Chief Executive		
RMSCOR15 Inability to maintain assets & premises in safe & effective condition	Executive Director for Resources & Regeneration		
RMSCOR19 Employee Relations	Chief Executive		
RMSCOR21 Data Integrity/Non Compliance/Information Security	Chief Executive		
RMSCOR24 Management capacity and capability	Chief Executive		
RMSCOR30 Strategic programme to develop and implement transformational change does not deliver	Chief Executive		

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BV012c Days/shifts lost to sickness (schools only)

BV012c Days/Shifts lost to Sickness (Schools Only)			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	6.59	4.00	▲
Aug 2013	8.20	4.00	▲
Sep 2013	6.59	4.00	▲
Oct 2013		4.00	?
Nov 2013	6.35	4.00	▲
Dec 2013	6.40	4.00	▲
Jan 2014	6.50	4.00	▲
Feb 2014	5.98	4.00	▲
Mar 2014	5.57	4.00	▲
Apr 2014	5.81	4.00	▲
May 2014	6.66	4.00	▲
Jun 2014	6.57	4.00	▲
Jul 2014	6.66	4.00	▲

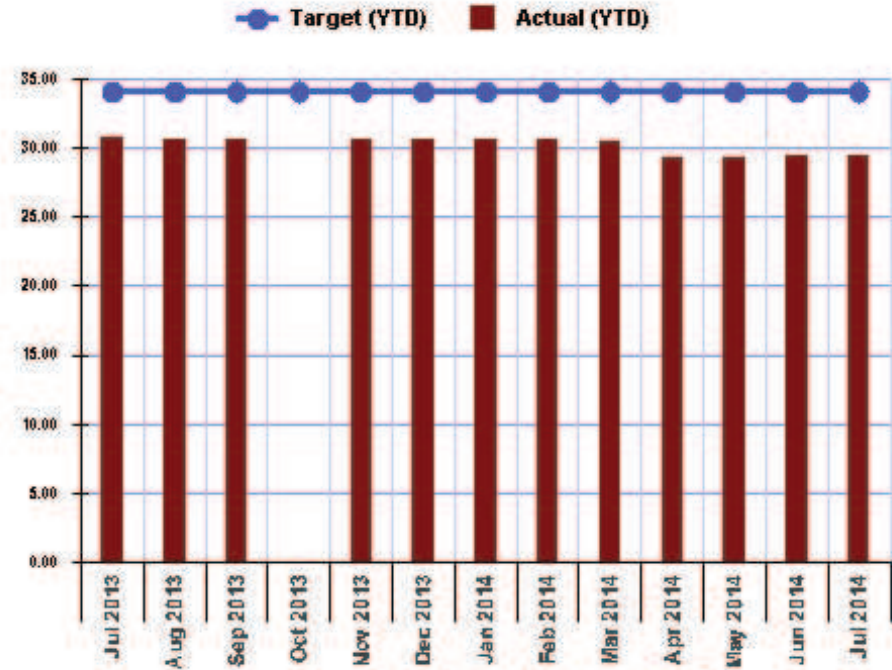


BV012c - comment

Responsible Officer	Performance Comments	Action Plan Comments
Page 127 Head of Personnel and Development	<p>Performance Absence for the 12 months to July 2014 stands at 6.66 days for schools staff (target 4 days).</p>	<p>Performance Action Plan The Council's overall strategy for monitoring and managing absence continues with regular briefings at management teams and EMT. Referrals to Occupational Health along with capability hearings also continues, an indication that managers are taking action in accordance with trigger points.</p>

BV017a % Ethnic minorities employees

BV017a % Ethnic minorities employees			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	30.67	34.00	▲
Aug 2013	30.64	34.00	▲
Sep 2013	30.62	34.00	▲
Oct 2013		34.00	?
Nov 2013	30.61	34.00	▲
Dec 2013	30.60	34.00	▲
Jan 2014	30.62	34.00	▲
Feb 2014	30.51	34.00	▲
Mar 2014	30.44	34.00	▲
Apr 2014	29.28	34.00	▲
May 2014	29.31	34.00	▲
Jun 2014	29.38	34.00	▲
Jul 2014	29.38	34.00	▲

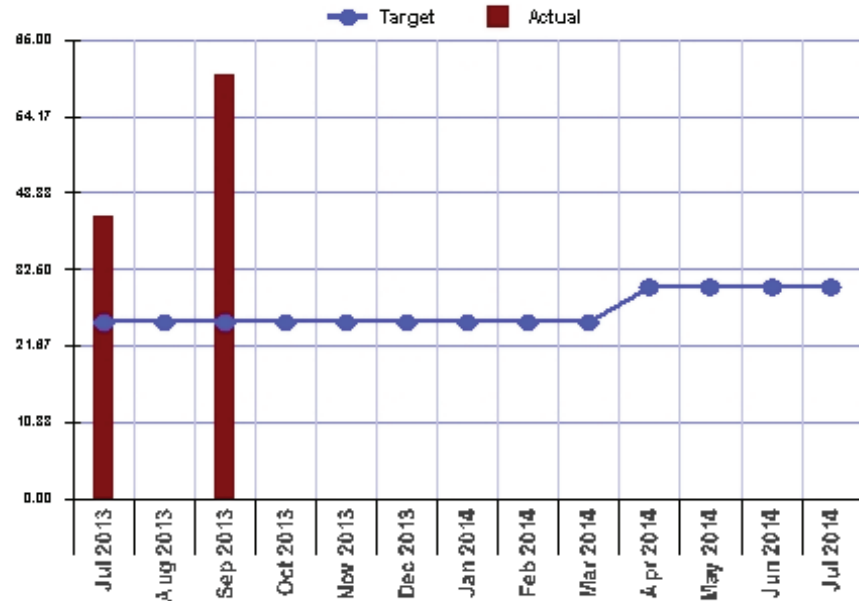


BV017a - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel & Development	<p>Performance 29.4% of all staff (non-schools and schools staff) are from Black, Asian and minority ethnic communities against the target of 34%. Non-schools staff represents 36.1% against a target of 40%. This performance has declined over the past year.</p>	<p>Performance Action Plan Recruiting managers continue to be reminded of the Council's target at the start of each recruitment process. Search consultants are also briefed on the need to ensure that effective mechanisms are in place to target and encourage applicants from BAME groups.</p>

LPI500 Percentage of staff from ethnic minorities recruited at PO6 and above

LPI500 % staff from ethnic minorities recruited at PO6 and above			
Percentage			
	Actual	Target	Performance
Jul 2013	40.00	25.00	★
Aug 2013		25.00	?
Sep 2013	60.00	25.00	★
Oct 2013		25.00	?
Nov 2013		25.00	?
Dec 2013	0.00	25.00	▲
Jan 2014		25.00	?
Feb 2014		25.00	?
Mar 2014	0.00	25.00	▲
Apr 2014	0.00	30.00	▲
May 2014	0.00	30.00	▲
Jun 2014	0.00	30.00	▲
Jul 2014	0.00	30.00	▲

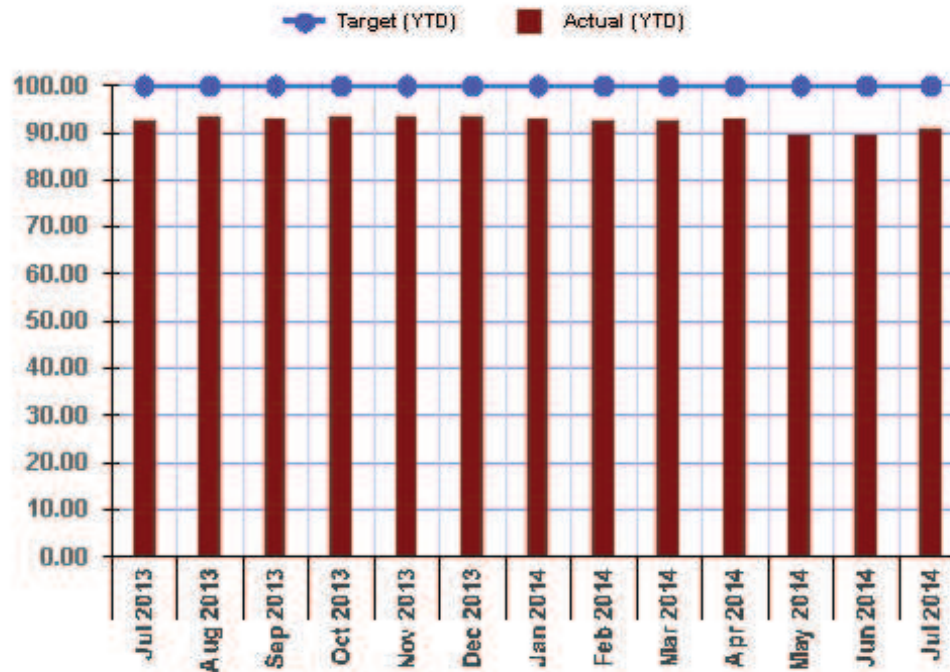


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LPI500 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel & Development	<p>Performance There was only one appointment at PO6 and above during July, the successful candidate was not from a BAME group.</p>	<p>Performance Action Plan There is a continued focus on the recruitment and representation of Black, Asian and minority ethnic staff through the monitoring of recruitment and promotion and this is focussed at a senior management level where staff are underrepresented. Recruiting managers are reminded of the Council's target at recruitment initiation and at shortlisting stage. Search consultants have also been briefed on the need to ensure that effective mechanisms are in place to target and encourage applicants from BAME groups.</p>

LPI519 Number of FOI requests completed in given timescales

	LPI519 Percentage of FOI requests completed		
	Percentage		
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jul 2013	92.53	100.00	▲
Aug 2013	93.18	100.00	▲
Sep 2013	92.84	100.00	▲
Oct 2013	93.48	100.00	▲
Nov 2013	93.21	100.00	▲
Dec 2013	93.19	100.00	▲
Jan 2014	92.76	100.00	▲
Feb 2014	92.51	100.00	▲
Mar 2014	92.57	100.00	▲
Apr 2014	92.75	100.00	▲
May 2014	89.53	100.00	▲
Jun 2014	89.56	100.00	▲
Jul 2014	90.57	100.00	▲



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LPI519 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Technology & Transformation	<p>Performance The Council received 124 FOI requests in July 2014 which at this point in time for reporting purposes represents the last closed period. 116 have been closed within the timescale and 4 requests closed out of the statutory timescales, 4 remain open, a compliance rate of 93.5%.</p>	<p>Performance Action Plan The Corporate Team continue to support the directorate representatives who have continued to maintain good performance levels. They are working to improve how cross-directorate requests could be better managed as often these are responded to out of time. The Team manage output of responses for all directorates to ensure compliance and a consistent approach to the application of exemptions. All requests were acknowledged within 3 days.</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.1 Performance


Priority 10 - Monthly Indicators									
	Unit	YTD Jul 14	Target Jul 14	Against Target Jul 14	DoT Last year	DoT Last month	Against Target Jun 14	Against Target May 14	13/14
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	▲	▲
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.36	7.50	★	■	■	★	★	★
BV012c Days/Shifts lost to Sickness (Schools Only)	Number	6.66	4.00	▲	■	■	▲	▲	▲
BV016a % of Disabled employees	Percentage	3.68	3.50	★	■	■	★	★	★
BV017a % Ethnic minorities employees	Percentage	29.38	34.00	▲	■	■	▲	▲	▲
LPI031 NNDR collected	Percentage	103.31	99.00	★	■	■	★	★	★
LPI032 Council Tax collected	Percentage	95.11	96.00	●	■	■	●	●	★
LPI500 % staff from ethnic minorities recruited at PO6 and above	Percentage	0.00	30.00	▲	■	➡	▲	▲	★
LPI519 Percentage of FOI requests completed	Percentage	90.57	100.00	▲	■	■	▲	▲	▲
LP537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)	Percentage	29.27	30.00	●	■	■	★	★	★
LP726 Percentage of calls answered by the call centre	Percentage	92.23	91.00	★	■	■	★	★	★
LP755 Percentage of customers with appointments arriving on time seen within their appointed time	Percentage	95.68	91.00	★	■	■	★	★	●
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	6.87	8.00	★	■	■	★	★	★

10. Inspiring Efficiency, Effectiveness and Equity


Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.3 Risk

Priority 10 - Corporate Risk Register - Red Risks

RMSCOR04 Non compliance with Health & Safety Legislation	Current status 
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Priority 10 - Corporate Risk Register - Red Risks


	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR04 Non compliance with Health & Safety Legislation	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Death or injury to public or staff. • Criminal prosecution. • Civil litigation. • Service stopped. • Cost of lost time dealing with incident and recovery. • Loss of public trust in Council. 		Chief Executive	<p>Risk - What are we planning to do? Emphasis on H&S awareness for all staff and training to support improvements in quality of H&S risk assessment.</p> <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Adoption of H&S BS18001 approach for managing H&S across the Council and moved to one H&S Manual. • H&S governance strengthened with H&S Committee (members, officers and unions) and Corporate H&S Board reporting to EMT in place. • Occupational Health and Learning & Development commissioned through contracts. • Online system for reporting Council H&S accidents, incidents and near misses to help monitor H&S risks. • All services complete annual self-assessment of their H&S and a rolling risk based audit plan of full audits is in place. • H&S induction and training programme. • Online system for monitoring H&S recommendations <p>Risk - When is it going to be completed? Mar 15</p> <p>Risk Notes .</p>

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10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.3 Risk

Priority 10 - Corporate Risk Register - Red Risks				
RMSCOR06 Financial Failure - inability to maintain a balanced budget				Current status
Priority 10 - Corporate Risk Register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
Page 133 RMSCOR06 Financial Failure - inability to maintain a balanced budget	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Central government intervention. • Emergency measures disrupt all services • Services not delivered to time, quality or cost 		Executive Director of Resources & Regeneration	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Progress on Lewisham Future work reported to Members in June. Next step is putting forward of savings proposals for 2015/16. 2. Detailed savings proposals for 2015/16 (£42m Required) will be put forward for decision between July and December in advance of draft budget in Feb 2015. 3. Focused management action on budget pressures - e.g. cost of looked after children placements, children leaving care and B&B and temporary accommodation. <p>Risk - What have we done to control the risk?</p> <ol style="list-style-type: none"> 1. Annual budget planning process established with clear timeframes to enable consultation and consolidation. 2. Directorate Expenditure Panels operating for all budgets. 3. Routine monthly budget monitoring reported to DMT, EMT & Members. 4. Regular reviews by actuaries and consultations with external auditors to retain acceptable levels of reserves and provisions. 5. Budget for 2014/15 set and appropriate savings agreed to live within available resources. 6. Lewisham Future Programme Board established. 7. Project groups to deal with 'Integration with Health' and 'No Recourse' established. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. Sep 14 2. Feb 15

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks

Current status 

RMSCOR19 Employee Relations

Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p>Page 134</p> <p>RMSCOR19 Employee Relations</p>	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> • Increase in disputes and grievances. • Increased staff turnover with related loss of knowledge and experience and expertise. • Recruitment difficulties. • Diversion of staff and management time away from core service delivery. • Disruption to service delivery. 	➔	Chief Executive	<p>Risk - What are we planning to do? The following are built into the HR Divisions work plan:</p> <ul style="list-style-type: none"> • Trade Union Engagement. • Union meetings with the Mayor. • Briefing to all managers. • Staff forum engagement. • PES. • L&D offering. • Works Council. • LGPS changes. • Staff survey. • Monitor staff and union feedback. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Completed refresh of JDs, single status review and accredited as an Inversters in People employer. • Regular communications with staff via multiple channels on pressures the Council is facing. • HR reconfiguration included review of employee structures to ensure integrated approach. • Strong consultation governance structures and engagement with the Trade Unions. • Monitoring of staff structures and recruitment against equality characteristics, wellbeing, absence management, grievances and complaints. • IIP accreditation maintained. <p>Risk - When is it going to be completed? Quarterly reviews in July and October 2014.</p>


Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<p>Risk Notes NUT & UNITE strike action during March 2014. All unions strike action 10 July 2014</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

Priority 10 - Corporate Risk register - Red Risks

RMSCOR21 Data Integrity/Non Compliance/Information Security	Current status 
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Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p>Page 136</p> <p>RMSCOR21 Data Integrity/Non Compliance/Information Security</p>	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> Exposure of confidential information or corruption of data. Prosecution/fine for statutory breach. Diversion of resources and loss of public trust. Loss of access to GCSX data sources, health data sources and payment 	➔	Chief Executive	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> Continue information asset audits/close gaps identified. Move files from Eros House basement of off-site storage with scan on demand. Implement ICO Audit recommendations. Specialist training for key staff. Introduce metacompliance as a tool. Reinforce the privacy impact assessment process. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Information asset register. Audits of compliance. Policies, procedures and guidance in place. Information sharing agreements (incl. Third Parties) Secure email system for SC staff, 2FA for remote working. Info security visits, project monitoring, privacy impact assessments. Process for reporting & monitoring data breaches. IG forum established. Achieved high amber in the ICO audit. SLA to 25% of Lewisham schools. process for access to information complaints, appeals and ICO investigations. PSN compliance achieved. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> Jun 14 Jun 14 Sep 14

Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
	card transactions revoked.			<p>4. Mar 15 5. Mar 15 6. Sep 14</p> <p>Risk Notes</p> <p>1. Remaining 2011/12 data breaches being assessed by ICO. 2. First cut of PSN submission submitted June 2014. Feedback expected July 2014. 3. PSN compliance requirement means more changes to infrastructure. 10 PSN related projects with Capita will be delivered by Autumn 2015. 4. Metacompliance will force staff to read and sign acceptance of appropriate policies (wider than just IT) and provide a tailored training module.</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks				
RMSCOR24 Management capacity and capability				Current status
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
Page 138 RMSCOR24 Management capacity and capability	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> Decline in the quality and flexibility of service delivery. Failure to manage services to meet customer/citizen need. Failure to innovate and improve delivery of services and deliver better value for money. 	➔	Chief Executive	<p>Risk - What are we planning to do? Monitoring of savings implementation not just financial but also performance, risks, incidents, etc to include employee profiles.</p> <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Governance processes, including ER/VR panels, provide robust challenge for redundancies, changes to working hours, and working beyond retirement. Consideration of capacity and capability, succession planning are all included as questions in the 'STAR' service planning model. Dedicated transformation team supporting service changes Council-wide. All recruitment (permenant and agency) monitored and scrutinised closely for evidence of longer-term capacity or capability gaps. Refresh of Directorate internal performance indicators, aligned to service plan objectives. <p>Risk - When is it going to be completed? Jul 14</p> <p>Risk Notes .</p>

10. Inspiring Efficiency, Effectiveness and Equity

Ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community

10.3 Risk

Priority 10 - Corporate Risk register - Red Risks

RMSCOR30 Strategic programme to develop and implement transformational change does not deliver

Current status



Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
RMSCOR30 Strategic programme to develop and implement transformational change does not deliver Page 139	Risk - What are the worst consequences of the risk? <ul style="list-style-type: none"> Breach of statutory duty(ies) Service disruption and poor performance Loss of staff good will Anxiety for service users 	➔	Chief Executive	Risk - What are we planning to do? <ol style="list-style-type: none"> 2nd Managers conference. Members awareness and training. Extend use of WeCreate to Members. Consideration for Citizens Panels or equivalent to ensure effective and engaged consultation on options/decisions. Risk - What have we done to control the risk? <ul style="list-style-type: none"> Established the Lewisham Future Programme Board supported by Transformation team to set priorities and oversee delivery of the change programme. Initiated reviews for priority areas for change based on the output from a member led process. Decoupled the process for agreeing savings from the budget process to enable work to be done on a rolling basis. Set up the basic workflow (agenda, information, communication and reporting arrangements) and governance for managing the programme. Launched online ideas management tool - WeCreate to engage with staff, members and public. Risk - When is it going to be completed? <ol style="list-style-type: none"> Dec 14 Jul 14 Sep 14 Sep 14

Appendix A - Performance Scoring Methodology

Together we will make Lewisham the best place in London to live, work and learn

Performance

Performance can be measured using two methods. Firstly, current performance is appraised against past performance to assess “direction of travel” – is it improving or worsening? Secondly, performance can be measured against a norm, standard or target.

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2014). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

The Council has aims and objectives as an organisation responsible for securing local public services. But it also has wider aims to work in partnership with other organisations (in the public, private and community sectors) to improve Lewisham as a place to live. It is therefore essential that our PIs not only measure our organisational and service performance against the Council’s corporate priorities but also evaluate our efforts to achieve improvements through partnership working. These wider aims are described in Lewisham’s Sustainable Community Strategy. A summary on performance can be found in the ‘Overall Performance summary’ at front of the Executive Summary report.

Data Quality Policy

The Council has a Data Quality Policy which is adhered to and sets out the corporate data quality objectives. Directorates also have a statement of data quality and a data quality action plan.

Appendix B - Projects, Risk & Finance Scoring Methodology

Projects

Together we will make Lewisham the best place in London to live, work and learn

Project status is recorded using a red / amber / green traffic light reporting system.

Red: Projects considered to be at significant risk of late delivery, of overspending or of not achieving their primary objectives. Project likely to be facing issues or uncertainties e.g. funding concerns, lack of clarity over scope / costs, other significant risks not yet under effective control. Sheer scale of a project, its complexity and overall risk level can also attract a red rating.

Amber: Projects considered to be at moderate risk of late delivery, of overspending or of not achieving some objectives. Issues may have been escalated outside the project team, but likely that these can be resolved e.g. resources will be identified to deal with moderate changes to costs or scope.

Green: Project considered to be on time, on budget, with current risks being managed effectively within the project structure.

Risk

Risks are scored in terms of likelihood and impact, with a range from 1 to 5 (with 5 being the highest) and the result is plotted on a matrix (as shown on the Overall Performance: Risk page) to produce the RAG rating. A target is also set and the risk registers contain action plans to manage the risks to target and these are subject to regular review by Directorate Management Teams. The risk registers are reported to the Risk Management Working Party and Internal Control Board on a quarterly basis and quarterly updates are provided in this report.

Finance

Financial monitoring is recorded using a red/amber/green traffic light reporting system.

Net expenditure on the priority is forecast to vary from budget by either:-

Red - more than £0.5m or 2.5% overspent or more than £10m or 50% underspent

Amber - more than £0.1m and less than £0.5m or by more than 1% and less than 2.5% overspent or more than £5m and less than £10m or by more than 25% and less than 50% underspent

Green - up to £0.1m or up to 1% overspent or up to £5m or up to 25% underspent

The Executive Management Team will take into account:-

- (i) The performance of the housing part of the Capital Programme in assessing the traffic light for Decent Homes;
- (ii) The overall financial position on revenue and capital in assessing the traffic light for 'Inspiring Efficiency, Effectiveness & Equity'.

The methodologies for Projects, Risk and Finance outlined above will be reviewed annually at the end of the financial year as part of the review of this report and the target setting process for performance indicators. The text above will be subject to change at this point.

Agenda Item 7

Chief Officer Confirmation of Report Submission		
Cabinet Member Confirmation of Briefing		
Report for: Mayor		
Mayor and Cabinet		X
Mayor and Cabinet (Contracts)		
Executive Director		
Information	<input type="checkbox"/>	Part 1
	<input type="checkbox"/>	Part 2
	<input checked="" type="checkbox"/>	Key Decision
		<input type="checkbox"/>

Date of Meeting	1 st October 2014
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Title of Report	Making of Instrument of Government The Governing Body of Watergate School
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Originator of Report	Sue Tipler	Ext. 46162
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources		X
Legal Comments from the Head of Law	√	
Crime & Disorder Implications		X
Environmental Implications		X
Equality Implications/Impact Assessment (as appropriate)	√	
Confirmed Adherence to Budget & Policy Framework		X
Risk Assessment Comments (as appropriate)		X
Reason for Urgency (as appropriate)		X

Signed: _____ Executive Member



Date: 23rd September 2014

Signed: _____ Executive Director



Date: 23rd September 2014

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET			
Report Title	Making of Instrument of Government The Governing Body of Watergate School.		
Key Decision	Yes	Item No.	
Ward	Bellingham		
Contributors	Executive Director for Children and Young People Head of Law		
Class	Part 1	Date:	1.10.14

1. Summary

- 1.1 The report sets out a variation to the Instrument of Government for Watergate School and proposes a nominee for the appointment as Local Authority governor by the governing body.
- 1.2 The Governing Body are reconstituting under the School Governance (Constitution) (England) Regulations 2012. Varying the current Instrument of Government will provide the governing body with the opportunity to appoint co-opted governors based on skills required.

2. Purpose

- 2.1 To seek agreement to the variation of the Instrument of Government for Watergate School.

3. Recommendations

The Mayor is recommended to:

- 3.1 Approve that the Instrument of Government for Watergate School be made by Local Authority order dated 1 October 2014.
- 3.2 To consider and approve the nomination of Councillor Carl Handley for appointment by the governing body.

4. Policy Context

- 4.1 Each school has to have an Instrument of Government. The Local Authority must satisfy itself that the Instruments of Government for schools conform to the legislation. The Local Authority must also agree its content.

- 4.2 Lewisham's Children & Young People's Plan sets out our vision for improving outcomes for all children. The main purpose of a governing body is to account for the achievement of children and young people in their schools.
- 4.3 The appointment of governors supports the broad priorities within Lewisham's Sustainable Community strategy, in particular those of being "ambitious and achieving" and "empowered and responsible". Governors help inspire our young people to achieve their full potential and they also promote volunteering which allows them to be involved in their local area.
- 4.4 Two specific corporate priorities that are relevant pertain to "community leadership and empowerment" and "young people's achievement and involvement".

5. Background

- 5.1 At a full governing body meeting on the 17 June 2014, the governing body of Watergate School made a decision to reconstitute the governing body. Reconstitution supports a review of its current membership and provides the opportunity to bring in additional skills to the governing body.
- 5.2 As a result, the governing body must be constituted in accordance with regulations made by virtue of section 19 of the Education Act 2002 namely The School Governance (Constitution) (England) Regulations 2012. The total membership of the governing body of a maintained school must be no fewer than seven governors.
- 5.3 The governing body of a maintained school must include the following:-
- at least 2 parent governors;
 - the Headteacher unless any such Headteacher resigns the office of governor in accordance with regulation 19 of the Constitution Regulations 2012;
 - one staff governor; and
 - one Local Authority governor.
- 5.4 The governing body may in addition appoint such number of co-opted governors as they consider necessary provided that the requirements in the Regulations are met.
- 5.5 The total number of co-opted governors who are also eligible to be elected as staff governors when counted with the staff governor and headteacher, must not exceed one-third of the total membership of the governing body.
- 5.6 In addition to the requirements above, the governing body of a foundation school or a foundation special school which, in either case, has a foundation but which is not a qualifying foundation school, must also include at least two (but no more than 45 per cent of the total) foundation governors.
- 5.7 The Brent Knoll and Watergate Co-operative Trust is a Trust created under the auspices of the School Standards and Framework Act 1998. The company was registered (08002136) on 22 March 2012.

5.8 The Trust was set out to administer and manage the property and other assets of the Trust known as The Brent Knoll and Watergate Co-operative Trust for the public benefit as defined by the following objectives included within the Articles of Association:-

5.8.1 To advance the education of the pupils at the Schools, to advance the education of other members of the community, and otherwise to benefit the community, it being acknowledged that in carrying out the Objects the Trust must (where applicable) have regard to its obligation to promote community cohesion under the Education Acts.

5.8.2 It is intended that the curriculum and ethos of the Schools will place an emphasis on, and include a commitment to students learning about, the Co-operative values of self-help, self responsibility, democracy, equality, equity, solidarity, honesty, openness, social responsibility and caring for others with the aim of encouraging all students to become better citizens, not only while they are students but during the rest of their lives.

5.9 Members of the Trust's Board are directors for the purpose of company law and trustees for the purposes of charity law. The composition of the Trustee Board is as follows:

Two trustees appointed by each school in the Trust,
One trustee appointed by each of the following partner institutions:
Lewisham Local Authority,
Lewisham Healthcare NHS Trust,
Greenwich University,
Widehorizons Outdoor Educational Trust,
Phoenix Community Housing Trust,
Ravensbourne Project.

Three trustees are entitled to be appointed by the membership forum. The membership forum is comprised of people elected from the general membership of the co-operative trust.

5.10 In addition, the Co-operative Trust is entitled to appoint foundation governors at each school respectively.

5.11 The regulations now also state that the Local Authority governor is nominated by the Local Authority but appointed by the governing body.

5.12 Appendix 1 details the Instrument of Government the Local Authority is proposing to make by order.

6. Governor recommended for Nomination by the Local Authority .

6.1 Councillor Carl Handley, details of whom appear at Appendix 2, is the Local Authority nominee for appointment as the Local Authority governor by the governing body of Watergate School.

7. Financial implications

7.1 There are no financial implications arising from this report.

8. Legal implications

8.1.1 Section 20 of the Education Act 2002 requires all maintained schools to have an Instrument of Government which determines the constitution of the school and other matters relating to the school. Each school must have an Instrument of Government detailing the name of the school, the type of school and the membership of the governing body. The category of governor and the number in each category is specified in the Regulations.

8.1.2 The Instrument of Government proposed for the governing body of Watergate School conforms to The School Governance (Constitution) (England) Regulations 2012.

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

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

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

8.1.5 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

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

<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

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

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

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

Further information and resources are available at:

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

9. Crime and Disorder Implications

9.1 There are no specific crime and disorder implications.

10. Equalities Implications

10.1 Governors will have enough flexibility in their choice of constitutional models to enable them to address issues of representation of stakeholder groups and to ensure that governing bodies reflect the communities they serve.

11. Environmental Implications

11.1 There are no specific environmental implications.

Background Documents

Short Title of Document	Date	File Location	Contact Officer
The School Governance (Constitution) (England) Regulations 2012	2012	http://www.legislation.gov.uk/uksi/2012/1034/contents/made	Suhaib Saeed

If there are any queries arising from this report, please contact Suhaib Saeed, Strategic Lead Governors' Services and School Leadership, 3rd Floor, Laurence House, telephone 020 8314 7670.

Instrument of government: Foundation Special School

1. The name of the school is Watergate School.
2. The school is a Foundation Special school.
3. The name of the governing body is "The governing body of Watergate School".
4. The governing body shall consist of :
 - a) Four parent governors
 - b) One Local Authority (LA) governor
 - c) One staff governor
 - d) One headteacher
 - e) Five co-opted governors
 - f) Three foundation governors
5. Total number of governors: 15
6. The Brent Knoll and Watergate Co-operative Trust is entitled to appoint Foundation Governors.
7. The school has a Trust.
8. This instrument of government comes into effect on 15 October 2014
9. This instrument was made by order of Lewisham Local Authority on 1 October 2014.
10. A copy of the instrument must be supplied to every member of the governor body (and the headteacher if not a governor), and any trustees.

MAYOR AND CABINET

LA Governor Nominee

APPENDIX 2

Name	School	Occupation	Residential Area	Précis of Suitability to be considered as a school governor	Governor Monitoring Information
Cllr Carl Handley	Watergate	LB of Lewisham Councillor	SE4	Cllr Handley has been a governor since May 1992 serving on St Saviour's, Gordonbrock and Watergate Schools. He has been the Chair of Governors of Watergate School since 1999 and is passionate about special education. He has been instrumental in forming Partnerships/Federations with Brent Knoll and Greenvale Schools for the benefit of the pupils. He is also a Labour Councillor representing Ladywell Ward.	Male White British

Agenda Item 8

Mayor & Cabinet			
Title	Comments of the Sustainable Development Select Committee on Preserving public houses and community assets of value		
Contributors	Sustainable Development Select Committee	Item No.	
Class	Part 1	Date	1 October 2014

1. Summary

- 1.1 This report informs Mayor & Cabinet of the comments and views of the Sustainable Development Select Committee, arising from discussions held on the officer report entitled Preserving public houses and community assets of value, considered at its meeting on 9 September 2014.

2. Recommendation

- 2.1 The Mayor is recommended to note the views of the Sustainable Development Select Committee as set out in section three of this referral and agree that the Executive Director for Resources and Regeneration be asked to provide a response to the comments made.

3. Sustainable Development Select Committee views

- 3.1 On 9 September 2014, the Select Committee considered a report entitled Preserving public houses and community assets of value. Following discussions at the meeting the Committee decided that:
- 3.2 The Committee should be provided with updated details on the status of the article four directions and asset of community value listings that have been placed on the Baring Hall Hotel and Windmill pubs. This should include information about any on-going compensation claims or legal cases relating to these pubs.
- 3.3 The Committee should be provided with detailed information about how compensation for the owners of premises under an article four direction will be decided upon.

4. Financial Implications

- 4.1 There are no financial implications arising out of this report per se; but there may be financial implications arising from carrying out the action proposed by the Committee.

5. Legal Implications

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

6. Further Implications

- 6.1** At this stage there are no specific environmental, equalities or crime and disorder implications to consider. However there may be implications arising from the implementation of the Committee's recommendation.

Background papers

Preserving public houses and community assets of value - Sustainable Development Select Committee (9 September 2014)

Mayoral response to the Preserving local pubs review – Sustainable Development Select Committee (5 February 2013)

Preserving local pubs: a review by the Sustainable Development Select Committee – Mayor & Cabinet (3 October 2012)

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (ext. 43446), or Kevin Flaherty, Head of Business & Committee (0208 3149327).

Agenda Item 9

MAYOR & CABINET		
Report Title	Exclusion of the Press and Public	
Key Decision	No	Item No.
Ward		
Contributors	Chief Executive (Head of Business & Committee)	
Class	Part 1	Date: October 1 2014

Recommendation

It is recommended that in accordance with Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 and under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs [3, 4 and 5] of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

10. Housing Regeneration Budgets and Financial Structures

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted