



AGENDA

MAYOR AND CABINET

Date: WEDNESDAY, 4 MARCH 2015 at 6.00 pm, or upon the rising of Mayor & Cabinet Contracts, whichever is the later

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

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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: Wednesday, 25 February 2015**



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.

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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: March 4 2015

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: March 4 2015

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 February 11 2015 (copy attached) be confirmed and signed as a correct record.

MINUTES OF THE MAYOR AND CABINET

Wednesday, 11 February 2015 at 6.00 pm

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

ALSO PRESENT: Councillor Chris Barnham, Councillor Alan Hall, Councillor Stella Jeffrey, Councillor Jim Mallory, Councillor John Muldoon, Councillor Jacq Paschoud and Councillor Jonathan Slater.

131. Declaration of Interests

The Mayor declared a prejudicial interest in Item 9 as his wife is a Director of Downham Nutrition Partnership and he withdrew from the meeting during consideration of that item.

Councillor Kevin Bonavia declared a prejudicial interest in Item 11 as Chair of the Blackheath Joint Working Party and he withdrew from the meeting during consideration of that item.

Councillor Janet Daby declared a personal interest in Item 12 as a Board Member of Phoenix Community Housing.

132. Minutes

RESOLVED that the minutes of the meeting held on January 14 2015 be confirmed and signed as a correct record.

133. Matters Raised by Scrutiny and other Constitutional Bodies

None additional to those pertaining to the Budget and Revenue Savings reports elsewhere on the agenda.

134. Outstanding Scrutiny Matters

RESOLVED that the report be noted.

135. LGA Peer Challenge

The Mayor acknowledged the management issues identified in the Peer Review and said he thought the entire process had been of use to the Council. He asked that the report be referred to Overview & Scrutiny and accepted a suggestion from Councillor Millbank that it be shared with partner agencies.

Having considered an officer report, and a presentation by the Chief Executive, the Mayor, for the reasons set out in the report:

RESOLVED that:

- (i) the LGA Peer Challenge report be received;

(ii) the attached areas for action be noted and the suggested action plan at Appendix B be approved;

(iii) the role of the Lewisham Future Board in taking forward actions be noted; and

(iv) the report be referred to Overview & Scrutiny for their observations and Comments.

136. Remodelling Day Care Services

The proposals were presented by the Cabinet Member for Health, Well-Being & Older People, Councillor Chris Best, who stressed that all the proposals were for consultation in the forthcoming three month period.

The Mayor was addressed by Nick O'Shea who described himself as a patron of Lewisham Mencap and a Volunteer at the Tuesday Club. Mr O'Shea strongly opposed the proposals which he believed would have an adverse impact on service users.

Helen Bashford, a mother with a daughter who was a Day Centre user, next addressed the Mayor. She praised the current provision and said she believed the current proposals were not realistic and implementation should be delayed pending further consideration.

In response, Councillor Best advised the Mayor that the anxieties which had been expressed were understandable but that the three month consultation period which was being proposed would allow ample time for the Council to engage service users and their representatives in meaningful conversations and meetings about the way forward.

In concluding, the Mayor explained the budget context and the necessity to look at remodelling service provision. He feared that doing nothing would only lead to future changes taking place anyway but in a much less considered fashion given the financial pressures facing the authority. He promised the three month consultation would allow for genuine dialogue and no changes would be made without a further report being considered at Mayor & Cabinet.

Having considered an officer report, and presentations by the Cabinet Member for Health, Well-Being & Older People, Councillor Chris Best, Mr Nick O'Shea, a patron of Lewisham Mencap and Helen Bashford, the mother of a service user, the Mayor, for the reasons set out in the report:

RESOLVED that:

(i) officers proceed to a formal three month consultation with service users and their families on the following proposals for the future modelling for day services and transport, and their associated savings as follows;

(ii) the Intensive Support (ISR) service for people with profound learning

disabilities and complex needs currently at Leemore moves to the Ladywell Centre;

(iii) a drop in service be commissioned for those adults with a learning disability who need only 'light touch' support.

(iv) the Council's directly provided day service offer be consolidated and the Council be the direct service providers only for those people with the most complex needs, specifically the specialist Dementia Service, the Challenging Needs Service (CNS) and the Intensive Support Service (ISR) and additionally the in-house service retains management of its sheltered employment schemes;

(v) the older adults service users (i.e. the non-Dementia service) offer be consolidated with the existing providers of older adult day services in the borough; Housing 21 at Cinnamon Court, Cedar Court and Hestia at the Calabash Centre;

(vi) all other service users, primarily adults with a learning disability and adults with physical disability/ long term conditions be allocated a personal budget/ direct payment and supported to plan their own service using those budgets either individually or through pooling the budgets with others;

(vii) the Ladywell Centre be identified as the core complex needs centre for adults with disabilities and be recognised as the main office base for the in-house provision;

(viii) the buildings known as Mulberry, Leemore and Naborhood remain open but are developed as community hubs rather than specific day centres. The buildings will thus become multi use centres for service delivery with an established presence for disability services, but will also be used by third sector providers who help deliver the Council's community inclusion and neighbourhood agendas and this proposal be developed in partnership with the Culture and Community Development Team's as part of the review of grant aided organisations and assets;

(ix) the buildings be considered as part of the Community Services Asset portfolio and rental and running costs are not recovered as income but be offset by savings or capital receipts currently related to other assets which can be rationalised;

(x) the use of in-house Door2Door transport be reviewed, with some routes for the most complex service users being retained, but otherwise, where an individual meets the eligibility threshold for Council funded transport, they are offered a direct payment to arrange their own transport separately or with others;

(xi) the discretionary transport service to the evening clubs be withdrawn, with some discretionary transitional support put in place where there may be significant detriment for current passengers who live on their own or at home with their families and Officers work with Lewisham Mencap, as well as

affected users and their families, to explore Alternatives;

(xii) the change to transport arrangements for the evening clubs does not require formal consultation as these are not commissioned services and people are not referred to them as part of their care plan. However, officers as a matter of good practice consult with affected users, their families and Lewisham Mencap as a separate process within the same timescale; and

(xiii) prior to agreement to consult, note be taken that officers will have held a number of briefing and information sessions on the proposals with affected service users and their families to ensure that the proposals are clear and to begin a Frequently Asked Questions sheet to ensure further clarity through the formal consultation process.

137. 2015 16 Revenue Budget Savings

The report was presented by the Cabinet Member for Resources, Councillor Kevin Bonavia, who lamented the downward spiral of public finances since 2010, saying Local Government had been hardest hit by the Coalition Government's austerity approach to the global financial crisis.

Councillor Alan Hall, Chair of the Overview & Scrutiny Committee, added he believed this was a sad day and as a lifelong borough resident he particularly noticed the impact of the Coalition's continued cuts programme. He presented to the Mayor the written submissions of the Select Committees, as co-ordinated by Public Accounts Select Committee, and the full findings of two scrutiny task and finish groups on the Youth Service and Public Health. He also welcomed compilation of a briefing note on the Blue Badge scheme which had been requested by the Public Accounts Select Committee for consideration at Mayor & Cabinet.

The Mayor was addressed by Ms Toyin Adeyinka regarding Saving A8. She said she was a volunteer in a baby café and was part of a group that had collected 800 signatures in an effort to save their breast feeding programme and peer support group. The Mayor sought clarification on the proposed saving from the Director of Public Health and the Executive Director for Children and Young People who explained the reduction from £77,000pa to £49,000pa would still allow the programme to achieve UNICEF accreditation. The Mayor said he believed this was a fantastic project only made possible by wonderful volunteers and he felt reassured that it would still be a success story after remodelling. He asked Councillors Best and Millbank to oversee the project and report back to him only if something went wrong.

Councillor Barnham submitted a written paper and spoke on saving Q1. He acknowledged that the new structure of 4 area based children centres rather than 17 centres did not involve widespread closures, as all but one of the existing centres would still be operational and offering services, albeit to a reduced target audience. The Mayor pointed out the process was ongoing and gave a commitment to consultation on all the individual centres.

With regard to saving H1, the Mayor received advice from the Cabinet member for the Public Realm, Councillor Rachel Onikosi and he listened to a presentation from Mr John Collins of UNISON. Mr Collins explained he had been asked to speak by officers affected by the reorganisation who believed the proposals were flawed and represented a clear risk as the authority ran the risk of not meeting numerous statutory responsibilities. The Mayor responded by agreeing to defer the saving for one week to allow further discussion to take place with the trade unions.

The Mayor considered each saving individually, taking advice from the relevant Cabinet Member as appropriate and reached the conclusions shown in the recommendations below.

Having considered an officer report, and presentations by the Chair of Overview & Scrutiny, Councillor Alan Hall, the Cabinet Member for Resources, Councillor Kevin Bonavia, Councillor Barnham in respect of saving Q1, Mr John Collins of Unison in respect of saving H1 and Ms Toyin Adeyinka in respect of saving A8, the Mayor, for the reasons described and as set out in the report:

RESOLVED that:

subject to proper process and consultation where appropriate and if required:

(i) the decision made on 12 November 2014 to endorse previously agreed savings of £1.480m for 2015/16 be noted

;

(ii) the decision made on the 12 November 2014 to delegate to officers, subject to proper and consultation where appropriate, the implementation of £11.833m of savings, of which £8.558m are for 2015/16 be noted;

(iii) the comments of the Public Accounts Select Committee of the 5 February 2015, which incorporates the views of the respective Select Committees be received;

(iv) the following savings be approved:

- A1: Adult Care cost effective care packages £2,480k – App 2
- A2: Learning Disability care packages £1,500k – App 3
- A3: Reconfiguring sensory services provision £150k – App 4
- A6: Public Health part I £1,500k – App 6
- A8: Public Health part II £1,154k – App 6
- B1: Reduction and remodelling of supporting people support £2,523k – App 8
- E1: Reorganisation of Regeneration and Asset Management £600k – App 9
- K2: YOS reorganisation, intervention changes, contract reduction £200k – App 12
- L1: Review of main voluntary & community grants programme £1,500k – App 13
- L3: Community Services development £240k – App 14
- L4: Broadway theatre £180k – App 15
- N1: Reduction in maintenance of some parks, highways enclosures &

- management – *management element only to be taken* £108k – App 16
- N2: Reduction in street cleansing frequency & management. Costs £400k – App 17
 - Q1: Improve triage for Childrens' social care services and re-design Children Centre early intervention offer £5,515k (£3,208 CYP budget and £2,307 LFP saving) – App 19 – but there will be consultation on individual Children Centres which will be reported back to Mayor & Cabinet.
 - Q2: Reduction in Youth Service provision option 1 £1,406k – App 20 – agreed in principle and officers asked to bring a report back dealing with options for the future of youth service provision to include a detailed appraisal of the establishment of an employee led mutual.

(v) the following saving be rejected:

- O1: End of discretionary freedom pass scheme £200k – App 18

(vi) the following saving be reconsidered at the meeting to be held on February 18 2015:

- H1: Restructuring of enforcement and regulatory services £800k – App 11

(vii) the following savings return to Mayor & Cabinet for decision following consultation:

- A1: Meals on Wheels Contract £200k – App 2
- A4: Remodelling building based day services £1,300k – App 5 (*NB see Decision 2 above: Remodelling Lewisham Council's Day Service Offer and Associated Transport including Evening Club Provision*)
- A9: Review of services to support people to live at home £250k – App 7
- N1: Reduction in maintenance of some parks, highways enclosures & management – non management elements £232k – App 16

(viii) the following saving be delegated to Officers for decision following consultation:

- G1: Charging a fee for administering the Blue Badge scheme £24k – App 10

138. 2015 16 Budget Report

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 comments of the Public Accounts Select Committee of 5 February 2015, which incorporate the views of the respective select committees on the revenue budget savings proposals for 2015/16 be received;

(ii) having considered the views of those consulted on the budget, and having been informed of the outcome of consultation with business ratepayers, and subject to proper process and consultation, as required, the Mayor agreed that:

Capital Programme

(iii) the 2014/15 Quarter 3 Capital Programme monitoring position set out be noted;

(iv) Council be recommended to approve the 2015/16 to 2018/19 Capital Programme of £424.3m, there are two new proposed major capital projects for 2015/16 and it includes an allocation of £90,000 of capital to Phoenix Housing in respect of their proposals for developing the Fellowship Inn, as set out in section 5 of this report and attached at Appendices W1 and W2;

Housing Revenue Account

(v) Council be asked to note the consultation report on service charges to tenants' and leaseholders in the Brockley area, presented to area panel members on 11th December 2014,

(vi) Council be asked to note the consultation report on service charges to tenants' and leaseholders and the Lewisham Homes budget strategy presented to area panel members on 15th December 2014;

(vii) Council be recommended to set an increase in dwelling rents of 2.61% (an average of £2.51 per week) – option B as presented in section 6 of the report, in accordance with current Housing Revenue Account financial strategy;

(viii) Council be recommended to set an increase in the hostels accommodation charge by 2.20% (or £1.50 per week), in accordance with the Rent Restructuring formula;

(ix) Council be recommended to approve the following average weekly increases for dwellings for:

service charges to non-Lewisham Homes managed dwellings (Brockley);

- caretaking 2.20% (£0.07)
- grounds 2.20% (£0.04)
- communal lighting 2.20% (£0.01)
- bulk waste collection 2.20% (£0.02)
- window cleaning 0.00% (£0.00)
- tenants' levy No increase

service charges to Lewisham Homes managed dwellings:

- caretaking No increase
- grounds No increase
- window cleaning No increase
- communal lighting 40.70% (£0.35)
- block pest control 5.16% (£0.08)
- waste collection No change
- heating & hot water -18.93% (-£1.87) decrease
- tenants' levy No increase

(x) Council be recommended to approve the following average weekly percentage increases for hostels and shared temporary units for;

- service charges (hostels) – caretaking etc.; 4.08% (£2.77)
- no energy cost increases for heat, light & power; 0.0% (£0.00)
- water charges increase; 5.88% (£0.01)

(xi) Council be recommended to approve an increase in garage rents by Retail Price Inflation (RPI) of 2.3% (£0.20 per week) for Brockley residents and 2.3% (£0.27 per week) for Lewisham Homes residents;

(xii) Council be asked to note that the budgeted expenditure for the Housing Revenue Account (HRA) for 2015/16 is £130.9m;

(xiii) Council be asked to endorse the HRA budget strategy savings proposals in order to achieve a balanced budget in 2015/16,

(xiv) 20 cases of Former Tenants' Arrears be written off totalling £265,843.81;

Dedicated Schools Grant and Pupil Premium

(xv) Council be recommended, subject to final confirmation of the allocation, that the provisional Dedicated Schools Grant allocation of £275.8m be the Schools' Budget for 2015/16; and the changes to the funding arrangements for High Needs Pupils as set out be approved and the level of pupil premium anticipated for 2015/16 of £18.2m be noted;

General Fund Revenue Budget

(xvi) Council be asked to note the projected overall variance against the agreed 2014/15 revenue budget as set out and that any year-end overspend will be met from reserves;

(xvii) Council be asked to endorse the previously approved revenue budget savings of £1.48m for 2015/16 and delegated budget savings proposals as per the Mayor and Cabinet meeting of the 12 November 2014, as set out in section 8 and summarised in Appendix Y1;

(xviii) notes that the revenue budget savings presented at this meeting under a separate report and as summarised in Appendices Y1 and Y2 will be used to balance the budget;

(xix) Council be asked to agree the transfer of £5.0m in 2015/16 from the New Homes Bonus reserve to the General Fund for one year to meet funding shortfalls and that the position be reviewed again for 2016/17;

(xx) the use of £5.4m reserves to fill the budget gap in 2015/16 be approved;

(xxi) Council be recommended to agree to create a fund in respect of quantified revenue budget pressures in the sum of £4.3m in 2015/16, allowing the Executive Director for Resources & Regeneration to hold these resources corporately until such time that these pressures emerge during the year, and authorises the Executive Director for Resources and Regeneration to allocate these funds to meet pressures when satisfied that those pressures cannot be

contained within the Directorates' cash limits;

(xxii) Council be recommended to agree to create a fund in respect of as yet un-quantified revenue budget risks in the sum of £3.2m in 2015/16, allowing the Executive Director for Resources & Regeneration to hold these resources corporately in case these pressures emerge during the year, and authorises the Executive Director for Resources and Regeneration to allocate these funds to meet such pressures when satisfied that those pressures cannot be contained within the Directorates' cash limits;

(xxiii) Council be recommended to agree that a General Fund Budget Requirement of £245.5m for 2015/16 be approved, based on a 0% increase in Lewisham's Council Tax element and the 1% Council Tax freeze grant of £1.0m being accepted. This will result in a Band D equivalent Council Tax level of £1,060.35 for Lewisham's services and £1,355.35 overall. This represents an overall decrease in Council Tax for 2014/15 of 0.3% and is subject to the GLA precept for 2014/15 being reduced by 1.3% from its existing 2014/15 level, in line with the GLA's draft proposal;

(xxiv) the Council Tax Ready Reckoner which for illustrative purposes sets out the Band D equivalent Council Tax at various levels of increase be noted;

(xxv) the Executive Director for Resources & Regeneration be asked to issue cash limits to all Directorates once the 2015/16 Revenue Budget is agreed;

(xxvi) Council be asked to receive the draft Chief Financial Officer's Section 25 Statement,

(xxvii) the draft statutory calculations for 2015/16 be approved;

(xxviii) the prospects for the revenue budget for 2016/17 and future years as set out be noted:

(xxix) officers continue to develop firm proposals as part of the Lewisham Future Programme to help meet the forecast budget shortfalls in 2015/16 and for future years;

Other Grants (within the General Fund)

(xxx) the adjustments to and impact of various specific grants for 2015/16 on the General Fund as set out be noted;

Treasury Management Strategy

(xxxii) Council be recommended to approve the prudential indicators and treasury limits, as set out;

(xxxiii) Council be recommended to approve the 2015/16 treasury strategy, including the investment strategy and the credit worthiness policy, as set out;

(xxxiiii) Council be recommended to agree to delegate to the Executive Director for Resources & Regeneration authority during 2015/16 to make

amendments to borrowing and investment strategies provided there is no change to the Council's authorised limit for borrowing;

(xxxiv) Council be recommended to agree the Minimum Revenue Provision (MRP) policy as set out;

(xxxv) Council be recommended to agree the credit and counterparty risk management criteria; the proposed countries for investment, and that to formally delegate responsibility for managing transactions with those institutions which meet the criteria to the Executive Director for Resources & Regeneration;

(xxxvi) Council be recommended to agree to decrease the maximum deposit limits with the part nationalised banks from £65m to £40m for each of Lloyds Banking Group and Royal Bank of Scotland (RBS) Group;

(xxxvii) the one incidence of a breach of the investment policy in November 2014 when an investment with an approved counter party was made for 12 months which should have been limited to 6 months be noted; and

(xxxviii) the development of the Municipal Bond Agency be noted.

139. Reconfiguring Healthy Eating and Physical Activity

Having considered an officer report, and a presentation by the Cabinet Member for Health, Well-Being & Older People, Councillor Chris Best, the Cabinet, in the absence of the Mayor, for the reasons set out in the report:

RESOLVED that

(i) the plan to reconfigure the delivery of community based healthy eating and physical activity initiatives be approved; and

(ii) the proposal to tender the delivery of borough-wide healthy eating and physical activity initiatives to a suitable provider be approved.

140. Greyhound Public House Update

The report was presented by the Deputy Mayor, Councillor Alan Smith, who was pleased to report progress was being made. Ward Councillors, Chris Best and Rachel Onikosi both thanked him for his update and looked forward to seeing a rebuilt pub.

The Mayor was also addressed by Mr Barry Milton who acknowledged slow progress was being made and urged the Council to continue to put pressure on the developer. In response the Mayor said he expected another report at an early date detailing progress.

Having considered an officer report, and a presentation by the Deputy Mayor,

Councillor Alan Smith the Mayor:

RESOLVED that the report be noted and that a further report be prepared by the end of March 2015 to update progress.

141. Blackheath Events Policy

Having considered an officer report, and a presentation by the Cabinet Member for the Public Realm, Councillor Rachel Onikosi, the Mayor, for the reasons set out in the report:

RESOLVED that the amended Blackheath Events Policy be adopted.

142. Phoenix Community Housing Board

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 background and proposed changes to the Board of Phoenix Community Housing, be noted; and

(ii) the proposed changes as set out be approved.

143. 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

13. Housing Property Acquisition Lee Green

144. Housing Property Acquisition Lee Green

Having considered a confidential 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 proposed purchase by the Council of the freehold interest in the subject property for a stipulated total purchase price together with the other costs

referred to be approved; and

(ii) authority be delegated to the Executive Director for Resources and Regeneration, in consultation with the Head of Law, to negotiate and agree the final terms of the purchase of the subject property.

The meeting ended at 9.19pm.

Agenda Item 3

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	Open	Date: March 4 2015

Purpose of Report

To report back on any matters raised by the Overview and Scrutiny Business Panel or on other matters raised by Select Committees or other Constitutional bodies.

Agenda Item 4

MAYOR & CABINET		
Report Title	Outstanding Scrutiny Matters	
Key Decision	No	Item No. 3
Ward		
Contributors	Head of Business and Committee	
Class	Part 1	Date: March 4 2015

1. Purpose of Report

To report on items previously reported to the Mayor for response by directorates and to indicate the likely future reporting date.

2. Recommendation

That the reporting date of the item shown in the table below be noted.

Report Title	Responding Author	Date Considered by Mayor & Cabinet	Scheduled Reporting Date	Slippage since last report
Response to Children and Young People Select Committee's review into Young People's Mental Health	ED CYP	18 February 2015	13 May 2015	No
Response to Comments of the Children and Young People Select Committee on Sedgehill School	ED CYP	18 February 2015	13 May 2015	No
Response to Public Accounts Select Committee's Review into No Recourse to Public Funds	ED Customer	18 February 2015	13 May 2015	No

BACKGROUND PAPERS and AUTHOR

Mayor & Cabinet minutes 18 February 2015 available from Kevin Flaherty
0208 3149327 or at:

[http://councilmeetings.lewisham.gov.uk/ieListMeetings.aspx?CId=139&Year=
0](http://councilmeetings.lewisham.gov.uk/ieListMeetings.aspx?CId=139&Year=0)

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"/>	<input type="checkbox"/> Part 2
			<input checked="" type="checkbox"/> Key Decision

Date of Meeting	4 th March 2015
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Title of Report	Church Grove Community Led Housing Development – Part 1
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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: 24th February 2015

Signed:  Director/Head of Service

Date 23rd February 2015

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	Church Grove Community Led Housing Development	
Key Decision	Yes	Item No.
Ward	Lewisham Central	
Contributors	Executive Director of Customer Services, Executive Director for Resources and Regeneration, Head of Law	
Class	Part 1	Date: 4 March 2015

1 Summary

- 1.1 The New Homes, Better Places programme has been created by the Council to respond to the on-going housing crisis in London and Lewisham by rapidly increasing the rate of new housing development in the borough. The programme is developing new Council homes across a range of Council-owned sites, with a target of 500 new homes by 2018, and is also facilitating a wide range of housing partners to contribute to the delivery of the new homes the borough needs.
- 1.2 One aspect of this wider role in supporting partners to develop new homes, is a focus on enabling groups of residents to come together and commission or build new homes themselves. To that end, on 24 October 2012, Mayor and Cabinet agreed that officers should explore the proposals for a community led self-build scheme on the site of the former Watergate School off Church Grove, and that officers should work with Lewisham Homes on the selection of a local organisation or community group to work on the proposal.
- 1.3 A report to Housing Select Committee on 03 February 2014 set out the key issues for consideration and differing approaches for a self-build scheme. Further work to understand site feasibility, capacity, and valuation has now been undertaken. Officers consider that the procurement of a community-led consortium or organisation to act as 'enabling' developer would be the most appropriate way of balancing financial, delivery, and legal issues, with the opportunity to achieve affordable housing and an innovative and community-led housing development.
- 1.4 A report to Housing Select Committee on 11 November 2014 set out how, in principle, such a development could work, ahead of a final recommendation to Mayor and Cabinet. The Committee highlighted the importance of affordable housing, and ensuring it remains affordable in

the future. This report, which is two parts, now sets out for Mayor and Cabinet a proposal to take the potential development forward, enabling the selection of a community organisation alone or in consortium to act as the development lead and partner to the Council for the site, bringing together and organising residents to develop a range of housing types on the site.

- 1.5 Officers have undertaken detailed due diligence into the range of options for bringing the site forward and have concluded that the most effective route is to undertake an EU compliant competitive dialogue process.
- 1.6 The proposed delivery route is a standard procurement route which will be adjusted specifically to reflect the unique nature of this project. It is essential that the Council balances the opportunity of an innovative and exciting community-led development, against the potential risks to the Council. The proposed approach recognises that the partner community group will need to be able to raise development finance against the value of the land, while the Council will need to maintain some form of control to mitigate its risks.
- 1.7 The risks to the Council principally arise as a result of the value of the land, and the need to ensure that new housing supply is delivered to help address the housing crisis. In order to mitigate those risks it is essential firstly that there is a competitive process to select the most able community group to lead the development, and secondly that the nature of the land transaction enables the Council to retain some control until completion of the project.
- 1.8 Part one of this report sets out the background to the project and the outline parameters of the proposed delivery route. Part two of the report contains the commercial and financial background to the project which underpins the rationale for the proposed delivery route.

2 Recommendations

The Mayor is recommended to:

- 2.1 Note the work that has been carried out on the Church Grove site to engage with residents and community groups and to establish the site constraints and value.
- 2.2 Note the potential routes for the self-build project to be taken forward, including their property and financial implications.
- 2.3 Agree to initiate an EU-compliant competitive dialogue process to select a not-for-profit community led consortium or organisation to act as an enabling development partner to deliver community-led self build or custom build housing on the Church Grove site, as detailed in this report.

- 2.4 Formally declare the Church Grove site as shown on the plan at appendix A surplus to the Council's requirements.

3 Background to group self-build

- 3.1 Lewisham has a history of supporting group self-build projects. In its broadest sense self-build is a form of development that allows future residents to have a large degree of influence over the design and construction of their homes. Self-build and custom build are being advocated at a national level as a way to diversify the models of housing delivery and increase housing output. As a form of development group self-build (or collective custom-build) has particular benefits. Self-builders gain a sense of achievement and confidence. They can learn new skills, qualifications and improve their employment prospects. Self-builders may make savings by putting in time and effort into the project, and invest in higher quality homes compared to conventional models. Self-builders tend to adopt sustainable and often better designs which suit individual lifestyle and family preferences. The group self-build process often forms stronger communities. Cooperation during development means people meet before they move in. Making decisions collectively means neighbours form close bonds. Residents are likely to have a stronger commitment to the local area and a greater sense of ownership of the local environment and an inclination to take care of it. There are a range of approaches, discussed briefly below, which may achieve these benefits to a greater or lesser extent.
- 3.2 Trevenon Park in Cornwall provides an example of large scale individual self-build or custom-build, which is common in the Netherlands. An enabling developer builds the roads and infrastructure and subdivides the site into 'serviced plots'. Prospective residents buy individual plots, and have the freedom to commission their own bespoke design, or buy a customisable product from a range of 'home manufacturers'. The independent construction of homes tends to mean only suburban densities can be achieved, and the process is usually only accessible to households who can afford to take forward the construction of their homes themselves, often with a self-build mortgage.
- 3.3 Copper Lane in Hackney, or Springhill in Stroud, are examples of private group custom build, where a group of households get together to buy a larger site, and work together to build a number of units as a single project, and own individually at the end. Economies of scale can save money. Shared facilities such as a common room or garden can encourage interaction amongst residents. There are plenty of examples of groups of residents collectively building apartment blocks in Berlin and other German cities. Some group projects in London are being carried out in partnership with Housing Associations, who finance the site acquisition and construction of the scheme, and retain affordable rented units, and sell the rest to the self-builders at the end of the process.

- 3.4 LILAC in Leeds is a group custom build project which uses an innovative Mutual Home Ownership model, to cross subsidise different levels of savings and incomes within the group of households. Everyone pays back a proportion of the loan, which is set at around 35% of household income in order to be affordable.
- 3.5 'Assisted self-build' projects such as Beechmont Close in Downham are essentially conventional Housing Association projects, which bring self-builders on board to gain formal training by attending college and working alongside contractors. Self-builders tend to be young people on the housing waiting list, who would benefit from the qualifications. The self-builders become tenants of the Housing Association and are not generally involved in the design and organisation of the project.
- 3.6 These examples show that many forms of self-build are 'enabled' by a housing association or developer, and that they can be for sub-market rent as well as private ownership.
- 3.7 The Fishponds Road project in Bristol is an example of a Community Land Trust (CLT) enabling 'self-finish' housing for sub-market ownership, where residents complete construction from shell stage. CLTs are essentially locally run housing associations which make particular efforts to ensure genuine affordability in the long term. CLTs often acquire or develop conventional housing, and neither self-build nor CLTs necessitate one and other, although they may be considered complementary in the role they give to residents and communities in the design, development, and management of housing. Bristol CLT was supported by Bristol City Council in the initial stages, through a discounted land sale and a general CLT support fund. It is intended the CLT will become a self-sustaining organisation, and go on to develop further projects.

4 Resident engagement programme and broad options

- 4.1 On 24 October 2012, Mayor and Cabinet agreed that officers should explore the proposals for a custom build or self-build type scheme on the site of the former Watergate School, off Church Grove in Lewisham Central. This process was to be carried out jointly by the Council and Lewisham Homes, in its role as new homes delivery agent for the Council, working with the community to identify both potential self-builders and also local organisations or community groups that might support the development.
- 4.2 Officers launched a period of resident engagement in May 2013. More than 200 households expressed an interest, including a large number of residents on the Council's housing register. In September 2013 the social enterprise *Our London* was appointed to act as a facilitator and to assist in assessing the various ways in which the scheme might be developed. Residents attended a discussion day and further detailed sessions were held in October 2013.

- 4.3 Residents expressed overwhelming support for a self build group made up of a mixture of backgrounds and financial circumstances, although residents felt that the scheme should not be targeted at people who could otherwise afford to buy a home at full market value. While residents were not in a position to show a clear preference for any particular financial model, there was a commonly held desire for long term stability and a sense of 'ownership', for example transitioning from social rent to part-ownership in the same home, or through mutual or co-operative ownership. There was a strongly held desire for control by residents of the design process, and in some cases, control over other parts of the development process, although their financial circumstances meant most of them didn't want to be exposed themselves. There was a broad desire for control over the long term management of the completed scheme. Discussions also covered topics such as decision making; skills and time input; training and qualifications; sustainability; site layout and access; common areas; and design of homes.
- 4.4 Officers presented two broad approaches to delivering a community self-build scheme to Housing Select Committee on 03 February 2014. These were:
- a) A mutual / community owned scheme where the project would be delivered by a Community Land Trust or co-operative, and supported to a greater or lesser extent by the Council. A Housing Co-operative would be independent of the council and democratically controlled by its residents. A Community Land Trust (CLT) would be an independent legal trust with equal tripartite representation from the council, from residents, and from other independent interests on the board. In essence these models all have residents as part of the governance of the organisation which owns and manages the site. They may undertake housing development by borrowing money. However this could leave them exposed to construction and financial risks. Under certain circumstances, the Council could transfer the land at a discount, and lend at a low rate, or act as security for loans. This support would help reduce risks, and subsidy would go towards the development of affordable housing.
 - b) An 'assisted self-build' approach delivered by Lewisham Homes working in partnership with a selected group of self-builders. The self-builders would establish their own governance processes, write a brief, and select architects and other consultants, acting as joint client to the design process. Lewisham Homes would set a typical construction budget, and would work with self-builders to decide how that budget would be prioritised, giving the self-builders influence over the design. Lewisham Homes would procure a main contractor. The construction contract would require the contractor to take on self-builders as apprentices or trainees. Once construction is complete, the self builders could be offered standard Council tenancies at target rent levels. It may also be possible to offer shared ownership and other low cost ownership products through Lewisham Homes.

4.5 The 03 February 2014 report was presented to the Committee as an update, and stated that further work would be required to make a recommendation on the most appropriate means of taking the project forward, balancing the financial and delivery risk, legal issues, and the opportunity to achieve an innovative and genuinely community-led approach to self-build development. The Committee noted the topics reported and encouraged that the ambition for a genuinely community-led project be maintained.

5 Site specific development options

5.1 In July 2014 officers commissioned a multi-disciplinary team led by architects *RCKa* to carry out a feasibility study to better understand the risks and constraints and planning context associated with the site. This technical study provided useful baseline information, for any scheme taken forward on the site.

5.2 The study identified development constraints for the site which include flood risk and ground contamination due to it's former use as a metal foundry, and more information in this regard can be found in part two of the report. The study also explored planning policy and other technical constraints to establish the site capacity. The study was not intended to prescribe designs for the site as it is expected that designs would be developed by future resident self-builders. The capacity studies have informed an independent valuation, by GVA, to estimate residual land values for various development scenarios.

5.3 Based on the work that has been carried out in this study, and on the work that is on-going to bring forward housing development on a range of sites using a range of delivery models, officers have concluded that there are three broad options for taking the site forward. These are set out in the table below, which is intended to illustrate the range of options available rather than the final specifics of what a scheme might deliver.

	1. Outright land sale	2. Council-led housing development	3. Community-led housing development
Scale of development	c. 10 homes	c.28 homes	c.28 homes
Estimated tenure breakdown	10 private sale homes No affordable homes	c. 5 private sale homes (20%) c. 23 social rented homes (80%)	No outright sale homes 28 affordable homes of a range of types

	1. Outright land sale	2. Council-led housing development	3. Community-led housing development
Scale of Council control/certainty of delivery	The Council would release control at the point of sale, other than through the planning process	Maximum level of control. Lewisham Homes would lead the development in the same manner as is the case for the mainstream New Homes programme	Control may be maintained through the scope of the brief provided for the site, and through a development agreement which would be negotiated with the chosen partner. This would set required outcomes but would delegate control of delivering those to the partner.
Scope of community involvement	Only through the planning process	Some potential for residents to be involved in design and final fit out, but construction would be led by a standard main contractor	Maximum level of involvement. The lead partner would organise residents to submit their ideas in response to the brief in the first instance, and then to decide how best to deliver the Council's requirements for the site. This route also enables the maximum scope for residents to be involved in the development process.

5.4 To summarise the options available to the Council on this site, open market sale will provide the greatest capital receipt but the fewest benefits from either the supply of affordable housing or community engagement in the development. A community led development would be at the other end of the scale: it would provide the greatest scope for a resident led development and the greatest scope for innovation in meeting the Council's objectives. A Council-led development would be a hybrid of the two, enabling some resident engagement while maintaining control.

5.5 Part two of this report expands the table above to include further commercial and financial information. Given the potential additional benefits that would accrue from a community led-development, the fact that there is already a programme of Council house building of

considerable scale underway and as such there is no immediate imperative for this site to form part of that programme, and given the further financial and commercial information contained in part 2 of this report, the Mayor is recommended to agree that the community-led option should be pursued on this site.

6 Proposed enabling developer procurement

- 6.1 As discussed in section 3, many group self-build schemes in the UK and Europe involve an enabling developer to coordinate the development finance and carry much of the development risk. There are a number of local and London based community organisations with property experience, as well as housing associations and private developers to work with, who could take on this role.
- 6.2 Community Asset Transfer has some precedent in Lewisham, and would involve selecting a community organisation to 'transfer' the site to, through a discounted land sale, without a binding development agreement. Whereas previous asset transfers have involved ready-to-operate assets, delivering a housing scheme is likely to require a larger investment and carry greater risks. These are amongst the greatest risks identified by officers.
- 6.3 The Council could retain some influence over the scheme by placing covenants on a long leasehold sale, through the planning process, and general goodwill. A development agreement (contract) would provide a way of ensuring that the social benefits (eg self-build and affordable housing) will be delivered for the land receipt, and also provides a way for the council to take back the land if it is not built out by a long stop date, for example due to a lack of finance.
- 6.4 Entering into a development agreement (contract) where the development partner would be providing a service or carrying out works, takes on the character of procurement, and given the scale of the project would require EU compliant procurement processes. This could be carried out to continue to achieve the ambitions of the project.
- 6.5 The EU 'Competitive Dialogue' process allows the Council to set a mixture of precise criteria and broad objectives whilst remaining open to the exact manner in which these objectives are achieved. This gives the flexibility to consider a number of approaches to the project proposed by bidders, developing appropriate solutions in dialogue with bidders, and then assessing these against the objectives of the project.
- 6.6 The broad objectives of the project set out in the past were to: address housing needs and challenges within the Borough; provide skills and training opportunities; meet high sustainability standards; and ensure a community-led project. These factors would form part of the selection criteria to assess bidder proposals. For example, delivering a high level of affordable housing, and a well-considered approach to self-build,

would score more highly. The documentation would also highlight the importance of securing affordability in the long term, as highlighted by HSC, through for example a Community Land Trust.

- 6.7 To ensure a community-led project, the Expressions of Interest (Eoi) for the EU procurement would specifically seek “non-profit community-led consortia or organisations”, to act as development partner to enable the self-build project. The Pre-Qualification Questionnaire (PQQ) would also be prepared in a way that is relevant to community organisations.
- 6.8 The procurement documentation will encourage community organisations to partner with experienced developers and housing providers, to form consortia which include financing and development expertise, where necessary. This should further address the areas of risk identified earlier.
- 6.9 The procurement process will assess each bidder’s approach to financing and delivery, where credible approaches which manage risk effectively will be scored highly. The criteria can also assess the level of financial receipt offered to LB Lewisham, the risk associated with that financial receipt and when it might be received.

7 Next Steps and timetable

- 7.1 If Mayor and Cabinet agree the recommended approach, officers would be in a position to commence the EU procurement process in April 2015.
- 7.2 Officers have identified a number of local and London based community organisations, which have suitable property experience, who could be alerted to the OJEU advert. Officers would also notify the National CLT Network, UK Cohousing Network, and National Self and Custom Build Association of the OJEU advert.
- 7.3 The procurement process is expected to last around 9 months. A summary of shortlisted proposals would be presented to Mayor and Cabinet at the end of this period, with a recommendation to enter into development agreement with a preferred bidder in early 2016.
- 7.4 The Council would enter into a development agreement with the selected development partner or consortium, contracted to enable the self build project and develop the site. It is envisaged that the development partner would be permitted to draw down a long leasehold interest in the site in return for a payment, on completion of construction.

8 Financial implications

- 8.1 This report is intended to update Mayor & Cabinet on progress to date in respect of exploring the potential routes for a self-build project to be taken forward in Church Grove.

- 8.2 In addition it seeks approval to initiate an EU-compliant competitive dialogue process to select a not-for-profit community led consortium or organisation to act as an enabling development partner.
- 8.3 There will be project costs associated with supporting the development to the next stage and initiating the procurement exercise. These are currently assessed at £125k and the Mayor is asked to agree these costs. It is expected that a capital receipt will be generated on completion of this project, which can be used to off-set any costs incurred.
- 8.4 A full scheme financial appraisal, including the consideration of using Council land for this development, will be presented to members at the time a formal recommendation is made.

9 Legal Implications

- 9.1 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.
- 9.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 9.3 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.
- 9.4 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/>

- 9.5 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
- 9.6 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/>
- 9.7 Other legal implications are contained in the Part 2 report.

10 Crime and disorder implications

- 10.1 There are no specific crime and disorder implications arising from this report. However it should be noted that community-led group self-build schemes in Britain have been shown to have lower level levels of crime and fear of crime than their surrounding areas.

11 Equalities implications

- 11.1 Lewisham is a diverse borough made up of many different groups and individuals. There are many forms of discrimination affecting people's lives. Some groups of people generally experience more discrimination than others.
- 11.2 The emphasis on affordable housing in this project should address inequalities in access to housing. Officers will encourage nominations through the Council's Choice Based Lettings System, where the equalities criteria can be monitored through the Allocations Scheme. However there is a recognition that further criteria for involvement may be proposed by enabling partners, related to the self-build nature of the project, which may demand a time input from residents, and take time to build. Although the opportunity to become a self-build resident should be widely advertised, it may not be well suited to for those in the most

desperate housing need as the housing will not be immediately available.

11.3 Age, Disability: The physical aspect of self-build construction work may impact these groups. Officers would expect enabling partners to consider these groups as part of their proposals for taking the project forward, how they can be included in the process, and what different roles they could play, as part of a self-build group.

11.4 Gender, Ethnicity, Religion, Sexual Orientation: It is not expected that the project will impact these groups disproportionately. However certain potential development partners may place an emphasis on addressing inequalities for certain groups. The selection process for development partners will seek clarification from bidders about the make-up and operation of their community membership, and any equalities considerations that are in place within these organisations.

12 Environmental implications

12.1 There are no specific environmental implications arising from this report. However officers can encourage proposals from potential development partners to achieve high standards for energy efficiency and carbon reduction, through the use of scored selection criteria.

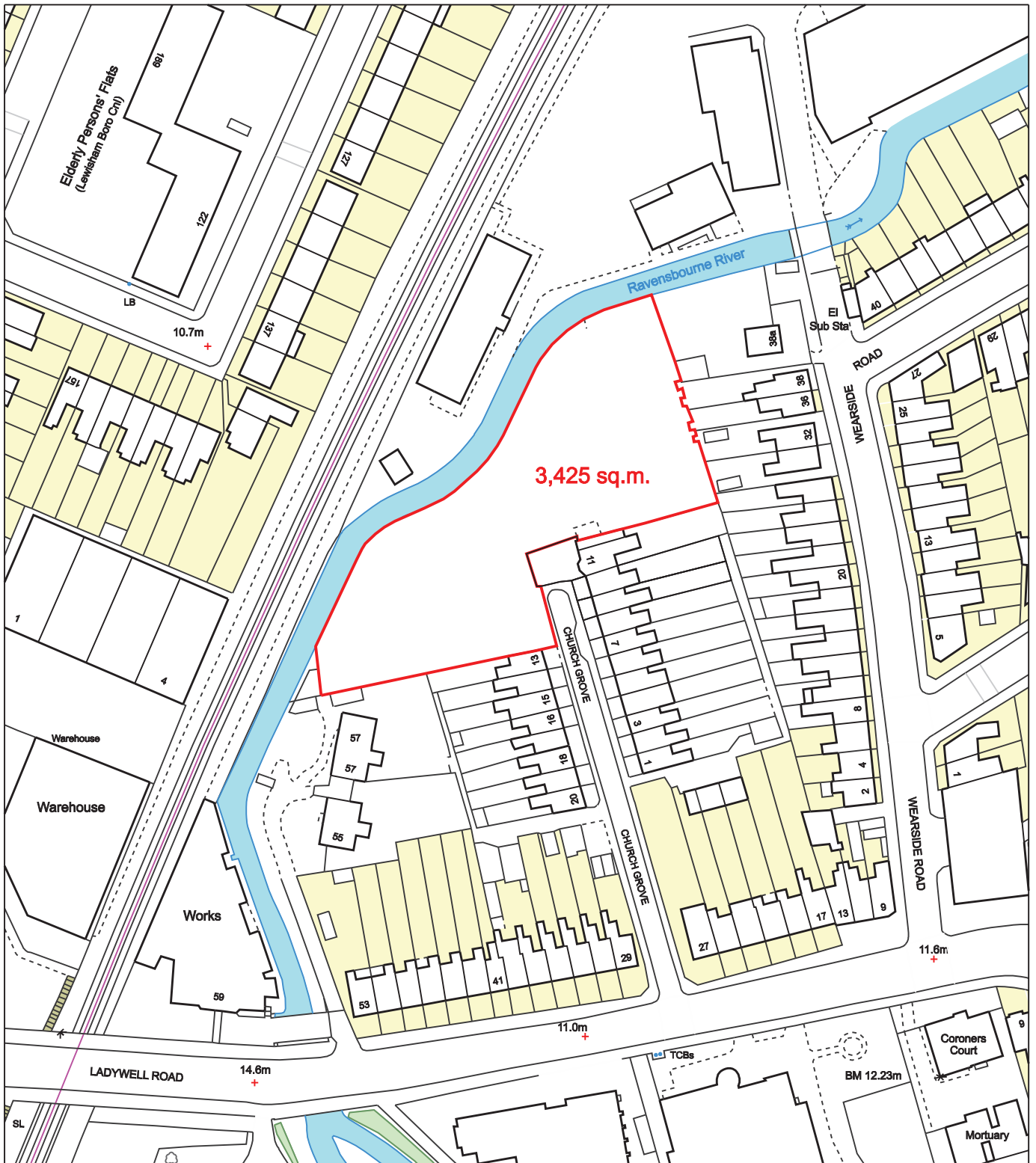
12.2 Any development would need to anticipate and respond to the potential impacts of climate change in relation to extreme weather events or flooding. Details of flood risk and flood mitigation measures are set out in the feasibility study.

12.3 The Church Grove site is currently contaminated due to former use as a metal foundry. Any development would need to address the ground contamination. This can be done with a selected development partner, as part of their development agreement.

13 Background documents and originator

13.1 If you would like any further information on this report please contact Jeff Endean, Housing Strategy and Programmes Manager on 020 8314 6213.

Church Grove (former Watergate School) site, Ladywell, London SE13



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A4 plan scale 1:1250

date: 13.03.09
 drawn: DRJP
 coloured: DRJP
 checked:
 amended:
 drawing ref.: s/proj/Watergate School slp



LBL title

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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

Date of Meeting	4 th March 2015
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Title of Report	Regeneration of Excalibur Estate – Phase 3 CPO
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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: 24th February 2015

Signed:  Director/Head of Service

Date 23rd February 2015

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	Regeneration of Excalibur Estate – Phase 3 CPO		
Key Decision	Yes		
Ward	Whitefoot		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	4 March 2015

1. Summary

- 1.1 On 17th September 2010, Mayor and Cabinet agreed that the Council proceed with the regeneration of Excalibur in partnership with L&Q. This followed on from the positive ballot of residents that took place in July 2010 and also following the subsequent statutory Section 105 consultation that was carried out in September 2010.
- 1.2 Mayor and Cabinet resolved to agree that Officers proceed with the Compulsory Purchase Order in respect of the land comprising the Phase 3 site on 13th November 2013. However unfortunately due to delays to the scheme caused by an issue over the status of the roads this has not yet been carried out. Officers are therefore seeking to renew the resolution in order to proceed with the CPO.

2. Purpose of Report

- 2.1 To update Mayor and Cabinet on the progress of the Excalibur Regeneration Scheme.
- 2.2 This report seeks 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, other than those interests already in the ownership of the Council, within Phase 3 of the Excalibur regeneration site, which is shown by a thick black verge on the plan attached as Appendix 1.

3. Policy Context

- 3.1 The re-development of the Excalibur estate contributes to key national objectives, particularly in meeting the decent homes standard and increasing the supply of affordable housing.
- 3.2 The scheme supports Lewisham's Sustainable Community Strategy

by setting out a framework for improving residents quality of life. This approach is borne out in the innovative design proposals of this scheme, especially towards the 'Clean green and liveable' priorities to increase the supply of high quality housing to accommodate the diverse needs of the population.

- 3.3 The Council has outlined ten corporate priorities which enables the delivery of the Sustainable Community strategy. The proposals for the re-development of the Excalibur Estate 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 would also develop opportunities for the active participation and engagement of people in the life of the community.
- 3.4 The scheme supports the aims of Lewisham's Housing Strategy 2009-2014 'Homes for the future, raising aspirations, creating choice and meeting need' and would deliver on its main themes of 'People, homes and places and Quality and sustainability'
- 3.5 The scheme would increase local housing supply and by introducing a range of housing types and tenures for a range of income households, the scheme would help to widen housing choice. 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 current proposals would deliver 61% affordable units and 39% family sized units (including 2 bed 4 person houses) across the scheme. 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.

4. Recommendations

It is recommended that the Mayor:

- 4.1 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 Excalibur Phase 3, the site of which is shown by a thick black verge on the plan attached as Appendix 1, other than those interests already in the ownership of the Council;
- 4.2 delegates authority to the Executive Director for Resources & Regeneration, in consultation with the Head of Law, to determine the final extent of the land to be included within the CPO provided that the CPO shall not include any additional land outside the area shown verged in black on the plan attached as Appendix 1;
- 4.3 authorises the appropriate Chief 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

- 4.4 delegates authority to the Executive Director for Resources & 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.

5. Background and Resident Involvement

- 5.1 There is a long history of the Council working with the Tenant Management Organisation and other groups of Excalibur residents on the future of the prefab estate. This has included consultation groups and events, surveys and working with independent tenant advisors as detailed below.

- March 2002 – Council workers start to meet with Excalibur TMO and its Transfer of Ownership committee, pursuing a Stock Transfer option
- September 2003 PPCR survey undertaken to explore views on future ownership of the estate
- December 2003 Options Appraisal Steering Group established by LBL to ensure residents were at the heart of the process
- January 2004 Savills Stock condition survey said that 100% LBL homes non-decent
- July 2004 weekly meetings take place and open day planned. Meeting with PPCR held
- In November 2004, Minutes of the Stock Appraisal Steering Group record that Excalibur was keen to get on the ODPM's stock transfer list for January 2005.
- December 2004 visit to Family HA, Presentation HA, Hyde HA and Aragon HA. Letter sent to Adams Consulting re: tests on the prefabs of wall, floor and roof content. Signed off framework application for ODPM programme.
- January 2005, LBL submit application for the ODPM Housing Transfer Programme
- March 2005 residents group accepted Adams Consulting tests costs needed to bring homes up to DHS.
- April 2005 ITAs interviewed – Solon appointed
- June 2005 – Report to Mayor & Cabinet about Lewisham's Decent Homes Strategy recommended M&C to note the transfer programme bid highlighting that members of the co-op had been exploring alternative ownership and management models for over two years and they fully backed the bid.
- Autumn 2005 - Tenants against proposals hold Special General Meeting, Freeholders subcommittee held. Special general meeting held. Way Forward Group set up and meeting held. Management Committee minutes say Transfer of Ownership group to continue.

- Way Forward Group meeting. Open day held.
- November 2005 Report to Mayor and Cabinet – Lewisham Decent Homes Strategy recommending M&C to agree contingency for the Excalibur Co-op. Reports that Surveyors reports have made it clear that refurbishment of existing properties does not represent value for money. The ODPM has made it clear to the authority that they will not provide gap funding for any scheme that does not represent value for money. Residents, working closely with their independent tenants' advisors and technical advisor, have concluded that redevelopment of the estate is the only option remaining in order to meet the Decent Homes standard. A new group of resident, comprised of TMO committee, freeholders and non-committee residents has been established to progress this proposal.
 - December 2005 – TMO sacks Solon as ITA
 - January 2006 – Bungalow Estate Newsletter goes out introducing Way Forward Group and reiterating to residents refurbishment not an option
 - February and March 2006 visits to HA's
 - April 2006 RSL selection due to take place but Way Forward Group unable to make a decision
 - May 2006 Way Forward Group meeting held with LBL to discuss 'breakdown' of relations with WFG, TMO, Solon and how will affect deadlines (check)
 - June 2006 TMO commission TPAS to do survey of estate
 - October 2006 Council made aware of a residents Vision Panel
 - November 2006 meeting held with TMO, Vision Panel and LBL Officers and councillors to discuss re-engaging
 - December 2006 new project officer starts work with Vision Panel on RSL selection
 - February 2007 – PWC presentation to Excalibur TMO Working Party about the principles of gap funding.
 - April 2007 – L&Q recommended by residents as preferred RSL partner for redevelopment and appointed by M&C.
 - July & August 2008 – stage 1 consultation on offer document takes place.
 - October 2008 – Ballot deferred following imminent listing decision.
 - 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.

5.2 At the Mayor & Cabinet meeting on March 24 2010, the unprecedented decision was taken to offer residents a ballot on the regeneration proposals. Residents were informed that, in the event of

a 'yes' vote, the Council and L&Q would work together to deliver the regeneration of Excalibur. In the event of a 'no' vote, residents were informed the regeneration proposals put forward by L&Q would not go ahead.

- 5.3 In July 2010 Lewisham Council, through the independent Electoral Reform Services Ltd, conducted a confidential Ballot of residents. The Ballot was offered to resident tenants and freeholders whose primary home would be demolished in the proposals. In total, 224 Ballot papers were sent out.
- 5.4 Residents eligible to vote were asked 'Are you in favour of the regeneration of the Excalibur estate as proposed by L&Q?' Residents were given two options to answer. Out of the 224 possible votes, 203 (90.6%) were returned. A total of 56.2% of residents supported the re-development of the Excalibur estate as proposed by L&Q. This meant that if the 21 who did not vote, had voted 'No', there still would have been more residents that wanted the re-development to go ahead.
- 5.5 Following this, the Authority was required to carry out statutory Section 105 consultation with secure tenants affected by proposals. At the closing of the consultation period a total of 38 responses had been received from secure tenants, which represented a 21% response rate. 23 of the responses were classified as opposed to the development while 4 were in favour and 11 were neutral. The responses to the Section 105 consultation were reported to Mayor & Cabinet on 17 November 2010 and, having considered the responses and the Equalities Impact Assessment, the Mayor agreed that the Council should seek to achieve the redevelopment of the Excalibur estate in partnership with L&Q.
- 5.6 On the 18th January 2012 Mayor and Cabinet agreed a change to the phasing of the scheme. 3 prefabs from later phases are now in the current decant phase so that the sites of these properties can be included in the Phase 1 build site. Mayor and Cabinet agreed this on the basis of a second Section 105 consultation that took place with residents. A total of 4 responses were received in time to be included. The 4 responses represent a 6% response rate (of the total 140 secure tenants remaining on the estate). 3 were in favour of the proposed change and 1 was neutral, there were no objections.

Stock Condition and Financial Options

- 5.7 A stock condition survey was carried out in 2004 by Savills, which showed that 100% of the tenanted properties did not meet the decent homes standard. The stock condition survey identified that none of the properties on the estate meet the decent homes standard and a total of £8.4m would be required over the next 30 years to deal with catch up repairs, future programme renewals, improvements, contingent major repairs, related assets and the removal of asbestos.

Their non-traditional construction means they require extensive structural work to over-clad the properties to improve thermal insulation and extend the life of the properties.

- 5.8 In November 2005 Mayor and Cabinet noted the progress of the Excalibur scheme which had been progressing a proposal to achieve the decent home standard through refurbishment and stock transfer. Following extensive investigations the report concluded that the properties were uneconomical to refurbish. A study by specialist consultants Adams Consulting had concluded that the cost of refurbishing individual properties to the decent home standard was of the order of £65k each, giving an estimated estate refurbishment cost of £9.88M. The report also highlighted concerns over the potentially compromised lifespan of the refurbished buildings. It stated that there is the potential with refurbishment that maintenance problems will be concealed, or that the life cycle of the new elements will not be realised due to the underlying reduced potential of the existing elements. In other words, the refurbishment specification might achieve 60 years or even 85 years, common with new build, but this would need to be shortened due to the limited potential of existing elements.
- 5.9 In 2010, it was estimated that the likely cost of refurbishment based on the same specification were approximately £75k per unit or £11.4M. The current condition of the properties is poor. Windows, roofs and doors need attention in many cases and in 2010, a conservative view of make good costs on windows was estimated at a minimum of £50k. Void costs for the estate have also been typically high, reflecting the underlying problems of maintaining a temporary dwelling. In 2010, costs to voids were estimated at £5k per unit to bring them up to a lettable standard. In comparison, average void costs for Lewisham Homes in the quarter ending December 2009 were £2,455 per unit and average void costs for the Fiveways TMO in were £2,000.
- 5.10 In October 2009 the Council and HCA met as part of the Single Conversation. The HCA stated at that meeting that they were unable to provide funding to the stock transfer despite it being the favoured option. They also stated that they supported the aim of redeveloping the estate and would consider funding the scheme through the National Affordable Homes Programme if it was not a stock transfer. The Council asked for confirmation of this point in writing so that it could consider a change of approach.
- 5.11 In February 2010 confirmation was received, the HCA stated *'under the rules of the National Affordable Housing Programme the HCA are unable to fund the regeneration of the scheme as a stock transfer, nor is there availability of gap funding under the stock transfer programme. We are of course supportive of the Excalibur regeneration proposals as a key priority for the Council and can, in*

principle, fund an application for the re-provision of affordable housing under the NAHP, subject to receiving an application for a viable scheme and the availability of funds.'

5.12 The Council had agreed that a stock transfer was the best option for delivering Decent Homes on the estate. However, the HCA then informed the Council that they were not able to gap fund a stock transfer. Having explored the alternative options for delivering Decent Homes on the 24th March 2010, Mayor and Cabinet agreed that regeneration scheme provides the best prospects of delivering decent homes to the Excalibur Estate.

6. Scheme proposals

6.1 The current estate with proposed phasing is shown in Appendix 2.

6.2 The redevelopment of the Order Land by L&Q will produce an attractive and high quality, low energy, sustainable residential development that raises the amenity and image of this part of the Estate. In particular, the scheme will deliver key objectives agreed during the in depth master planning consultation that took place with residents:

- Re-provision of 178 affordable units, enough to re-house all tenants and resident freeholders
- The new affordable homes on the estate are to be built to Parker Morris Space Standards plus 10%
- A mix of homes and bed sizes including 30 bungalows to meet needs of existing residents
- An allocated free parking scheme for all existing Excalibur households, as well as providing a number of visitor parking spaces.
- A bespoke L&Q Tenancy Agreement for the Excalibur estate.
- 4 options for freeholders of outright sale, shared equity ownership home buy and reverting to tenancy (as an L&Q tenant on the new estate or elsewhere).
- L&Q would return tenancy succession to zero in the new properties
- A delay in the rent convergence rate
- Affordable homes will meet code for sustainable homes level 4.
- 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.
- 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
- Sensitive inclusion of the 6 listed properties in the master plan

design

- New properties to have much higher acoustic ratings than the existing units, reducing noise related problems. They will be better insulated and generally built to a higher standard (plumbing, heating etc) than is possible with refurbishment. They will be very energy efficient, reducing heating costs as providing environmental benefits.

6.3 As a result of the Redevelopment Scheme, there will be a qualitative improvement in terms of the accommodation provided and the standard of the individual properties to be built by L&Q will be significantly improved meeting standards set out above.

6.4 There will also be a qualitative gain in housing provided within the order land and in the scheme overall. There will be an overall quantitative housing gain of 193 dwellings, the total number of dwellings on the Estate increasing from 178 to 371. Of these, 178 will be for social rent, 15 for shared equity (for existing resident freeholders) and 35 for shared ownership. 143 will be for private sale.

6.5 Due to the structure of the prefabs, the re-provision will see an introduction of property type, with houses, bungalows and flats in the new development with a range of property sizes. This will lead to the increase in bed sizes set out in the table below.

Unit Size	Current prefabs	Total in units	Net increase
One beds		41	41
Two beds	178	281	103
Three beds		34	34
Four beds		15	15
Total units		371	193

6.6 The proposals underlying the Order form an integral part of the Redevelopment Scheme which is intended to benefit the residents of the Estate and the Estate as a whole. If this third Phase of the Redevelopment Scheme does not go ahead, then the objectives referred to above will not be met and the overall Redevelopment Scheme which the Council is seeking with L&Q will be in jeopardy.

7. Scheme Update

7.1 Summary of the principles of this project and progress to date:

- Mayor and Cabinet agreed the Financial Model, overarching Development Agreement and disposal of the Phase 1 / 2 site in December 2012.
- L&Q obtained outline planning consent for the master plan and detailed planning consent for Phases 1,2 and 3 on 21st April 2011. Formal Planning permission as granted in March 2012 on completion of the S106 agreement.
- GLA consent was granted on the 1st June 2011.
- The Phase 1 and 2 decant is complete with 33 tenants re-housed off the estate or in later Phase prefabs.
- 7 freeholders were bought back, the final 2 using Compulsory Purchase powers.
- The Secretary of State has approved the Council's application to dispose of the Phase 1 / 2 site to L&Q.
- The demolition of Phases 1 and 2 was carried out in the autumn 2014.
- The Phase 3 decant is underway, with 14 tenants re-housed to date.
- The Council has employed GL Hearn to negotiate with freeholders in Phase 3 on the Council's behalf. 3 of the 9 freeholders have been bought back.
- Property Guardians Ad Hoc are being used to provide security to the void properties.

7.2 Contractor Denne erected hoarding around the Phase 1 / 2 site in the autumn 2013. Concerns were subsequently raised by a small number of residents and other local people about the closure of the roads. The roads and pathways within the Excalibur Estate were considered by the Highways Authority to be private roads and, as such, there was no statutory process required to close them. The process of erecting the hoarding and closing the estate roads within Phase 1 and 2 caused some estate and other residents to question the designation of the estate roads and claim that they are highways, stating that a stopping up order should be required to close the roads. In order to end any uncertainty as to their status, on the 19th March 2014, the Council dedicated the roads and pathways within the Excalibur Estate as highways not maintainable at public expense. This then enabled an application to be made for a stopping up order under Section 247 of the Town and Country Planning Act 1990.

7.3 The Council advertised the intention to stop up the roads on the 14th November 2014. Three objections were received meaning that a referral had to be made to the Mayor of London who decides whether there is a public inquiry. The referral was made on the 16th February 2015 and the Council awaits the GLA's decision. Should there not be

an inquiry, it is possible that the stopping up order could be in place within around 4 months.

- 7.4 L&Q are in contract with Denne to carry out the building works for Phases 1, 2 and 3. Should the stopping up order be obtained, the Phase 1 and 2 building works are programmed to commence immediately and be complete within approximately 14 months. The Council will be required to provide vacant possession of Phase 3 to meet this timescale, which will include moving any tenants from Phase 3 into new homes and gaining possession of all freehold interests. Denne will then carry out the demolition and building works of this site.

8. Phase 3 Vacant Possession

- 8.1 In accordance with the Council's current Allocations Policy, the Council will re-house all secure tenants. L&Q are offering a nil rent shared equity scheme to existing resident freeholders that wish to continue in home ownership in the new development. There is also a commitment to residents freeholders in this regeneration scheme to be re-housed as tenants should they choose this option. Rehousing would be carried out in accordance with the Council's Allocations Policy and Local Lettings Plan. Non resident freeholders are bought back at market rate and paid the statutory 7.5% home loss payment.
- 8.2 All affected tenants and freeholders 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 9 freeholders in Phase 3. Negotiations with freeholders in Phase 3 began in the autumn of 2013 and 3 have been bought back.
- 8.4 All but one properties have been inspected by the GL Hearn. The Council will be making every effort to acquire properties by agreement. However, in view of the Council target to provide vacant possession of Phase 3 in line with completion of the Phase 1 build programme, the Compulsory Purchase Order is required so as to avoid delay and uncertainty and to secure the objectives underlying the Scheme and the funding requirements.
- 8.5 The decanting of the 39 tenanted units has been progressing since April 2013. There are 17 voids, with 14 households having moved away within the borough. The majority of remaining tenants would now like to be re-housed in the homes to be built in Phases 1 and 2. The CPO does not cover secure tenants however in order to obtain vacant possession, the Council will undertake action through the courts if necessary.

9. Consultation

- 9.1 There has been substantial consultation with residents throughout the

process to date as set out in paragraphs 5.1 – 5.5.

- 9.2 The original Independent Tenant Advisor (ITA) for the estate was Solon, who were chosen by the TMO through using a formal selection process. Solon worked with Excalibur residents, including the provision of a free phone helpline and newsletters, from 24th May 2005 to 19th January 2007. The relationship between Solon and the TMO broke down in late 2006 and an attempt at mediation was unsuccessful, so the contract was terminated.
- 9.3 A new ITA, PPCR, was selected on 19th January 2007 to support and advise the RSL selection panel and see them to the end of the selection process. Following a further tender with a long-term brief for an ITA undertaken in March 2007, PPCR were again selected to support residents throughout the master planning, consultation and ballot stages of transfer.
- 9.4 In 2007 L&Q were selected as the preferred partner to work up Stock Transfer proposals in conjunction with the residents of the estate and Lewisham Council. To this end, L&Q set up a number of resident consultation groups including a specific design panel known as the Regeneration Forum.

Consultation Strategy

- 9.5 The focus for consultation has always been the current Excalibur community as the majority of new homes will be occupied by these residents. However, it has been recognised that the redevelopment will have a wider reaching impact than simply the current estate. The consultation strategy has therefore been two pronged; consultation with current residents and consultation with the wider community. In this way, we have canvassed a wide spectrum of opinions that have fed into our development plans.
- 9.6 The overall strategy had the following objectives:
- to incorporate local needs and desires into the regeneration proposals
 - to inform residents and the local community about the proposals and development process

Resident Consultation

- 9.7 The cornerstone of the resident engagement strategy has been the formation of various working groups to discuss the development proposals. In particular, a Regeneration Forum was established to discuss the design proposals for the new estate. The Group consisted of the following:
- Residents of the Excalibur Estate
 - Lewisham Council Officers
 - L&Q Officers

- The Architect (Hunters)
- The Cost Consultant (BPM)
- Invited guests (including Cabinet Member for Customer Services, Ward Councilors and local stakeholders)

- 9.8 The Regeneration forum is an open forum for all Excalibur residents and has met on over 35 occasions from November 2007. The group has discussed a variety of issues including master plan design, floor plan layouts, sustainability strategy and parking. Minutes of the Regeneration Forum and other working groups are kept in the Tenant Management Organisation's office for all residents to access.
- 9.9 Regular evening meetings and a number of Saturday open days were held to consult more widely with residents on the estate .
- 9.10 Newsletters with details of L&Q and Lewisham Council were produced to enable residents to make direct contact with Officers if needed. A Free phone telephone number was set up to enable all residents to contact L&Q.
- 9.11 Due to the specific needs of many elderly and vulnerable residents on the estate, the Council and L&Q also undertook a series of home visits to residents around the estate to explain the regeneration proposals and glean feedback from individual households.
- 9.12 The consultation strategy culminated in the formulation of the Regeneration Proposals that were issued to all residents on the estate. This document formed the basis for a resident vote that was held in July 2010.

Wider Community Engagement

- 9.13 Contact was maintained with the wider community through a series of Saturday open days and a website operated by L&Q, with links to resident newsletters and the project team.
- 9.14 Local organisations including St Marks Church have regularly attended the Regeneration Forum. Local councilors have also been closely involved in the development of these regeneration proposals.
- 9.15 Our detailed proposals for regeneration were presented to the community in an open day on Saturday 06 November 2010, to view the designs, read the Regeneration Proposals, see the 3D models and make comments on the proposals. Officers from L&Q and Lewisham Council were available alongside the scheme architect to speak to all attendees.

Consultation – Freeholders

- 9.16 In addition to all the estate wide consultation, there were 6 separate

freeholder consultation sessions in 2008. This included a specific presentation on Equity Ownership from L&Q and an independent financial consultant that PPCR arranged.

- 9.17 As part of the ballot process, in June 2010 a freeholder proposals document was distributed to all freeholders. This set out the options for freeholders within L&Q's development proposals. These are:
- To sell the prefab back to Lewisham Council. All freeholders will be bought back at open market value and paid disturbance costs. In addition, resident owners will receive a 10% home loss payment and non residents, 1 7.5% home loss payment.
 - To become an equity owner in the new development (resident freeholders only). L&Q would require that the freeholder put the entire market value of their current home and a proportion of their home loss payment in order to take up this offer. However, there is no minimum payment or proportion of ownership and owners would not pay rent on the part they do not own.
 - To purchase a home through New Build Homebuy. Nationwide Government scheme.
 - To become a tenant (resident freeholders only).
- 9.18 In September 2013 the Council sent a letter to all resident freeholders in Phase 3 to remind them of the re-housing options available to them from the freeholder proposals document. Freeholders were asked to let Council Officers know whether they would like to be considered for re-housing in the new build either to buy under shared equity or to be re-housed as a tenant. The Council will continue these discussions with freeholders.

Current Communications

- 9.19 L&Q produce regular newsletters to keep residents updated. The Council sends out letters to residents to provide information on specific issues such as the hoarding, status of the roads and stopping up order.
- 9.20 The Council's decision to commence voluntary re-housing for tenants in Phases 4 and 5 means that Officers are in one to one contact with an increasing number of tenants who wish to be re-housed. L&Q will also be visiting a number of these tenants who wish to move away from the borough into other L&Q properties.

10. Planning Permission for the Regeneration of Excalibur

- 10.1 On 21 April 2011, Lewisham's Planning Committee resolved to grant detailed planning permission for Phases 1, 2 and 3 of the scheme and outline planning permission for the remaining phases, subject to completion of a S106 agreement. Formal Planning Permission was issued in March 2012 when the S106 was agreed.

10.2 L&Q are intending to formally commence works on the Phase 1/2 site in February 2015.

11. Funding for the Regeneration of Excalibur

11.1 L&Q have secured funding from the HCA for the development of Phase 1 /2. Beyond this point, as there is uncertainty about the future of Government grant the Council and L&Q have agreed a bespoke financial model that sets out a pot of funding to enable the scheme to go ahead. This will be monitored throughout the scheme however means that there is funding in place for the scheme.

12. Financial Implications

12.1 Financial provision has already been made for the acquisition of the outstanding interests in Phase 3 of the Excalibur Estate that are not in the Council's ownership as approved by the Mayor & Cabinet on November 10th April 2013. It is expected that the provision that has been made will be sufficient to cover a cost to the Capital Programme for 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 L&Q at the point of start on site for that Phase. This means that there is some level of risk as the Council incurs these costs in advance. However, should L&Q not undertake the re-development the Council will have a vacant site and detailed 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. In deciding whether to resolve to make a CPO, the Mayor should be satisfied that there is sufficient justification for acquiring the land compulsorily and that there is a compelling case for a CPO. Given the length of time that has elapsed since the original CPO resolution, it is considered appropriate for a fresh resolution to be made so that this is based on the most up to date information available.

13.2 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.

- 13.3 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
- 13.4 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.
- 13.5 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 13.3 are satisfied.
- 13.6 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty or the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The new duty 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.
- 13.7 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.

- 13.8 As was the case for the original separate duties, the new 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.
- 13.9 The Equality and Human Rights Commission issued guides in January 2011 providing an overview of the new equality duty, including the general equality duty, the specific duties and who they apply to. The guides cover what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guides were based on the then draft specific duties so are no longer fully up-to-date, although regard may still be had to them until the revised guides are produced. The guides do not have legal standing unlike the statutory Code of Practice on the public sector equality duty, However, that Code is not due to be published until April 2012. The guides can be found at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/new-public-sector-equality-duty-guidance/>

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 the Excalibur Estate 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. Freeholders 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 proposed new homes to be built by London & Quadrant would exceed the requirements of the Decent Homes Standard; this means greater energy efficiency, reduced maintenance costs and lower fuel bills for residents. This would also reduce the environmental impact of the new homes.

15.2 As new landlord L&Q would develop minimum standards that tenants can expect from their home. A key part of that would be the affordability and sustainability of the energy usage. The homes are designed using principles of passive solar design and have been modelled by energy consultants to ensure high thermal comfort whilst keeping heat loss to a minimum. This includes making the home air tight through construction detailing and incorporating a heat recovery ventilation system to further reduce energy loss and provide homes with fresh air. The Greater London Authority requires this scheme to achieve 20% renewable energy and a Code for Sustainable Homes level 3-4, as a minimum; both pieces of legislation necessitate an energy efficient home.

16. Crime and Disorder Implications

16.1 One of the key priorities of the TMO Resident Selection Committee in selecting a preferred RSL was how it tackles crime and anti social behaviour issues. L&Q has a strong track record in dealing with crime and anti-social behaviour (ASB) and they are committed to adopting a robust approach at Excalibur if needed. L&Q plays its part as a member of Lewisham's Crime Reduction Partnership in meeting targets and actions in the Local Community Plan and the Crime

Disorder Strategy. They would work in partnership with the police and other agencies to tackle crime and ensure that safety at Excalibur is maintained and improved.

- 16.2 The Regeneration Proposals document outlined the proposed physical improvements, enhanced estate management and the diversionary opportunities which L&Q would implement to help reduce crime and anti-social behaviour. Under stock transfer, the Offer Document also demonstrated L&Q's commitment to tackling race and hate crime, domestic violence and improving child protection, which the residents of Excalibur seek. These principles would be unaffected by the change from a stock transfer to a regeneration scheme.

17. Equality Implications

- 17.1 Officers carried out an Equalities Impact Assessment in October 2010. This has been updated to reflect the new public sector equality duty contained in the Equality Act 2010.
- 17.2 There are equalities implications in the decanting and re-building process and equalities benefits would accrue from the completed scheme.

Equalities implications: during the process

- 17.3 From extensive door knocking, L&Q staff have begun to build up a database of households that have English as a second language and as a result key information would be translated for them, if needed. In addition, a number of residents have also been identified who suffer from a visual impairment, so literature for them is routinely produced in larger print. These are exercises that would continue to be monitored and repeated.
- 17.4 The decant process involves the provision of an individual service, where decant officers visit tenants at home and get to know them and their needs on an individual basis. Any special requirements are identified and taken into account in planning the move, factors such as language, mobility and other support needs often need to be considered. It is recognised that decanting is a very stressful time and decant officers offer as much support as required to minimise the anxiety to residents.

Equalities implications: the completed development

- 17.5 The scheme would provide thermal and security improvements, with all new properties more than meeting the decent homes standard.
- 17.6 All new affordable units in the development would meet lifetime homes standards. A Lifetime Home incorporates 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.

- 17.7 In line with GLA and Council policy, more than 10% of units across the development would be wheelchair accessible or easily adapted for those using a wheelchair.

18. Conclusion

- 18.1 Adoption of the proposals in this report is critical to the implementation of Phase 3 of the regeneration of Excalibur. This forms part of the overall regeneration of the Excalibur Estate which is one of the Council's priorities.

- 18.2 In order to facilitate L&Q's proposed housing redevelopment scheme for Excalibur to proceed 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 for the compulsory acquisition of all interests in the land and buildings known as Excalibur Phase 3, the site of which is shown by a thick black verge on the plan attached as Appendix 1, other than those interests already in the ownership of the Council

19. Background Documents and Report Author

- 19.1 There are no background documents to this report.
- 19.2 If you require any further information about this report, please contact Rachel George on 020 8314 8146

Summary of human rights most relevant to local authorities

Article 2 - The right to life

Article 3 - The right not to be subjected to torture or to inhuman or degrading treatment or punishment

Article 5 - The right to liberty and security

Article 6 - The right to a fair trial

Article 8 - The right to respect for private and family life, the home and correspondence

Article 9 - The right to freedom of thought, conscience and religion

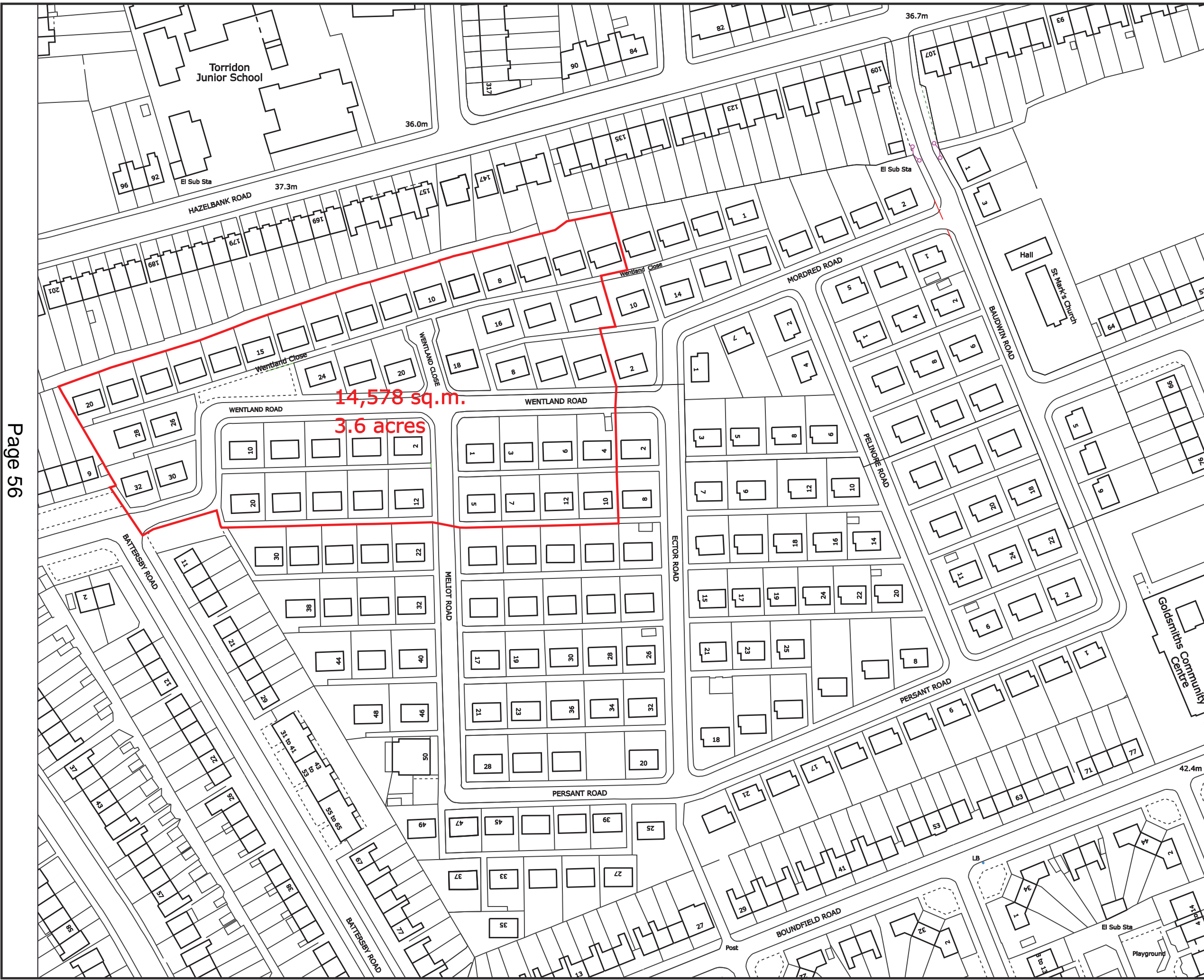
Article 10 - The right to freedom of expression

Article 11 - The right to freedom of peaceful assembly and to freedom of association with others

Article 14 - The right to freedom from discrimination on any ground such as sex, race, colour, language, religion, or political opinion

Article 1 of Protocol 1 - The right for every person to be entitled to the peaceful enjoyment of their possessions

Article 2 of Protocol 1 - The right to education



Excalibur Estate

Phase 3

A3

A3 plan scale 1:1250
 date: 05/02/2013
 drawn: LBH
 coloured: LBH
 checked:
 amended:
 drawing ref.: -
 Excalibur/A3 redline phase 3

ASSET STRATEGY and DEVELOPMENT
 Lewisham

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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

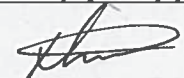
Date of Meeting 4 March 2015

Title of Report Local Development Framework: Revised Local Development Scheme

Originator of Report Claire Gray Ext.47186

At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 18th February 2015

Signed:  Director/Head of Service

Date 18-02-2015

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 & CABINET		
Report Title	Local Development Framework: Revised Local Development Scheme	
Key Decision	Yes	Item No.
Wards	All	
Contributors	Head of Planning and Head of Law	
Class	Part 1	Date: 4 March 2015

1. Purpose

- 1.1 This report seeks approval of the revised Local Development Scheme.

2. Summary

- 2.1 The Local Development Scheme (LDS) is Lewisham's project or work plan for the production of Local Plans – statutory planning documents that set out planning policy used in the assessment and determination of planning applications. At present these adopted documents are the Core Strategy, Site Allocations, Development Management and Lewisham town centre plans. Going forward an integrated Local Plan will be produced, in line with government guidance and will draw on, incorporate and update aspects of the adopted documents, including the supporting evidence base.
- 2.2 The Development Plan Documents, together with the London Plan, form the Development Plan for the London Borough of Lewisham. The Planning and Compulsory Purchase Act 2004 (the Act) (as amended) provides for Local Development Schemes (LDS) and requires the Council to revise its LDS each time new planning documents are proposed to be prepared or the timetable for existing production is revised.
- 2.3 This report sets out the details of the revised LDS and details the documents that will have the status of a Local Plan.

3. Recommendations

The Mayor is recommended to;

- 3.1 Approve the revised content and timetable of the Local Development Scheme at Appendix 1 and recommend to Council to formally adopt the revised Local Development Scheme.

3.2 Authorise the Executive Director for Resources and Regeneration to make any minor changes to the text and format of the documents prior to consideration by Council.

4. Policy context

4.1 The LDS contributes to the implementation of the Council's priorities:

- community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community
- young people's achievement and involvement – raising educational attainment and improving facilities for young people through partnership working
- clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment
- safety, security and a visible presence – partnership working with the police and others and using the Council's powers to combat anti-social behaviour
- strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport
- decent homes for all – investment in social and affordable housing to achieve the Decent Homes Standard, tackle homelessness and supply key worker housing
- active, healthy citizens – leisure, sporting, learning and creative activities for everyone
- inspiring efficiency, effectiveness and equity – ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

4.2 The Planning and Compulsory Purchase act 2004 requires the preparation of new planning policy documents known as Local Development Documents (LDDs). By virtue of regulation 6 of the Town and Country Planning (Local Planning) (England) Regulations (2012) the majority of LDDs are Local Plans. The Proposals Map is referred to as the Policies Map.

4.3 Importantly, the documents within the LDS are the spatial representation of the Sustainable Community Strategy (Shaping Our Future), which was prepared by the Local Strategic Partnership and adopted by the Council in May 2008. Section 2.3 of the LDS shows the links between the Local Plan and the SCS.

4.4 The documents detailed in the LDS implement the full range of other Council policies and strategies. These include, but are not limited to the following:

- People Prosperity Place; Lewisham's Regeneration Strategy 2008 - 2020
- Children and Young People's Plan
- Air Quality Management Plan
- Carbon Reduction and Climate Change Strategy
- Local Implementation Plan (Transport)
- Municipal Waste Management Strategy (Draft)

- Leisure and Open Spaces Study
- Physical Activity, Sport and Leisure Activity
- Social Inclusion Strategy and
- Local Education Authority School Plan

4.5 The LDS contributes to the achievement of the strategic aims of the Resources and Regeneration directorate which are:

- Enabling and supporting the regeneration of Lewisham and helping to strengthen the local economy
- Supporting the creation of a safe, attractive, healthy and sustainable environment for the benefit of local people and
- Connecting people to economic, leisure and learning opportunities

4.6 The LDS is part of the Council's policy framework as set out in the Council's constitution and requires the adoption of full Council once it has been approved for adoption.

5. Background

5.1 The Planning and Compulsory Purchase Act 2004 (as amended) (the Act) establishes the requirement for the Local Development Scheme and requires planning authorities in England to produce Local Development Documents (LDD) to make and constitute the Council's Local Development Framework. This terminology has been changed by recent regulation and the documents (LDD) will now be known as Local Plans and Supplementary Planning Documents.

5.2 To date, a portfolio of planning documents (Local Development Framework) has been prepared by the Council, which collectively will deliver the planning strategy for Lewisham. This includes:

- A number of different Local Plans setting out spatial land uses, development policies and site allocations for the borough and specific areas (such as Lewisham Town Centre)
- Supplementary Planning Documents (SPDs) for specific issues or areas and
- Procedural documents such as the Annual Monitoring Report (AMR) which reports on the Council's performance on a range of indicators, and the Statement of Community Involvement (SCI) outlining how the Council will consult on planning policy issues and development control matters.

5.3 Going forward an integrated Local Plan will be produced, in line with government guidance, set out in the National Planning Policy Framework. Elements of the existing portfolio of planning documents are still relevant and can be used as a starting point for the preparation of the integrated Local Plan.

5.4 The Lewisham LDS is a procedural document in the local planning system. It is a project plan that outlines what planning documents the Council is preparing and the

timeline for their preparation and adoption. The current version of the LDS was adopted by the Full Council at its meeting on 27 February 2013.

5.5 The Act as amended requires that the LDS is kept up to date. Each new Local Plan document the Council intends to produce must be included in a revised LDS. In addition any revision to the adopted timetable must be reflected in the revised LDS.

5.6 This current revised LDS has been prepared to reflect changing government regulations and guidance, and changed local circumstances that require the timetable of Local Plan production to be updated.

6. LDS content

6.1 The revised LDS responds to new planning regulations that govern plan preparation – the Town and Country Planning (Local Planning) (England) Regulations 2012, which amend the stages of preparing Local Plans. Government guidance, contained in the National Planning Policy Framework (2012), favours a single plan approach, where instead of having a suite of separate documents forming the Development Plan, the documents are brought together into an integrated Local Plan. The NPPF does not preclude additional documents but this must be fully justified.

6.2 Using the existing adopted Local Plans as a starting point, the Council will produce an integrated Local Plan, and a separate, single issue local plan relating to Gypsy and Traveller Site(s) which will update and replace the adopted Local Plans. These plans are:

- (i) the Core Strategy (adopted June 2011)
- (ii) the Site Allocations Local Plan (adopted June 2013)
- (iii) the Development Management Local Plan (adopted November 2014) and
- (iv) Lewisham Town Centre Local Plan (adopted February 2014).

6.3 The LDS sets out the timetable for producing the integrated Local Plan and the Gypsy and Traveller Local Plan with a series of key milestones and dates. It shows when preparation will commence, when public consultation will take place, and the expected adoption date for each document.

6.4 The revised LDS is attached as Annex 1 to this report. Set out below is a brief summary of the main changes to the adopted LDS timetable.

7. Key changes to the LDS

7.1 The key changes to the LDF programme is summarised below.

Adopted Local Plans to be superseded

7.2 The Core Strategy was adopted in June 2011, and since the LDS was last updated (February 2013) three further Local Plans have been adopted. These are the Site Allocations Local Plan, the Lewisham Town Centre Local Plan and the

Development Management Local Plan. As these plans have now been adopted, they have been removed from the revised LDS.

Catford Town Centre Area Action Plan (CTCLP)

- 7.3 The Catford Town Centre Local Plan (CTCLP) was proposed to set out policies and proposals for the on-going redevelopment and regeneration of Catford Town Centre, however the Plan was withdrawn from Examination on 19 December 2013.
- 7.4 The main reason for withdrawal was that following publication of the independent 'Roads Task Force' (RTF) report in July 2013, the Mayor of London requested that Transport for London (TfL) and the London boroughs look again at long established road improvement proposals and how they might be implemented. This included the long established proposals to improve the A205 South Circular road in Catford Town Centre by relocating the A205 road behind Laurence House. The CTCLP had taken the view that these proposals were unlikely to be implemented and set out a new policy that committed the Council to abandon the TfL proposal to realign the South Circular to the rear of Laurence House.
- 7.5 As a result of the Mayor of London's request that the TfL A205 road improvement be re-examined senior officers at the Council and TfL met to discuss this matter. The outcome of these discussions was that in the new context of the RTF report and possible new resources for implementing road improvements there was merit in re-examining the original TfL A205 road improvement proposals. This review is currently underway however as the outcome is unknown this Plan has been removed from the LDS.
- 7.6 The preparation of a new integrated Local Plan will consider the stage of the road improvements review and whether or not to include Catford-specific policies.

Integrated Local Plan

- 7.7 The Local Plan will be the key new planning policy document for the borough. It is our plan for the future and sets out the strategic direction and key decisions for how much development will happen in the borough and where, when, and how it will take place. It also allocates sites for development and contains policies to guide decisions on planning applications.
- 7.8 The integrated Local Plan will update and replace the Core Strategy (2011), Development Management Local Plan (2014), Site Allocations Local Plan (2013), Lewisham Town Centre Local Plan (2014). When the Local Plan is submitted to the Secretary of State for independent examination it will include a list of LDF policies that will be superseded.

Gypsy and Travellers Site(s) Local Plan

- 7.9 The Gypsy and Traveller's Site(s) Local Plan (GTSLP) will allocate a site or sites to meet the identified local accommodation needs of Gypsy and Traveller communities in the borough.
- 7.10 The current LDS (2013) includes the production of this single issue Local Plan and sets out the timetable for its production. Public consultation on the GTSLP was due during July and August 2013, with submission in May 2014. However, the time taken to find an appropriate site or sites for inclusion in the plan means that the evidence base relating to the demand or 'need' for Gypsy and Traveller accommodation in the borough needs to be reassessed. The existing evidence of 'need' was based on the 2008 London-wide Gypsy and Travel Needs Assessment which is not being updated at a regional level, instead individual boroughs are now responsible for producing updated needs assessments specific to their area. In light of these changes, the planning service have now commissioned a new needs assessment, with the consultants being appointed in October 2014 and the report expected in mid-March 2015. This means a revision of the LDS has been necessary.

Supplementary Planning Documents (SPDs)

- 7.11 SPDs provide further detail to policy matters detailed in Local Plans. There is no longer a requirement to include SPDs within the LDS.

8. Financial Implications

- 8.1 There are no financial implications arising from this report. The cost of public consultation and related printing and publishing of any Local Plan document will be met from the existing Planning Service budget.

9. Legal implications

- 9.1 Some of the legal implications are set out in the body of the report. The function of producing Local Plans is shared by Mayor and Cabinet and Full Council. The formal adoption of the Local Development Scheme is a decision reserved to Council.
- 9.2 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.
- 9.3 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.

9.4 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.

9.5 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/>

9.6 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

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

10. Crime and Disorder Implications

10.1 Local Plans allow for a spatial planning approach where the focus will be on implementing the land-use and design aspects of crime and disorder issues. Each Local Plan document or SPD detailed in the LDS will address crime and disorder issues and contain policies to control identified issues.

11. Equalities Implications

11.1 The Council’s Comprehensive Equality Scheme for 2012-16 provides an overarching framework and focus for the Council’s work on equalities and helps ensure compliance with the Equality Act 2010.

11.2 Equalities considerations will be built into the production of each Local Plan, in the form of an Equalities Analysis Assessment (EAA). An EAA will be undertaken for both the integrated Local Plan and the Gypsy and Travellers Site(s) Local Plan. The EAAs can ensure, as far as is possible, any negative consequences for a particular group or sector within the community are eliminated, minimised or counter balanced by other measures.

12. Environmental Implications

12.1 There are no direct environmental implications arising from the LDS. However, the production of the Local Plan documents specified in the LDS will have environmental implications. The planning regulations require a sustainability appraisal for all Local Plan documents and these regulations incorporate the requirements of the Strategic Environmental Appraisal Directive.

Background documents and originator

Short Title Document	Web Link	Date	File Location	File Reference	Contact Officer	Exempt
National Planning Policy Framework	http://www.communities.gov.uk/publications/planningandbuilding/nppf	March 2012	Laurence House	Planning Policy	Brian Regan	No
Local Plan Regulations 2012	http://www.legislation.gov.uk/ukSI/2012/767/contents/made	2012	Laurence House	Planning Policy	Brian Regan	No

If you have any queries on this report, please contact Brian Regan, Planning Policy Manager, 3rd floor Laurence House, 1 Catford Road, Catford SE6 4RU, telephone 020 8314 8774.

Appendix 1: Revised Local Development Scheme 2015

Lewisham Local Development Framework

Local Development Scheme

PLANNING POLICY

Version 1

Mayor and Cabinet - March 2015

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PREFACE

Previous versions of the Lewisham Local Development Scheme (LDS) related to the preparation of a suite of Local Development Framework documents produced between 2006 and 2014.

The Council has now revised its LDS to take into account the implications of changing local circumstances and new government planning guidance and legislation where the focus is now on the production of an integrated Local Plan.

Document control

LDS VERSION	BROUGHT INTO EFFECT	SUPERSEDED
1	24 June 2015	N/A

1. Introduction

The Lewisham Local Development Scheme (LDS) is the **project plan** for how and when the Council will prepare its Local Plan. A Local Plan sets out the statutory planning policies for the borough that are used in the assessment and determination of planning applications. The Council is required to prepare a LDS by law and keep it up to date. The LDS identifies the timetable for the production of the Local Plan

The purpose of this LDS is:

1. To let everyone with an interest in planning for Lewisham know what documents will make up the local planning framework and the timetable for their preparation.
2. To let people know when key stages of consultation are planned so they can get involved in influencing or commenting on emerging documents.
3. To establish the Council's priorities for plan preparation and set a work programme for the preparation of Local Plans.

2. Background information

2.1 The planning system

The Planning and Compulsory Purchase Act 2004 introduced a system of plan making known as the Local Development Framework (LDF) which was a portfolio of planning documents. Section 15 of the Planning and Compulsory Purchase Act 2004 states that the local development scheme must set out certain matters related to how the local planning authority is going to plan for development in its area. Section 111 of the Localism Act 2011 amends this section so that local planning authorities will have to publish up to date information direct to the public on the scheme, including their compliance with the timetable for the preparation or revision of development plan documents.

The Town and Country Planning (Local Planning) (England) Regulations 2012 refers to Development Plan Documents as Local Plans and to the Proposals Map as the Policies Map.

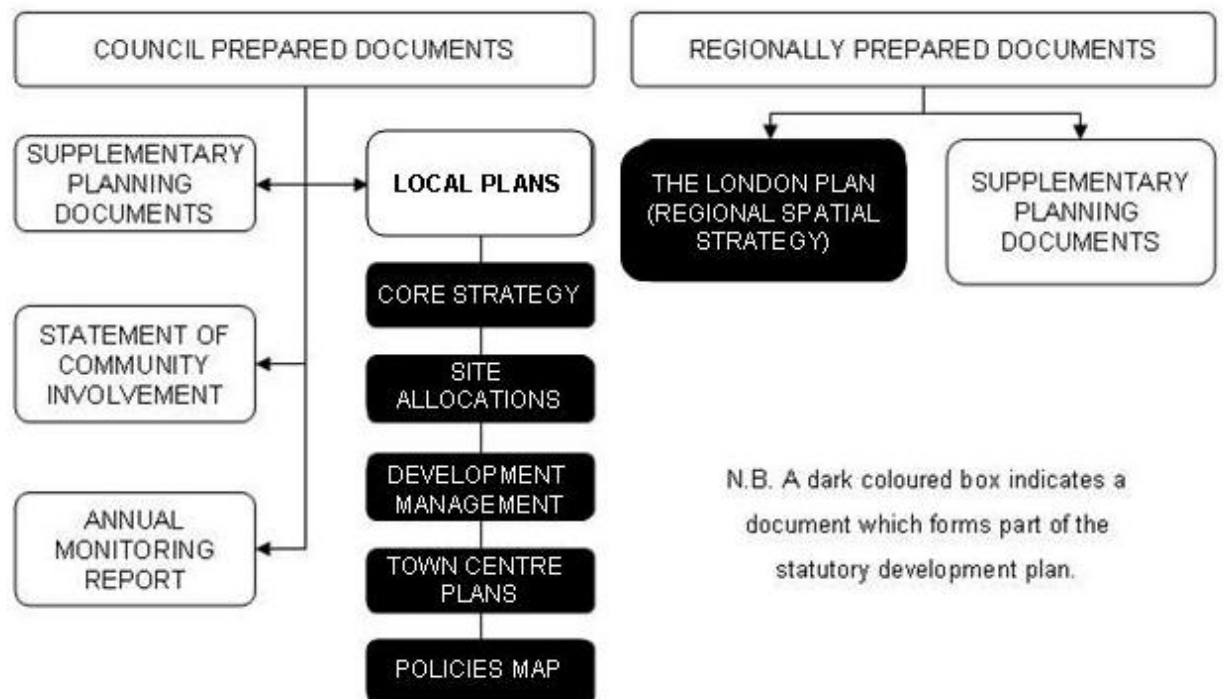
The National Planning Policy Framework (2012) (paragraph 153) favours a single plan approach, where instead of having a suite of separate documents forming the Development Plan, the documents are brought together into an integrated Local Plan. The NPPF does not preclude additional documents but this must be fully justified.

The type of documents which comprise the Development Documents for Lewisham are shown in the table below and in Figure 1 (existing) and Figure 2 (forthcoming).

Document	Purpose
Local Plan	A Local Plan is prepared in a formal way which includes consultation with the public and independent testing at a public examination presided over by an inspector appointed by the government. When adopted the council's decisions on planning applications are made in

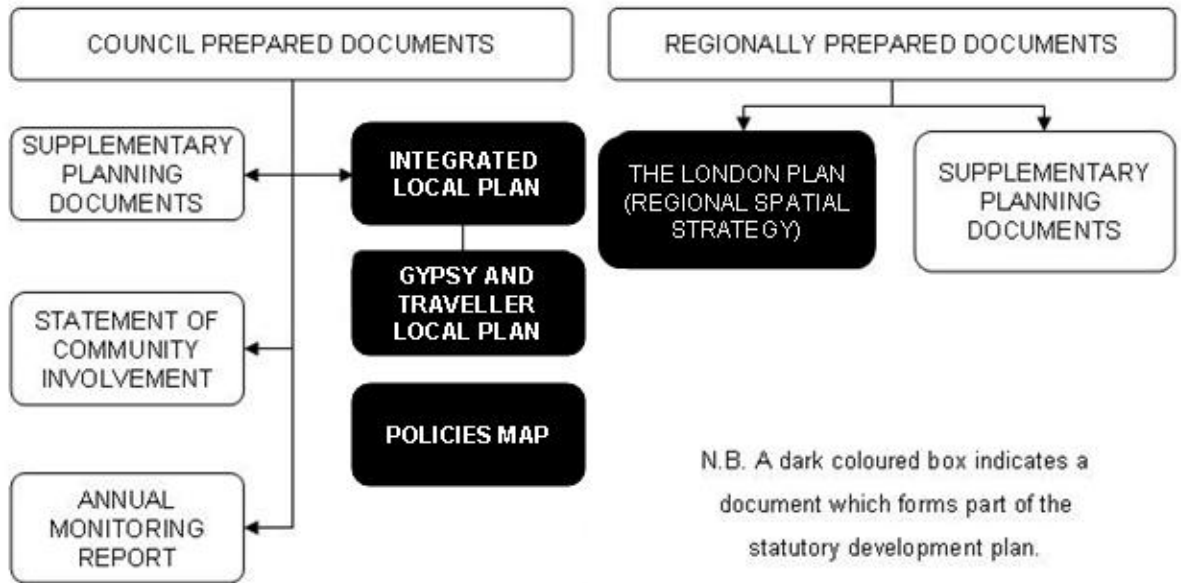
Document	Purpose
	accordance with the content of the Local Plan.
The Policies Map	The graphic representation of the policies and proposals in a Local Plan. Each time a new Local Plan is adopted, or makes new policies, the Policies Map must be updated to show the effect of any changes.
Supplementary planning documents (SPD)	These explain in more detail the application of policy set out in Local Plan. SPDs are subject to public consultation but not independent examination and do not have the same status as a Local Plan in the decision making process.
Statement of Community Involvement (SCI)	Sets out how the council's Planning Service will involve the community in the preparation, alteration and review of planning documents and in the planning application decision process. The council adopted its SCI in July 2006. ¹
The Annual Monitoring Report (AMR)	Reviews the progress on the preparation of the Local Plan as set out in the LDS. In addition the AMR reviews how effective the policies are and considers if they need to be reviewed and replaced.

Figure 1: Existing Lewisham planning framework



¹ <http://www.communities.gov.uk/publications/planningandbuilding/nppf>

Figure 2: Forthcoming Lewisham planning framework



2.2 Chain of conformity

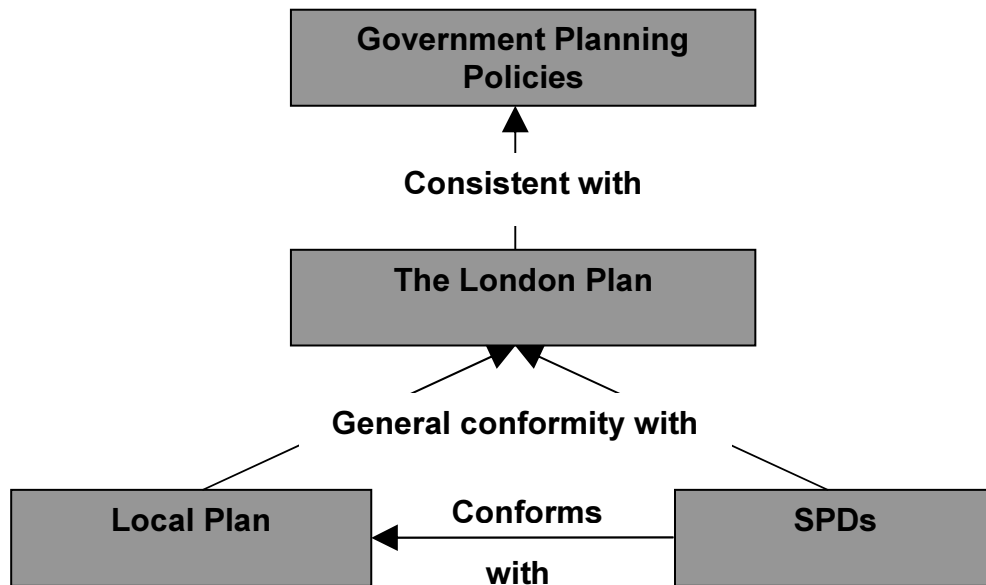
The Council will pursue a clear chain of conformity by respecting both Regional and National Government policy and guidance. This will be established by following the process demonstrated in Figure 3.

National planning policy is contained in the National Planning Policy Framework (NPPF).² The preparation of planning policies must consider and be consistent with the content of the NPPF.

The Mayor of London has published a series of strategies, supplementary planning guidance and best practice guidance which will be taken into account. The replacement [London Plan](#) was published in July 2011, with subsequent updates, and acts as the integrating framework for all of the Mayor's strategies.³ Lewisham Local Plans must be in 'general conformity' with the published London Plan. Where there is a difference between the policies in the London Plan and the borough's adopted development plan, the most recent plan takes precedence.

² <http://www.communities.gov.uk/publications/planningandbuilding/nppf>
³ <http://www.london.gov.uk/priorities/planning/londonplan>

Figure 3: Chain of conformity/consistency



2.3 Relationship to the Sustainable Community Strategy and other strategies

[The Sustainable Community Strategy](#)⁴ (Shaping our future: Lewisham Sustainable Community Strategy) or SCS, has been prepared by Lewisham's Local Strategic Partnership and is a document which sets out how the vision and priorities for Lewisham will be achieved. The Lewisham Local Plans will have regard to the SCS and ensure that spatial requirements arising from that strategy are addressed. The Local Plans are in effect the spatial interpretation of the SCS.

There are a number of other strategies that have land-use implications and these will be taken into account in preparing the Local Plans. In particular, the following London Borough of Lewisham strategies and plans will be relevant.

- Children and Young People's Plan
- Air Quality Action Plan
- Carbon Reduction and Climate Change Strategy
- Local Transport Plan (LIP)
- Housing and Homelessness Strategy
- Municipal Waste Strategy
- Energy Strategy
- Physical Activity, Sport and Leisure Strategy
- Local Education Authority School Plan.

⁴<http://www.lewisham.gov.uk/CouncilAndDemocracy/StrategiesPlans/StrategicPlanningFramework/CommunityStrategy.htm>

2.4 Evidence base

The Local Plan will establish the Council's planning policies. However, in formulating this a large amount of background work needs to be undertaken to underpin the documents. This supporting information will work as an evidence base for policy formation. Many of these documents and studies will be produced either by or for the Council, and some may be produced by or for other organisations.

The main existing evidence base documents commissioned by the Council associated with the existing Lewisham suite of Local Development Framework documents are listed in Appendix 1 and have been published on the council's [planning policy website](#).⁵ These documents will in part be used as the evidence base in the preparation of other Local Plans however given the age of many of the documents it is envisaged that a number of new or refreshed evidence base documents will be required to inform the preparation of new Local Plans.

2.5 Superseded UDP policies

Lewisham's UDP was superseded over a number of years, from when the Core Strategy was adopted in 2011 through to November 2014 when the Development Management Local Plan was adopted. The Local Plans (and policies contained within them) have progressively taken the place of the previously saved UDP policies as they were adopted by the Council.

The collection of adopted Local Plan documents now forms Lewisham's statutory Development Plan. As each Local Plan was submitted to the Secretary of State for independent examination it included a list of UDP policies that were superseded.

2.6 Superseded LDF policies

An integrated Local Plan will replace the existing adopted development plan documents and policies map. These documents are Lewisham's Core Strategy (2011), Development Management Local Plan (2014), Site Allocations Local Plan (2013), Lewisham Town Centre Local Plan (2014).

3. Programme for the Lewisham Local Plan

One of the key purposes of preparing this LDS is for the Council to identify the range of Local Plans it is preparing and the detailed timetable for document preparation over the next three years or so. The 2015 LDS has been prepared as a result of the implications of government planning guidance, as set out in the NPPF, favouring a single plan approach⁶. The NPPF directs local planning authorities to produce a Local Plan for its area, with additional development plan documents only being prepared where clearly justified.

⁵<http://www.lewisham.gov.uk/Environment/Planning/PlanningPolicy/LocalDevelopmentFramework/LocalDevelopmentFrameworkEvidenceBase/>

⁶ National Planning Policy Framework (2012), Paragraph 153.

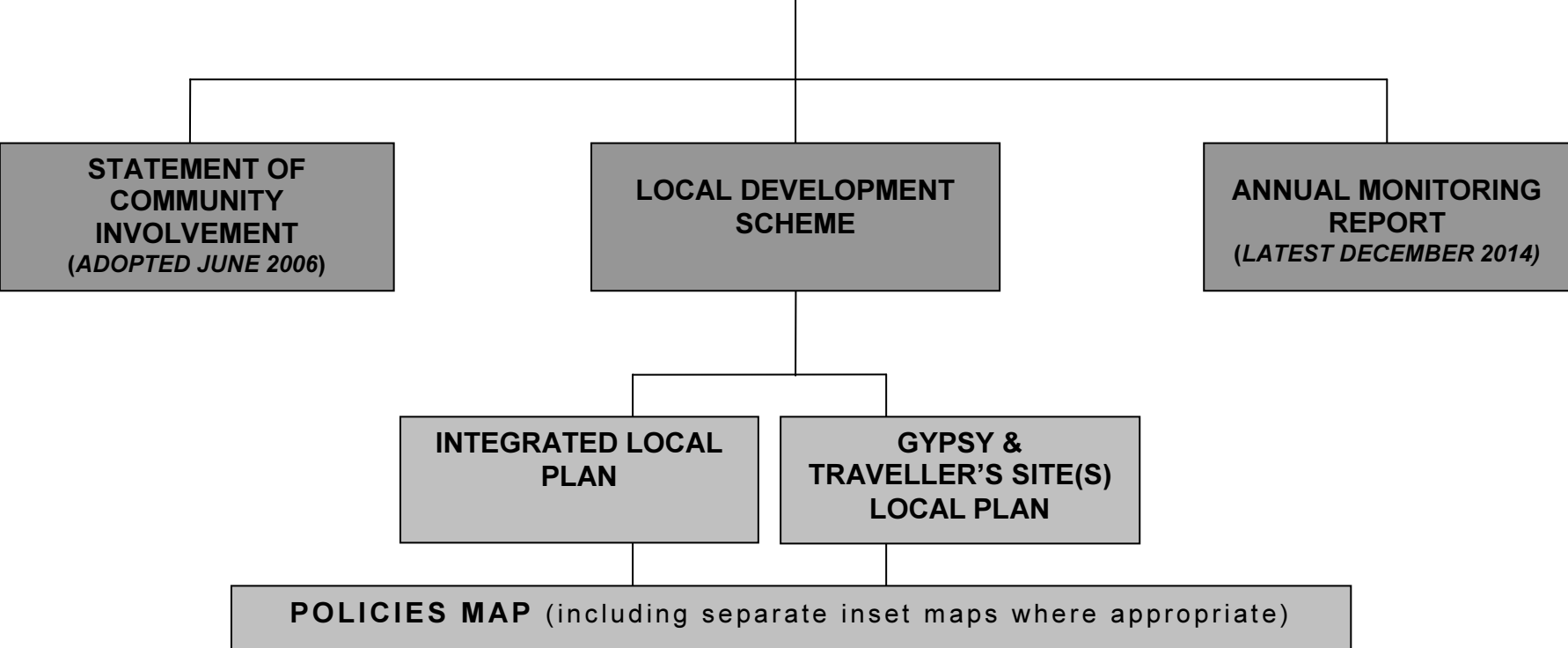
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60772/116950.pdf

Alongside preparation of an integrated Local Plan for Lewisham, the Council will prepare a separate Local Plan specifically for the allocation of a site or sites for Gypsy and Traveller accommodation. The Gypsy and Travellers Site(s) Local Plan is being prepared as a separate plan firstly because by nature a single issue plan does not contain as many elements and therefore does not require as much time dedicated to evidence base gathering. The preparation of a single issue local plan should therefore be quicker to produce than a plan addressing all spatial growth considerations for the borough. Secondly, the allocation of a site or sites for Gypsy and Traveller accommodation has a long history and the Council still has a requirement to provide a site to meet the anticipated need for its Gypsy and Traveller population. Given these considerations, separating the allocation of a site for Gypsy and Traveller accommodation is considered necessary and justified.

Due to changes in government policy and regulations (Section 180 of the Planning Act 2008) Supplementary Planning Documents have been removed from the production schedule in the main body of this document. A list of existing SPDs can be viewed in Appendix 2. The NPPF (paragraph 153) states that SPDs 'should be used where they can help applicants make successful applications or aid infrastructure delivery, and should not be used to add unnecessarily to the financial burdens on development.'

Figure 4 on page 9 identifies the range of documents which are (or will be) in preparation some time over the next three years. Figure 5 on page 10 provides the preparation timetable for each Local Plan, while the following pages provide a brief description and the key milestones for each document.

Figure 4: Lewisham Local Development Framework



Page 75

KEY:

STATUTORY DOCUMENTS

DEVELOPMENT PLAN DOCUMENTS

Figure 5: Local Plan preparation timetable

LDS TIMETABLE (JULY 2015)

DOCUMENTS	START DATE	2015												2016												2017													
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
LOCAL PLAN	Jan-15	<						N	N						1	1										2	2			S	P	E	R					A	
GYPSY AND TRAVELLER'S SITE(S) LOCAL PLAN	Jan-15	<								N	1	N	1				2	2			S	P	E	R			A												
POLICIES MAP	Jan-15	<																								A													A
KEY		<h3>LDS TIMETABLE JULY 2015</h3>																																					
Commencement of Preparation	<																																						
Reg 18 notification of intention to prepare Local Plan and issues and options	N																																						
Public participation period for preferred strategy report	1																																						
Public Participation for Publication Document (Reg 19)	2																																						
Submission of Local Plan (Reg 22)	S																																						
Pre-examination Meeting	P																																						
Examination in Public	E																																						
Inspectors Report	R																																						
Adoption	A																																						

TITLE	LOCAL PLAN		
STATUS	Development Plan Document		
ROLE & CONTENT	The Local Plan is the key planning policy document for the borough. It is our plan for the future and sets out the strategic direction and key decisions for how much development will happen in the borough and where, when, and how it will take place. It also allocates sites for development and contains policies to guide decisions on planning applications.		
COVERAGE	Whole Borough	JOINT PRODUCTION	No
CHAIN OF CONFORMITY	<ul style="list-style-type: none"> To be consistent with the NPPF To be in general conformity with the London Plan 		
LDF REPLACEMENT	<p>The integrated Local Plan will replace the Core Strategy (2011), Development Management Local Plan (2014), Site Allocations Local Plan (2013), Lewisham Town Centre Local Plan (2014).</p> <p>When the Local Plan is submitted to the Secretary of State for independent examination it will include a list of LDF policies that will be superseded.</p>		
REVIEW	The Local Plan will be reviewed annually as part of the Annual Monitoring Report. However, it is expected that Local Plan will remain valid for a 15 year period unless the outcome of annual review indicates that replacement is necessary.		
KEY MILESTONES	Commencement of preparation		January 2015
	Public participation on the intention to prepare a plan, 'issues and options'		July/August 2015
	Public participation on the preferred strategy		February/March 2016
	Public participation on the publication plan (proposed submission plan)		January/February 2017
	Submission of Local Plan		April 2017
	Pre-Examination meeting if required		June 2017
	Commencement of the Examination		July 2017
	Report from Inspector		August 2017
	Adoption of Local Plan		November 2017

TITLE	GYPSY AND TRAVELLER'S SITE(S) LOCAL PLAN		
STATUS	Development Plan Document		
ROLE & CONTENT	The Gypsy and Traveller's Site(s) Local Plan (GTSLP) will allocate a site or sites to meet the identified local accommodation needs of Gypsy and Traveller communities in the borough.		
COVERAGE	Whole borough	JOINT PRODUCTION	No
CHAIN OF CONFORMITY	<ul style="list-style-type: none"> • To be consistent with the NPPF • To be in general conformity with the London Plan • To be consistent with the Local Plan • Policies / proposals of GTSLP to be shown graphically on the Policies Map 		
LDF REPLACEMENT	The Plan will replace a policy in the Core Strategy.		
KEY MILESTONES	Commencement of preparation	January 2015	
	Public participation on the intention to prepare a plan, 'issues and options' and the preferred strategy	October/November 2015	
	Public participation on the publication plan (proposed submission plan)	April/may 2016	
	Submission of Local Plan	August 2016	
	Pre-Examination meeting if required	September 2016	
	Commencement of the Examination	October 2016	
	Report from Inspector	November 2016	
	Adoption of Local Plan	February 2017	

TITLE	POLICIES MAP		
STATUS	Development Plan Document		
ROLE & CONTENT	The Policies Map will illustrate on an Ordnance Survey base map all the policies and proposals contained in each Local Plan.		
COVERAGE	Whole Borough	JOINT PRODUCTION	No
CHAIN OF CONFORMITY	<ul style="list-style-type: none"> • To be consistent with the NPPF • To be in general conformity with the London Plan • To graphically show the policies and proposals in all approved Local Plans 		
LDF REPLACEMENT	<p>The policies map replace previous policies maps and changes brought about by the adoption of LDF documents (the Core Strategy (2011), Development Management Local Plan (2014), Site Allocations Local Plan (2013), Lewisham Town Centre Local Plan (2014)).</p> <p>When the Local Plan is submitted to the Secretary of State for independent examination it will include changes to the policies map.</p>		
REVIEW	The Policies Map will be constantly under review as the plans / policies depicted on it are reviewed and new plans / policies are proposed and adopted as part of development plan documents.		
KEY MILESTONES	The key milestones for the Policies Map will be the submission and adoption milestones for each Local Plan.		

Appendix 1 Existing evidence base documents

Overarching

- Shaping our future: Lewisham Sustainable Community Strategy 2008-2020
- Lewisham Infrastructure Delivery Plan, 2010

Housing

- Lewisham Strategic Housing Market Assessment, 2008
- Lewisham Affordable Housing Viability Assessment, 2009
- Housing Conversions Study, 2012
- South East London Boroughs' Strategic Housing Market Assessment, 2014
- Lewisham Affordable Rent Study, 2014

Employment and retail

- Lewisham Employment Land Study, 2008
- Lewisham Retail Needs Study, 2009 (plus 2010 supplement)
- Town Centre Health Checks, 2011
- Pubs in Lewisham: An evidence base report, 2012
- Hot food take-away shops: An evidence base study, 2013

Renewables and energy

- Lewisham Renewables Evidence Base Study, 2009

Waterways and flooding

- Lewisham Strategic Flood Risk Assessment, 2008
- Lewisham Sequential Test, 2009

Open space

- Lewisham Leisure and Open Space Study, 2009
- Ravensbourne River Corridor Improvement Plan, 2010
- Lewisham Physical Activity, Sport and Leisure Strategy, 2006
- Lewisham Biodiversity Action Plans, 2006

Waste management

- Lewisham Municipal Waste Management Strategy, 2008
- South East London Boroughs' Joint Waste Appointment Technical Paper, 2014

Transport

- Lewisham Borough-wide Transport Assessment, 2010
- North Lewisham Transport Study, 2009
- Lewisham Town Centre Transport Study, 2009
- North Lewisham Links Strategy, 2007
- Lewisham Local Implementation Plan, 2011

Design

- Deptford New Cross Masterplan, 2007

- Lewisham Tall Buildings Study, 2010
- Lewisham Conservation Area Appraisals and Management Plans (various)

Community services

- Lewisham Children and Young People's Plan, 2009
- Lewisham Social Inclusion Strategy, 2005
- Lewisham Joint Strategic Needs Assessment, 2011

Appendix 2 Supplementary planning documents

The table below identifies the links between policies in the Local Development Framework and the Council's Supplementary Planning Documents.

SUPPLEMENTARY PLANNING DOCUMENTS	LINKS TO LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS
Brockley Conservation Area SPD	CS Policy 16, DM Policy 4, DM Policy 30, DM Policy 36
Child Care	CS Policy 19, DM Policy 42
Deptford Town Hall Conservation Area Character Appraisal	DM Policy 4, DM Policy 30, DM Policy 36
Deptford Urban Design Framework and Development Strategy	CS Policy 6, CS Policy 15, DM Policy 30
Forest Hill Urban Design Framework and Development Strategy	CS Policy 6, CS Policy 15, DM Policy 30
Hatcham Conservation Area SPD	CS Policy 16, DM Policy 30, DM Policy 36
Planning Obligations SPD	CS Policy 21
Residential Standards SPD	CS Policy 1, CS Policy 7, CS Policy 8, CS Policy 10, CS Policy 12, CS Policy 14, CS Policy 15, CS Policy 16, DM Policy 2, DM Policy 3, DM Policy 4, DM Policy 5, DM Policy 6, DM Policy 7, DM Policy 8, DM Policy 22, DM Policy 29, DM Policy 30, DM Policy 31, DM Policy 32
River Corridors Improvement Plan (due for adoption in 2015)	CS Policy 11
Shop Front SPD	CS Policy 15, DM Policy 19
Southend Village, Bromley Road SPD	DM Policy 9, DM Policy 11, DM Policy 30
St. Mary's Conservation Area SPD	CS Policy 16, DM Policy 4, DM Policy 30, DM Policy 36

Appendix 3 Glossary of terms

Adoption The process by which a local planning authority formally brings a Local Plan or Supplementary Planning Document into operation. Among other things, an authority is required to prepare an adoption statement, advertise that the document has been adopted and make available the document itself and copies of various reports which have been prepared during its preparation.

Annual Monitoring Report A report prepared by the Council assessing progress on the preparation of the various Local Plans as set out in the LDS. In addition once a Local Plan is adopted the AMR reviews how effective the policies are and considers if they need to be reviewed and replaced.

Community Infrastructure Levy (CIL) This is a new levy that local authorities can choose to charge on new developments in their area. The money generated is to be spent on infrastructure that is required in the local authority such as road and other transport needs, parks, schools, sports centres and community facilities.

Core Strategy A Local Plan setting out the spatial vision and strategic objectives of the planning framework for the area, in line with the Sustainable Community Strategy.

Examination in Public (EiP) A examination presided over by an independent Inspector or a Panel of Inspectors appointed by the Secretary of State. The examination is to test the soundness of the Local Plan prepared by the Council.

Inspector's report Following the examination, a report will be issued by the Inspector who conducted the examination setting out their conclusions on matters raised at the examination and their view of how the Local Plan meets the tests of soundness. The report usually contains recommendations for changes to the document to ensure soundness.

Local Plans A Local Plan is a document that has been subject to independent testing and have the weight of development plan status. Supplementary Planning Documents (SPDs) which are not subject to independent testing, do not have development plan status and give further detail and guidance on how the policies in the Local Plans will be implemented.

Local Development Scheme (LDS) A public statement identifying which Local Plans will be produced by the Council and when.

Lewisham Local Strategic Partnership A Local Strategic Partnership is a single non-statutory, multi-agency body which matches local authority boundaries and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors.

London Plan The London Plan is the spatial development strategy for London and is prepared by the Mayor of London. It sets out strategic policies in relation to the development and use of land in Greater London. In accordance with the Planning and Compulsory

Purchase Act 2004 it forms part of the Development Plan for local planning authorities in Greater London.

Planning and Compulsory Purchase Act 2004 National planning legislation from central government aimed at improving the planning process and enhancing community involvement in it. Visit www.communities.gov.uk to find out more.

Policies Map A graphical representation on an Ordnance Survey base of the policies in Local Plans, which shows in a visual form the areas of the borough to which the various Local Plan policies apply.

National Planning Policy Framework (NPPF) A statement of national planning policy by the government. It provides guidance to local authorities and others on planning policy and the operation of the planning system. Local authorities must be consistent with the NPPF. The guidance may also be relevant to decisions on individual planning applications and appeals.

Strategic Environmental Assessment A generic term used internationally to describe environmental assessment as applied to policies, plans and programmes.

Supplementary Planning Document A document that provides further detail and guidance on how the policies in Local Plans will be implemented. A SPD is not the subject to independent testing and does not have the weight of Local Plan status.

Sustainability Appraisal Sustainability Appraisal is a systematic and iterative appraisal process, incorporating the requirements of the European Strategic Environmental Assessment Directive. The purpose of sustainability appraisal is to appraise the social, environmental and economic effects of the strategies and policies in a Local Development Document from the outset of the preparation process.

Sustainable Community Strategy (SCS) The Sustainable Community Strategy has been prepared by Lewisham's Local Strategic Partnership and is a document which sets out how the vision and priorities for Lewisham will be achieved. The Core Strategy is the spatial interpretation of the SCS.

Tests of soundness The policies in a Local Plan will be tested during the independent Examination in Public to determine whether they are sound. The presumption will be that the Local Plan is sound unless it is shown to be otherwise as a result of evidence considered at the examination. The criteria for assessing whether a Local Plan is sound will apply individually and collectively to policies in the Plan.

Unitary Development Plan The planning document at the local level prepared prior to 2004 and used to assess and determine planning applications. The UDP was replaced by Development Plan Documents prepared under the Planning and Compulsory Purchase Act 2004 (and now called Local Plans). Transitional arrangements mean that some policies in the UDP will continue to have effect until they are replaced by policies in a replacement Local Plan. The Local Development Scheme identifies these policies (if any).

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	Part 1	Part 2	Key Decision
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Date of Meeting	4 March 2015
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Title of Report	Pay Policy Statement 2015/16
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Originator of Report	Andreas Ghosh	47519
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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		
Legal Comments from the Head of Law		
Crime & Disorder Implications		
Environmental Implications		
Equality Implications/Impact Assessment (as appropriate)		
Confirmed Adherence to Budget & Policy Framework		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed: _____  _____ Executive Member

Date: 23 February 2015

Signed: _____  Head of Service

Date: 24 February 2015

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	Pay Policy Statement		
Key Decision		Item Number	
Ward			
Contributors	HR Division		
Class	Open	Date	4 March 2015

1. Introduction

In compliance with Section 38(1) of the Localism Act 2011, the Council is required to publish a Pay Policy Statement, which sets out the Council's policies relating to the pay of its workforce for the next financial year 2015/16.

2. Background

The Localism Act requires each local authority to publish a statement which identifies the Council's approach to pay and in particular sets out pay arrangements for the chief officer posts i.e. heads of service, executive directors and the chief executive. Subsequent guidance introduced two new requirements. The first additional requirement is for local authorities with directly elected mayors. The guidance sets out an expectation that the Council would involve the directly elected mayor and have regard to any proposals that the mayor may have before the statement is considered and approved. The second requirement is that the pay policy statement should include a requirement that full council is required to vote in relation to any severance packages of over £100,000 (including redundancy pay, holiday pay and pension entitlements).

A draft copy of the 2015/16 pay policy statement has been provided in accordance with the new guidance. The guidance requires the Council to have regard to the Mayor's proposals.

3. Recommendation

To note and comment on the pay policy statement.

4. Report

The Pay Policy Statement provides an overview of the Council's pay strategy.

The Council's approach to pay is to:

- ensure pay levels are right to provide the right levels of reward and motivation; and
- ensure pay levels are affordable by the Council

It is set in the wider context of a remuneration policy focussed on:

- employee roles
- employee development
- benefits (including pension)
- salary

The statement sets out the levels of remuneration for the Council's chief officers as well as Council's general approach to pay i.e. it identifies how jobs are evaluated, graded and the relationship between roles. The report explains the position of additional payments and identifies the relevant terms and conditions as required by statute.

Once agreed by the Council, the Pay Policy Statement will form the basis on which the Council remunerates employees particularly those at the chief officer level, as required by Section 41 of the Localism Act 2011

5. **Independent Executive Remuneration Panel**

The Council has set up an Independent Executive Remuneration Panel (IERP), the terms of reference of the panel are:

- To advise the Council's appointments panel on the appropriate pay framework and pay structure relating to the chief executive.
- To advise the chief executive on the appropriate pay framework and pay structure relating to executive directors and heads of service.
- To consider and commission reports on pay levels relevant to heads of service, executive director and chief executive roles.
- To consider how individual pay anomalies should be addressed.
- To provide a sounding for consultation on national pay issues.

With the publication of the pay statement the Council will be compliant with nearly all aspects of the Hutton Fair Pay Code. The panel meets at a minimum on a yearly basis to make any recommended changes to the statement.

The IERP has agreed the proposed pay statement for 2015/16.

6. **Summary of changes from 2014/15**

The text of the Pay Policy Statement is due to be presented to full Council later in March 2015. Mayor and Cabinet are invited to comment on the statement prior to this.

Changes in the statement include the following:

- A 2.2% increase in pay agreed nationally for staff earning below £100,000
- The salary for the lowest paid employee has been amended to reflect the pay award
- The current pay multiple has changed from 12.4 in 2014/15 to 11.3
- A statement about voluntary severance has been included

7. Legal Implications

The pay policy statement attached to this report complies with the requirements of Section 38 of the Localism Act 2011 which required all local authorities to prepare a pay policy statement for the financial year 2012 -2013 and every financial year thereafter. Chapter 8 of the Localism Act 2011 sets out the information which a pay policy statement must contain. Section 40 of the Act also requires the Council to have regard to any guidance issued or approved by the Secretary of State. Guidance under Section 40 was issued in February 2012 and the attached pay policy statement takes account of this guidance.

A pay policy statement must be approved by a resolution of the Council before it comes into force, and the Council complied with the requirement to have a statement in force and approved before the end of 31st March 2012. Each subsequent statement must be prepared and approved before the end of 31st March immediately preceding the financial year to which it relates. Again, the Council complied with the requirement to have its 2014/15 statement prepared and approved before the end of 31st March 2014. The pay policy statement for 2015/16 must be in force and approved before the 31st March 2015.

Additional guidance under Section 40 of the Localism Act was issued in February 2013 . As with the earlier guidance, the Council is required under Section 40 to have regard to this guidance when preparing its pay policy statement. This new guidance included commentary on how local authorities had complied with the original guidance. The new guidance also introduced two new requirements. The first requirement is for local authorities with directly elected mayors. The guidance sets out an expectation that the Council would involve the directly elected mayor and have regard to any proposals that the mayor may have before the statement is considered and approved. The second requirement is that that the pay policy statement should include a requirement that full council is required to vote in relation to any severance packages of over £100,000 (including redundancy pay, holiday pay and pension entitlements).

The Mayor is provided with a draft copy of the 2015/16 pay policy statement in accordance with the new guidance. The guidance requires the Council to have regard to the Mayor's proposals.

With regard to the guidance on severance payments this states that the Council should consider putting a requirement in place that full Council should be given an opportunity to vote before large severance packages (which the guidance recommends should be defined as over £100,000) are provided to staff leaving the organisation. The guidance states that it considers that a severance package will include a number of potential components, including redundancy compensation, pension entitlements and holiday pay.

There are likely to be a number of difficulties with this requirement. Firstly, a number of the elements of the "severance package" are likely to be contractual and/or statutory entitlements, such as redundancy compensation, pension entitlements and holiday pay. If the Council decided not to approve payments of this type then this is likely to result in the Council being in breach of contract and/or statute. It is feasible that a member of staff's pension and redundancy

compensation alone could take them above the £100,000 threshold without any further payments being made to them. Secondly, the requirement to hold a vote at full Council could delay the making of any payments, again this has the potential of placing the Council in a position where it may be in breach of contract and/or other legislation. A delay could also fetter the Council's ability to effectively settle any potential claims against the authority, particularly in situations where a timely settlement may be the most cost effective resolution. Thirdly, where the Council enters into settlement of potential claims, it is often a term of any settlement agreement that the settlement remains confidential. This can be of benefit to the Council as well as to the employee. If a vote at full Council was required then it may be difficult for the Council to provide the confidentiality required by these agreements. If the confidentiality requirement of an agreement was breached this could lead to further claims against the Council and it may be difficult for the Council to provide evidence that confidentiality had definitely not been breached when details of the potential settlement had been distributed to full Council.

As set out above, the Localism Act 2011 requires the Council to have regard to the guidance. This does not require the Council to follow the guidance in circumstances where it has considered the requirements of the guidance but where the Council considers that it has good reasons for not following the guidance.

The draft pay policy statement attached to this report does not include a requirement that full council is required to vote before large severance packages are provided to staff leaving the organisation. This report recommends that the Council approve the draft pay policy statement for the reasons set out above.

Once a pay policy statement is in force, any decision of the authority made after 1st April 2015 and relating to remuneration or other terms and conditions of chief officers must comply with the pay policy statement in force at the time. An authority may amend its pay policy statement by resolution.

In the event that the Council wished to adopt a pay policy that does not reflect the current contractual arrangements in place for the employment of officers, then this may give rise to employment law implications.

8. Financial Implications

The cost of appointing and remunerating members of the Independent Remuneration Panel will be contained within existing budgets. Adopting the proposed pay policy statement does not in itself give rise to any other direct financial implications, although in due course recommendations from the IERP, if adopted, may have direct financial implications.

London Borough of Lewisham
Pay Policy Statement
2015/16

1. Introduction

The Council seeks to be a fair and good employer of choice and in doing so deliver effective services in the borough. It seeks to engage talented people at all levels of the organisation and to benefit from the exercise of these people's talents. To this end it sets its pay (and reward packages generally, including pensions, etc) in accordance with a fair pay policy and with regard to national and regional pay policy. In doing so it has regard to changing conditions in differing occupational labour markets. The Council's people management strategy recognises the need for a committed and engaged workforce which is rewarded fairly for its motivation, adaptability, innovation and achievement.

Whatever their role, the Council seeks to ensure that every member of staff is valued and remunerated on a fair and just basis – taking into account the burden of personal responsibility their job requires, the delivery expectations placed upon them, as well as any requirements for the exercise of any particular expertise or speciality. The Council wants people to do valuable work and it wants the work to be of value to the workers performing the roles. It is for this reason that the Council has decided that it will conform to the London Living Wage and wherever it is lawful to do so, requires payment of the London Living Wage by its contractors. The Council's pay strategy is designed to ensure that its pay structures are fair, support a sustainable management structure and foster managerial accountability and effectiveness and provide value for money to the tax payer.

The Council's approach to pay is to:

- ensure pay levels are right to provide the right levels of reward and motivation; and
- ensure pay levels are affordable by the Council

It is set in the wider context of a remuneration policy focussed on:

- employee roles
- employee development
- benefits (including pension)
- salary

The Council's management arrangements continue to be reviewed to optimise the effectiveness of management while reducing its overall cost (by a process of reducing managerial overheads and by reviewing managerial layers as well as spans of managerial control).

2 Remuneration of chief officers

The definition of chief officers including Executive Directors and Service Heads appears in paragraph 20. Chief officers are all graded as Heads of Service or higher depending on their responsibilities.

The Council pays its chief officers on the following scales shown with pay rates for 2015/16. These pay rates have been increased for the first time in 5 years. In the course of 2015/16 these figures may be increased by a maximum of any increase negotiated by the appropriate negotiating body. Generally post holders are not remunerated at a higher level than the position they report to.

Employees	Scale	From	To
Heads of Service (JNC4)	3 points	£75,627	£80,589
Heads of Service (JNC3)	3 points	£91,776	£96,738
Director of Public Health	8 points	£75,249	£101,451
Directors (JNC2)	3 points	£102,678	£107,538
Executive Directors (JNC1)	3 points	£135,867	£141,123
Chief Executive	Fixed point	£192,387	

Pay points for chief officers and the Chief Executive are determined following independent pay expert advice. The remuneration for chief officers on these pay points is determined by reference to Hay job evaluation advice, save where chief officers have transferred to the Council under statutory provisions which entitle them to retain their pre transfer pay scales. The Council's levels of pay for chief officers are regularly benchmarked against other London Councils. These benchmarking exercises show that Lewisham's pay levels for Executive Directors and Heads of Service fall at the 66th and 41st percentile respectively amongst London Councils.

The salary paid to chief officers is inclusive of all hours worked and no additional payments are paid to chief officers apart from those specifically set out in any of the following paragraphs. Since July 2011 the Chief Executive has been engaged on a part-time (0.6) basis and is remunerated pro rata to the fixed point referred to in the table above.

An Independent Executive Remuneration Panel (IERP) has been established to advise on the appropriate pay framework and structure for chief officer positions. In fulfilling this role the Remuneration Panel will:

- support the achievement of the Council's aims,
- take account of wider public sector pay policy and good practice,
- ensure their decisions are proportionate, fair and equitable and support equal pay principles, including having regard to the "Fair Pay" code published by the Review of Fair Pay in the Public Sector,
- take account of appropriate pay differentials, including relationship and multiples between chief officers and all employees,
- develop pay policies which attract, retain and motivate senior managers of the right quality and talent,
- take account of the resources required in transitioning to any revised arrangements.

3 Remuneration of employees who are not chief officers

The majority of employees who are not chief officers are appointed on NJC for Local Government terms and conditions. This will remain the case for 2015/16.

Remuneration for posts below chief officer will normally be determined by either the Greater London Provincial Council job evaluation scheme or the Hay job evaluation scheme. In both cases they are designed to ensure fairness and reward, making assessments based on objective criteria. In 2015/16 salary levels for employees who are not chief officers will range from £17,055 per annum (see below) to £68,505 per annum.

Save for apprentices who are excluded from the London Living Wage Scheme, in 2015/6 the Council will not pay below point 8 (£17,055 of the Greater London pay spine and has adopted a policy of not paying below the current level of the London Living Wage (LLW), calculated on an annual basis (i.e. after any pay awards for that year have been agreed and implemented). Because of this, for the purposes of this Pay Policy Statement the Council defines its lowest paid employee as an employee earning the full time equivalent salary for the LLW, without any additional payments. This is to enable a pay multiple to be calculated against the Chief Executive's full time equivalent salary. The Council has agreed a maximum pay multiple of 13 to 1. In 2014/15 had the Chief Executive worked on a full time basis he would have earned not more than 11.3 times that of the lowest paid employee. In effect, the 2014/15 pay multiple was below the maximum figure.

Council policy is to pay chief officers in accordance with pay scales set by reference to the Hay job evaluation scheme and non chief officers in accordance with the pay scales set by reference to the Greater London Provincial Councils (GLPC) job evaluation scheme. This does not apply to chief officers who have transferred to the Council under statutory provisions which entitle them to remain on their pre-transfer levels of pay. The Hay Scheme remunerates employees above the levels of the GLPC scheme. As at January 2015 the median average of the pay of chief officers is 2.9 times that of all non chief officer posts (excluding apprentices). The IERP have endorsed the current senior pay structure and believe that this has served the Council well, particularly in the context of the changes to public services. The IERP has been requested to keep this relationship under review to ensure it is fair and appropriate.

4. Performance related pay

As with chief officers, the Council does not pay bonuses or performance related pay to any of its employees.

5 Market supplements

In a limited number of cases the Council currently makes market supplement payments to employees. During 2015/16, the Council may make such market supplement payments where market conditions dictate that this is necessary to recruit or retain suitable staff where it would otherwise be unable to do so. Market supplements are not currently and normally will not be paid to any chief officers.

6 Approach to remuneration on recruitment

New employees, including chief officers, are normally appointed to the bottom of the particular pay scale applicable for the post. If the employee's existing salary falls within the pay scale for the post, the employee is normally appointed to the nearest point on the scale which is higher than their existing salary. In cases where the existing salary is higher than all points on the pay scale for the new role, the employee is normally appointed to the top of pay scale for the role.

7 Appointment to new posts paid in excess of £100,000 per annum

Where it is proposed to appoint to a post which is not in existence at the time of the publication of this pay policy statement, and the proposed remuneration is more than £100,000 per annum the appointment may not be made unless the Council has agreed to the level of remuneration attaching to the position. This provision does not apply to any roles which transfer to the Council through either TUPE or any other equivalent or similar statutory transfer process. This requirement does not apply to roles arising out of restructures to which the Council is obliged to match existing employees to or conduct a ring fenced recruitment exercise.

8 Increments and pay awards

For all employees the Council's usual policies on incremental progression and application of appropriate pay awards will apply.

9 Additional salary payments

Council policy allows for an additional salary payment to be made to employees to reflect duties of an exceptional nature that are required to be undertaken which are over and above the normal requirements of the employee's post.

In accordance with Council policy, additional salary payments may be agreed for all employees, in the case of chief officers this is made up to the value of three increments (currently a maximum of £7,290). No additional salary payments of this nature are currently made to Executive Directors or the Chief Executive and this will remain the case in 2015/16.

However, the post of Director of Public Health is entitled to receive additional payments of £8,917 in respect of a director supplement. Medical Consultants are able to submit an application for either a local or national Clinical Excellence Award for specific projects/work. If successful an award is made which becomes a permanent element of pay. Awards can be made at 12 levels ranging from £2,957 to £75,796.

Employees within the School Improvement team and Educational Psychologists are entitled to receive additional payments of up to 3 pay points on the Soulbury pay scale. Employees are able to submit an application which takes into account certain criteria, including length in post and contribution to the development of the service. If successful an award is made which becomes a permanent element of

pay. Awards for strategic leaders, the most senior posts, will be at 3 levels between £1,091 - £3,298.

10 Resilience for emergencies: disaster/incident recovery, command and control

The Council is required to have measures in place to respond to any major incident in the Borough. There is an emergency plan in place which is supported by a team of senior officers within the Council, led by the Chief Executive. Responding to incidents so as to ensure adequate recovery requires 24/7 management coverage by those senior managers who are able to perform these emergency incident roles. The Chief Executive and Executive Directors do not receive any additional payment for undertaking this role which is incorporated into their contracts of employment. Other senior staff, including other chief officers, who undertake a role in emergency planning and disaster recovery for the borough and participate in the emergency rota receive an additional payment. In the case of roles covered by chief officers, other than executive directors, this payment is £2,000 per annum.

11 Terms and Conditions of employment

The terms and conditions of employment for Council employees (excluding those who have transferred under specific statutory provisions) are as negotiated nationally by the relevant Negotiating Body for Local Authority Employees and supplemented/amended by any policies or procedures agreed.

The negotiating bodies which apply to employees include:

The National Joint Council for Local Government Employees, commonly known as the Green Book, applicable to most non-teaching professional and support staff in the Council.

The Joint Negotiating Committee for Chief Executives of Local Authorities

The Joint Negotiating Committee for Chief Officers of Local Authorities

The National NHS Staff Council

The Soulbury Committee

The employment conditions and any subsequent amendments are incorporated into employees' contracts of employment. The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.

The Council reached an Agreement with the local trade unions on 1 April 2008, known as Single Status, which applies to most of its employees up to Chief Officer level. This included the introduction of a single pay and grading structure together with a new job evaluation scheme (the GLPC scheme). The Agreement also sets out the Council's working arrangements and the payments to be made to employees for working outside normal working hours including overtime, and call out payments.

12 Interim and Consultant engagements

Any temporary or short term engagement should be made through REED. In exceptional circumstances where it becomes necessary to engage a specialist interim or consultant to cover a PAYE position the individual is required to complete a HMRC questionnaire which is then processed through the HMRC website to establish whether the individual is self employed or an employee and they are then paid accordingly.

If the Council is engaging a company the contract is with the company and not the individual. The contract should have a start and end date and specify the work to be undertaken. This work should not be work that is covered by a Council JD as this is the work of 'an employee'.

13 Election Fees

At any election time, approximately 500 – 600 Council staff will be employed on election duties of varying types. The fees paid to Council employees for undertaking election duties vary according to the type of election they participate in and the nature of the duties they undertake. All election fees paid are additional to Council salary and are subject to normal deductions for tax.

Returning Officer duties (and those of the Deputy Returning Officer) are contractual requirements but fees paid to them for national elections/ referendums are paid in accordance with the appropriate Statutory Fees and Charges Order/guidance from London Councils.

In 2015/16, the General Election is due to take place on 7 May 2015. Election fees for the General Election will be fixed by reference to the most appropriate guidance from London Councils and benchmarks from recent elections modified to reflect any changes in duties.

14 Pensions

All Council employees are eligible to join the Local Government Pension Scheme. The Council does not enhance pensionable service for its employees either at the recruitment stage or on leaving the service, except in certain cases of retirement on grounds of permanent ill-health where the strict guidelines specified within the pension regulations are followed. Teachers and NHS staff have their own pension schemes.

15 Payments on ceasing office

The general position

Employees who leave the Council, including the Chief Executive and chief officers, are not entitled to receive any payments from the Council, except in the case of retirement, redundancy or voluntary severance as indicated below.

Retirement

Employees who contribute to the Local Government Pension Scheme who elect to retire at age 55 or over are entitled to receive immediate payment of their pension

benefits in accordance with the Scheme. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme on grounds of permanent ill-health at any age.

The Council will consider applications for flexible retirement from employees aged 55 or over on their individual merits and in the light of service delivery needs. Approval is conditional upon the employee agreeing to reduce their hours/pay by not less than 40%. Benefits closely reflect those permitted by Regulation 18 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007/1166.

Redundancy

Employees who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on their actual salary. In addition the Council has a policy for the payment of further compensation, of an amount based on statutory limits. This scheme may be amended from time to time in accordance with the Council's Constitution.

Voluntary Severance

Voluntary Severance payments may be made where it is in the Council's best interests to do so; such payments should comply with any applicable legislation and the Council's Voluntary Severance scheme at the time.

Settlement of potential claims

Where an employee leaves the Council's service in circumstances which are, or would be likely to, give rise to an action seeking redress through the courts from the Council about the nature of the employee's departure from the Council's employment, the Council may settle such claims by way of compromise agreement where it is in the Council's interests to do so. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of an Executive Director or the Chief Executive it will only be made following external legal advice that it would be legal and reasonable to pay it.

Payment in lieu of notice

In exceptional circumstances, where it suits the Council's service needs, payment in lieu of notice is made to employees on the termination of their contracts.

Other payments

There may be exceptional circumstances not envisaged by the pay policy, where payments may be made, provided they are in the Council's best interests, comply with applicable statutory requirements and with Council policy.

16 Re-employment

Employees who have left the Council on grounds of redundancy will not normally be re-employed for a period of one year.

Applications for employment from employees who have retired from the Council or another authority or who have been made redundant by another authority, will be

considered in accordance with the Council's normal recruitment policy. However like many authorities, Lewisham operates an abatement policy which means that any pension benefits that are in payment could be reduced on re-employment in local government.

17 Exceptional circumstances

The provisions of this pay policy are designed to set out the Council's normal approach to remuneration and to provide transparency for the public about its policies relating to remuneration. However exceptional circumstances may occasionally arise where it would be appropriate to depart from the detailed provisions set out in this policy where Council service needs demand. This pay policy authorises such payment if appropriate specialist external advice is that it would be appropriate to make an exception in any particular case, in which case the Council may act in accordance with that advice

18 Publication of and access to information relating to remuneration

The Council will publish details of all chief officer positions. This will be published at the same time as the Council's statement of accounts.

19 Publication and amendment

The Council will publish this Pay Policy Statement on its website and may amend it at any time during 2015/16 if it is of the opinion that it is appropriate to do so. Any amendments to it will also be published on the Council's website.

20 Definition of chief officers

Within this Pay Policy Statement, chief officer includes the following roles: the Council's Chief Executive, Monitoring Officer and those fulfilling statutory chief officer roles as set out in section 2(6) of the Local Government and Housing Act 1989. It also includes non-statutory chief officers as set out in section 2(7) of that Act, which includes all officers for whom the Chief Executive is directly responsible, those who report directly or are directly accountable to the Chief Executive and those who are directly accountable to the Council itself or any committee or sub-committee.

Within this Pay Policy Statement, the term chief officer also includes those who are a deputy to a statutory or non-statutory chief officer referred to above (i.e. those who report directly or are directly responsible to a statutory or non-statutory chief officer, as set out in section 2(8) of that Act). It does not include those employees who report to the Chief Executive or to a statutory or non-statutory chief officer but whose duties are solely secretarial or administrative.

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

Date of Meeting	4 th March 2015
Title of Report	Asset Management Strategy (Highways)

Originator of Report	Rob Holmans, Director of Regeneration & Asset Management
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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	Yes	
Legal Comments from the Head of Law	Yes	
Crime & Disorder Implications	Yes	
Environmental Implications	Yes	
Equality Implications/Impact Assessment (as appropriate)	Yes	
Confirmed Adherence to Budget & Policy Framework	Yes	
Risk Assessment Comments (as appropriate)	N/A	
Reason for Urgency (as appropriate)	N/A	

Signed:  Executive Member

Date: _____

Signed:  Director/Head of Service

Date 24/02/15

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:	ASSET MANAGEMENT STRATEGY (HIGHWAYS)	
Key decision:	Yes	
Ward:	All	
Contributors:	Executive Director for Regeneration and Resources	
Class:	Part 1	Date: 4 March 2015

1. Summary of the Report

- 1.1 The Council is responsible to ensure that the highway assets such as bridges, footpaths, carriageways and street furniture are fit for purpose and able to fulfil their functions in an efficient and sustainable manner. This responsibility extends to managing and maintaining the highway assets falling within its 392km of public road network and 10km of public footpaths. It is therefore proposed that the Council adopts asset management practices which is the approach endorsed by the Government, the Audit Commission and Highway Maintenance Efficiency Programme (HMEP, being a Department for Transport funded and sector led transformation programme).
- 1.2 Lewisham Council has teamed up with London Technical Advisory Group (LoTAG) South sector boroughs and their lead consultant (Metis) to develop a common approach towards asset management. This consortium has developed a base Asset Management Strategy which has been further developed by Metis and Lewisham officers. The developed Asset Management Strategy (Highways) for Lewisham borough is included in Appendix C of this report.
- 1.3 Maintaining highway assets to ensure that they are fit for purpose and able to fulfil their functions in an efficient and sustainable manner is essential for the economic and social health of Lewisham and the wider south east.
- 1.4 Recognising resources are limited, a prioritised maintenance strategy of the highway based on the associated risk is required, and by adopting this strategy available resources can be utilised at their optimum efficiency. In managing such assets the funding aims include that of proactive maintenance, long term investment and seeking funding to contribute towards improving the asset.
- 1.5 An up to date highways asset inventory and condition information is required to support the asset management strategy and this will enable informed decisions by the Council on highways maintenance and improvement proposals.
- 1.6 Appendix A includes a document by HMEP titled "Highways- Maintaining A Vital Asset. What Should Councillors Know About Asset Management?"

2. Structure of the Report

- Section 3** sets out the Purpose of the Report
- Section 4** sets out the Recommendation
- Section 5** provides the Policy Context
- Section 6** provides the Background

- Section 7** provides Financial Implications
- Section 8** provides the legal Implications
- Section 9** provides the Equalities Implications
- Section 10** provides the Environmental Implications
- Section 11** provides Crime and Disorder Implications
- Section 12** sets out the Conclusion

3 Purpose of Report

- 3.1 This report includes a background to highways asset management, a summary of Lewisham's first Asset Management Strategy (Highways) and the Council's statutory duties. Asset Management is a best practice approach endorsed by the Government and the Audit Commission. Lewisham's proposed Asset Management Strategy (Highways) is appended to this report and formal approval is sought for this document.
- 3.2 Subsequent reporting of the delivery of the Policy and Objectives set out in the Asset Management Strategy (Highways) will be through an annual report "State of the Highways Infrastructure" along with any reflected updates to the Asset Management Strategy (Highways).

4 Recommendation

It is recommended that the Mayor approves the Asset Management Strategy (Highways).

5 Policy Context

- 5.1 Asset management is a best practice approach endorsed by the Government and the Audit Commission. Asset management promotes a business-like way to managing the highway network which involves taking a long-term view of the assets in a structured way that gives confidence to the decision makers on maintenance needs. Maintaining such valuable highway assets is essential for the economic and social health aspects within the Borough and the south east. In Lewisham this requires a pragmatic and focused investment to ensure the biggest benefit for the whole community is achieved.
- 5.2 Long-term investment is required to make best use of resources and ensure the right interventions are implemented at the most effective time, whether capital investment or reactive maintenance.
- 5.3 An Asset Management Strategy will ensure that the highways asset will be an effective driver for the choice of projects to be delivered through various funding sources including; the Capital and Revenue programme, the Council's Local Implementation Plan, development funded projects and other funding sources (TfL, DfT, GLA).
- 5.4 The contents of this report are consistent with the Council's policy framework. It supports the achievement of, the Lewisham's Sustainable Community Strategy which sets out the vision for Lewisham:

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

- 5.5 The intelligent management and delivery of highways’ projects and maintenance as set out in the Asset Management Strategy will also contribute towards Lewisham’s Corporate Policies of:

Clean, green and liveable – environmental management, cleanliness and care of roads, pavements and a sustainable environment

Inspiring efficiency, effectiveness and equity – ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

- 5.6 The Asset Management Strategy will plan for the effects of changing demand as required in the core strategy of “Regeneration” as detailed in the Local Development Framework. The Strategy aligns with the principles outlined in Lewisham’s Sustainable Community Strategy including that of :

- “Safer” - As an improved highway infrastructure should reduce the numbers of road accidents.
- “Dynamic and Prosperous” – Improved access through an improved public highway network.

- 5.7 LB Lewisham to provide a highway asset that delivers the policy aims through a strategy supported by objectives focused on what is important to the Council in managing its highway assets. Lewisham is committed to manage and maintain its highway assets to ensure that they are fit for purpose and able to fulfil their functions in an efficient and sustainable manner.

- 5.8 The Council’s Regeneration and Asset Management Division is actively bringing together strategic planning and operational delivery across corporate assets, highways and the public realm as a means of reducing costs and to help drive delivery of opportunities to align investment in our assets and the regeneration of Lewisham. The Asset Management Strategy (Highways) forms part of a set of documents setting out the Council’s approach to all its assets including in particular the Regeneration Strategy and the Strategic Asset Management Plan for the Council’s operational and commercial estate.

- 5.9 The Council, as Highway Authority, has a duty under Section 41 of the Highways Act 1980, to maintain the highway in a safe condition. Contractors are required to assist the LB of Lewisham (where applicable) to discharge its duties where possible.

6. Background

- 6.1 Roads are one of our country’s greatest assets. Last year, the highways sector kept England’s local roads moving for over 47 million users. The recognition and importance of a well-maintained road network to economic prosperity and

- to local communities is higher than ever before. We all want roads that are fit for the future.
- 6.2 Better roads remain a key priority for Government, businesses and the whole community. The need to deliver improved roads more efficiently is set against a backdrop of tighter budgets, increased costs and greater demand from customers. Government are keen that all authorities have an up to date asset management strategy and are adopting efficiencies in their maintenance of the asset. Going into the Comprehensive Spending round 2015-21 asset management and demonstrable efficiency maybe rewarded with enhanced funding.
- 6.3 Lewisham's highway assets consist of carriageways, footways, footpaths including rights of way, bridges, retaining walls, culverts, traffic signs, street lighting, bollards, street name boards and other street furniture, all within its 392km of highway network and 10km of public footpaths. The Council is responsible to ensure that the highway assets are fit for purpose and able to fulfil their functions in an efficient and sustainable manner.
- 6.4 Lewisham doesn't have a highways Asset Management Strategy and Plan in place, thus the intention to adopt such asset management practices. This requires that the Council looks into long term investment to make best use of resources and ensure the right interventions are implemented whether these are capital or reactive maintenance. This will help to ensure a safe highway, which is a statutory requirement.
- 6.5 If adopted, this will be Lewisham's first Asset Management Strategy (Highways). This document has several supporting documents that include ; Standards for the Design and Construction of Roads in Lewisham, Asset Management Plan (to be developed and focused to operational needs), Winter Service Operational Plan and Lewisham's Highway Maintenance - A Code of Good Practice. The "Highway Maintenance - A Code of Good Practice" follows national Code of Practice and is annually updated by officers. This Code describes how the Council will fulfil its obligations to maintain the highway, while ensuring that all repairs are carried out in an economic manner, with the minimum of disruption to users of the highway. The national Code of Practice is due to be changed towards the end of 2015 and thereafter Lewisham's Code will need to be amended to suit theses changes.
- 6.6 The Council monitors the condition of its highway network primarily through twice yearly safety inspections, annual condition surveys of Principal Roads, course visual inspections of the remainder of the network done on a three year cycle, principal inspections of bridges every 6 years and general inspections of bridges every 2 years. The data is required to enable the Council to assess the condition of the network and identify immediate works and develop long term maintenance options and strategies.
- 6.7 Lewisham currently has a carriageway resurfacing priority list which is based on several factors including that of road hierarchy and condition. The intention is that a similar formulaic priority based approach will be developed for footways in 2015. The priority list will be referenced to in future Asset Management Plans.

- 6.8 Lewisham has teamed up with London Technical Advisory Group (LoTAG) South sector boroughs to develop a common understanding and approach towards asset management. This Consortium has prepared a module based Asset Management Strategy which individual Council members can develop. Lewisham, in working with the Consortium consultant, has developed this document and this is included as Appendix C of this Report.
- 6.9 An annual report will be presented to the Cabinet titled the “State of the Highway”. This report will detail the level of investment strategies that is required to the assets to improve the condition, maintain steady state or control the rate of deterioration. The report will draw upon progress, performance and investment impact and be linked into the Regeneration and Asset Management Business Report . The intention of the Business Report is to identify performance across the Division and set targets for delivery across the corporate estate, highways, public realm and delivery of capital programmes.
- 6.10 Funding from DfT now includes requirements on authorities to demonstrate that they use asset management tools and guidance issued through the Highways Maintenance Efficiency Programme. Such a recent reward for funding from the DfT include that from the pothole bid where Lewisham was awarded £229,092, which in London ranked the award value for Lewisham 21st out of the 33 boroughs.
- 6.11 The Government has announced that funding for highway authorities will be allocated to a needs based formula, with financial incentives for good asset management and efficiencies. At the time of writing this report, officers were informed that the future DfT and LiP settlements will be linked to the boroughs being able to demonstrate that they have an active Asset Management Plan (Strategy) in place.
- 6.12 The Whole Government Accounts (WGA) annual submission requires information on the gross replacement and depreciation costs of the highways infrastructure along with detail as to whether the authority has adopted an asset management strategy. In 2015 the methodology for the Council’s WGA submission will align with that used by the other boroughs in the LoTAG south sector consortium and that of CIPFA.
- 6.13 The investment to the highway assets will require the Council to maximise funding opportunities from new developments through S106s and Community Infrastructure Levy along with that of TfL funding and bids to Government agencies such as the Department for Transport.

7. Financial Implications

- 7.1 There are no specific financial implications arising from this report. Any expenditure on the development and review of the Asset Management Strategy will be contained within highways budgets. The Asset Management Strategy will require officers to change some of the existing practice in the delivery of the highways service. The revenue cost of this will also be contained within highways budgets.

7.2 Any expenditure arising from implementing the Strategy will either be contained within highways budgets or will be subject to the agreement of the Executive Director of Resources and Regeneration or the Mayor & Cabinet. Existing budgets set aside for highways include circa £1.7m from revenue for planned maintenance and £3.5m annual capital funding for resurfacing works and footways. In addition Transport for London funding enables scheme specific works to take place. A “State of the Highways” Report will be presented to the Cabinet later this year which will outline funding required to deliver investment and maintenance strategies.

8. Legal Implications

8.1 The Council, as Highway Authority, has a duty under Section 41 of the Highways Act 1980, to maintain a highway at the public expense, so that it is in a safe condition and fit for ordinary traffic.

8.2 In effectively managing its assets, the Council supports its statutory duties under the Highways Act 1980, the New Roads and Street Works Act 1991, The Transport Act 2000, The Environment Act 1990 and the Flood and Water Management Act 2010.

8.3 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.

8.4 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.

8.5 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.

8.6 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/>

- 8.7 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

- 8.8 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/>

- 8.9 Any specific equalities implications will need to be addressed as part of the annual report which will be presented to the Cabinet titled the “State of the Highway”

9. Equalities Implications

- 9.1 Our vision and ambition for our borough is that :

“Together we will make Lewisham the best place in London to live work and learn.”

This is underpinned by hard-edged principles for:

- **reducing inequality** – narrowing the gap in outcomes for citizens
 - **delivering together efficiently, effectively and equitably** - ensuring that all citizens have appropriate access to and choice of high quality local services
- 9.2 Lewisham's Comprehensive Equalities Scheme (CES) 2012-16 describes the Council's commitment to equality for all citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty. The Council's Comprehensive Equality Scheme (CES) for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.

The Council equality objectives through the CES include:

- **improve** access to services;
Take reasonable steps to ensure that services are inclusive; responsive to risk; physically accessible and provided through the most efficient and effective channels available.
- **close** the gap in outcomes for citizens;
Take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the borough as well as those that may exist between the borough and elsewhere.

10. Environmental Implications

- 10.1 There are no specific environmental implication arising from this report. However, sustainability is a core consideration for the Council's in Asset Management. Asset Management will maximise Lewisham's contribution to a sustainable future by tackling waste and making effective use of available resources.
- 10.2 The Council's environmental objectives are addressed in contract documents for the award of any works on the public highway and are used as part of the criteria in any tender evaluation.
- 10.3 F M Conway, the incumbent term maintenance contractor, has an Environmental Management System to ISO14001 in place and they are committed to recycling 95% of their materials to minimise the environmental impact of their work.

11. Crime and Disorder Implications

- 11.1 There are no specific crime and disorder implications resulting from this report.

12 Conclusion

- 12.1 Approval of the Asset Management Strategy (Highways), in Appendix C, for 2015-16

BACKGROUND PAPERS

Short Title of Document	Date	File Location	File Ref.	Contact Officer	Exempt Information
Highway Infrastructure Investment Programme 2013-14	May 2013	5th Floor Laurence House		Tom Henry	

If there are any queries on this report, please contact Tom Henry on 020 8314 2562 or Kishorechandra Vora on 020 8314 2591.

Appendix A

Highways- Maintaining A Vital Asset. What Should Councillors Know About Asset Management?

How asset management can support better highway maintenance
Strong leadership and commitment from elected councillors and their chief officers is vital in maintaining our highways. This leaflet explains how asset management can help councils to improve highway maintenance, by ensuring best use of available funds and demonstrating need for investment.

What is the challenge?

Managing our highways is now a **critical challenge** to local councils, who have to manage an ageing network with high public expectations for **safe, reliable and comfortable travel**.

At the same time, resources are reducing, with less funding available, increased pressure for other local government services and skills shortages.

Highways are increasingly fragile and less resilient to damage from wear and tear, ageing, increasing traffic and severe weather.

This regularly results in visible defects like potholes, damaged road signs, defective street lights and in extreme cases, damage to bridges. These defects are seen and felt by all, including your electorate, and often put you and your council in the media spotlight.

It is clear that something must be done if our highways are going to continue to provide the service for which they were built. The approach to highway maintenance must change to make the best possible use of available funding.

Why invest in highway maintenance?

Highways are your council's most valuable asset. They are vital to the economic, social and environmental well being of your area. They provide access for business and communities, as well as contribute to the area's local character and your electorate's quality of life. Highways really do matter to people. Public opinion surveys continually highlight dissatisfaction with the condition of local roads and the way they are managed.

HIGHWAYS - MAINTAINING A VITAL ASSET

The current tough economic climate poses big challenges to councils to make the best use of limited resources in providing an acceptable highway service to the public, yet critically to maintain the integrity of our highways for future generations.

Public pressure can result in just short-term fixes, to potholes for example, rather than properly planned and implemented longer-term solutions. Short-term repairs provide poor value for money and often undermine the structural integrity of the asset.

How can asset management help to improve highway maintenance?

Asset management promotes a business-like way to highway maintenance. It makes better use of limited resources and delivers efficient and effective highway maintenance. It takes a long term view of how highways may be managed, focusing on outcomes by ensuring that funds are spent on activities that prevent expensive short-term repairs. This makes the best use of public money whilst minimising the risk involved in investing in highway maintenance.

But good asset management is not just about making best use of existing funds. It also provides a clear evidence base to justify the need for investment in highway maintenance, for example through prudential borrowing.

Many councils understand the potential benefits to them of good asset management, but often cite a lack of resource as the main reason for not adopting good practice, resulting in a short term, reactive approach being used. This is inefficient, allows more defects to develop and is more costly in the longer term. Research has shown that reactive repairs are four times more costly than preventative treatments.

Highway infrastructure asset management is an established and widely recommended approach both in the UK and internationally. Where it has been adopted for highways, **savings of at least 5% on budget** have been reported. It also supports decision-makers in reconciling short-term problems with long-term priorities. In other public services sectors such as the water industry, asset management has been well established for some years, and has produced **savings of up to 15%**.

What Should Councillors Know About Asset Management?

What is good practice in asset management?

The Highway Infrastructure Asset Management Guidance, published in 2013 by the UK Roads Liaison Group (UKRLG), with the support of the Highways Maintenance Efficiency Programme (HMEP), provides comprehensive advice to enable the successful implementation of good asset management practices.

The Guidance includes 14 recommendations that should be adopted if councils are to achieve the full benefits of asset management and make better use of their scarce resources. It also introduces a flexible framework that is designed to support councils in developing an approach to highway maintenance that matches their strategic priorities and meets efficiency requirements and stakeholder expectations.

What next?

Strong leadership and commitment from councillors and chief officers is required now in order to implement the principles of asset management. You need to empower and support officers to implement a maintenance strategy that is based on the right principles. Those on the front line can then monitor highway maintenance in the context of asset management to ensure that value for money is achieved.

Further information

The Guidance and other information on maintaining highways is available from:

<http://www.dft.gov.uk/hmep/> and <http://www.ukroadsliaisongroup.org/>.

HIGHWAYS - MAINTAINING A VITAL ASSET

Appendix B
Executive Summary Asset Management Strategy (Highways) 2015-16

AMS (HIGHWAYS) MODULE I – EXECUTIVE SUMMARY

Overview... Lewisham as a Highway Authority is responsible for the managing and maintaining of the highway assets falling within its 392km of public road network. It is responsible to ensure the highway assets are fit for purpose and able to fulfil their functions in an efficient and sustainable manner.

Shaping our future, Lewisham's Sustainable Community Strategy for 2008-2020, sets out a vision for Lewisham;-

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

Shaping our future includes the priority outcomes:-

- **Safer** – where people feel safe and are able to live free from crime, anti-social behaviour and abuse
- **Empowered and responsible** – where people can be actively involved in their local area and contribute to supportive communities
- **Clean, green and liveable** – where people live in high quality housing and can care for and enjoy their environment
- **Healthy, active and enjoyable** – where people can actively participate in maintaining and improving their health and well-being
- **Dynamic and prosperous** – where people are part of vibrant localities and town centres well-connected to London and beyond

To support these priorities an Asset Management Strategy supported by objectives to ensure focus on managing the highway network.

Lewisham has adopted asset management practices to ensure the biggest benefit for the whole community is achieved. Asset management best practices require a look into long-term investments to make best use of resources and ensure right interventions are implemented at the most effective time to ensure the statutory requirements of a safe highway.

Lewisham is working in partnership with London Technical Advisory Group (LoTAG) south sector boroughs to develop a common understanding and approach towards asset management. This Consortium reviews guidance and tools available and assesses how best asset management should be implemented to meet the community's needs. Moreover, the Consortium enables Lewisham to benchmark against the other authorities to provide challenges in the way it operates and delivers its services.

Overall performance... Lewisham manages its network performance through performance indicators, which align and contribute towards achieving the Council's strategic vision and the objectives set out in the Mayor's Transport Strategy. Performance management contributes to effective use of the Council's budgets.

Lewisham's 2013/14 performance is as shown in Error! Reference source not found. Error! Reference source not found..

Investment... In 2014/15, Lewisham has a total budget of £5.7 million (exclusive of lighting PFI , lighting electricity costs, precepts to TfL signals and for the Lorry ban), of which the Council expenditure was £4million Capital and £1.7million Revenue maintenance.

Through Whole of Government Accounts valuation, Lewisham has determined that the current condition of the highway assets creates a GRC of £436 million and a DRC of £296 million, inducing a 32% depreciation of -£140 million.

Engagement... Lewisham engages with a number of key stakeholders to inform its decision processes. This ensures the social and economic benefit of the use of the road network is recognised. Such consultations help establish and prioritise an annual works programme based on the community's needs taking into account the stakeholder's most important considerations.

Progress... Lewisham is to an implementation and improvement plan to develop and deliver a continuous improvement programme to enhance its asset management processes, systems and data, and support effective delivery of its desired asset management outcomes. These outcomes will be reported annually in the "State of the Highway" report to draw together progress, performance and investment impact.

Table i1: Lewisham's performance dashboard.

Asset Group	Performance Indicators		Performance		
	Description	In need of repair	Current (2013/14)	Target (2015/16)	Target (Long term)
Carriage-ways	% of Principal roads where maintenance should be considered	Red	6.6%	6%	6%
		Amber	28.1%	24.0%	20.0%
	% of Non-Principal Classified roads where maintenance should be considered	Red	6.7%	6%	6%
		Amber	27.8%	24.0%	20.0%
	% of Unclassified roads where maintenance should be considered	Red	24.5%	22.0%	18.0%
		Amber	49.5%	45.0%	40.0%
% of roads SCRIM surveyed (31.1km) in current year above investigatory level			91.0%	90.0%	90.0%
Footways	% of 1 and 2 footways where maintenance should be considered	To be developed			
	% of 3 and 4 footways where maintenance should be considered				
Structures	% of bridges meeting the required carrying capacity		97.4%	98.0%	99.0%
Street Lighting	% of lighting points working as planned		99.3%	99.0%	99.0%
	% of lighting column stock that is beyond its design life		*	0%	0%
	% of structural failures for those street lighting columns tested		0%	0%	0%
	Average annual electricity consumption per street light		352kwh	350kw h	350kw h

* % lighting columns that are beyond their design life is currently unknown due to the ongoing replacement programme. Proposal is that the whole of the Lewisham lighting stock will be replaced under this programme by September 2015

Appendix C
London Borough of Lewisham
Asset Management Strategy (Highways)
2015-16

Supporting appendices may be viewed at:

<http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MId=3501>



London Borough of Lewisham
Asset Management Strategy (Highways)

AMS (HIGHWAYS) MODULE I – EXECUTIVE SUMMARY

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Shaping our future includes the priority outcomes:-

- **Safer** – where people feel safe and are able to live free from crime, anti-social behaviour and abuse
- **Empowered and responsible** – where people can be actively involved in their local area and contribute to supportive communities
- **Clean, green and liveable** – where people live in high quality housing and can care for and enjoy their environment
- **Healthy, active and enjoyable** – where people can actively participate in maintaining and improving their health and well-being
- **Dynamic and prosperous** – where people are part of vibrant localities and town centres well-connected to London and beyond

To support these priorities an Asset Management Strategy (Highways) has been developed to ensure a focus on managing the highway network.

Lewisham has adopted asset management best practice to help ensure that greatest benefit for the whole community is achieved. Asset management best practices require seeking long-term investments to make best use of resources and ensure that the right interventions are implemented at the most effective time to ensure the statutory requirement of a safe highway.

Lewisham is working in partnership with the London Technical Advisory Group (LoTAG) south sector boroughs to develop a common understanding and approach towards highways asset management. This Consortium reviews guidance and tools available and assesses how best asset management should be implemented to meet the community's needs. Moreover, the Consortium enables Lewisham to benchmark against the other authorities to provide challenge in the way it operates and delivers its services.

Overall performance... Lewisham manages its network performance through performance indicators, which align to and contribute towards achieving the Council's strategic vision and the objectives set out in the Mayor's Transport Strategy. Performance management contributes to

effective use of the Council's budgets. Lewisham's 2013/14 performance is as shown in Table i1.

Investment... In 2014/15, Lewisham has a total budget of £5.7 million, of which £4 million was capital expenditure (exclusive of lighting and precept costs) and £1.7 million was maintenance expenditure.

Through Whole of Government Accounts valuation, Lewisham has determined that the current condition of the highway assets creates a **GRC** of £436 million and a **DRC** of £296 million, inducing a 32% depreciation of -£140 million.

Engagement... Lewisham engages with a number of key stakeholders to inform its decision making processes. This ensures the social and economic benefit of the use of the road network is recognised. Such consultations help to establish and prioritise an annual works programme based on community need and taking into account the stakeholder's most important considerations.

Progress... Lewisham is to use an implementation and improvement plan to develop and deliver a continuous improvement programme to enhance its highways asset management processes, systems and data, and support effective delivery of its desired asset management outcomes. These outcomes will be reported annually in the 'State of the Highway' report to draw together progress, performance and investment impact.

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Asset Group	Performance Indicators	Performance			
	Description	In need of repair	Current (2013/14)	Target (2015/16)	Target (Long term)
Carriageways	% of Principal roads where maintenance should be considered	Red	6.6%	6%	6%
		Amber	28.1%	24.0%	20.0%
		Green	65.3%	70.0%	74.0%
	% of Non-Principal Classified roads where maintenance should be considered	Red	6.7%	6%	6%
		Amber	27.8%	24.0%	20.0%
		Green	%	70.0%	74.0%
	% of Unclassified roads where maintenance should be considered	Red	24.5%	22.0%	18.0%
		Amber	49.5%	45.0%	40.0%
		Green	26.0%	33.0%	42.0%
% of roads SCRIM surveyed (31.1km) in current year above investigatory level			91.0%	90.0%	90.0%
Footways	% of 1 and 2 footways where maintenance should be considered	To be developed			
	% of 3 and 4 footways where maintenance should be considered				
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Street Lighting	% of lighting points working as planned		99.3%	99.0%	99.0%
	% of lighting column stock that is beyond its design life		*	0%	0%
	% of structural failures for those street lighting columns tested		0%	0%	0%
	Average annual electricity consumption per street light		352kwh	350kwh	350kwh

* % lighting columns that are beyond their design life is currently unknown due to the ongoing replacement programme. The proposal is that the whole stock of the Lewisham lighting stock will be replaced under this programme by September 2015

AMS (HIGHWAYS) MODULE II - CONTENTS & REFERENCES

Module A	Policy & Objectives Setting the scene for delivering the right outcomes.	Ver. 0.2	Dec 2014
Module B	Context Outlining asset management as a best practice approach.	Ver. 0.2	Dec 2014
Module C	Asset Knowledge Collecting, storing and managing data.	Ver. 0.2	Dec 2014
Module D	Performance Management Establishing goals for the performance that will be delivered.	Ver. 0.2	Dec 2014
Module E	Funding & Expenditure Historic expenditure and future funding.	Ver. 0.2	Dec 2014
Module F	Maintenance Strategies Determining the most effective strategies for maintenance intervention on a whole life cost basis.	Ver. 0.2	Dec 2014
Module G	Investment Strategies Understanding the impact of different levels of investment. Establishing the backlog to achieve desired condition and the cost of steady state investment.	Ver. 0.2	Dec 2014
Module H	Works Programme Developing the programme of works that will be delivered.	Ver. 0.2	Dec 2014
Module I	Stakeholder Engagement Working with the community to ensure	Ver. 0.2	Dec 2014

	the outcomes of managing the asset meet the needs of the community.		
Module J	Benchmarking Comparing how Lewisham is performing.	Ver. 0.2	Dec 2014
Module K	Valuation Valuation of highway assets compliant with Whole of Government Accounts and CIPFA Code of Practice.	Ver. 0.2	Dec 2014
Module L	Implementation & Improvement Plan Plan for implementing asset management and maximising benefit.	Ver. 0.2	Dec 2014

Abbreviations... A list of abbreviations used in the Highway Asset Management Plan.

BSi	British Standards Institute
CIL	Community Infrastructure Levy
CIPFA	Chartered Institute of Public Finance and Accountancy
DCLG	Department of Communities and Local Government
DfT	Department for Transport
DRC	Depreciated Replacement Cost
GRC	Gross Replacement Cost
AMS (Highways)	Asset Management Strategy (Highways)
HMEP	Highway Maintenance Efficiency Programme
IAM	Institute of Asset Management
IFRS	International Financial Reporting Standards
Lewisham	London Borough of Lewisham
LoTAG	London Technical Advisors Group
PAS	Publicly Available Specification

Section 106	Section 106 of Town and Country Planning Act (1990)
Section 278	Section 278 of Highways Act (1980)
SLHAM Consortium	South London Highway Asset Management Consortium
TfL	Transport for London
UKPMS	United Kingdom Pavement Management System
UKRLG	United Kingdom Roads Liaison Group
WGA	Whole of Government Accounts

Reference Documents... A list of key reference documents and information used in the Highway Asset Management Plan. These are cited in the ‘Further Information’ section of each module, with web links where available.

<u>ISO 55000 – Asset Management Systems</u>	2014	BSi
<u>Business Rates Retention Guide</u>	2012	DCLG
<u>Code of Practice on Transport Infrastructure Assets</u>	2010	CIPFA
<u>Equalities Act 2010</u>		Public-Sector Equality Duty
<u>Highway Infrastructure Asset Management Guidance</u>	2013	UKRLG
<u>Maintaining a Vital Asset</u>	2013, update	HMEP/UKRLG
<u>Management of Highway Structures</u>	2013, update	Code of Practice – UKRLG
<u>The Community Infrastructure Levy</u>	2011	DCLG
<u>Well Lit Highways</u>	2013, update	Code of Practice - UKRLG
<u>Well Maintained Highways</u>	2013, update	Code of Practice - UKRLG
<u>Whole of Government Accounts Guidance</u>		HM Treasury

Acknowledgements... This modular Highway Asset Management Plan has been developed by the members of the South London Highway Asset Management Consortium namely, London Boroughs of Bexley, Bromley, Croydon, Greenwich, Kingston, Merton and Sutton in collaboration with Metis Consultants Ltd.



AMS (HIGHWAYS) MODULE A – POLICY & OBJECTIVES

What... Lewisham is committed to managing and maintaining its highway assets to ensure they are fit for purpose and fulfil their functions in an efficient and sustainable manner. Lewisham reviews its policies regularly to ensure they are appropriate and reflect its statutory duties, best practice and stakeholder requirements.

Why... *Shaping our future*, Lewisham’s Sustainable Community Strategy for 2008-2020, sets out a vision for Lewisham;-

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

Shaping our future includes the priority outcomes:-

- **Safer** – where people feel safe and are able to live free from crime, anti-social behaviour and abuse
- **Empowered and responsible** – where people can be actively involved in their local area and contribute to supportive communities
- **Clean, green and liveable** – where people live in high quality housing and can care for and enjoy their environment
- **Healthy, active and enjoyable** – where people can actively participate in maintaining and improving their health and well-being
- **Dynamic and prosperous** – where people are part of vibrant localities and town centres well-connected to London and beyond.

Lewisham aims to provide a highway network that delivers these priorities through an Asset Management Strategy. This is supported by objectives to ensure a focus on managing its highway assets with long-term prudence.

Who... The responsibilities for the ‘Policy & Objectives’ module lie with:

Sign off policy	Director of Regeneration & Asset Management
Establish objectives	Asset Management Planning Manager
Updating & reporting module	Asset Compliance Manager

How... Lewisham aims to:

- Maintain its assets in a state of good repair, meeting performance targets (Module D).
- Ensure its assets are safe for the public.
- Plan for the effects of changing demands.

In managing its assets, Lewisham aims to:

- Recognise that resources are limited, and therefore, prioritise the maintenance of assets based on their associated risk.
- Utilise the asset management principles of life cycle planning and whole life costing to minimise the cost of asset ownership.
- Take a proactive approach to maintenance, favouring cost effective preventative treatments over reactive repairs.

- Utilise quality and up-to-date asset inventory and condition information to inform decisions and take a prioritised approach towards asset data collection.
- Invest in the public realm to assist in the transformation of the borough.
- Seek access to external funding sources with robust business cases to pay for, or contribute to asset investment.
- Support its statutory duties as a highway authority under the Highways Act 1980, the New Roads and Street Works Act 1991, the Transport Act 2000, and the Flood and Water Management Act 2010 with sound asset management practices.
- Protect its assets from accidental damage by monitoring property development and statutory utility works.

Reporting... Reporting on delivery of the Policy and Objectives is done through an annual ‘State of the Highway’ report and also reflected in updates to the AMS (Highways).

Success measures... Recognition and adoption of stated aims, objectives and performance measures and performance outcomes which will demonstrate success.

Further Information:
Lewisham’s Vision
Regeneration Strategy
Legislation

AMS (HIGHWAYS) MODULE B - CONTEXT

What... Asset management is a best practice approach endorsed by the Government and the Audit Commission. Maintaining valuable assets essential for the economic and social health Lewisham requires integrated, pragmatic and focused investment to ensure the biggest benefit for the whole community is achieved.

Long-term investment is required to make best use of resources and ensure the right interventions are implemented at the most effective time, whether it is capital investment or reactive maintenance to ensure a safe highway, a statutory requirement.

Why... Lewisham currently has a population of 286,000 up 10,000 from the 2011 Census. It is the 5th most populous inner London borough. The number of households is predicted to rise from 116,548 in 2011 to 138,900 in 2021. Between 2012 and 2026, provision is being made for 17,100 new homes across the borough, while at least 66,000 m2 of additional retail and leisure space will be provided in the borough's two highest-profile town centres, Lewisham and Catford.

The 2011 census showed that 25% used car/van/motorcycle/taxi as their mode of travel to work and 11% walked or cycled compared to 35% and 9% respectively in 2001 so there is a greater reliance on public transport coupled with more people who now work from home

Spending public money must demonstrate value and be aligned to the needs of the businesses and the residential community. Ensuring the right facilities have the right level of accessibility, and are maintained to safe standards to meet the duties of the Highways Act (1980), will enable Lewisham to develop as a safe and accessible borough open for business and a great place to live.

With a long-term investment programme, Lewisham can align this work with other 'place making', strategies to maximise benefits. Better planning of maintenance works will lead to greater economies of scale, as well as, maximising the life of treatment through a reduction in the whole life cost. A typical 1m² pothole costs around £15-£50 to repair, while it costs around £21-£68/m² to resurface a road for up to a 40 years lifespan. Therefore, the move to capital investment is essential to reduce risk, reduce the cost of reactive maintenance, and minimise disruption to the road users.

Who... The responsibilities for the 'Context' module lie with:

Statutory duty	Asset Management Planning Manager/ Asset Strategy & Technical Support Manager
Overall reporting	Asset Manager
Updating & reporting module	Asset Compliance

Manager

How... Lewisham works with other LoTAG south sector boroughs through the SLHAM Consortium. Through this Consortium Lewisham works to develop a common understanding and approach to asset management to meet its particular needs.

The Consortium reviews guidance and tools developed by the Department for Transport's HMEP, UKRLG, IAM, as well as, the evolution of ISO55000, a global standard for asset management.

From the guidance and tools available, the group assesses how best to implement asset management, and then, Lewisham decides how it will develop and implement the best aspects of asset management to meet its needs.

Reporting... To ensure investment and outcomes remain effective, the modular AMS (Highways) provides a suite of measures to explore and demonstrate success or otherwise. From this, improvement actions can be developed, and discussed with peers at the SLHAM Consortium.

An annual 'State of the Highway' report is produced to draw together progress, performance and investment impact. The report is produced in July each year to reflect the latest asset value, and over time will move as near to the financial year end in early April as practical. This report will be reported

with the R & AM Annual Business Plan to ensure integration of investment plans.

Table B1 shows the ownership and reporting across the AMS (Highways) modules to support long-term implementation, improvement and realisation of the benefits which asset management brings.

Success Measures... An evolving approach to managing the highway assets of Lewisham will show an improvement, and success in maintaining the Councils' highway network efficiently. This approach will be aligned with prudent investment strategies delivering demonstrable benefits to the community, through achieving performance improvement targets and maximising the benefit of

capital investment and revenue expenditure across the highway network.

To deliver success, the following activities will be essential for the efficacy and demonstrable benefit of asset management:

- An Annual Asset Management Maturity Assessment and the associated reporting to ensure progress towards the stated objectives.
- Asset Valuation for WGA to ensure the asset retains the desired value.
- Updating expenditure figures to assess the expenditure against investment strategies.
- Updating the performance measures and assessing progress against targets.

This review process needs to ensure the stated aims remain current and in-line with corporate aims including that captured in the R & AM Annual Business Plan. Should the aims change, this AMS (Highways) must be revised to reflect the new aims/targets for performance and outcomes. **Further Information:**

[HMEP/UKRLG – Maintaining a Vital Asset](#)

[UKRLG – Highways Infrastructure Asset Management Guidance Document](#)

[ISO 55000 Asset Management Systems - BSI](#)

Table B1: Ownership and reporting of modules.

Module	Responsible	Version	Next Review	Reporting	
				How	When
A Policy & Objectives	Asset Compliance Manager	V0.3	Dec 2015	'State of the Highway' report	May 2015
B Context	Asset Strategy & Technical Support Manager/Compliance Manager	V0.3	Dec 2015	'State of the Highway' report	May 2015
C Asset Knowledge	Asset Strategy & Technical Support Manager/Asset Compliance Manager	V0.3	Dec 2015	Module D – Performance Management Module I – Stakeholder Engagement Module K – Valuation	Feb 2014
D Performance Management	Commercial & Investment Manager	V0.3	Dec 2015	Performance dashboard updates and 'State of the Highway' report	May 2014
E Funding & Expenditure	Asset Strategy & Technical Support Manager/Asset Manager	V0.3	Dec 2015	'State of the Highway' report	May 2014
F Maintenance Strategies	Asset Strategy & Technical Support Manager/Asset Compliance Manager	V0.3	Dec 2015		
G Investment Strategies	Asset Strategy & Technical	V0.3	Dec 2015		Ongoing

	Support Manager/ Compliance Manager	Asset				
H	Works Programme	Capital Programme Delivery Manager/Asset Compliance Manager	V0.3	Dec 2015	Forward works programme	Sept 2015
I	Stakeholder Engagement	Commercial & Investment Delivery Manager/Asset Management Planning Manager	V0.3	Dec 2015	'State of the Highway' report	May 2015
J	Benchmarking	Commercial & Investment Delivery Manager/Asset Compliance Manager	V0.3	Dec 2015	AMS (Highways) modules updates and 'State of the Highway' report	May 2015
K	Valuation	Commercial & Investment Delivery Manager/Asset Compliance Manager/ Asset Strategy & Technical Support Manager	V0.3	Dec 2015	WGA valuation report	Jun 2015
L	Implementation & Improvement Plan	Asset Manager	V0.3	Dec 2015	Improvement action plan	Jul 2015

AMS (HIGHWAYS) MODULE C – ASSET KNOWLEDGE

What... Asset knowledge comprises inventory and condition data for the highway assets Lewisham is responsible for.

Collection and maintenance of asset data is required to assist managers in assessment, analysis and reporting of performance, progress and future need. This can be linked to regeneration and investment strategies and wider public realm asset data to ensure a total place approach. The integration of such asset knowledge and systems are crucial to ensure optimal investment decisions are made.

Why... Asset data is required to enable Lewisham undertake the following processes:

- Monitor and report on the condition of the highway network.
- Assess the expected lives of individual assets or asset components.
- Evaluate performance indicators.
- Model future maintenance options.
- Identify future investment strategies.
- Investigate and manage risk.
- Develop short- and long-term forward works programmes.
- Analyse and report financial values for WGA.

These processes enable Lewisham to make informed and cost-effective decisions.

Who... The responsibilities for the 'Asset Knowledge' module lie with:

Data collection	Asset Strategy & Technical Support Manager/Asset Manager/ Commercial & Investment Delivery Manager
Data management Updating & reporting module	Asset Manager Asset Compliance Manager

How... Data is an expensive commodity to collect, store and keep up to date. It is essential to ensure data collected and held can be trusted and remains current to support performance reporting and decision making.

Lewisham adopts a pragmatic approach to the collection of data to ensure the same data can be used for multiple tasks and that the level of sophistication meets the needs of the authority. Table C1 and Table C2 provide an overview of the data collected and the resources used.

Within the field of data collection it is important to keep abreast of innovation and new techniques in the market and the SLHAM Consortium helps **Lewisham** achieve this, and provides an opportunity for benchmarking rates and approaches to data collection.

Figure C3 provides an overview of the systems adopted within Lewisham to collect, store and utilise asset data.

Reporting... Lewisham uses the asset inventory shown in Table C2 to quantify the extent of its highway assets. This data is then used to feed in to other AMS (Highways) Modules to report on asset performance, including module D – Performance Management, module I – Stakeholder Engagement, and module K – Valuation.

Success Measures... Apart from feeding in to other AMS (Highways) modules, asset knowledge will help Lewisham to support statutory requirements. Moreover, this will greatly help in making effective and informed decisions.

Further Information:

[Highway Infrastructure Asset Management Guidance document, HMEP – UK RLG, 2013](#)

<u>UK Pavement Management System (UKPMS)</u>
<u>UK Roads Liaison Group - Codes of Practice</u>

Table C1: Lewisham’s asset condition assessment.

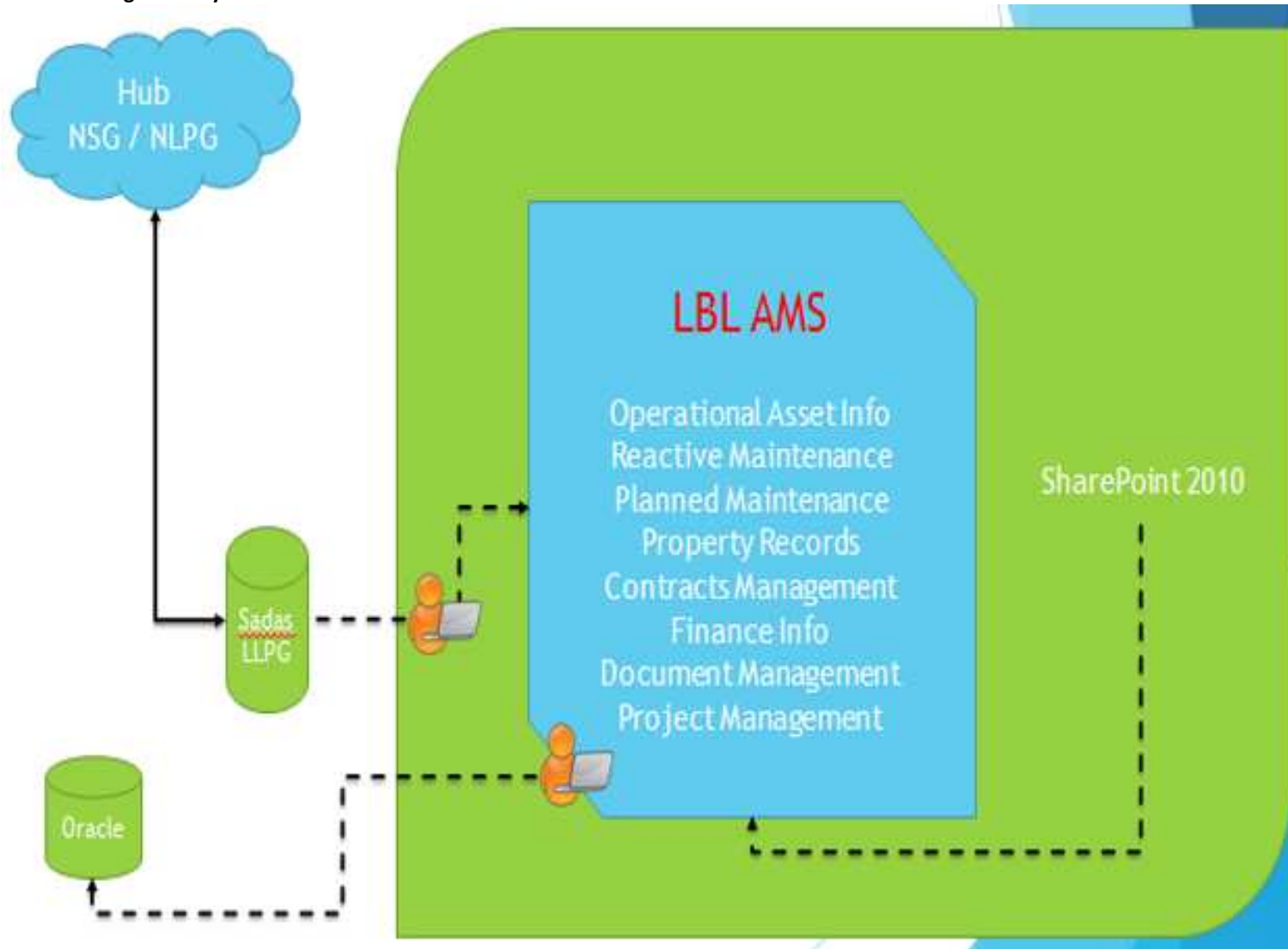
Asset Group	Asset Type	Type of Survey	Network coverage	Frequency	Service Provider	System
Carriageways	Principal Classified Roads (A roads)	SCANNER - road condition survey	100%	Annually	London Borough of Hammersmith and Fulham	
		SCRIM - skidding resistance survey	100%	Annually		
	Non-Principal Classified Roads (B & C roads)	SCANNER - road condition survey	100%	Annually		
	Unclassified roads (U roads)	Coarse Visual Inspection (CVI) surveys	100%	Annually	Annual quotation	
Footways	All Categories	Safety Inspections	100%	5 month cycle	Safety Inspectors (Lewisham)	
Highway Structures	All Structures	Principal Inspections	100%	Every 6 years	External consultants	Bridgestation
	All Structures	General Inspection	100%	Every 2 years		
	Borough Principal Road Network	Load Assessments / Special Inspections	As required.			
Street Lighting	Lighting columns	Managed through Street Lighting PFI by Skanska for 25 years from 2011.				
Street Furniture	All street furniture	Routine safety inspections	5 month cycle	Various	Safety inspectors (Lewisham)	

Table C2: Lewisham’s asset inventory.

Asset Group	Asset Type	Quantity		Asset Group	Asset Type	Quantity
		Length/Number	Width			
Carriageways	Principal Classified Roads (A roads)	18.8 km	11.7m	Street Lighting	Columns	17,253
	Non-Principal Classified Roads (B roads)	18.8 km	10.3m		Wall lights	43
	Non-Principal Classified Roads Class III Roads / C Roads)	26.1	8.25m		Central island beacons	19
	Unclassified roads (U roads)	328.6 km	7.6m		Pedestrian crossings	134
	TOTAL	392.1 km			Surface mounted lights / Spotlights	2
Footways	A Roads	33.7km	4.23m	Street Furniture	Illuminated Signs	2,220
	B Roads	37.6km	3.25m		Non-Illuminated Traffic Signs	
	C Roads	48.8km	2.95m		PROW Signs	
	Unclassified Roads	657.1km	2.37m		Pedestrian Barriers	
	Footpaths	12.0km	4.00m		Safety Fencing	
	TOTAL	789.3 km			Non-Illuminated Bollards	1,032
Highway Structures	Highway Bridge – Single span	32 No.		Land	Street Name Plates	
	Highway Bridge – 2/3 span	3 No.			Urban	5,140,000m ²
	Highway Bridge – Multi span	1 No.			Rural	-
	Pedestrian / Cycle Bridge – Single span	20 No.		TOTAL	5,140,000m ²	
	Pedestrian / Cycle Bridge – Multi span	2 No.				
	Culvert – Single cell	4 No.				
	Culvert – Multi cell	1 No.				
	Pedestrian subway / Underpass	1 No.				
	Highway Underpass	0 No.				
	Retaining Wall <3m	32 No.				
	Retaining Wall > 3m	13 No.				
	Special Structures	9 No.				
	TOTAL	117 No..				

Key
 Good Data
 Derived Data
 To collect/improve

Figure C3: Lewisham asset management system.



AMS (HIGHWAYS) MODULE D - PERFORMANCE MANAGEMENT

What... Performance management is the process by which Lewisham communicates its objectives for the highway assets and monitors performance.

Why... Lewisham has adopted this approach to ensure highway asset maintenance functions on the ground are aligned to and contribute to achieving the Council's corporate vision and objectives laid out in the London Mayor's Transport Strategy.

Who... The responsibilities for the 'Performance Management' module lie with:

Approving targets	Director of Regeneration & Asset Management/ Commercial & Investment Delivery Manager
Monitoring performance	SGM Operational Management/ Commercial & Investment Delivery Manager
Updating & reporting module	Asset Manager

How... Lewisham has adopted performance management according to ISO 55000, Asset Management Systems,) and as outlined in the HMEP – UK RLG Highway Infrastructure Asset Management Guidance document (2013).

Relevant high level drivers were identified from Lewisham's Corporate Plan and from the London Mayor's Transport Strategy. These have been translated into four highways performance target statements, which drive all of Lewisham's highway maintenance activities, Figure D1.

Asset specific performance target statements have also been developed to identify the key objectives for each of the main highway asset groups which require integration with "place making" drivers from the Regeneration Strategy.

The performance target statements are supported by a suite of performance indicators, which have been selected to enable performance monitoring and target setting against the objectives, Table D2.

Through the SLHAM Consortium, these performance indicators were further evaluated and assessed against London wide service levels to establish excellent, good and poor service levels. These service levels also serve to identify the risk in managing the service below the desired standard. This enables target setting and prioritisation based on sound risk analysis.

Reporting... Lewisham uses the following performance dashboard to illustrate the performance management system adopted, Table D2. It considers all the assets under the Council's remit, outlining for each, multiple performance indicators, their current condition, and their short- and long-term targets mapped to risk categories.

This process ensures Lewisham focuses its effort and investment into the areas that positively impact the high-level drivers and represent the highest level of risk to the Council. The cost of attaining target PIs is discussed in AMS (Highways) module G – Investment Strategies.

Success Measures... Apart from providing a direct link to the Council's corporate vision and a reduction in insurance claims, performance management will help Lewisham demonstrate the effective use of its budgets. This will also demonstrate any funding gaps needed, which will be targeted to ensure the transport network is fit for purpose and with an acceptable level of risk.

Further Information:

ISO 55000 Asset Management Systems

Highway Infrastructure Asset Management Guidance
document, HMEP – UK RLG, 2013

LoTAMB for setting service levels

Figure D1: Asset performance indicators setting.

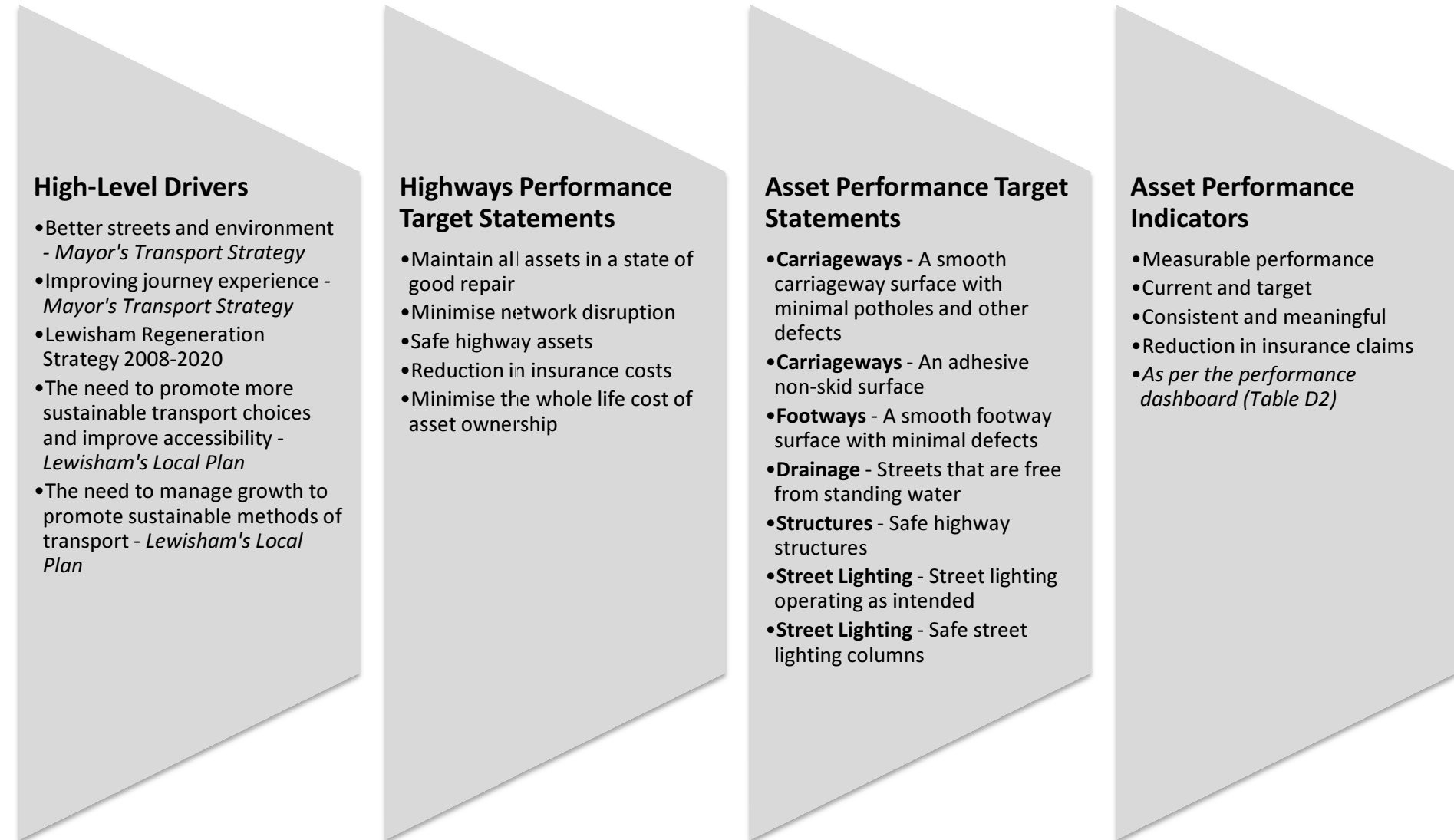


Table D2: Lewisham's performance dashboard.

Asset Group	Performance Indicators	Service Level Categories ¹			Performance						
	Description	Excellent	Good	Poor	In need of repair	Current (2013/14)	Target (2015/16)	Target (Long term)			
Carriageways	% of Principal roads where maintenance should be considered	<6%	6-9%	>9%	Red	6.6%	6%	6%			
					Amber	28.1%	24.0%	20.0%			
					Green	65.3%	70.0%	74.0%			
	% of Non-Principal Classified roads where maintenance should be considered	<7%	7-10%	>10%	Red	6.7%	6%	6%			
					Amber	27.8%	24.0%	20.0%			
					Green	65.5%	70.0%	74.0%			
	% of Unclassified roads where maintenance should be considered	<10%	10-20%	>20%	Red	24.5%	22.0%	18.0%			
					Amber	49.5%	45.0%	40.0%			
					Green	26.0%	33.0%	42.0%			
		% of roads SCRIM surveyed (31.1km) in current year above investigatory level	>60%	40-60%	<40%		91.0%	90.0%	90.0%		
Footways	% of 1 and 2 footways where maintenance should be considered	<13%	13-17%	>17%	To be developed						
	% of 3 and 4 footways where maintenance should be considered	<20%	20-30%	>30%							
Structures	% of bridges meeting the required carrying capacity	>95%	90-95%	<90%					97.4%	98.0%	99.0%
Street Lighting	% of lighting points working as planned	>99%	98-99%	<98%					99.3%	99.0%	99.0%
	% of lighting column stock that is beyond its design life	<10%	10-25%	>25%					*	0%	0%
	% of structural failures for those street lighting columns tested	<1%	1-2%	>2%					0%	0%	0%
	Average annual electricity consumption per street light	<400kWh	400-500kWh	>500kWh					352kwh	350kwh	350kwh
Insurance Claims	Number and value of settled highways claims – To be ascertained for future AMS development										

* Street lighting to be completely replaced under PFI contract by September 2015, thus figure difficult to measure

¹ Source of bandings – LoTAMB Benchmarking data

AMS (HIGHWAYS) MODULE E – FUNDING & EXPENDITURE

What... Funding is the financial support Lewisham uses to maintain its highway assets. This is generally obtained from various streams, primarily the central government, including TfL the Council, and locally generated revenue. This module looks at current and future funding sources, as well as, expenditure received historically to help understand impact on performance.

Why... Lewisham needs to stay abreast of developments in funding and revenue opportunities, and with changes in government funding to be able to raise revenue locally.

The highways team needs to, therefore, ensure the best case is put forward for funding from funds available through CIL, Section 278, Section 106 and business rates as these provide income to the authority. Such other funding may also be a consequence of a pro-active approach to integrated place making and development.

Who... The responsibilities for the 'Funding & Expenditure' module lie with:

Defining budget need

**Asset Strategy &
 Technical Support
 Manager/Commercial
 & Investment**

Developing income opportunity
 Monitoring expenditure
 Updating & reporting module

**Delivery
 Manager/SGM
 Operational Asset
 Management
 SGM Operational
 Asset Management
 Asset Manager
 Asset Manager**

How... Lewisham investigates alternative funding opportunities to invest in the highway infrastructure with the aim of reaching and maintaining a steady-state condition in its network.

Council funding from Capital sources include that from TfL, Capital Reserves and the Community Infrastructure Levy. Other funding opportunities can be through DfT and from highways agreements with developers.

Expenditure is monitored to express the overall funding, income splits and capital / revenue split for the authority and is documented.

Reporting... Expenditure is monitored on an annual basis, Figure E1. This provides an overview of the diversity of the income streams from internal and external sources and how this is spent through capital and revenue budgets.

Figure E1 is updated annually and the capital / revenue expenditure is reported through the annual 'State of the Highway' report which will be fed into the R & A M Annual Business Report.

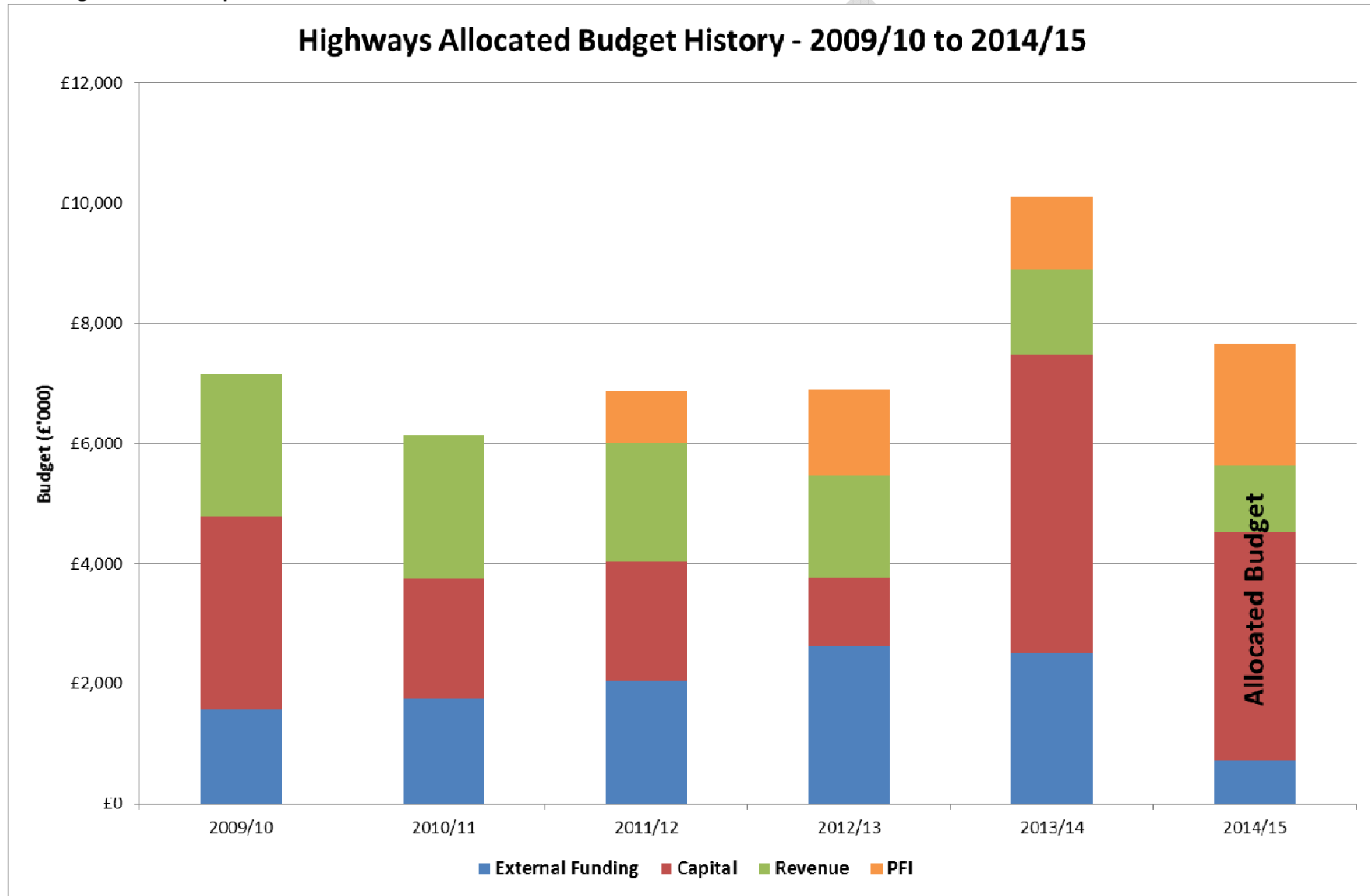
Success Measures... Maximising income from third parties will be essential for the long-term improvement and steady-state maintenance of the highway assets.

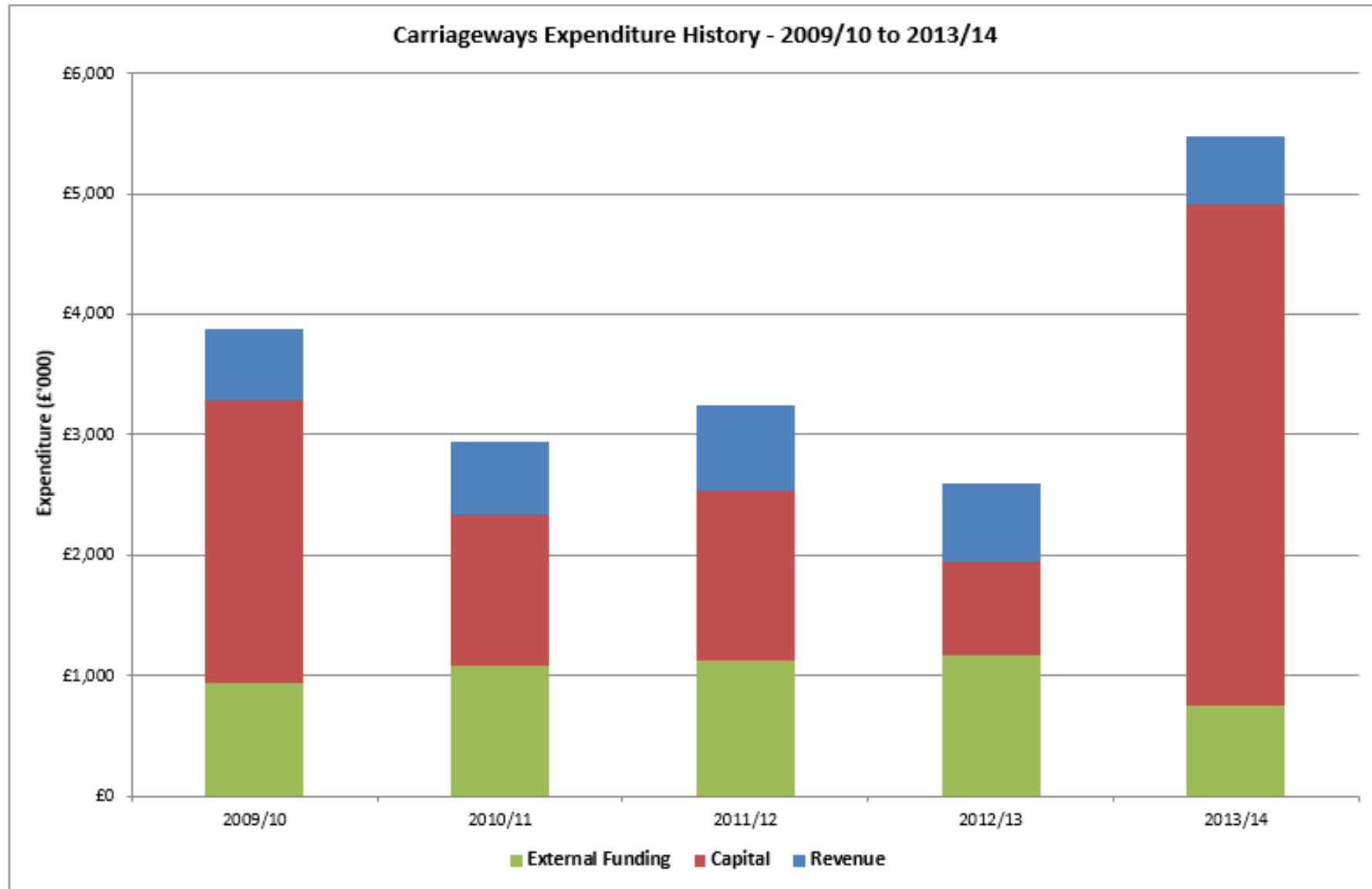
It is Lewisham's aim to provide 80% of its expenditure as capital works and to continuously increase the income from third parties to fund its investments.

The need to inform future budgets through investment modelling, outlined in AMS (Highways) module G – Investment Strategies, will be imperative to build a good business case for alternative funding.

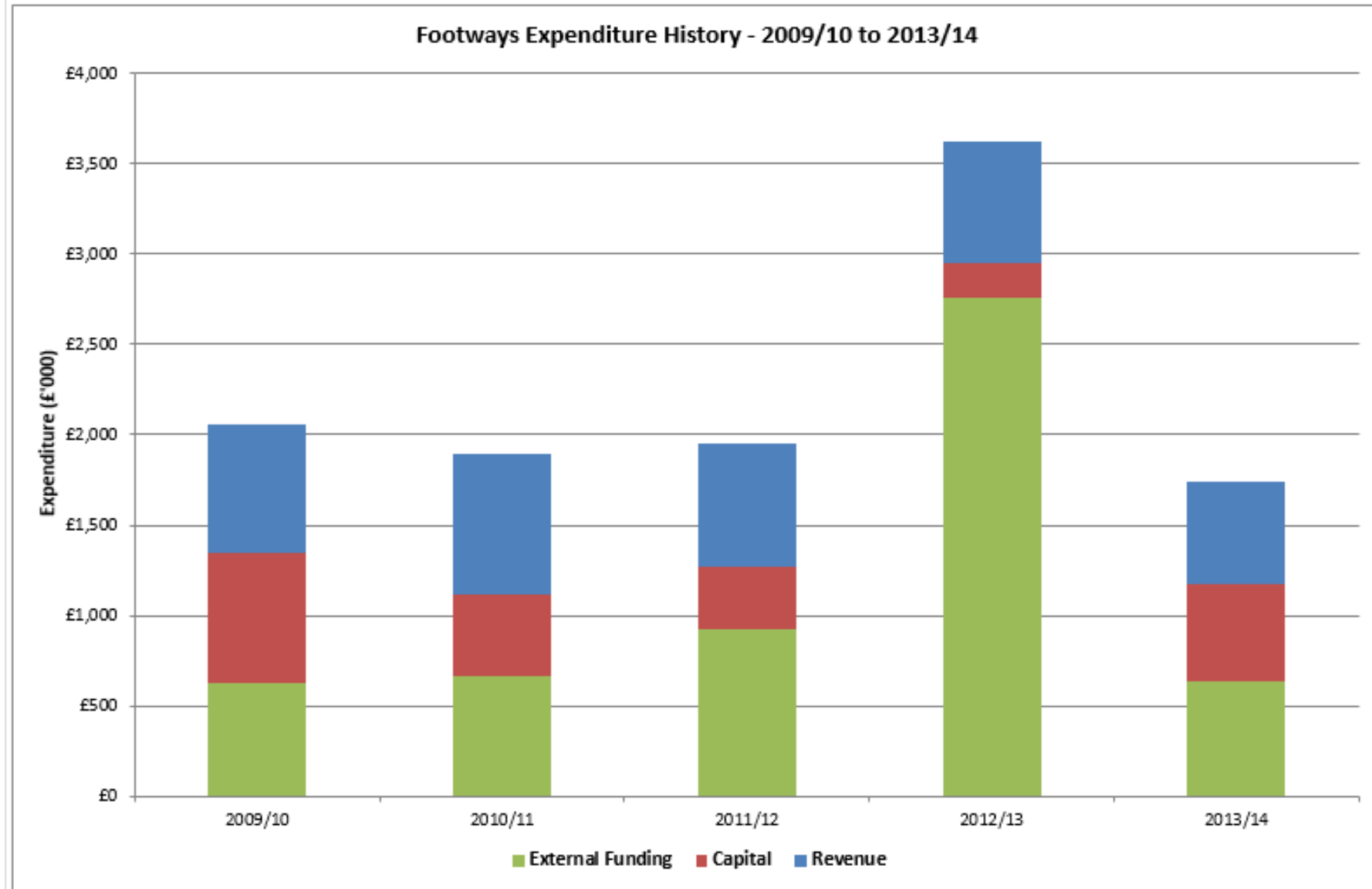
Further Information:
The Community Infrastructure Levy
Business Rates

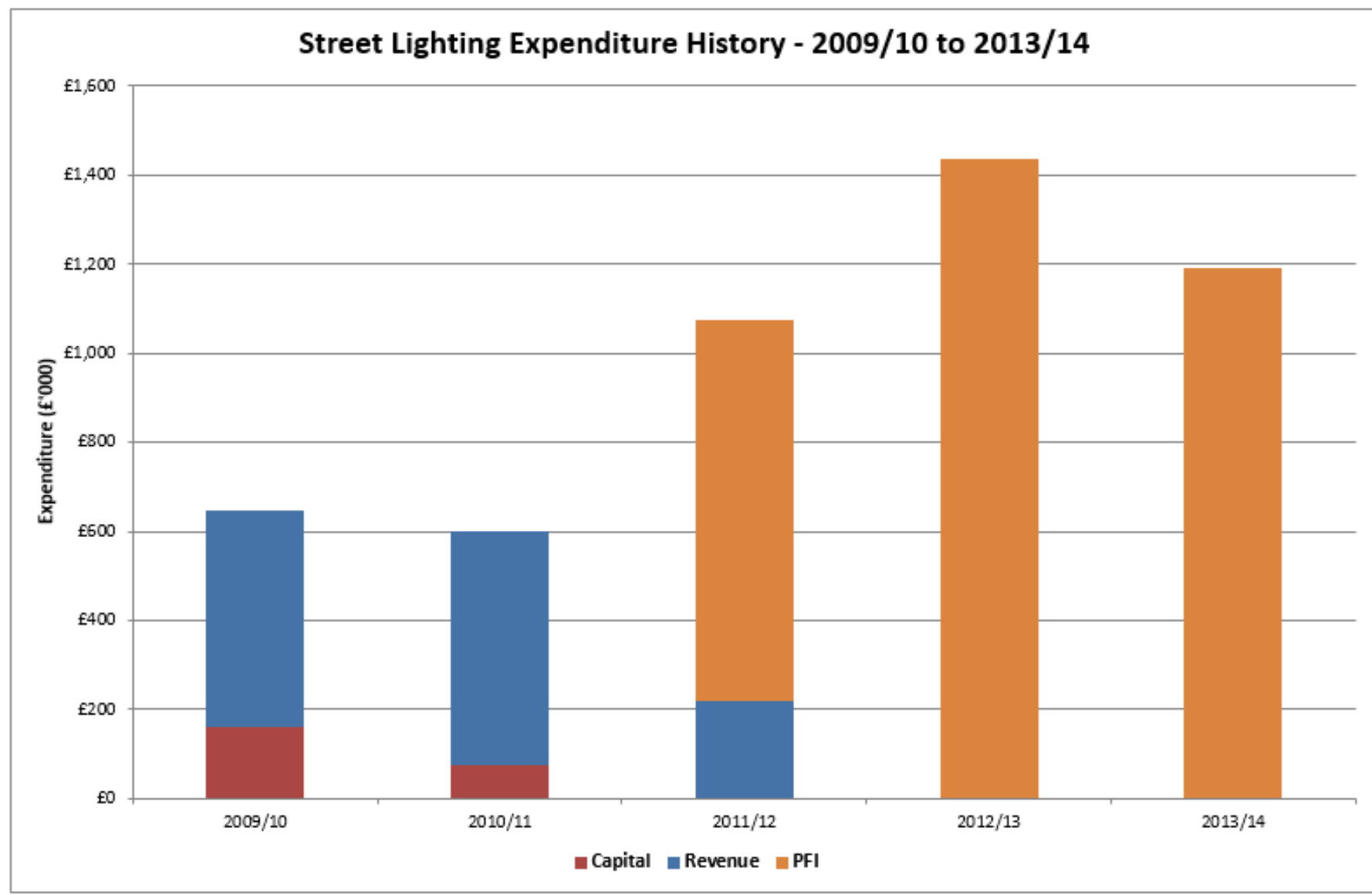
Figure E1: Funding streams and expenditure.





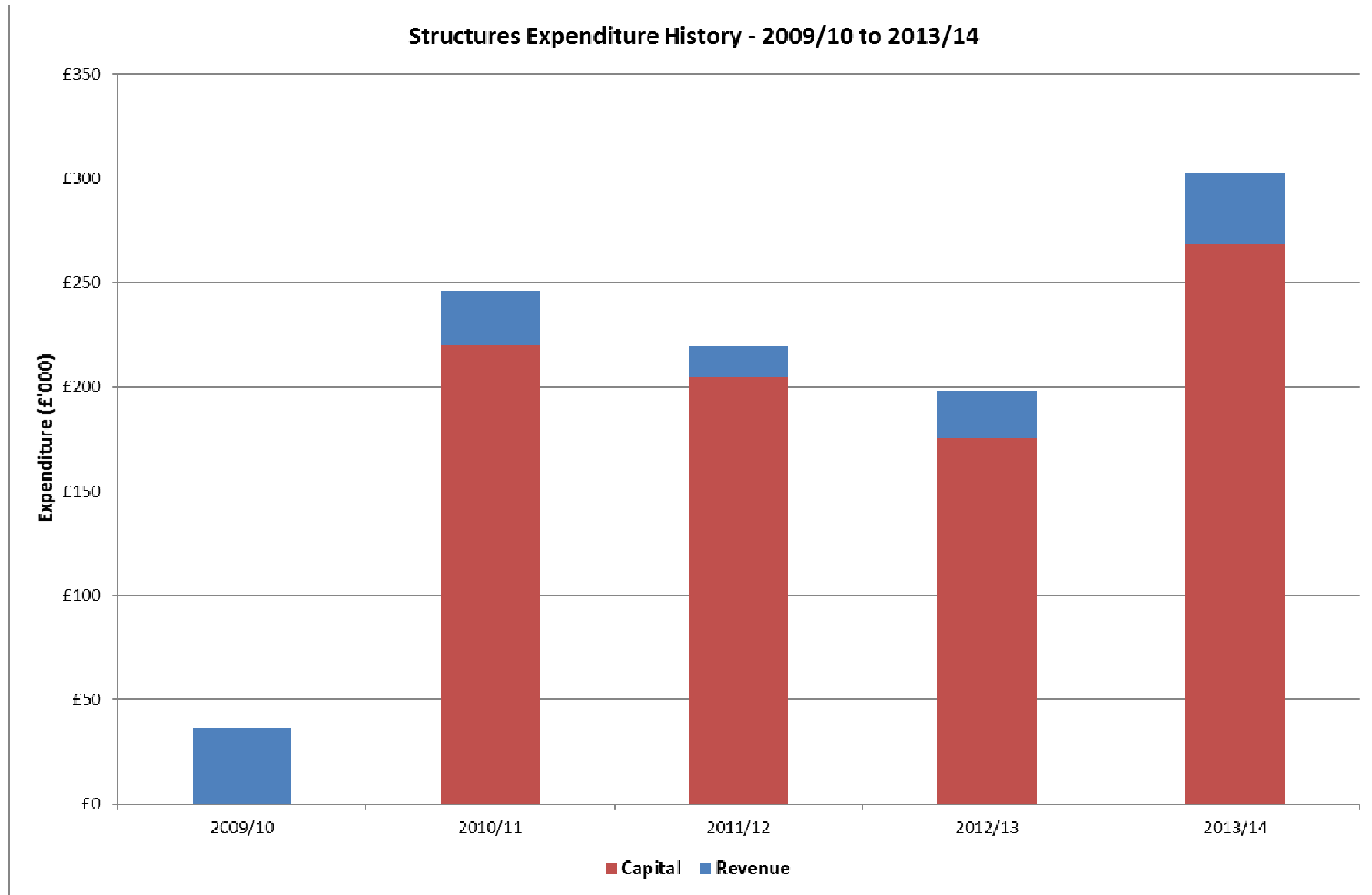
Footways Expenditure History - 2009/10 to 2013/14

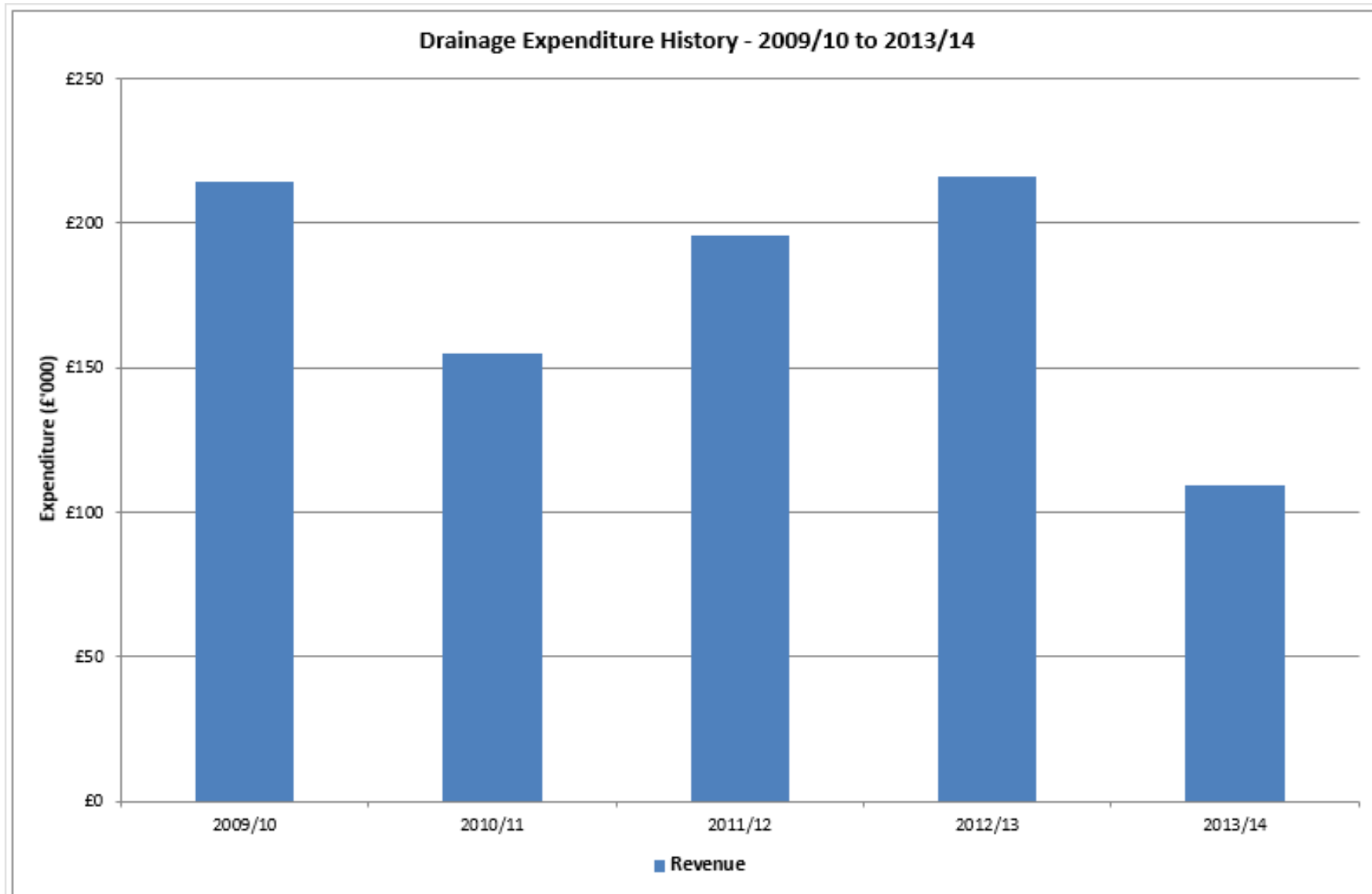




Street Furniture Expenditure History - 2009/10 to 2013/14







HAMS MODULE F – MAINTENANCE STRATEGIES

What... A maintenance strategy is an approach to managing homogenous asset groups with consistent works proposals. These proposals are decided from considering the most efficient means of meeting the required performance targets, based on whole life cost analysis.

Why... To create a suite of works improvement options that can be drawn upon for the asset type and condition. Benefits include:

- Time saved in going through the treatment selection process for individual assets.
- A consistent aesthetic and performance across the Borough.
- Ease of comparing new treatment options on the markets.
- A better understanding of how treatments behave over time.

Who... The responsibilities for the ‘Maintenance Strategies’ module lie with:

Defining strategies	Asset Strategy & Technical Support Manager/Asset Manager
Whole life costing	Commercial Manager/Asset Manager

Updating & reporting module

Asset Compliance Manager/ Commercial & Investment Management Strategy

How... Lewisham uses decision trees to determine the most suitable treatment to be adopted for homogenous asset groups, Figure F1. This decision tree sets the process to be undertaken and shows the various criteria that need to be considered when selecting the maintenance treatment. For carriageways these are namely:

- Road hierarchy, which represents a specific traffic loading category.
- Construction type, which determines the likely defects to be present.
- Major defect visible, which establishes the depth of the required treatment.
- Profile adequacy, which determines whether vertical realignment is necessary.
- Cumulative defect size, which outlines whether the treatment should be carried out under the Council’s reactive or planned maintenance procedures.

This process then leads to specific treatment options. The various options are assessed for the best whole life cost solution, based on treatment performance and cost. This determines the best maintenance solution for a homogenous asset group. This approach lends itself to ensuring different strategies for different asset types provide a ‘right for asset’ approach to long-term maintenance.

Reporting... Maintenance strategies are reviewed periodically, or when new treatment options come on-line. They are reported through investment modelling reports and business cases as an integral element of Module G - Investment Strategies.

Success Measures... To be able to demonstrate an on-going reduction in the whole life cost of asset maintenance, through the use of the most efficient maintenance strategy for the particular asset group. Provide a quality public realm for the borough.

Further Information:
LoTAG Londonwide Asphalt Specification
DMRB Volume 7 – Pavement Design and Maintenance

Table F2: Preferred maintenance strategies.

Asset	Subgroup	Safety Intervention	Interim Intervention (Amber Roads)		Major Intervention (Red Roads)	
			Defect Triggers	Treatment	Defect Triggers	Treatment
<i>Carriageways</i>	All roads	50mm pothole	Wearing course deterioration and surface deterioration	Thin Surface Overlay	Wearing course and surface deterioration. Wearing course or surface deterioration or wheel track cracking or subsidence.	Plane and Inlay (40mm) Plane and Inlay (100mm)
<i>Footways</i>	1, 2 and 3	20mm pothole	Damaged Footway with trip hazard Equal to or greater than 20mm	Take up and relay flags Overlay bituminous surface	Large areas of damaged footway, tree root damaged, damaged by vehicles, substandard utility reinstatement	Take up and relay flags Overlay bituminous surface Reconstruct footway
	4	20mm pothole	Damaged Footway with trip hazard Equal to or greater than 20mm	Take up and relay flags Overlay bituminous surface	Large areas of damaged footway, tree root damaged, damaged by vehicles, substandard utility reinstatement	Take up and relay flags Overlay bituminous surface Reconstruct footway
<i>Street Lighting</i>	Managed through PFI.					
<i>Highway Structures</i>	Managed in Bridgestation.					

AMS (HIGHWAYS) MODULE G – INVESTMENT STRATEGIES

What... Investment in the highway assets is essential to improve the condition, maintain steady-state or even just to control the rate of deterioration.

To determine the best level of investment to meet the desired outcomes, a series of strategies can be explored to understand the impact of different budget scenarios, including the impact of investing in different parts of the network.

Investment modelling is the process used to determine backlog, steady-state funding requirements, and provides analysis of differing possible budget scenarios to suggest what the short- and long-term impacts may be.

Why... Understanding how the asset will behave in differing budget scenarios helps inform the level of investment required to meet desired levels of performance. This, in turn, can advise appropriate budget levels and support decision making with a robust understanding of the impact of different investment scenarios.

Who... The responsibilities for the ‘Investment Strategies’ module lie with:

Determining strategies

Evaluation strategies

Updating & reporting module

Asset Strategy & Technical Support Manager/SGM-Operational Asset Management

Asset Manager

Asset Compliance Manager /Commercial & Investment Delivery Manager

How... Lewisham continuously reviews the investment needs of the asset using condition data collected and performance measures (Module D – Performance Management).

Figures derived through Whole of Government Accounts infrastructure valuation inform the steady state funding and backlog.

Reporting... Investment modelling reporting is done through update reports as and when investment scenarios are undertaken.

For the purposes of the AMS (Highways) the investment strategy will be updated in line with the determined budgets, and amended accordingly with budget alterations.

Success Measures... To deliver the performance targets as stated in Module D- Performance Management.

Provide a quality “public realm” for the borough and support other inward investment.

Depreciation (£ millions)		
Carriageways	Footways	Other Assets
£44.7m	£38.0m	£57.5m
Total - £ 140.2 million		
392.1 km	789.3 km	

From WGA reporting 2013/14

Further Information:
Lewisham’s WGA Valuation 2013/14

AMS (HIGHWAYS) MODULE H – WORKS PROGRAMME

What... Lewisham generates forward works programmes to gather the individual maintenance activities required for the highway assets and schedule them into a task programme.

Why... Developing a longer term programme of works gives greater transparency of the work to be delivered. For the residents and businesses, there is an understanding of the volume and location of work that will be delivered, and when their street will be invested in. For works delivery teams, it provides greater certainty of future orders to better resource and deliver work efficiently.

Furthermore, looking at a longer term investment in highway assets ensures the focus is kept on long-term benefits derived from the investment, as well as, an ability to see what can be done with the investment provided. This approach also provides the opportunity to integrate investment plans.

Who... The responsibilities for the ‘Works Programme’ module lie with:

Preparing works programmes	Capital Programme & Delivery Manager/Asset
----------------------------	---

Updating & reporting module	Manager Asset Compliance Manager
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How... Lewisham provides ongoing analysis and updates of the priority for investment of each asset based on engineering need, condition and social benefit. To achieve this, data is collected and analysed to provide a priority list of all assets within an asset group.

From this, the Lewisham is able to assess the quantity of work that needs to be done, and the type of work that needs to be undertaken. The tools used for assessment are:

- Carriageways: Lewisham’s bespoke value engineering tool.
- Footways: Lewisham’s bespoke value engineering tool.
- Street Lighting: Managed through PFI.
- Highway Structures: Bridgestation.

This supports AMS (Highways) module F - Maintenance Strategies and module G - Investment Strategies. The process for developing the carriageway programme is shown in Figure H1.

Reporting... The Lewisham produces a prioritised schedule of works through stakeholder identified service measures / selection criteria. Every road section is, then, assigned a score which determines its priority ranking. This ranking determines the schedule of works up to the available budget. The draft works programme is, then, presented to Cabinet for their final approval and endorsement.

Success Measures... The delivery of the Lewisham’s works programme is the tangible outcome of the entire asset management planning process. The programming and delivery of works align with the asset management objectives discussed in AMS (Highways) module A – Policy & Objectives, and deliver the performance targets set in module D – Performance Management.

Further Information:
<u>ISO 55000 – Asset Management Systems</u>
<u>Highway Infrastructure Asset Management Guidance document, HMEP – UK RLG, 2013</u>
<u>UK Pavement Management System (UKPMS)</u>

Figure H1: The works programme development process, carriageways.

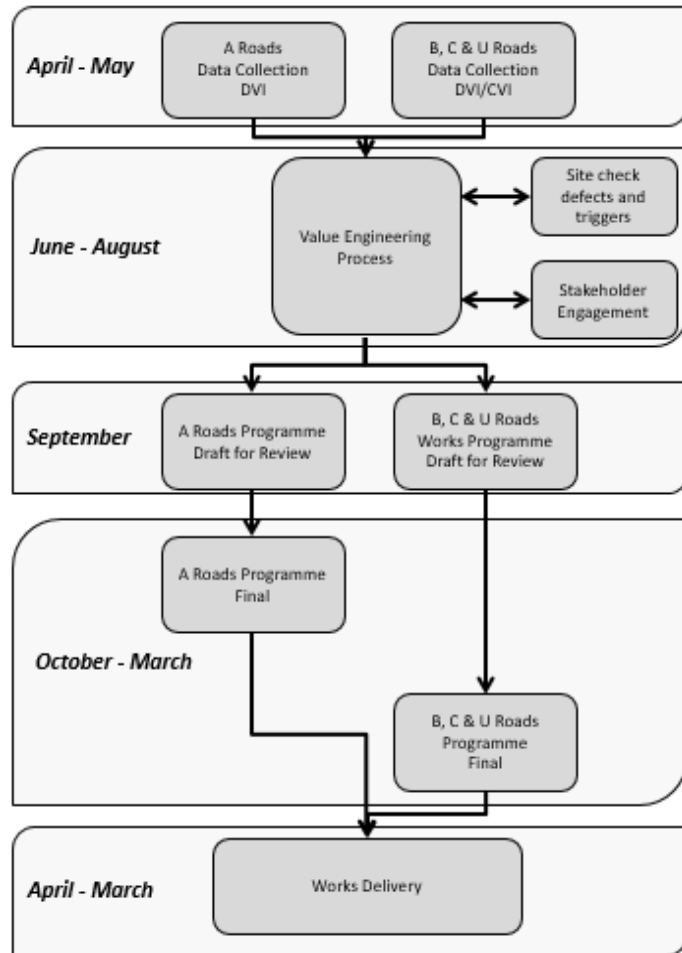


Figure H2: The works programme development process, footways.

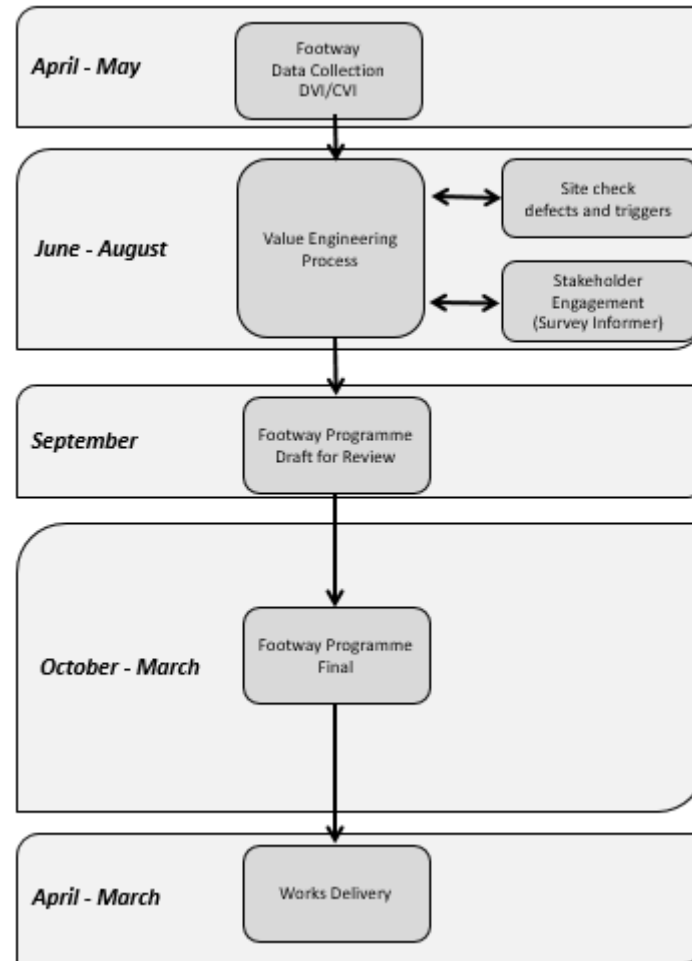
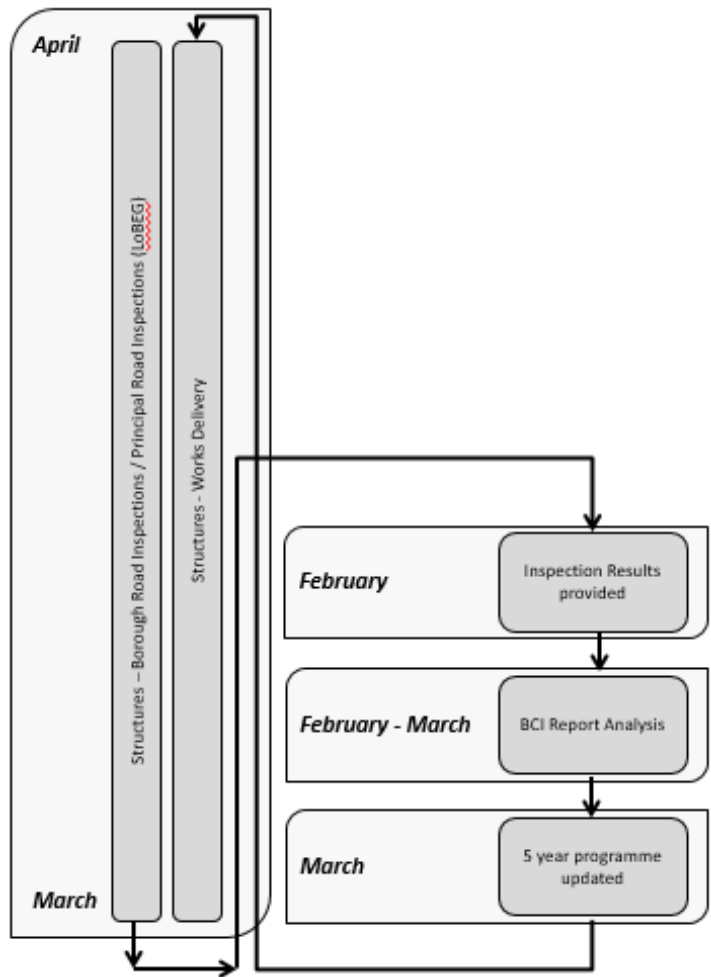


Figure H3: The works programme development process, structures



AMS (HIGHWAYS) MODULE I – STAKEHOLDER ENGAGEMENT

What... Stakeholder engagement is the process of engaging key asset users to inform the investment decision process.

Stakeholders are groups or individuals with an interest in how the highway assets are managed. These may include people with protected characteristics requiring access to the network and businesses needing good infrastructure to support their economic activity.

Most importantly it must be ensured the asset is maintained in a manner which provides a safe network, to fulfil the authority's statutory duty.

Why... Engaging with end users ensures the social and economic benefit of the road network is recognised.

Engagement with the wider community enables decision-makers to build on engineering need and focuses investment into areas which best benefit the wider community. This ensures the benefit of budget is maximised and focuses investment activity where it is most needed, considering the entire network and this should assist with the 'place making' agenda.

Who... The responsibilities for the 'Stakeholder Engagement' module lie with:

Leading Stakeholder Engagement

Updating & reporting module

Those engaged with are:

- Lewisham residents through the 'Resident's Survey'
- Residents/tenant groups
- Local Assemblies
- Business communities
- Elected members
- Transport for London
- Education establishments
- Transport providers
- People with reduced mobility and sensory impairments
- Ethnic minority community groups
- Internal stakeholders (other Council departments)
- Others as required.

How... Lewisham engages community interest groups that can best inform the approach towards investing in the highway network through collecting

Commercial & Investment Delivery Manager/Asset Management Planning Manager Asset Strategy & Technical Support Manager/Policy & Development Manager

and analysing the National Highways and Transport public satisfaction survey, the Resident's Survey, and other self-developed series of questions.

Reporting... An annual 'State of the Highway' report is produced to demonstrate the change in public opinion on investment needs. This report reflects public satisfaction and performance of the network. This report will be fed into the R & A M Business Report

Success Measures... An improved public sense of engagement will be reflected in the types of work that are delivered to maintain the asset.

Wider ownership of the 'place making' agenda and the wider integrated investment approach.

Further Information:

[Equalities Act 2010, Public-Sector Equality Duty](#)

AMS (HIGHWAYS) MODULE J - BENCHMARKING

What... Benchmarking is the process adopted to look at how Lewisham is delivering its highway service compared to other highway authorities.

Benchmarking is used to ensure Lewisham is delivering the most effective service in the most efficient way using data to inform and allow challenges to its current processes.

For the purposes of this AMS (Highways), Lewisham determines its own performance targets, and establishes strategies and investment needs to achieve the appropriate asset performance. Lewisham's approach ensures it delivers what is best for its community.

Why... Benchmarking informs good practice and enables Lewisham to challenge the way it operates and delivers services. The benchmarking process ensures Lewisham asks the right questions to those adopting best practices, perceived to be better performers, or delivering better outcomes to their service.

Lewisham uses benchmarking to test its approach to managing the highway assets. It looks at high performing authorities and engages with them to see how they operate differently. Lewisham assesses how it is performing relative to others, and

strives to deliver best practice. All elements benchmarked such as practices and outcomes provide a check and balance to the levels of investment that deliver the desired and expected outcomes.

Who... The responsibilities for the 'Benchmarking' module lie with:

Updating & reporting module **Asset Compliance
Manager/
Commercial &
Investment Delivery
Manager**

How... Lewisham uses a variety of benchmarking documents, surveys as follows:

- UKRLG Codes of Practice.
- SLHAM Consortium.
- LoTAG / LoTAMB / LoBEG
- HMEP Benchmarking Forum (to be launched).
- National Best Value Benchmarking Scheme.
- National Performance Indicators, Single List.
- ROADS 2000, London Borough of Hammersmith and Fulham.

These documents, surveys and forums provide an insight into Lewisham's performance compared to

others and allowing Lewisham to track progress against the stated aims.

Reporting... The delivery of the various elements of benchmarking are ongoing throughout the year. As such it is not intended to provide detailed reporting, other than to ensure better ways of working are reflected in AMS (Highways) module updates.

To this end, such observations or major changes in performance compared to others will be noted in the annual 'State of the Highway' report and any comparable benchmarking against other Local Authorities shown in the R & A M Business Report

Success Measures... Success will be measured by ensuring Lewisham remains at the forefront of delivering highway assets that meet the needs of the community in the most cost-effective and efficient manner.

Further Information:
HMEP Benchmarking Forum (to be launched)
National Best Value Benchmarking Scheme
National Performance Indicators, Single List
National Highways & Transport Survey
UKRLG Codes of Practice

Table J1: Benchmarking questionnaires and surveys.

Questionnaires / Surveys	Date Reported	Date Published	Related Modules	Performance Trend		
				Improving	Stable	Declining
National Best Value Benchmarking Scheme	April - June	September	A, D, I, J, L			
National Performance Indicators, Single List	March	April	A, D, G, H, I, J, L, K		-2%	
ROADS 2000, London Borough of Hammersmith and Fulham	Sept-Mar	May	A, D, G, H, I, J, K, L		-2%	
AIA – ALARM survey	January	April	A, I, J, L		N/A	

AMS (HIGHWAYS) MODULE K – ASSET VALUATION

What... Asset valuation calculates the value of all the highway assets class that Lewisham owns. The value of Lewisham highway assets in 2013/14 was at £436 million, making this the most valuable single asset in the Council's portfolio.

Why... Lewisham calculates asset valuation primarily for WGA annual reporting purposes. However, the valuation process is also used internally for the following purposes to:

- Provide an indication of the annual change in condition of the assets in monetary terms – this illustrates improving or deteriorating condition in layman's terms.
- Calculate the annual depreciation of the assets, which represent the annual consumption of service benefits and provide a measure of what on average needs to be spent year-on-year to maintain the assets in a steady-state.
- Produce transparent information for stakeholders, on the authority's management of its highway assets.

It is likely that the WGA asset valuation will replace historic valuation on the Councils balance sheet in the near future.

Who... The responsibilities for the 'Asset Valuation' module lie with:

Statutory Duty	Commercial & Investment Delivery Manager/ Asset Strategy & Technical Support Manager/SGM-Operational Asset Management Asset Manager
Overall reporting	Asset Manager
Updating & reporting module	Asset Compliance Manager

How... Lewisham has adopted asset valuation. From 2014/15 reporting period this will be in line with the HM Treasury's Data Collection Tool (2014) and the CIPFA Transport Infrastructure Code, as required for WGA through the IFRS. This code entitled, *Transport Infrastructure Assets: Guidance to Support Asset Management, Financial Management and Reporting (2010)*, provides the methodology for asset valuation, whilst further supporting documentation issued by CIPFA provide tools to complete the valuation process.

Reporting... The valuation process used by Lewisham is calculated using the DRC method in line with the Code. This provides the current cost of replacing an asset with its modern equivalent, less deductions for all physical deterioration and impairment. The DRC calculation requires the GRC,

which is based on the cost of constructing an equivalent new asset. The difference between the GRC and DRC represents the cost of restoring the asset from its present condition to 'as new'. Lewisham presents this valuation process, the calculations, and assumptions annually in a valuation report. This is important for the Council as it forms the basis of audit.

Table K1 shows Lewisham's highway asset valuation figures for 2013/14, whilst Figure K2 and Figure K3 present the GRC and DRC asset valuation charts.

Success Measures... Beyond the WGA requirements, Lewisham will utilise valuation as one of a basket of measures, to track the condition of the highway assets. Knowing the change in value year-on-year will help Lewisham better understand how effective the planned maintenance regimes are at maintaining the condition and service potential of the assets. With this knowledge, Lewisham will be placed in a better position to present cost estimates for different levels of service, and to better understand the impact on the end user for those service levels. This will, in turn, build a robust business case to access funding to

ensure the highway network is fit for purpose and maintained as efficiently as possible.

Table K1: Asset valuation report figures for 2013/14.

Asset Group	GRC (£'000)	DRC (£'000)	Depreciation	
			(£'000)	%
Carriageways	£135,499	£90,784	£44,715	33%
Footways	£152,156	114,117	£38,039	25%
Highway Structures	£137,700	£83,700	£54,000	39%
Street Lighting	Not reported.			
Traffic Management	Owned and managed by TfL.			
Street Furniture	£10,517	£7,046	£3,471	33%
Highway Land Area (m ²)	Not reported.			
Gross Replacement Cost (GRC)	£ 436 million			
Depreciated Replacement Cost (DRC)	£ 296 million			
Depreciation	32%		-£ 140 million	

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Figure K2: Gross replacement cost.

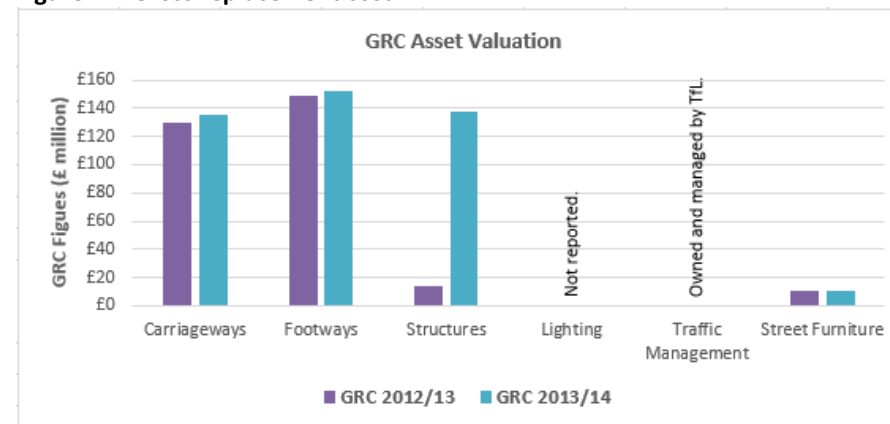
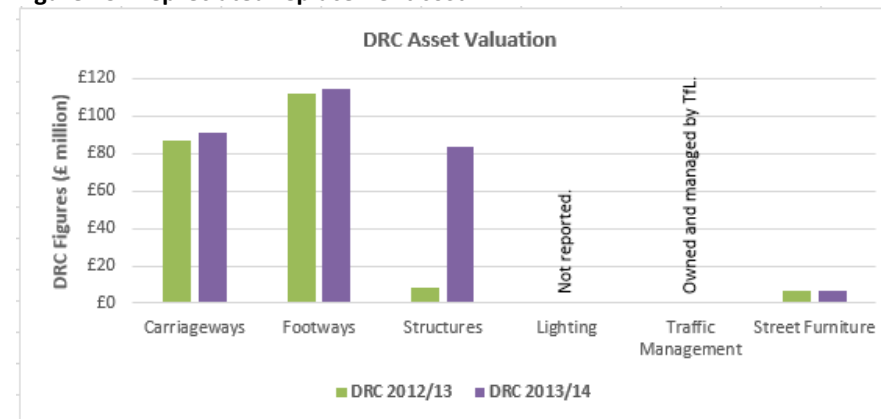


Figure K3: Depreciated replacement cost.



Further Information:

Code of Practice on Transport Infrastructure Assets, Dec 2013.
Whole of Government Accounts Guidance, HM Treasury.

AMS (HIGHWAYS) MODULE L – IMPLEMENTATION & IMPROVEMENT PLAN

What... The implementation and improvement plan is designed to assist Lewisham to develop and implement a continuous improvement programme to enhance its asset management processes, systems and data, and support effective delivery of its desired asset management outcomes.

Why... Continuous improvement is an essential element of asset management for Lewisham, enabling financial savings and better decisions to be made with better information. Moreover, it is the intention of the asset management plan to deliver key improvement actions.

Who... The responsibilities for the 'Implementation & Improvement Plan' module lie with:

Maturity Assessment	Asset Manager
Implement asset management	Asset Manager/ Asset Strategy & Technical Support Manager
Identify & deliver improvement actions	Asset Manager
Updating & reporting module	Asset Compliance Manager

How... Lewisham undertakes continuous improvement according to ISO55000, Asset

Management Systems, and as outlined in the HMEP – UK RLG Highway Infrastructure Asset Management Guidance document (2013).

A gap analysis is carried out annually, through an Asset Management Maturity Assessment, to highlight the disparity between the current and desired asset management practices at Lewisham. This identifies strengths and areas where Lewisham needs to focus its efforts and help determine improvement actions for both the short- and long-term periods.

Reporting... Lewisham uses a spider chart to illustrate the outcomes of the Asset Management Maturity Assessment, Figure L2, which helps to drive improvements and identifies where benefits can quickly be maximised. Moreover, Lewisham tabulates the issues identified and the improvement actions proposed in an improvement action plan, Table L4. This plan provides a summary of the actions that need to be implemented and proposes target dates for completion.

Success Measures... By undertaking the Asset Management Maturity Assessment periodically, Lewisham will demonstrate its continuous

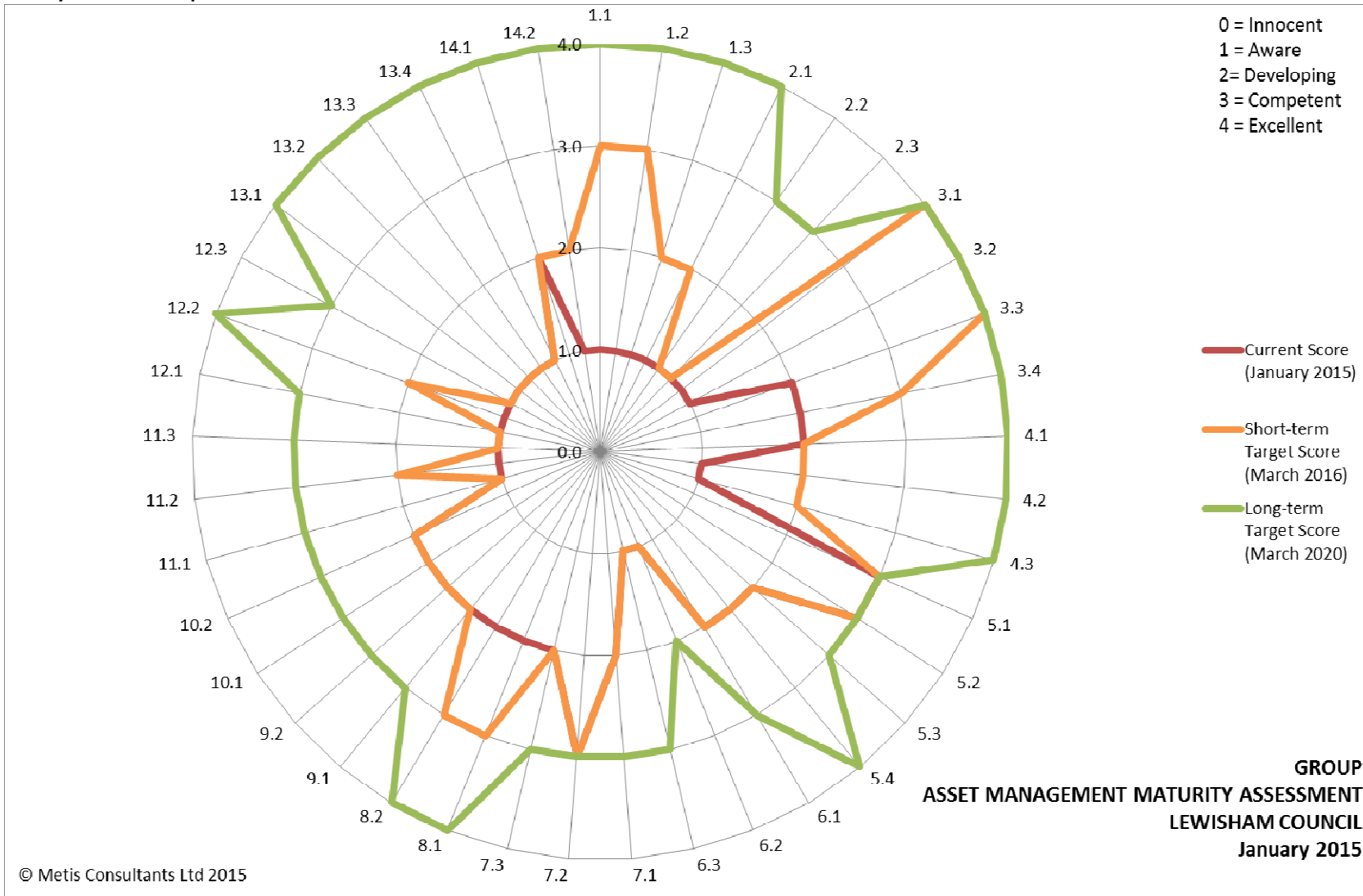
improvement in asset management through the increase in the assessment total score, Table L1.

Table L1: Maturity assessment total score.

Year	Current Score	Short-term Target Score	Long-term Target Score
2014/15	62	84	143

Further Information:
ISO 55000 – Asset Management Systems
Highway Infrastructure Asset Management Guidance document, HMEP – UK RLG, 2013

Figure L2: Maturity assessment spider chart.



Information based on officers response to maturity assessment and will be reviewed following comparision with other LoTAG boroughs

Table L3: Maturity assessment survey questions.

HMEP Sec.	HMEP Rec. No.	No.	Category
Part A - Asset Management and the Organisational Context	#1 - Asset Management Framework	1.1	Having a developed AM framework in place.
		1.2	Endorsing the AM framework by senior officers.
		1.3	Documenting all activities outlined in the AM framework.
	#2 - Communications	2.1	Setting AM requirements through stakeholder engagement.
		2.2	Making AM decisions informed by stakeholder engagement.
		2.3	Reporting AM performance back to stakeholders.
Part B - Asset Management Planning	#3 - Asset Management Policy and Strategy	3.1	Having a developed AM policy and strategy.
		3.2	Publishing the AM policy and strategy.
		3.3	Aligning the AM policy and strategy with the Council's corporate vision.
		3.4	Demonstrating the contribution AM makes towards achieving the Council's corporate vision in the AM policy and strategy.
	#4 - Performance Management Framework	4.1	Having a developed performance management framework.
		4.2	Accessibility of the performance management framework to stakeholders.
		4.3	Supporting the AM strategy through the performance management framework.
	#5 - Asset Data Management	5.1	The quality and currency of AM data.
		5.2	The appropriateness and completeness of AM data.
		5.3	Reviewing the AM data regularly.
		5.4	Having an asset register that stores, manages and reports all the asset data.
	#6 - Lifecycle Plans	6.1	Adopting lifecycle planning to review the levels of funding required.
		6.2	Adopting lifecycle planning to support short-term investment decisions.
		6.3	Adopting lifecycle planning to support long-term investment decisions.
	#7 - Works Programming	7.1	Generating an annual prioritised works programme.
7.2		Developing a forward works programme for a 3-5 year period.	

HMEP Sec.	HMEP Rec. No.	No.	Category
		7.3	Adhering to and updating the works programmes.
Part C - Asset Management Enablers	#8 - Leadership and Commitment	8.1	The senior decision-makers demonstrating leadership towards the implementation of AM.
		8.2	The senior decision-makers demonstrating commitment towards the implementation of AM.
	#9 - Making the Case for Asset Management	9.1	Making the case for implementing the AM framework by explaining the funding required.
		9.2	Making the case for implementing the AM framework by explaining wider benefits to be achieved.
	#10 - Competencies and Training	10.1	Identifying the appropriate AM competencies required.
		10.2	Providing the necessary AM training.
	#11 - Risk Management	11.1	Embedding the current and future risks associated with assets in the AM framework.
		11.2	Considering all the different levels or risks (strategic, tactical and operational risks) in the AM framework.
		11.3	Identifying appropriate risk mitigation measures within the AM framework.
	#12 - Asset Management Systems	12.1	Having the AM system supporting the AM information required.
		12.2	Accessibility of the AM system to the relevant staff.
		12.3	Supporting the provision of information for stakeholders through the AM system.
	#13 - Performance Monitoring	13.1	Monitoring the performance of the AM framework.
		13.2	Reporting the performance of the AM framework.
13.3		Reviewing the performance of the AM framework regularly.	
13.4		Setting and implementing improvement actions.	
#14 - Benchmarking	14.1	Using local and national benchmarking to compare performance of the AM framework.	
	14.2	Using local and national benchmarking to share information that support continuous improvement.	

Table L4: Improvement action plan.

Module	Action	Measure	Responsibility	Time		
				2015/16	2016/17	Onward
A	Annual Review of AMS	Update report to M & C	Asset Management Planning Officer	X	X	X
A	State of the Infrastructure Report	Report to M & C	Operational Asset Manager	X	X	X
B	Update ownership and reporting of modules	Annual review	Operational Asset Manager	X	X	X
C	Footway condition data	Improve the condition data collected for footways	Asset Compliance Manager	X	X	X
C	Monitor and record information on Asset Knowledge	CVI's, Safety Inspections, Scrim, Scanner, Bridge Inspections, Update Asset Inventory	Asset Network Manager/Asset Compliance Manager	X	X	X
D	Performance Indicators	Recording and reporting	Operational Asset Manager	X	X	X
D	Review Service Level Categories and Performances	Annual report	Operational Asset Manager	X	X	X
E	Seek external funding opportunities	Seek funding through LiP, CiL, S106's and developers S278's.	Policy and Development Manager/ Capital Programme Delivery	X	X	X
F	Compile asset maintenance strategies.	Treatment options to be devised and updated annually	Asset Compliance Manager/Engineering Manager	X	X	X
G	None identified					
H	Annual Works Programme	Work towards a programme from Capital Investment	Engineering Manager/ SGM Capital Programme Delivery	X	X	X
I	Report to Assemblies on proposed resurfacing and footway programme	Prepare report giving criteria for works	Asset Manager/Engineering Manager	X	X	X
I	Spreadsheet to members to help develop resurfacing and footways programme	Prepare spreadsheet and circulate to members and assemblies.	Asset Manager/Engineering Manager	X		
J	Benchmarking	Collate benchmark information	Asset Compliance Manager	X		
K	WGA Asset Valuation	Annual update using CIPFA and consortium guidance. Keeping abreast of changes	Asset Compliance Manager	X	X	X
L	Update Table L4		Asset Compliance Manager	X	X	X

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 type="checkbox"/>	Part 2 <input type="checkbox"/>
Key Decision		<input checked="" type="checkbox"/>

Date of Meeting	4 th March 2015
Title of Report	Asset Management Strategy (Highways)

Originator of Report	Rob Holmans, Director of Regeneration & Asset Management
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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	Yes	
Legal Comments from the Head of Law	Yes	
Crime & Disorder Implications	Yes	
Environmental Implications	Yes	
Equality Implications/Impact Assessment (as appropriate)	Yes	
Confirmed Adherence to Budget & Policy Framework	Yes	
Risk Assessment Comments (as appropriate)	N/A	
Reason for Urgency (as appropriate)	N/A	

Signed:  Executive Member

Date: _____

Signed:  Director/Head of Service

Date 24/02/15

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	Lewisham Council Strategic Asset Management Plan 2015-2020		
Key Decision	Yes		Item No.
Ward	All		
Contributors	Executive Director for Resources and Regeneration		
Class	Part 1	Date: 4 March 2015	

1. Summary of the Report

- 1.1 Lewisham Council's Strategic Asset Management Plan 2015-2020 sets out the Council's approach to management of its assets and provides links to the operational and technical details that underpin the overall strategy. The Asset Management Plan is intended to shape delivery of a resource at the heart of the Council's current and future offer to residents and provide the framework for decision-making on assets across the corporate estate.
- 1.2 The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances. The Strategic Asset Management Plan is therefore at the heart of delivering the corporate vision and the Council's policies and programmes going forward.

2. Purpose of the Report

- 2.1 This report sets out the context for the Council's management of its assets and provides a summary of the contents of the Strategic Asset Management Plan.
- 2.2 The report is intended to provide the basis for agreeing and publishing the draft strategy.

3. Recommendations

- 3.1 It is recommended that the Mayor approves the Council's Strategic Asset Management Plan 2015-2020.

4. Policy Context

- 4.1. The Council's vision is to work together to 'make Lewisham the best place in London to live, work and learn'. This vision is set out in Shaping our future, Lewisham's Sustainable Community Strategy 2008-20. The contents of this report are consistent with the Council's policy framework. It supports the achievement of Lewisham's Sustainable Community Strategy priority outcomes. Lewisham's core values are to:
 - Put service to the public first
 - Respect all people and all communities
 - Invest in employees
 - Be open, honest and fair in all we do.
- 4.2. Lewisham has ten enduring corporate priorities which outline the Council's distinctive contribution to the delivery of Shaping our future – Lewisham's Sustainable Community Strategy. These include: Community leadership and empowerment; Clean, green and liveable; and Strengthening the local economy.
- 4.3. The Council's Strategic Asset Management Plan has been developed to reflect and respond to the Council's set of strategic documents, including those currently in development. This includes the Local Development Framework, the Housing Strategy, the Asset Management Plan (Highways), the Regeneration Strategy and Lewisham's Sustainable Community Strategy.

5. Background

- 5.1 The Strategic Asset Management Plan sets four interlinked objectives:
 - Compliance with regulation and responsiveness to risk
 - Improving the quality of services delivered by the corporate asset function
 - Reducing expenditure associated with the Council's assets
 - Increasing the level of income generated by the Council's assets
- 5.2 Section 2 of the Strategic Asset Management Plan provides a summary of the Council's asset register including the number and classifications of assets.
- 5.3 The Council has strengthened management of the corporate estate, prioritising regulatory compliance and the quality and value for money of the services delivered from the corporate estate. Section 3 of the document describes the foundations of this change which includes more robust data and process, increased capacity and stronger governance and decision-making.
- 5.4 The Council's Accommodation Strategy, set out in section 3, describes how assets will be managed to maintain the quality of service provision while reducing exposure to costs. Over the period of the last Asset Management Plan (2010-2014) the Council made savings of over £100m through better use of assets. The financial pressures now faced across the public sector increasingly requires a transformational approach, but with rising values for property and land there are opportunities to use the Council's portfolio to open up income sources.
- 5.5 Understanding risk and ensuring compliance with statutory requirements are fundamental priorities for the Strategic Asset Management Plan. Section 3 of the document identifies the different strands of this activity including fire safety, asbestos

management, water hygiene, compliance with the Equality Act 2010, Energy Performance Certificates, staff safety and third party management of assets.

- 5.6 Effective management of the commercial estate is an essential part of getting value for money from the corporate estate and responding to the Council’s wider financial pressures. Section 3 of the document includes the approach proposed to the commercial estate in terms of fully utilising assets, increasing income by achieving market rates and the proactive collection of income.
- 5.7 The final section of the Strategic Asset Management Plan describes the proposed approach to delivery, and summarises the outcomes and projects included within the body of the document, the approach to performance and risk management and the overall timetable for delivery.
- 5.8 The individual strands of activity intended to deliver the Strategic Asset Management Plan’s priorities are summarised in the table below.

Programmes	Work strands	
Compliance and risk	Statutory compliance	<ul style="list-style-type: none"> • Fire safety • Asbestos policy and management plan • Water hygiene plan • Equality Act 2010 access to buildings and services • Energy Performance Certificates • Staff safety • Third party management of assets
Strategic approach to assets	Data capture, storage and analysis	<ul style="list-style-type: none"> • Asset Management System (AMS) • Systems and processes
	Capacity and functions	<ul style="list-style-type: none"> • Restructuring • Backlog clearance
	Estate management	<ul style="list-style-type: none"> • Classification of assets • Third sector and community assets • ‘Urban Files’
	Governance and partnerships	<ul style="list-style-type: none"> • Asset Management Board • Partner engagement • Schools estate
Accommodation strategy for the operational estate	Asset optimisation	<ul style="list-style-type: none"> • Refocusing the operational estate • New income
	FM	<ul style="list-style-type: none"> • Realignment of contracts • Integration of functions
	Sustainable and efficient estate	<ul style="list-style-type: none"> • Carbon/energy targets • Corporate sustainability
Commercial estate	A better balanced portfolio	<ul style="list-style-type: none"> • Development of underutilised commercial and housing assets
	Increased income	<ul style="list-style-type: none"> • Rent review of all assets and programme of lease renewals and re-

		gears <ul style="list-style-type: none"> Proactive income collection, void minimisation and debt recovery
--	--	--

5.9 A draft of the Strategic Asset Management Plan was discussed by Public Accounts Committee on the 10 December 2014.

6 Financial Implications

6.1 There are no specific financial implications arising from this report. The expenditure to be incurred or income achieved in delivering the asset management plan relates to existing budgets. Any expenditure required outside of existing budgets, particularly with regard to longer term investment to generate income streams, would be subject to the approval of Mayor and Cabinet where required. The plan is aligned with existing specific and council wide savings targets in the short to medium term period up to 2017/18 and forms the basis of potential savings for the longer term to 2020/21, and beyond.

7 Legal Implications

7.1 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.

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

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

7.3 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.

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

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

- 7.5 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty
- 7.6 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/>

8 Crime and Disorder Implications

- 8.1 There are no direct crime and disorder implications arising from this report.

9 Equalities Implications

- 9.1 The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.
- 9.2 Lewisham's Comprehensive Equality Scheme (CES) for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.
- 9.3 The CES 2012-16 describes the Council's commitment to equality for all citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.
- 9.4 The Council's equality objectives through the CES include:
- Improve access to services;
 - take reasonable steps to ensure that services are inclusive; responsive to risk; physically accessible and provided through the most efficient and effective channels available;
 - close the gap in outcomes for citizens;
 - take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the borough as well as those that may exist between the borough and elsewhere

10 Environment Implications

10.1 The Council's operational estate, schools and the wider asset portfolio are fundamental to the Council's overall environmental impact. The Strategic Asset Management Plan recognises this issue and supports the inclusion of performance measures that can drive improvements in identifying and responding to the environmental implications of managing the Council's assets.

11 Conclusions

11.1 It is recommended that the Mayor and Cabinet approve the Council's Strategic Asset Management Plan 2015-2020.

12 Background documents and originator

Background documents:

- Report on the Council's non-housing property assets 16 July 2014
<http://councilmeetings.lewisham.gov.uk/ieDecisionDetails.aspx?AllId=9110>
- Report on the draft Strategic Asset Management Plan to Public Accounts Committee 10 December 2014
<http://councilmeetings.lewisham.gov.uk/documents/s32622/05SAMPReport10122014.pdf>

For further details about the content of this report contact Martin O'Brien, Sustainable Resources Group Manager, 020 8314 6605, martin.o'brien@lewisham.gov.uk



Lewisham Council Strategic Asset Management Plan 2015-2020

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FOREWORD

The Council has a wide range of assets across the borough. Many of these buildings are familiar to residents and others with a connection to Lewisham, and often generate strong associations: from well-loved local amenities to buildings that are sources of frustration. Everyone in the borough has a stake in how the Council's assets are managed and used, and they have huge importance collectively and individually.

The Council faces a period of major change resulting from the unprecedented financial pressures on local government. Our buildings, and the way we use them, need to be at the heart of the Council's transformation.

This Strategic Asset Management Plan sets out the terms of that reshaping, and the work intended to deliver the change that is needed. We need to drive down our exposure to cost and increase income. We also need to ensure fair and transparent use of buildings, so that resources are better aligned to agreed service priorities. This may involve difficult decisions, as indeed will the wider transformation of the way the Council operates. There are some opportunities to do more with less, but only up to a point: sometimes we can only do less.

Yet there are reasons to be optimistic. There are opportunities to reduce costs. And as property values continue to increase, we can use our physical presence to direct change and achieve new sources of income. Many of our buildings are expensive to run, inflexible and either underused or overstretched. Reshaping the portfolio presents the chance to get this right, and managing our estate on a commercially-informed basis means we have the potential to run our assets at a surplus, and this surplus will allow us to reinvest raise standards.

As the member champion for corporate assets I will be working to ensure the Council delivers on this Strategic Asset Management Plan. The challenges are pressing and demanding. But we have a clear and ambitious plan that connects our property asset management with the strategic priorities of the Council, and we are embarking on a transformation of the corporate estate that will benefit service users, staff and the residents of the borough.



Cllr Alan Smith, Deputy Mayor and Cabinet Member for Growth and Regeneration
February 2015



EXECUTIVE SUMMARY

This document sets out Lewisham Council's Strategic Asset Management Plan 2015-2020. The Asset Management Plan describes the Council's approach to management of its assets and provides links to the operational and technical details that underpin the overall strategy. This Asset Management Plan is intended to provide the framework for decision-making across the estate and for individual buildings, and shape delivery of a resource at the heart of the Council's current and future offer to residents.

The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances.

The Strategic Asset Management Plan 2015-2020 sets four interlinked objectives driving the range of activities and work strands in progress and to be delivered over the coming years. These are:

- Compliance with regulation and responsiveness to risk
- Improving the quality of services delivered by the corporate asset function
- Reducing expenditure associated with the Council's assets
- Increasing the level of income generated by the Council's assets

A summary of the Council's asset register is set out in section 2 of this document.

A core priority for the Council has been to significantly strengthen the management of corporate assets and use this to ensure they are safe and improve the quality and value for money of the service they can deliver. Section 3 of this document describes the foundations of this change include more robust data and process, increased capacity and stronger governance and decision-making.

Over the period of the last Asset Management Plan (2010-2014) the Council made savings of over £100m with significant savings achieved through better use of assets. The Council now faces further budget pressures with an £85m budget gap over the three years to 2017/18. Section 3 of this document sets out the Council's Accommodation Strategy that will seek to optimise the use of assets to maintain the quality of service provision while further driving reductions in expenditure and exposure to costs. The overall level of savings needed increasingly requires a transformational approach, but with rising values for property and land there are opportunities to use the Council's portfolio to open up potentially significant income sources.

Understanding risk and ensuring compliance with statutory requirements are fundamental priorities. Section 3 of this document identifies the different strands of this activity including fire safety, asbestos management, water hygiene, Equalities, Energy Performance Certificates, staff safety and third party management of assets.

Effective management of the commercial estate is an essential part of getting value for money from the corporate estate and responding to the Council's wider financial pressures. Section 3 of this document includes the approach proposed to the commercial estate in terms of fully utilising assets, increasing income by achieving market rates and the proactive collection of income.

The final section of the Strategic Asset Management Plan describes the approach proposed to delivery by setting out an overview of the outcomes and projects included within the body of the document, identifying the key indicators and targets that will be used to monitor performance, assessing the risks associated with management of corporate assets and identifying the overall timetable for delivery.

There are a number of core work strands planned and underway aimed at delivering on these objectives. These work stands have been described throughout the body of this Strategic Asset Management Plan. These projects are summarised in the table below.

Programmes	Work strands	
Compliance and risk	Statutory compliance	<ul style="list-style-type: none"> • Fire safety • Asbestos policy and management plan • Water hygiene plan • Equality Act 2010 access to buildings and services • Energy Performance Certificates • Staff safety • Third party management of assets
Strategic approach to assets	Data capture, storage and analysis	<ul style="list-style-type: none"> • Asset Management System (AMS) • Systems and processes
	Capacity and functions	<ul style="list-style-type: none"> • Restructuring • Backlog clearance
	Estate management	<ul style="list-style-type: none"> • Classification of assets • Third sector and community assets • 'Urban Files'
	Governance and partnerships	<ul style="list-style-type: none"> • Asset Management Board • Partner engagement • Schools estate
Accommodation strategy for the operational estate	Asset optimisation	<ul style="list-style-type: none"> • Refocusing the operational estate • New income
	FM	<ul style="list-style-type: none"> • Realignment of contracts • Integration of functions
	Sustainable and efficient estate	<ul style="list-style-type: none"> • Carbon/energy targets • Corporate sustainability
Commercial estate	A better balanced portfolio	<ul style="list-style-type: none"> • Development of underutilised commercial and housing assets
	Increased income	<ul style="list-style-type: none"> • Rent review of all assets and programme of lease renewals and re-gears • Proactive income collection, void minimisation and debt recovery

The final section of the Strategic Asset Management Plan describes the proposed approach to delivery, and summarises the outcomes and projects included within the body of the document, the approach to performance and risk management and the overall timetable for delivery

1) INTRODUCTION

1.1 Scope

This document sets out Lewisham Council's Strategic Asset Management Plan 2015-2020. The Asset Management Plan describes the Council's approach to management of its assets and provides links to the operational and technical details that underpins the overall strategy. This Asset Management Plan is intended to provide the framework for decision-making across the estate and for individual buildings, and shape delivery of a resource at the heart of the Council's current and future offer to residents.

The central focus of this Strategic Asset Management Plan is the Council's operational and commercial buildings, covering a wide range of corporate, cultural and community facilities, education, public health and a range of other associated non-domestic buildings properties owned by the Council.

An important driver throughout this Strategy is the need to connect the approach to these operational and commercial sites with other assets in and around the borough, particularly highways, public realm, open spaces as well as property and assets owned by relevant partners from across the public sector and beyond.

Taken together these assets are powerful levers for change. The Council's non-housing portfolio has a significant, and growing, value of £1.05 billion¹ and there is potential to increase levels of income generated. The total estate is a resource that can drive regeneration and economic growth, deliver the infrastructure to meet Lewisham's needs now and into the future and deliver services improving residents' quality of life.

Lewisham's Strategic Asset Management Plan will be revised every three years. The Council will also undertake to publish an Annual Business Report for corporate assets setting out progress against the aims and targets within the Strategic Asset Management Plan, highlighting key achievements and confirming the priorities for the following year.

1.2 Context

One of the central strands of work in the Council's previous Asset Management Plan was delivering an asset rationalisation programme. The programme aimed at reducing the overall running cost of the operational estate by £1m over 2 years, and outperformed this target by approximately 20%.

The programme focus was on 8 broad "service areas" : Libraries; Adult Education; Depots; Adult Day Care; Youth Service; Early Years and Children Centres; Community Premises; and Catford Civic Complex. For each service area the service delivery strategy was evaluated and its implications for property considered, resulting in the closure of number of buildings including the Town Hall and a number of other buildings. In addition, a number of library sites were switched from the operational estate to the commercial estate but with a requirement that library provision and services continued to be offered through the site, maintaining the community use of the building while generating an income. The total savings generated by the asset rationalisation programme are in excess of £1.2m a year. A second phase of the programme is currently being delivered with total expected savings of circa £800k by March 2015.

The Council's previous Asset Management Plan was published in 2011, when the extent of pressures on public finances in terms of scale or duration was not apparent. The efficient use of resources will continue to be a central theme but the Council will not achieve the level of savings required through reductions in service levels and the closure and disposal of buildings alone.

Alongside financial pressures, the population of the borough is expected to grow significantly. The 2011 census describes a young, ethnically diverse and growing population, expected to increase by over 20% in 30 years to 340,000. Meeting the needs of Lewisham residents now and going forwards in the context of the Council's financial

¹ Lewisham Statement of Accounts 2013/14 'Movements in non-current assets' excludes dwellings, vehicles, plant and equipment

pressures is the fundamental challenge across housing, education, healthcare as well as in relation to the borough's wider infrastructure including transport links, utilities, broadband and resilience to flood risk and climate change.

These are pressing and challenging issues. In response an unprecedented reshaping of the corporate approach to asset management is needed.

This needs to be based on a step-change in the Council's approach to determining the use of buildings, taking as its starting point an assessment of service needs and the offer to residents rather than the existing asset base. This assessment of service needs should include an evaluation of the physical space needed to deliver, an understanding of geographical constraints and the needs of clients using the service. The outcome of this assessment will then be matched against available resources which can include Council owned assets, opportunities for shared space elsewhere in the public sector as well as assets in the community and commercial sectors. This process should be focussed so that the outcome is a remaining operational estate that is financially viable, resilient, fit-for-purpose and able to deliver the Council's service offer to residents.

1.3 Links to other corporate strategies

The Council's vision is to work together to 'make Lewisham the best place in London to live, work and learn'. This vision is set out in *Shaping our future*, Lewisham's Sustainable Community Strategy 2008-20. Lewisham's core values are to:

- Put service to the public first
- Respect all people and all communities
- Invest in employees
- Be open, honest and fair in all we do.

The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances. The Strategic Asset Management Plan is at the heart of delivering the corporate vision and plan and the Council's policies and programmes going forward.

The Council is now in the fourth year of an eight year long period of resource reduction. Over the period 2010 to 2014 the Council made savings of over £100m. The Council developed principles by which savings were made during the period 2010 to 2014 and these same principles for savings apply for those being brought forward in respect of the period 2015 to 2018. This level of continual reduction means that proposals need to be increasingly transformational and are becoming increasingly difficult to identify and implement.

This transformatory programme is spearheaded by *Lewisham Future Programme* a corporate initiative to enable the Council to seize the opportunities of growth in London and reposition itself strongly for the future, while at the same time living within the financial resources at its disposal.

The Council faces an £85m budget gap over the three years to 2017/18 with an estimated £39m gap for 2015/16. The process of proposing savings for scrutiny and decision is already underway and the agreement of the 2015/16 budget at Council in February 2015 will be a key milestone in this process.

The Strategic Asset Management Plan is in particular an opportunity to drive delivery of Lewisham's approach to regeneration as established through a planned 'refresh' of the Regeneration Strategy 2008-2020. The proposed 'refresh' of the *Regeneration Strategy* will update the current document to reflect the different national and local economic circumstances since 2008 and respond to demographic changes forecast in the 2011 census. It will also be an opportunity to reframe the focus across the borough based on the evolving picture on housing, regeneration and development.

Over the past 15 years, high levels of demand and constraints on land availability have driven above-average growth in house prices in Lewisham and in London as a whole. The opportunity to buy a property is increasingly out of reach of many and the private rented sector has grown with high competition for properties. With population figures

forecast to continue to rise access to genuinely affordable and high quality housing is one of the most significant issues facing the borough.

The Council is currently developing a new *Housing Strategy for 2015-2020* that identifies four priorities: helping residents at times of housing need; security and quality for private renters; improving our residents' homes; building the homes our residents need. The Council's assets can play a role in this, creating opportunities to develop new housing supply of all tenures, making land available for the construction of new homes and by using an understanding of the borough to improve the way service delivery connects with communities at a local level.

Lewisham's *Children & Young People's Plan* sets out the Council's vision for improving outcomes for all children and young people, and reducing the achievement gap between our most disadvantaged pupils and their peers. The local authority has a duty to ensure the provision of sufficient places for pupils of statutory age and, within financial constraints, accommodation that is both suitable and in good condition.

Demand for Primary places in recent years has exceeded Lewisham's supply of permanent places and Lewisham needs the equivalent of four additional primary schools to meet demand for permanent places resulting from the borough's continuing growth. The Council is developing proposals that look at expanding existing sites, and potentially new sites, to identify value for money options which meet the criteria of providing high quality places in areas of greatest need. The Council's portfolio of assets may offer opportunities for creative ways of responding to this challenge. Similarly the schools estate represents a large and geographically varied opportunity to meet demand for premises during non-school hours.

2) REGISTER OF PROPERTY ASSETS

2.1 Summary

Lewisham Council is a large land and asset owner with a core housing stock of approximately 20,800 and a non-housing stock of 766 assets. The housing stock is properties used solely for residential purposes which are either tenanted or leasehold. The housing stock excludes hostels. The non-housing stock includes all other property assets of a non-residential type with the exception of hostels.

The total value of the Council's assets is estimated at £1.05billion². The current actual market value is however thought to be higher and London-wide market trends suggest significant scope to further increase the value of the asset portfolio.

In 2014 Corporate Asset Services concluded work consolidating and cleansing data held corporately on assets, and reported this to Mayor and Cabinet in July 2014. Until this point the Council had maintained a number of parallel systems holding information on the non-housing portfolio based on the way assets were used. The lack of a single comprehensive system led to a fragmented approach to managing asset information and created problems for consistency and accuracy.

A single corporate asset register with robust systems for maintaining the integrity and currency of data is fundamental to the management of assets and the Council's ability to take a strategic approach to planning and use. This needs to be central to Council service planning and to achieving compliance with statutory obligations, management of risk, and delivery of value for money and quality.

'Assets' in the context of the Strategic Asset Management Plan is considered to include buildings and physical infrastructure. This clarification is to avoid confusion in relation to assets within buildings, such as equipment the management of which is prescribed within the Council's facilities management contract for repairs and maintenance.

2.2 Housing

As at November 2013, the Council had a housing stock of 20,835 made up of approximately 14,772 tenanted properties and 6,063 leasehold properties. A breakdown of the stock is provided below:

Table 1: LBL Core Housing Portfolio – November 2013

Provider	Tenanted Properties	Leasehold properties
Lewisham Homes	13,079	5,376
Brockley PFI	1,328	540
Ewart Road TMO	136	114
Fiveways	114	33
Excalibur	115	0
Sub-Total	14,772	6,063
Total	20,835	

LBL Housing Portfolio - Nov 2013

The management organisations listed in table 1 above each maintain a register of the Council's assets they manage and the data held is routinely updated and monitored through the relevant management and service level agreement. These assets are accounted for through the Housing Revenue Accounts (HRA).

² Lewisham Statement of Accounts 2013/14 'Movements in non-current assets' excludes dwellings, vehicles, plant and equipment

2.3 Non-housing property

The Council currently has a non-housing asset portfolio base of **766**. These can be grouped into four tenure types:

- Freehold Assets - assets wholly owned by the Council, that is, where the Council is the landlord. These number **720** and represent **94%** of the non-housing stock.
- Leasehold Assets – assets not owned by the Council, that is, where the Council is the tenant. These number **14** and represent **2%** of the non-housing stock.
- Agency or Management Responsibility – assets where the Council is neither the freeholder or lease holder but has management responsibility through for example an act of parliament or agreement. These number **8** and represent **1%** of the non-housing stock.
- Voluntary Aided (VA) Schools – These are state-funded schools in which a foundation or trust (usually a religious organisation), contributes to building costs and has a substantial influence in the running of the school. In most cases the foundation or trust owns the buildings. These number **25** and represent **3%** of the non-housing stock.

The portfolio is currently grouped into 4 broad categories: operational (office and civic buildings, depots, community centres, adult day centres, youth centre, children centres, libraries); schools (LA schools, Voluntary aided schools, others); commercial (retail units, light industrial units); and non-classified (leisure facilities, parks, car parks, public monuments, land).

The non-housing assets portfolio has been categorised in this way mainly to reflect their functional use and the way they are currently maintained and or accounted for. For example the operational estate is accounted for through the current Facilities Management contract; the commercial estate is categorised as such because of its income generation role.

A breakdown of the assets by category is provided below together with a brief description of each asset category.

Table 2: Lewisham asset classifications –November 2014

Asset Category	No of Assets
Operational Assets	106
Schools	88
Commercial	178
Other*	426
Total	766

*Other includes assets within the Catford Regeneration Partnership Limited

Operational Assets – These are property assets included in the current Facilities Management contract. It includes Town Hall, Laurence House, Eros House Mercia Grove, community facilities and youth centres but excludes for example buildings in parks which are subject to the Parks management contract and leisure facilities which are managed separately by third parties. There are **106** assets in the operational estate.

Schools – These are school and school assets over which the Council hold the freehold. The school estate across both the primary and secondary number **88**.

Commercial Portfolio – These are property assets from which the Council derives revenue income in the form of rent. The Council's commercial portfolio of property assets number **178** which represents approximately **23%** of the portfolio.

Other – This category of assets are assets which does not fall into any of the above categories or assets which are subject to further work in order to place them under one of the above categories. They number **426**.

Section 3.2.3 on estate management sets out the approach proposed to classification and its role in managing the assets.

2.4 Source data for the asset register

The Asset Register covers a large number of varied properties generating a complex data set that changes over time. The information used to compile the register is derived from the Council's Property Terrier, which holds the complete ownership record of all property owned or used by the Council, past and present and dates back to the Victorian period. Data from the Terrier is held on the Council's corporate property database LandMaster AdVantage. The LandMaster database holds acquisition, usage, tenancy, head-lease and disposal details for all non-rental residential property. This is updated when completion memoranda are issued by Legal Services for individual acquisitions and disposals and when property managers notify of new leases, rent reviews and lease terminations.

The consolidation of a revised data set by Corporate Asset Services in 2014 marks a significant improvement in the quality of data available for non-housing property assets. The published register will be updated on a quarterly basis to reflect where the Council has acquired or disposed of assets. It will also indicate where assets have changed category, for example, moving surplus assets from the operational portfolio to the commercial portfolio to generate revenue income.

The Asset Register is a fundamental building block in the delivery of the new corporate asset management system (AMS). The new corporate AMS will hold detailed information on assets including information on ownership, maintenance cost, value, income, condition, use, health and safety and statutory compliance and will integrate work streams and provide a resource for real time information for staff working in Corporate Asset Services and beyond.

Section 3.2.1 on data capture, storage and analysis sets out more details on the AMS and the associated Data Management Handbook that determines the required business processes for managing flows of data and will ensure greater accountability for data and transparency about information.

2.5 Highways

Lewisham Council is responsible for managing and maintaining 392km of public road network. The Council's responsibilities include ensuring highway assets are fit for purpose and fulfil their functions in an efficient and sustainable manner. The Council asset management practices for highways take a long-term approach to managing and investing in the borough's highways to make the most effective use of available resources and to ensure the safety of highway and compliance with statutory requirements.

In 2014/15, Lewisham has a total budget of £5.7 million for highways, with £4 million for capital investment and £1.7 million revenue maintenance. The current assessment of the current condition of the borough's highway assets is a Gross Replacement Cost (GRC) of £436 million and a Depreciated Replacement Cost (DRC) of £296 million, with depreciated calculated at -£140 million.

The detailed approach to the borough's highway assets is set out in the Highways Asset Management Strategy and reported within the annual Regeneration and Asset Management Business Report. The Council is looking to take an increasingly integrated approach to planning, investment and management of assets to create opportunities to achieve more with the constrained resources available and ensure our policies and programmes are aligned to delivery of the Council's corporate outcomes. The management of the borough's highways assets in particular is an opportunity to accelerate regeneration programmes and ensure a holistic approach to the public realm and the infrastructure of the borough.

3) ASSET MANAGEMENT AND ACCOMMODATION STRATEGY

3.1 Overview

The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances.

Strengthening the management of corporate assets has been an important priority for the Council, providing greater assurance that they are safe and comply with statutory requirements as well as creating opportunities to improve the quality and value for money of the service they can deliver. The foundations of this change include more robust data and process, increased capacity and stronger governance and decision-making.

The Council is facing unprecedented change to meet the short and medium term pressures on public finances. In July 2014 a report on the Council's Corporate Medium Term Financial Strategy stated that: *"more challenging times lie ahead and it is inevitable that austerity becomes the new norm. Local authorities have largely acknowledged that deep changes are required if they are to continue to deliver positive outcomes for their citizens."*

The Council's assets have a fundamental role to play in achieving this. This will require a new, more focussed and strategic approach across the Council's portfolio of assets, with a commercial outlook based on more robust evidence and better and more transparent decision-making.

A strategic approach to the corporate estate needs to be built on sound foundations. Central to this is the need to ensure a robust evidenced-based and co-ordinated approach to assets that is delivered in a way that responds to and compliments our IT strategy and workforce requirements. Major projects across Asset Management, HR and IT are currently reported into the Transformation Board this allows for strategic oversight of the key projects within those services.

This section of the Strategic Asset Management Plan sets out the priorities for delivering on this agenda, which cover a wide range of activities and work strands, some in progress and others to be delivered over the coming years. Although this works represents a complex set of inter-related projects and involves a range of individuals, teams and partners the objectives driving deliver can be stated simply as:

- Compliance with regulation and responsiveness to risk
- Improving the quality of services delivered by the corporate asset function
- Reducing expenditure associated with the Council's assets
- Increasing the level of income generated by the Council's assets

Section 4 of this document takes the specific work strands and projects from the narrative below and set out the programme for delivery.

3.2 Effective management of assets

A fundamental priority for the Council has been to significantly strengthen the management of corporate assets. The foundations of this change include improving the robustness of data and processes, increasing capacity and putting in place stronger governance and decision-making. This section describes the transformation in overall approach to assets that covers:

- Data capture, storage and analysis
- Capacity and functions
- Estate management

Officers will report annually against delivery of the Strategic Asset Management Plan as part of an Annual Business Report covering delivery across the Regeneration and Asset Management Directorate. An initial version of this

Business Report was produced by Corporate Asset Services in June 2014 and the report covering 2014/15 is expected to be published in Quarter 2 of 2015/16.

3.2.1 DATA CAPTURE, STORAGE AND ANALYSIS

Embedding a corporate approach to asset-related data that is accurate, consistent and efficient

(i) Implementation of a new Asset Management System

Robust data management is at the heart of effective decision-making on assets. The Council is implementing a new Asset Management System (AMS) to hold data underpinned by consistent processes for collecting, reporting and responding to data management. The AMS is a single repository for all property data, including plans, surveys, title deeds, mapping information, includes basic property information, maintenance and other works, financial information, utilities, environmental performance and change over time. The AMS is also a platform to connect agreed work programmes for individuals and teams with agreed performance indicators.

The intention is that the AMS will incorporate all data held by the Council on assets, and as such it will be a corporate resource to be used to promote accountability and transparency.

The AMS will:

- Maintain a complete and accurate property asset register
- Support the continuous management and maintenance of the property asset base
- Enable the Council to satisfy statutory and other reporting and compliance requirements
- Enable the implementation of performance across the asset portfolio
- Enable accuracy and timeliness in property assets reviews, appraisal, decision-making and planning
- Provide a single corporate resource for managing assets

The AMS will also include in-built processes that will enable a proactive rather than reactive approach to asset management. For example early notification from the system direct to the appropriate postholders that a lease will be coming to an end, allowing early negotiation and where relevant marketing to reduce void periods and maximise income.

The database has been designed and built by Lewisham Council, saving approximately £0.5m on the cost of procuring it from an external organisation. This has allowed a bespoke product to be designed based on industry good practice but also responding to our own requirements. The database went live in 2014, and includes all planned preventative maintenance and reactive maintenance. It will take 18 months to 2 years to fully upload all the data that it is envisaged it can usefully use but the system can be developed in stages. Wider data is now being migrated onto the system and staff are being trained on its use. In 2015 the system will be extended to cover schools and it is planned that staff from other directorates, including in particular schools estates and legal will be using the system.

(ii) Data Management Systems

Any information system is only as good as the data that goes into it. A new Data Management Handbook is being implemented to support the AMS and ensure that, corporately, information is being captured, stored and monitored on a systematic and efficient basis. This work is essential part of effective decision-making and the overall management of the estate.

The Handbook sets out the required business processes for managing flows of data and will ensure greater accountability for data and transparency about information.

The Data Management Handbook will set out a formal structure for data to ensure that data is properly managed and effective systems are in place to confirm compliance and standards.

The quality of data held on corporate assets has been significantly improved, demonstrated by the agreement of a new asset register and ongoing reviews across the commercial portfolio. Ensuring we hold and maintain accurate information at the appropriate level of detail is central to ensuring compliance with statutory requirements and effective management of risk as well as enabling assets to be part of a high quality service offer and taking opportunities for cost reduction and increased income where they arise.

3.2.2 CAPACITY AND FUNCTIONS

Creating the right alignment of resource within the Council to manage assets effectively and efficiency

(i) Reorganisation of the Council's Corporate Asset Services within Regeneration and Asset Management

Corporate Asset Services is being reconfigured as part of a wider reorganisation of Regeneration and Asset Management division. A key focus of this reorganisation is to ensure a more commercial and outcome focussed approach through the use of an intelligent client model, commissioning, monitoring and managing delivery rather than self-delivery.

The reorganisation will contribute to the wider reduction in costs needed by the Council but is also an opportunity to establish better structures and embed the skills needed to manage the Council's assets delivering the agenda set out in this Strategic Asset Management Plan. The reorganisation will redraw the lines between in-house capacity and functions outsourced for delivery. The intention is to create a smaller, more flexible 'intelligent client' model able to provide a more resilient structure, better able to respond to changing demands and more focussed in a way that will support cross-disciplinary teams, proper programme and project management and effective corporate systems.

Changes on this scale represent a risk to the overall programme, and it is fundamental to achieving the objectives of this Strategic Asset Management Plan that there should be sufficient capacity and expertise to maintain delivery and that information and decision making are properly aligned with the rest of the Council. Section 3.2.1 on data capture, storage and analysis is an essential part of this, as are the governance arrangements described in section 3.2.4. The potential impact of the reorganisation is also identified in 4.3 the risk section of the chapter on delivery.

(ii) Backlog clearance

In recent years systems and capacity within the Council's corporate asset function have not met demands on the service and this resulted in a backlog of case work and administrative functions that built up over some time. This backlog of work existed in a number of areas including:

- Complaints and correspondence
- Income collection
- Rent reviews
- Valuations
- New leases and licences
- Disposals

Addressing this backlog has been a priority in 2014 with additional capacity in the short-term in a number of areas to reduce the build-up of case work. However, in some cases, making progress in one area can create pressure elsewhere: for example completing rent reviews, particularly if these increase the income the Council expects, can give rise to additional correspondence and complaints. The critical issue going forward will be to ensure sufficient capacity is maintained but also that the Council has the correct systems in place to receive, assess and respond to casework in the most efficient way. This will be a key issue for the reorganisation, section 3.2.2 (i) and data management systems, section 3.2.1 (ii).

3.2.3 ESTATE MANAGEMENT

Using the Council's assets strategically to create value and managing the estate in a transparent and consistent way

(i) Classification of assets

The development of the current Asset Register in 2014 highlighted the need for a more rigorous approach to the classification of assets and for this to be aligned with a more transparent, consistent and focussed determination of use across operational and commercial assets

The outcome of this work is intended to remove the unclassified category and for all assets to be managed as either operational or commercial. This work is expected to eliminate uncertainty about use, ensure adequate compliance with statutory obligations and allocate resource according to the value of its use. The current use of many of these buildings is however long-established, often with organisations providing valued services strongly connected to the area and with limited resources to afford commercial rents.

The transition of the current ad hoc arrangements that have developed over a long period to a transparent allocation of resource based on operational and commercial principles will be difficult and is expected to take up to five years to complete. The section below on 'Third sector and community assets' summarises an agreed protocol on third sector organisations and community assets designed to provide the basis for achieving this transition in a consistent and fair way that takes proper account of the value of the services being delivered.

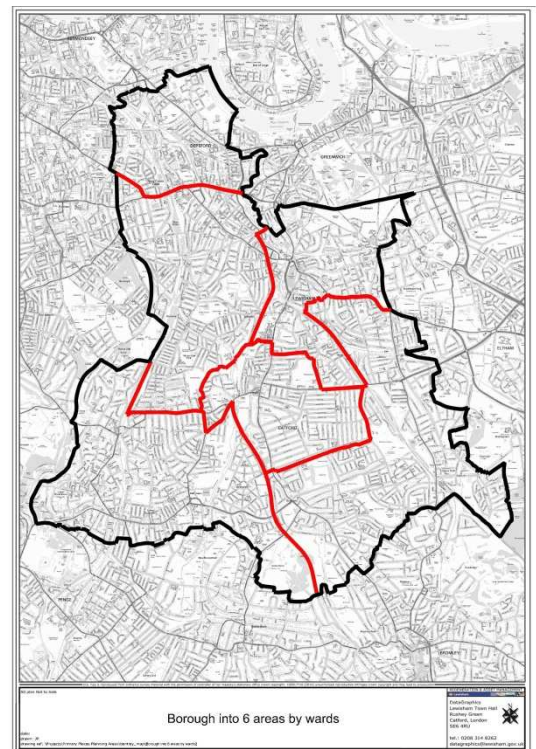
Ensuring value for money in the management of assets is a fundamental part of the approach. Establishing clarity through removing unclassified assets, putting in place the AMS and the implementation of 'Urban Files' will allow the Council to set up assets so that they can clearly show income and expenditure at the level of individual sites, geographical areas, types of properties and the overall corporate estate as a whole. This will be a powerful tool for managing across the estate at a macro and micro level.

(ii) 'Urban Files'

As a result of the revised Asset Register and improvements to systems for collecting and storing data across the property function the Council has a significantly broader range of information about properties. One of the ways this information will be utilised will be in the creation of 'Urban Files', allowing complex and detailed information to be stored and accessed at a spatial level.

The borough has been split into six sub areas with 'soft' boundaries to ensure that local characteristics can be taken into consideration. These areas are based on existing strategic planning areas, including those for primary school places.

An 'Urban File' will be created for each of the 6 sub areas providing an overview of current and future relationships between Council properties and other developments and prominent properties in the area, and will include mapping and data from a range of formats from internal and external sources. The 'Urban Files' will be used to review use of properties and the potential inter-relationships between different sites. The creation of 'Urban Files' is expected to provide a benchmark for the Council to look forward from a base point and develop 5-10 year plans.



The 'Urban Files' will form part of the AMS system and can be used to generate an area-based assessment of profit and loss, creating a balance sheet that can be used to assess and enhance the corporate portfolio.

(iii) Third sector and community assets

The voluntary and community sector (VCS) play a vital role in Lewisham, delivering services, advice and guidance to our residents. The council is firmly committed to supporting the VCS in the borough and the management and use of the Council's asset base is one of the ways to achieve this. Section 3.3 below sets out the Accommodation Strategy, which describes the overarching approach proposed to reshaping the corporate portfolio of assets. A central part of this will be to support a set of operational buildings that responds to service delivery requirements and the financial pressures faced by the Council.

There are currently 41 council assets within the community premises portfolio including 23 community centres, 3 sports grounds and 15 buildings housing VCS organisations. In addition there are other properties that are used as community libraries and early years provision as well as a range of other services commissioned from VCS organisations that are not part of the community premises portfolio but are within the wider council asset register.

The Council has historically had varied arrangements in place for letting council owned assets to VCS organisations; particularly in relation to lease terms, building repair responsibilities and grant funding. While this has given flexibility to respond to different circumstances it has also resulted in a piecemeal and inconsistent approach.

The Council recognises that being able to access property at affordable rates is very important to the continued success of VCS organisations. This needs to be balanced against other demands for available resources. It is therefore important to be able to make decisions on the use of corporate buildings and allocate resources in an open and transparent way.

To achieve this the Council is currently consulting on a new approach to decision-making on the use of corporate assets by the VCS. The consultation proposes the following categories of requirement

- Subsidised use of a corporate building to deliver defined service requirements. 'VCS hubs' would be expected to provide affordable rents for office and meeting space. In a few cases where there is an identified need for specialist facilities this may include sole use of a building.
- Neighbourhood-based facilities ('Community Centres') with activity space predominantly geared to providing services at a neighbourhood level. As the number of centres is rationalised we will be working to reduce the overall financial burden to the council and put in place consistent arrangements across the portfolio in relation to leases and charging.
- Sole occupancy of a building at full market rate – larger VCS organisations that can afford to pay full market rates or who are not delivering services that meet identified priorities will be able to access buildings on the council's standard terms and conditions.

The outcome of the consultation will be used to inform decision-making on the Council's assets as part of the asset optimisation work set out below.

3.2.4 GOVERNANCE AND PARTNERSHIPS

A corporate approach to assets that promotes delivery through planning, partnership and collaboration

The Chief Executive has overall responsibility for all property asset management matters in the Council. The Executive Director for Resources & Regeneration has delegated responsibility to the Director of Regeneration & Asset Management.

The Chief Executive and EMT have nominated Heads of Service to discharge their responsibilities as “responsible person” in relation to the occupancy and use of the buildings occupied by their staff and to liaise with Corporate Asset Services Manager to ensure compliance.

The Corporate Asset Services Manager post is subject to the wider reorganisation of Regeneration and Asset Management. The title of this Post is to be changed to Operational Asset Manager and will be referred to as so in remainder of the document . The functions that will be maintained through this process and will continue to be the responsibility of the senior manager for property asset management include:

- Driving a corporate approach to property asset management
- Leading property asset management processes and programmes
- Leading on the property asset planning and property asset management plan
- Engaging with all relevant stakeholders
- Leading on performance management for property assets
- Managing strategic property data and information
- Driving delivery of the Accommodation Strategy and decision-making on the corporate estate to deliver a new fit for purpose estate

The Deputy Mayor and Cabinet Member for Growth and Regeneration is the member-level champion for property assets and lead member for the Strategic Asset Management Plan.

As outlined above in 3.2.2 the current Corporate Asset Services team is being reorganised as part of the wider reorganisation of Regeneration and Asset Management. The service will continue to have operational responsibility for management of the corporate estate across operational and commercial assets including in relation to:

- Data collection, reporting and analysis (as prescribed through the Data Management Handbook (3.2.1)
- Risk management, statutory compliance and health and safety (3.4)
- Development and implementation of the Accommodation Strategy and asset optimisation (3.3.1)
- Communication on property asset management across the Council
- Operational management of facilities management and delivery of procurement strategy for the FM function
- Operate and maintain assets including maintenance, mechanical and electrical engineering, plans and record keeping, security
- Energy procurement and management
- Project management delivery of asset works

(i) New corporate governance arrangements

Corporate Asset Services have responsibility for holding the Council's Property Asset Register and managing and maintaining the Council's core operational estate of 106 properties. In the remainder of estate each building has a designated "Premises Officer" who is responsible for H&S, based as follows:

- Children & Young People Directorate, working with Governing Bodies is responsible for all aspects of the school estate.
- Customer Services Directorate, working with Lewisham Homes, is responsible for all aspects of the housing estate and hostels.
- Community Services directorate is responsible for all aspects of an agreed number of community buildings.
- Corporate Asset Services are responsible for the management of the Commercial Estate. Where buildings are leased, in general terms responsibility for the building will pass to the lessee.

The new governance arrangements aim to support the use of property assets as a corporate issue and to underpin corporate responsibility for ensuring the efficiency and effectiveness of property asset use and achieving the aims of this Strategic Asset Management Plan.

The governance arrangements are also intended to achieve a proactive alignment of corporate programmes with asset management, including in particular planning for capital and revenue expenditure. The key relationship is with the financial planning process, but it is also important that ongoing monitoring of strategic financial information continues, for example total maintenance expenditure, overall income collection, total energy expenditure.

Regeneration Board

A corporate Regeneration Board, chaired by the Executive Director for Resources and Regeneration has been established to ensure that a consistent and corporate approach is taken to the development of a new Regeneration Strategy and the delivery of its key outcomes for Lewisham. The development of that Strategy and its associated delivery program needs to consider our current environment and the Vision for the future environment. The Regeneration Board is the focus for developing the Council's strategic approach to demands on our infrastructure and facilities and how they are going to change over time. The Regeneration Board includes high level officer representation from Community Services, Children and Young People, Housing, Planning, Corporate Assets, Programme Management and brings in other officers as required.

Asset Management Board

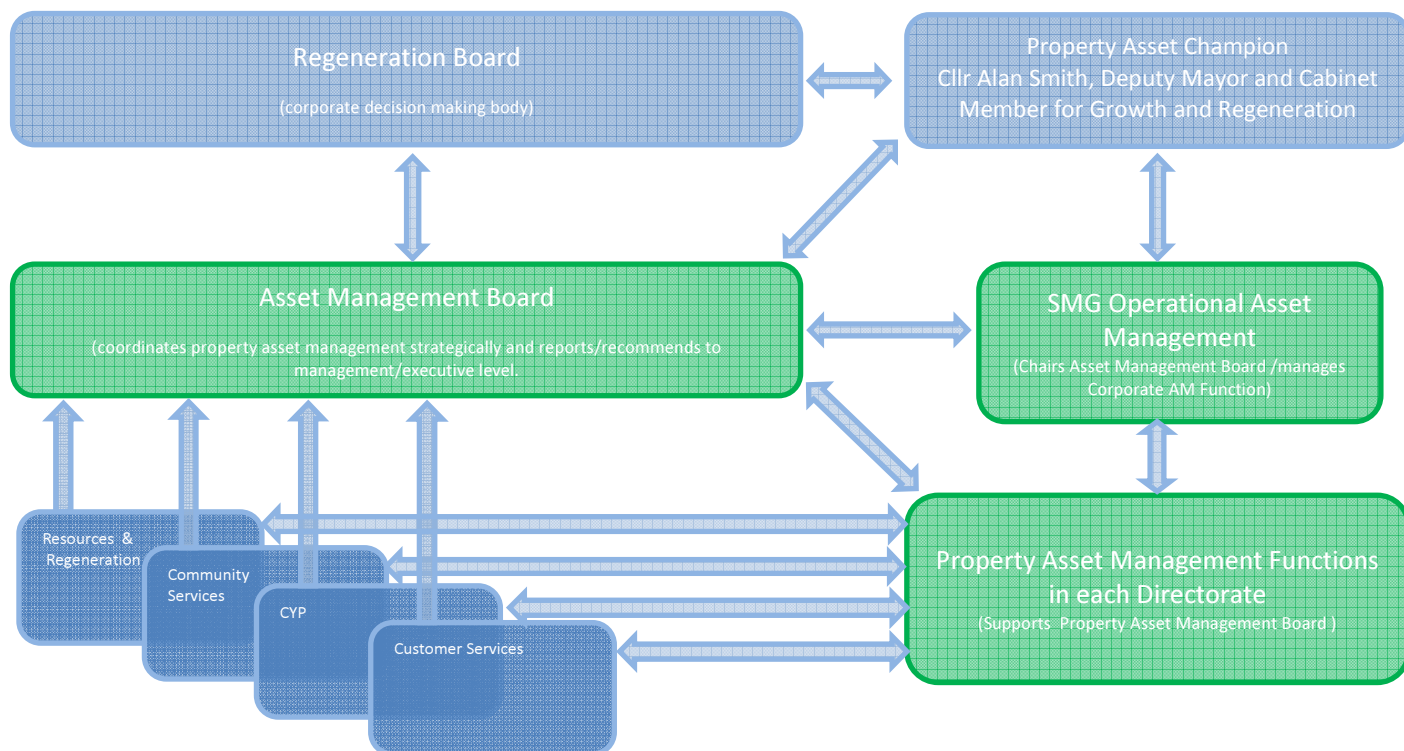
The Regeneration Board has agreed in principle the setting up of a new refocused Asset Management Board tasked with driving progress of the delivery of the Strategic Asset Management Plan and in particular:

- Provide the focus for decision making on asset optimisation and a reshaped operational estate
- Delivery of the Accommodation Strategy
- Deliver on the outcome of the third sector and community assets work
- Develop and implement use of extended schools
- Implement integration of FM functions
- Provide a quality assurance role for operational management of the corporate estate
- Provide the focus for partner engagement
- Be the focus for reporting against and reviewing the Asset Management Plan

This Asset Management Board replaces the existing Asset Optimisation Working Group. The board manages the implementation of the property asset management plan and capital strategy. Recommendations by this board will be reported directly to the Regeneration Board and senior politicians as appropriate.

The Service Group Manager Operational Asset Management will chair the board and there will be representation made up from senior officers from the Council's main operational and finance sections. The Asset Management Board is expected to meet monthly and report to the Regeneration Board on a quarterly basis, with timings changed as required operationally.

Corporate Governance Structure



(ii) Partnerships

Public finances will continue to be squeezed in the coming years. This means the public sector will have to be more creative, more willing to be flexible in how it operates creating more impetus than ever before for shared access to public facilities and to break down the organisational and geographical barriers that represent in-built inefficiencies in systems.

Key partners include

- service providers in the borough, particularly those within significant assets such as leisure facilities
- local public sector bodies including the emergency services, NHS and other health bodies
- schools and education facilities
- voluntary and community sector
- neighbouring boroughs and other local authorities in London and elsewhere
- organisations and teams working on infrastructure across highways, public realm, transport, housing and others

The Council's Asset Management Board will have an important role to play in facilitating the development of partnerships for mutual advantage including in relation to:

- Sharing of good practice, data on assets and plans for assets in and around the borough
- Development of new models of working including co-location of facilities

An early action for the Asset Management Board will be to run a partnership workshop in 2015 with a range of external organisations to identify a joint-programme of action.

(iii) Schools estate

Over the past decade, in excess of £300m – a combination of central government and council money – has been spent on rebuilding or refurbishing over 20 of the borough's schools. Additionally, two brand-new schools have been built, not to mention the primary schools which have expanded to provide much-needed extra places.

The majority of these projects were funded through the Building Schools for the Future programme, an initiative by the previous government to replace, rebuild or renovate every secondary school in England over a 15-20 year period. Although the new government decided in 2010 to cancel the programme, all Lewisham's BSF projects had achieved financial close and so have been able to proceed.

Lewisham is continuing to deliver one of the most ambitious programmes in the country, with construction now underway on the final two schools in the programme - Brent Knoll (due for completion 2015) and Sydenham School (2016).

Schools built, rebuilt or otherwise improved during recent years include Trinity (2011), Beecroft Garden Primary School (2012), Tidemill Academy (2012), Addey & Stanhope School (2012), Deptford Green School (2012), Prendergast Vale College (2012), Abbey Manor College (2012), Gordonbrock Primary School (2012), Kender Primary School (2012), Kelvin Grove Primary School (2012), Christ the King College: Aquinas (2013), Drumbeat (2013), Bonus Pastor Catholic College (2013) and Prendergast Hilly Fields College (2013).

Future needs

Population growth in the borough has driven a continuing rise in the number of children under five and led to an unprecedented demand for primary places in Lewisham's schools. Current forecasts are that the borough needs to increase places by 20% to ensure every child gets a place.

Over the past three years 12 new forms of entry have been added to existing schools, resulting in an additional 360 places. An additional programme of temporary enlargements ("bulge classes") has ensured that the Council has been able to maintain an offer of a place for all families requiring one.

The Council is currently developing a long-term strategy for additional places to meet the projected demand up to 2030. A feasibility study is looking at the capacity for permanent school expansion / redevelopment across 90 sites including primary, secondary, sixth form and special educational needs provision. The results of the study will be used to develop a delivery programme for school expansions and the associated funding requirements. Implementation of the expansion programme will be dependent on the availability of resources including from central Government, but also potentially in relation to future developments in the borough.

Extended use of schools

There is recognition that the majority of schools in the borough have facilities that could be better utilised by the wider community. In particular, the secondary estate has had considerable investment over recent years delivering a range of high quality facilities that have often been purposefully designed to enable community use. However uptake of use is limited and is often based on individual relationships, while hire-rates are not clear or consistent from school to school. The Council has previously attempted to address this situation but for a number of reasons has not succeeded to date.

The range of Council owned and run facilities has reduced significantly in recent years and will continue to decline as a result of financial pressures. This is affecting community groups offering highly valued support services, and school facilities may offer an alternative way to continue to offer these services. One of the barriers to this is a basic understanding of what facilities exist, how to access them and what the costs are. A project team has been established to review lessons learnt from previous attempts to improve usage of the schools estate and build a new project that has the capacity to support the use of schools by the community, outside of school hours. This project involves engagement of offers from Community Services and Youth Services, both services have the opportunity to benefit from having access to schools to both accommodate community groups who promote their agendas or to

directly deliver services from. The use of school facilities will allow these services to better rationalise the assets that they own which can improve the efficiency of their services and save the Council money overall.

3.3 Accommodation strategy for the operational estate

This section describes the approach proposed to reshaping the corporate portfolio including:

- Asset Optimisation
- Facilities Management (FM) contracts
- A sustainable and efficient estate

This is intended to provide the strategic and long-term objectives and operational planning to ensure that the Council's corporate assets provide high quality and fit for purpose facilities that respond to the need to operate within significantly reduced resources.

The Asset Register identifies 106 operational assets in the Council's corporate portfolio. These include corporate office accommodation, civic buildings and service delivery buildings such as depots, community centres, day centres, youth centres, children centres and libraries. Operational sites are all included within the corporate facilities management contract and corporate energy and water contracts. The 106 operational properties break down as follows:

Service	Directorate	No. of assets	GIA (m ³)
Early years / Children Centres	Children and young people	8	2,934
Youth service	Children and young people	10	4,629
CYP other	Children and young people	7	1,865
Community facilities	Community services	41	19,825
Adult day service	Community services	5	5,537
Adult education	Community services	3	7,378
Libraries	Community services	5	5,107
Community services other	Community services	6	5,577
Parks	Customer services	1	396
Cemeteries and crematorium	Customer services	7	3,207
Customer services other	Customer services	4	619
Office accommodation	Resources and regeneration	7	2,424
Resources and regeneration other	Resources and regeneration	2	39,929
TOTAL		106	99,427

The total revenue running costs for the operational estate in 2013/14 was:

Expenditure type	2013 / 2014
Repairs and maintenance general	681,000
Repairs and maintenance major works	1,126,000
Security	606,000
Utilities	1,393,000
Rents	496,000
Service charges	185,000
Rates	1,329,000
Premises insurance	20,000
Refuse disposal	121,000
Building cleaning / pest control	1,311,000
TOTAL	7,267,000

3.3.1 ASSET OPTIMISATION

Reshaping the corporate portfolio based on delivering the new net financial position and achieving service outcomes

(i) Refocus of the operational estate

'Asset optimisation' will be a separately identified work strand of the Asset Management Board with a cross-Council working group established to undertake analysis and develop proposals. The objectives of the asset optimisation are:

- To improve quality of the operational estate
- To deliver a reduction in costs through a more efficient operational estate
- To align the use of property resources with service delivery requirements
- To establish transparent and consistent decision-making on assets that takes account of the full costs of service delivery

A provisional timetable for the asset optimisation programme is as follows:

2015/16 Q2	Agree and publish the scope of Phase I proposals
2015/16 Q4	Phase I completed to include the majority of total buildings and the majority of expenditure including the central civic complex, community buildings and others as identified under the Council's savings proposals.
2016/17 Q2	Phase II proposals covering all other service buildings
2016/17 Q4	Delivery of optimised operational estate

The asset optimisation programme will refocus priorities across the Council's operational estate with the intention of reducing costs while aligning the use of the operational estate with future service needs. Current arrangements across the operational estate have evolved over a long period of time. While this has allowed for flexibility in responding to circumstances, as the level of available resource shrinks considerably pressures on the operational estate are increasing and there is a need for a new, evidenced-based and transparent approach to decision-making.

At the heart of this is establishing a stronger understanding of service requirements for building space, capturing the full cost of service delivery including the property related element and establishing a consistent and transparent basis for matching available resources to service need that promotes the long-term interests of the Council and the borough. This work is aligned to the wider activity in the Council responding to the financial pressures on the public sector. One of the challenges is to undertake this work alongside the different timetables that exist for change across different parts of the Council. For this reason the asset optimisation work will take a phased approach to delivery.

In 2013/14 the revenue running costs of the 106 properties in the operational estate was £7.3m. Office accommodation accounts for more than half of that total, with a small number of central buildings (the Catford complex including Laurence House and the Civic Suite) the biggest budget requirement. Operational buildings with a mainly office accommodation function will therefore be reviewed as a priority. This is also required as staffing arrangements change based on the impact of restructuring across service divisions.

The 106 properties in the operational estate can be divided into direct services (including back office) and indirect, where the property is used by an organisation outside the Council's structure. Approximately half the operational estate can be classified as direct and half as indirect. Community centres and children's centres are a significant part

of the indirect classification of operational assets, where significant change is expected as a result of financial pressures. Section 3.2.3 (iii) summarises the current consultation exercise on VCS use of Council assets. The outcome of this consultation will be used to inform decision-making on the continued support for the sector through corporate assets. The expectation is that future arrangements will require fewer buildings and that the creation of community hubs, co-location of organisations within buildings and more flexible use of space will offer opportunities to continue to support as many organisations as possible within a more limited overall budget.

Phase I of the asset optimisation programme will therefore focus on office accommodation, the Catford complex, community buildings and other buildings as identified under the Council's savings proposals.

The cross Council working group will provide an evidence-based review of these properties and report recommendations to the Asset Management Board. The review will include:

- Identification of the properties in scope for phase I
- Analysis of running costs for properties in scope
- Analysis of estimated capital costs of maintaining properties in scope to acceptable standard (including in particular statutory compliance)
- Mapping geographical locations of sites and use of 'Urban Files' to build an understanding of other relevant sites in each area (including schools)
- Analysis of the connection to wider Council priorities including regeneration
- Analysis of potential alternative use of sites including flexible use/co-location, potential for commercial use and disposal value
- Identification of risks associated with site, including flooding risk

Phase II will take a similar approach to all other assets across the Council's corporate portfolio. Work on phase II can start before phase I ends.

The asset optimisation programme will be expected to drive an improvement of the Council's net overall financial position by reducing asset-related costs as well as increasing commercial opportunities for the corporate portfolio. It will also reduce pressure on capital budgets and decision-making will need to take into account the potential future liability associated with individual sites. An annual delivery plan for the operational estate will be created that draws on condition surveys and allocates resource across compliance, fabric / use of space and mechanical and electrical works. This should create opportunities for greater investment in operational buildings that will improve the quality of service that can be achieved, promote flexibility in the use of space and cut running costs through more efficient running of buildings.

The Council will also use strategic acquisition of properties as a means for creating new opportunities and reducing ongoing running costs. Decisions on which properties to keep or where to acquire new sites will be based on an understanding of location, fabric and the potential flexibility of the space.

As well as making recommendations to the Asset Management Board across the operational estate the asset optimisation working group will also develop a communications strategy to ensure stakeholders are kept informed about the review of assets. The communication strategy should be used to proactively engage with other corporate programmes and projects to ensure consistency in decision-making in relation to assets, particularly where these may not be part of the operational estate going forward.

(ii) New income opportunities

Delivery of the Council's asset rationalisation programme was based primarily on disposing of assets generating a one off capital receipt and reducing expected ongoing running costs for these sites. Going forward the Council needs to be able to take a longer-term view of the value of sites in determining their future role. The Council is now actively investigating ways that assets can be used to generate a sustainable long term revenue income.

Some of the main opportunities are in relation to supporting wider developments for example in relation to private rental properties with the Council retaining some or all ownership and therefore the opportunity to generate income. The private rental sector has grown exponentially across London as property prices rise and with social housing highly limited and under significant pressure this tenure is often the only available housing and many landlords have taken advantage charging high rents for poor quality accommodation.

A property investment and development strand within the Council's asset portfolio has the potential to achieve economic benefits but also social benefits allowing the Council to raise standards and quality in the private rental sector. This could also be an opportunity to develop hotel provision, student accommodation and additional housing and school places.

Work is ongoing to identify suitable sites for this and to research delivery vehicles for these programmes together with some soft market testing amongst potential delivery partners.

This new investment has the potential to deliver significantly to the Council's new net revenue position, as well as contributing to delivery of the Regeneration Strategy's aspirations for regeneration and growth and the Housing Strategy's ambitions for affordable and high quality housing. Understanding the value of our corporate assets and the potential as the borough changes for this value to increase creates increased emphasis on the decision-making process to support sustainable and long-term value. The Council needs to take a broader view of the benefit of using all its assets from the commercial portfolio to operational buildings and highways and the public realm. Making the right decisions in the right places can help increase attractiveness to businesses and residents further extending the opportunity to drive income from the Council's asset base.

The delivery of a positive net new financial position for the Council driven by our asset portfolio means that acquisitions have a role to play alongside disposals and that adding value to asset base can be one of the means to reducing the overall financial cost of assets.

This new income project is designed to achieve savings required by the Council through the Lewisham Future Programme and is seeking to deliver increased income of £200k by 2017/18. This milestone reflects the lengthy lead in time for construction projects of this nature. Given continued growth predictions for London beyond this it is estimated that this could be a significant source of income beyond 2017/18, with potentially £5m+ a year income potential through new income by 2021 through development aligned to the borough's regeneration. This income can be used to reduce overall costs as well as support the continue delivery of wider Council services.

3.3.2 FACILITY MANAGEMENT

Effective and efficient management of the corporate estate

Excellent Facility Management (FM) has a key role to play in delivering the Council's high quality public services. In 2009 / 2010 the Council surveyed the condition of the 140 core operational premises, which indicated that the estate had been generally maintained to a basic standard, resulting in a maintenance backlog of £10.5m leaving an unavoidable requirement to increase expenditure which substantially exceeds current levels of expenditure and available budgets.

To ensure that asset values are not impaired through poor repair and most pressingly, that the premises are safe and compliant with legislation, a new way of working is required that puts the assets at the centre of the business, which includes a fully costed, prioritised, modest, yet affordable investment programme.

The challenge for FM Services therefore is to supply a fit for purpose delivery vehicle that plays its full role in delivering accessible and sustainable buildings that represent good value for money. To achieve these aims there is a need to

- Rationalise the number of buildings in use
- Ensure FM services are only provided to operational sites

- Use investment to reduce running costs
- Drive efficiencies through the procurement, delivery, clienting and management of FM works and services.

(i) Re-alignment of 'hard' and 'soft' services from 2016

All FM services are scheduled to be market tested by 2016. This will provide a platform to integrate all FM functions (beyond CAS) into single client team, delivering economies of scale through the procurement of more/all Directorates FM services via a single provider. The outcome of this programme will be to service a significantly smaller estate supporting the Council's needs, a reduction in the running costs of the core estate and a modest affordable investment programme.

(ii) Integration of functions

The re-alignment of FM contracts is also an opportunity to integrate similar outsourced client and contractor works across Council directorates and implement a single client team for operational, leisure and schools contractor works. The intelligent client model adopted in the reorganisation of Regeneration and Asset Management (3.2.1) will be an opportunity to avoid duplication in the roles, responsibilities and resources for all outsourced works and services across the Council to create a centralised specialised clienting function using integrated processes, technologies and resources at a reduced cost.

It is expected that £400K+ savings can be delivered by 2017/18 through a re-procured and re-focused FM service include:

- a reduction in FM contracts for hard and soft services
- economies of scale through procurement via a single provider
- integration of FM functions into a single client team

3.3.3 A SUSTAINABLE AND EFFICIENT ESTATE

Management of assets based on an understanding of opportunity costs and long-term potential alongside the costs and benefits in the here and now

Sustainability will need to be a fundamental part of the Council's approach to resolving the challenge of delivering high quality services with very limited resources. This is not a luxury: it is first and foremost focusing relentlessly on avoiding waste in the way our buildings and staff use resources. The way the Council maintains and uses its assets are among the most important ways in which it can cut waste and achieve a more sustainable use of resources.

Lewisham Council's [Commitment to the Environment](#) sets out how the Council looks to minimise the environmental impact of all our operations through, policies, services and the Council's use of resources. The Council publishes information on its [use of resources](#) on an annual basis.

(i) Carbon/energy targets

A new Council [Energy Policy](#) was agreed by Mayor and Cabinet in July 2014. The Policy commits to delivering a 20% reduction in annual carbon emissions from energy use in buildings across the Council's operational estate by March 2018 from a baseline of 2012/13 and identifies how the Council's management of energy will contribute to the council's corporate priorities through:

- Reducing exposure to rising energy costs and achieving value for money energy contracts
- Cutting waste and driving efficiency across operational buildings
- Enabling schools to meet increased pupil numbers while controlling energy costs
- Reducing the Council's carbon footprint and contributing to wider environmental objectives
- Minimising the risk of energy supply disruption and maintaining acceptable temperatures in buildings delivering services to service users and staff
- Ensuring the Council complies with legislation and statutory functions relating to energy supply and use in corporate buildings

The Council will seek to take a strategic approach in the use of its assets across the borough, being ambitious in using our estate as a tool to unlock new opportunities for the generation and supply of energy. This includes work in partnership with others to promote district heating; the use of photovoltaics and other renewables to cut carbon emissions as well as create opportunities for further investment; and exploring the scope for energy supply as a means to deliver against wider social and environmental objectives and generate economic benefits.

We will achieve our commitments through improvements in

1) Monitoring and targeting

- Establishing an evidenced based approach to improving energy efficiency
- Benchmarking against best practice
- Identifying and responding to high consuming buildings

2) Staff engagement and better use of buildings and equipment

- Roles and responsibilities
- Updated protocols for heating standards

3) Investment in more energy efficient buildings

- Design for new build
- Standardised specifications for equipment across buildings
- Targeted maintenance programmes ensuring equipment runs efficiently
- Upgrading heating systems and plant where there is an economically viable case to do so

4) Delivery of a fit for purpose operational estate

- Taking a strategic approach to operational sites; getting more out of the buildings we use
- Enabling schools to meet the demands of today and the future while managing energy consumption

(ii) Corporate sustainability

Effective use of resources is at the heart of corporate sustainability. In achieving a clear focus on corporate sustainability and making the link to costs it is important that there is clear responsibility for corporate sustainability at a senior and operational level in relation to the management of the corporate estate. This will be something that the reorganisation of Regeneration and Asset Management will establish, giving specific responsibility for delivering this through the operational estate in particular in relation to energy, waste and recycling and procurement.

The Council generates about 16,000 kg of waste every year. This is a poor use of resources and costs the organisation money. It also has an environmental impact, although the impact is mitigated to an extent by sending waste to a local energy from waste plant instead of landfill.

The Council's approach to waste management is informed by the 'waste hierarchy': 5 steps for dealing with waste, ranked according to their environmental impact (EU Waste Framework Directive 2008/98/EC). Waste prevention, which is the best option for the environment, is the highest priority, followed by re-use, recycling, other recovery and disposal.

To help the Council make the most of opportunities to save money by reducing waste, we follow a general waste prevention protocol which seeks to:

- contribute to a more sustainable economy by building waste reduction into design of buildings and services
- encourage a culture of valuing resources by making it easier for staff and residents to find out how to reduce waste, to use resources for longer, repair broken items, and enable reuse of items by others
- recognise and act upon potential savings through better resource efficiency and preventing waste, to realise opportunities for sustainable growth

Waste management practices must be consistent across all our operational buildings and should include the following elements:

- clearly labelled, accessible recycling points with a minimum of one recycling for every waste bin
- staff communications to minimise contamination of recycling material
- confidential waste arrangements in place, with recycling provision included
- emptying of bins on a daily basis, ensuring the waste is placed in the correct external container
- provision of both recycling and non-recycling waste containers in secure external cages, with appropriate collection arrangements in place

Recycling rates will be monitored as part of the waste and recycling contract, and reported in the Annual Business Report for corporate assets.

As a local authority, we are in a strong position to influence the market. We are working towards using our buying power to opt for goods and services that respect the environment, and take into account the social and economic impacts of our buying power. The Council's [Sustainable Procurement Strategy](#) includes a set of commitments that respond to this:

- [Code of Practice for Contractors](#)
- [Social Value Policy](#)
- [Sustainable Timber Policy](#)
- [Sustainable Seafood Commitment](#)

In order to enforce these policies and commitments, as staff sustainable procurement toolkit has been developed:

- [Sustainable Procurement Toolkit](#)

The toolkit contains guidance on the various environmental, social and economic considerations that may be relevant to the procurement and contains links to government buying standards and model tender questions to mitigate any sustainability risks identified. The tool should be completed for any procurement with a value of £50,000 or more, and must be submitted to the Commissioning and Procurement Board as part of the standard gateway process. It should also be attached to the PID if one is required.

The corporate estate needs to be sustainable in order to assess and respond to the risks associated with a changing climate. The Intergovernmental Panel on Climate Change warns that climate change is unequivocal and climate models predict that London and the South East are likely to experience:

- average temperature increases of up to 3°C (hotter summers, milder winters)
- average rainfall decreases of up to 5% (higher likelihood of droughts)
- more extreme weather events (higher likelihood of intense rainfall causing flooding)

The Council needs to use these climate projections to ensure that the corporate portfolio remains fit for purpose now and in the coming decades. This type of future-proofing is crucial both for the design and construction of new buildings, but also if we intend to retain buildings in the medium to long term, we need to ensure that they are optimised for the future UK climate. Lewisham has modelled flooding risk for operational buildings and this data is being used as part of the review of properties informing future retention and investment decisions.

3.4 Compliance and risk

Ensuring the health and safety of residents, staff and others using the Council's buildings is the top priority for the effective management of the corporate estate.

It is also important that management of the asset portfolio ensures compliance with legal agreements, minimises the Council's exposure to risk as a result of environmental, social and economic change and understands and addresses the Council's exposure to risk of all kinds including financial, legal and reputational.

The activity in this Strategy to reinforce accurate information, classify assets according to their use and ensure appropriate leases are in place will all contribute to reducing this exposure to risk. The following section describes in more detail the strands of activity relevant to regulatory compliance, contracts and legal agreement, understanding other risks and quality assurance of the Council's systems that will provide a robust and effective management of risk.

The basis of British health and safety law is the Health and Safety at Work Act 1974 (HSWA) and associated supplementary Regulations and Codes of Practice. Section 3 of the Act imposes a clear duty on local authorities to conduct their undertakings in such a way as to ensure, so far as is reasonably practicable the safety of the public using premises.

The primary statutory instruments driving statutory compliance for property assets are:

- The Health & Safety at Work etc. Act 1974
- Managing Health & Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2000 (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 & Amendment 2003
- The Control of Asbestos Regulation 2012
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

This task has become increasingly complex in recent years as a result of:

- An increasing burden of legislative and regulatory duties falling on building occupiers
- Delegation of relevant budgets and responsibilities to individual divisions or establishments, but with ultimate accountability still seen as resting with the corporate body of the Council
- The consequences of delegation which has brought about a significant reduction in resources retained centrally to develop and monitor compliance with relevant standards
- Loss of critical mass and control in delivery of property related services through outsourcing, budget reductions and fragmentation of resources
- Complex governance arrangements as a result of shared services and partnering arrangements that do not fit easily with traditional landlord and tenant definitions

There has in addition been an unknown level of risk associated with some sites within the commercial and 'unclassified' estates due to a lack of clarity about the terms of occupation and lack of robust data.

To meet this challenge the aim is to ensure that all Council-owned properties have risk assessments for statutory compliance, and where relevant an identified program of recommended remedial works is agreed and resourced.

The technical information obtained from this exercise will enable better asset investment decision-making going forward and assist with ensuring that the council's asset base is statutorily compliant. To monitor the performance on statutory compliance, the Council has identified a key performance indicator for the service is to achieve 100% compliance of statutory, planned preventative maintenance activities carried out within 72 hours of scheduled / agreed date.

3.4.1 Fire Safety Policy and Management Plan

- The fire safety policy and management plan was placed on the Council's intranet site in July 2008 and is available to all Lewisham staff
- Information on how to access the fire safety risk assessments and register was made available to all Heads of Service at a training session in July 2008
- Information on how to access the fire safety policy and management plan and the fire safety risk assessments and register is included in all Directorate's Occupational Health and Safety Manuals

- A copy of the fire safety policy and management plan is provided to all consultants and contractors commissioned by Corporate Asset Services prior to commencement of any works / contracts on the corporate estate
- Access to the fire safety risk assessments and register is provided to all contractors prior to carrying any works / contracts out on the corporate estate
- The adequacy of the Policy and Management Plan is currently satisfactory and will be reviewed regularly by both Graham Environmental Services and representatives of Lewisham Council

All Catford Complex Buildings (1a Eros Hse, Civic Suite, Laurence Hse and Town Hall Chambers), have weekly fire alarm testing, which are logged into Fire Log Book. A minimum of two full building evacuations are carried out each year which are logged in Fire Log Book.

For the Corporate Estate Buildings these are monitored via the Fire Risk Assessments and Fire Management that CAS have in place.

A published Fire Policy and Management Plan is available on the Council's intranet site. In 2014 the Council commissioned an external company Graham Environmental Services to carry out Fire Risk Assessments for the Corporate Estate. The Fire Risk Assessments are available to all staff via the Council's intranet site.

3.4.2 Asbestos Policy and Management Plan

- A published Asbestos Policy and Management Plan is available on the Council's intranet site
- The Council has commissioned an external review of this Plan.
- The ALS asbestos risk register is available to all contractors prior the commencement to works to the corporate estate.
- Control of Asbestos Regulations 2012

3.4.3 Water Hygiene Risk Assessment

In accordance with the requirements of The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease assessments have been undertaken to include:

- Potential for water droplet formation
- Potential for Legionella bacteria proliferation
- A detailed plan of water systems
- Details of how the water systems operate
- The nature and the degree of risk posed by the buildings water system(s)
- Details of the remedial actions required to minimise the risk

ACoP requires that there should be a written scheme for the controlling the risk from exposure that should be implemented and properly managed. The scheme should specify measures to be taken to ensure that it remains effective. The scheme should include:

- An up to date plan showing layout of the plant or system, including parts temporarily out of use
- A description of the correct and safe operation of the system
- The precautions to be taken
- Checks to be carried out to ensure efficacy of scheme and the frequency of such checks
- Remedial action to be taken in the event that the scheme is shown not to be effective

3.4.4 Equalities

The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

Lewisham's Comprehensive Equality Scheme (CES) for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010. The CES 2012-16 describes the Council's commitment to equality for all citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty. These objectives include:

- Improve access to services;
- Take reasonable steps to ensure that services are inclusive; responsive to risk; physically accessible and provided through the most efficient and effective channels available;
- Close the gap in outcomes for citizens;
- Take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the borough as well as those that may exist between the borough and elsewhere

Management and investment in the Council's operational estate has the potential to make a significant difference to opening up access to services and enabling service delivery to become more inclusive and physically accessible as well as responsive to risk.

The Council has a programme in place to carry out audits on corporate operational buildings to identify and address the requirements of the Equality Act 2010 Disability Discrimination Act (DDA) 1995 and 2005.

The audits include recommendations for required remedial actions and ongoing monitoring and control measures. Guidance is also referred to such as BS8300: 2009 - Design of Buildings and Their Approach to Meet the Needs of Disabled People - Code of Practice; along with other sources where applicable.

Audits have been prioritised based on sites with significant public use (libraries) and where known issues exist (Civic Suite). In 2014 8 audits were completed. The audit reports identify actions broken down into three categories Priority A, B & C. Completing priority A actions means the site is compliant with DDA requirements. All priority A actions from the audits held in 2014 have been completed.

Accessibility and compliance with the DDA will be an integrated part of the work to optimise and invest in the corporate operational estate.

3.4.5 Energy Performance Certificates

From April 2018, proposed legislative changes would make it unlawful to let residential or commercial properties with an Energy Performance Certificate (EPC) Rating of F or G (i.e. the lowest 2 grades of energy efficiency). Assets that fail this standard need to be identified now and this information fed into investment decision-making.

3.4.6 Staff

Corporate Asset Services has the following health and safety procedures for staff:

- Overall Policy Document
- H & S Aims and Objectives
- Accident/Incident guidelines and investigation guidelines
- Alcohol & Drugs Policy
- Asbestos including incident investigates management plan and implementing guidelines
- Confined Spaces procedures and risk assessments
- COSHH guidelines
- Compliance checklist
- Display Screen Equipment risk assessment
- Driving Policy
- Employee code of conduct
- Fire including evacuations and incident investigation procedures incl mobility impaired procedures

- First aid risk assessments and provisions guidelines
- Home working risk assessments
- Infectious Diseases risk assessment
- Lone Working Policy, procedures and risk assessments
- Manual Handling guidelines
- Personal Protective Equipment risk assessment and guidelines
- Personal Safety policy and procedures
- Pregnant Workers/nursing mothers risk assessments
- Staff Induction procedures
- Stress Management risk assessments
- Violence and Aggression procedures and guidelines
- Working from Height guidelines
- Work place risk assessment

These have all been circulated and developed with staff and are available through the internal staff sharepoint site.

3.4.7 Third party management of assets

The Council's portfolio of assets includes sites that are directly managed by a third party. Where an external organisation has operational control of premises it is essential that the Council understands and addresses the residual financial, legal and reputational risks that remain.

The main areas where these arrangements occur are in relation to PFI contracts, agreements with some third sector organisations and agreements with South London and Maudsley (SLAM) NHS Trust. Arrangements with SLAM will be reviewed as part of the wider asset optimisation work described above in section 3.3.1. The work to review third sector organisations use of Council assets is identified in 3.2.3 (iii). Additional management arrangements relating to the operation of leisure centres are described below.

Leisure facilities

Investment in the borough's leisure facilities includes Glass Mill the new £20m flagship leisure centre in Lewisham Town Centre that opened in June 2013, Forest Hill Pools, which opened in 2012 and the Wavelengths leisure centre in Deptford that opened in 2008. In 2011 a 15 year contract was agreed with Fusion Lifestyle to manage, maintain and repair the buildings on full repairing lease basis.

The two main areas of risk for the Council are:

- Reputational – although the contract transfers responsibility for statutory compliance to the contractor any major breach would still have a serious reputational risk for the Council
- Financial – under the contract the Council retained some risk for utilities and maintenance and therefore needs to monitor performance on maintenance and utility costs to understand and react to potential future liabilities

The Council has committed to a level of additional technical monitoring to assess and reduce potential reputational and financial risks under the contractual arrangement. These checks will be carried out through a recognised third party provider with action plans agreed with Fusion where performance failures are identified. This monitoring includes

- Asbestos register
- Legionella monitoring and control
- Electrical testing certificates
- Water quality and water hygiene records
- Health and safety record keeping
- Fire risk assessments, fire and evacuation procedures and emergency lighting system tests
- Bacteriological testing of the hot and cold water systems
- Major incident logs
- Servicing and maintenance records

3.5 Commercial estate

The commercial estate comprises 178 properties, comprising 104 retail, 2 industrial, 4 offices, 3 residential and 65 'other', which comprises a wide range of asset classes to include medical, community, library, storage and nursery facilities, and landholdings. Annual rental income from the commercial estate is approx. £1.8m.

Sustained pressures on the valuation service over a number of years led to:

- A backlog of rent collection valued of approx. £2.7m.
- A backlog of outstanding rent reviews and lease/licence expiries, representing an undervaluation of the annual rent roll of potentially £2m+.
- A void ratio of 8.6%, substantially above the estimate market norm of 5%.
- Incomplete data relating to assets and leases.

Optimisation of the Commercial portfolio is expected to generate at least £900K a year additional income by the end of 2017/18 through:

- Correct categorisation of properties and optimisation of assets
- Setting appropriate market rates for leases
- Improved turnaround times for vacant properties
- Improved income collection and debt recovery

The Council's Corporate Asset Services function has already moved to tackle these problems and ensure sufficient capacity with the right knowledge and skill sets are used to clear the backlog of cases, establish clear management information and decision-making processes and ensure appropriate agreements are in place for all commercial properties. This section describes the outcome of this work and ambitions going forward to establish:

- A better balanced portfolio, more aligned to corporate service delivery priorities and a wider growth agenda for property in the borough
- Increased income, based on up to date market rates, better use of properties and effective income collection and debt recovery

3.5.1 A BETTER BALANCED PORTFOLIO

Proactive use of the Council's assets to drive regeneration and create value and opportunity

(i) Development of underutilised commercial and housing assets

The Council's AMS and new data systems, see section 3.2.1, will deliver an ongoing accurate and comprehensive register of commercial assets. This provides the foundation for understanding and using the commercial portfolio to its maximum potential.

The Council's approach to commercial assets needs to diversify in order to meet changing occupational requirements within the market. The strategy therefore has to be to make assets more adaptable, sustaining good income generating characteristics and aiming for growth potential in the medium term.

As described above in 3.2.3 (i) the Council will move to eliminate the unclassified category of assets, with all assets being classified as either operational or commercial, and if the properties fall within the commercial classification they will be subject to market terms.

The 'Urban Files' approach, section 3.2.3 (ii) will enable a more strategic approach to reviewing the portfolio and considering disposals and acquisitions with the intention of developing a more coherent portfolio of properties.

Opportunities exist to develop sites currently in the Council's ownership to fully exploit their potential as commercial properties. This co-ordinated transparent approach should assist in identifying new development opportunities going forward.

In addition transfer of the Council's non-Housing stock, such as garages and commercial properties, from the Housing Revenue Account to the General Fund is expected to deliver a saving of £1,000k by 2017/18. The saving, part of the Lewisham Future programme, is based on removing the restriction from managing these properties within the Housing Revenue Account, allowing the transfer of debt to improve the potential for borrowing for wider housing objectives, reducing voids and ensuring a commercial approach to the management of these properties.

3.5.2 INCREASED INCOME FROM THE EXISTING ESTATE

Refocussing the existing commercial portfolio to achieve market rates and maximise income collection

(i) Rent review of all assets and programme of lease renewals

In order to meet Local Authority financial reporting standards the asset portfolio of the London Borough of Lewisham must be valued every five years. The guidelines for valuations have changed this year so that demonstrating that we have revalued all our assets over a 5 year period is no longer sufficient. The Authority is obliged to consider the carrying value of all our assets and provide compelling reasons if some classification of assets do not require revaluation. Additionally there are certain categories of assets which must be valued every year such as Council Investment Assets and Council Dwellings. In addition to this, there is also a requirement to get an asset re-valued within the five year period if the reported value has undergone a material difference since its initial valuation.

In previous years it has been sufficient to do asset revaluations as at the 1st April however, as the emphasis is placed on the carrying value at the 31st March each year it has been decided to get valuations done at the 31st of January each year.

The portfolio should be pro-actively managed on commercial terms, in particular ensuring that the Council achieves true market rental levels. This can be achieved through re-negotiating of the existing leases through lease renewals or lease re-gears. This process will also identify leasehold properties where rent reviews are outstanding and where existing rental levels are considerably below current market rents.

There are a significant number of commercial properties where the current rent receivable are approximately 5 to 10 years out of date where market rental levels would be expected to be considerably higher.

Increasing market rental value of the portfolio can be a lengthy process, particularly in a rising rental market. The lease renewal process is often protracted including where a negotiated settlement cannot be reached requiring legal assistance.

In some cases the rent review process can also be protracted, particularly if the matter has to be referred to a third party outcome in accordance with the subject lease. The timelines will vary depending upon whether a third party Arbitrator/ Independent Expert appointment can be agreed upon or whether the RICS/ Law Society have to make the appointment then the process can take in excess of six months before you receive an Award (Arbitration) or Determination (Independent Expert) and there may be considerably associated costs depending upon the nature of the property and rent review provisions of the subject lease. Indeed, there are some rent reviews within the portfolio that are more straight forward as they are RPI and can generally be backdated unless "time is of the essence" which is rarely the case.

There are a significant number of over-holding tenants, whereby either vacant possession should be obtained and/or new leases on commercial terms need to be put in place. Those properties that are vacant or due to become vacant should be actively managed to achieve current market terms. This can be done through refurbishing the properties in order to bring to a lettable state and to attract tenants on strong covenants and secure longer lease terms. All of the Council-owned properties that are currently marketed by the third party, approx. 25% of these properties required some internal repairs and light refurbishment work.

(ii) Proactive income collection, void minimisation and debt recovery

The new AMS and associated systems, described above in section 3.2.2, will ensure more robust data is held on assets within the commercial portfolio and will enable a more proactive approach to identifying properties due for rent reviews and leases that are due to expire in any financial year. As a result, the indicative rental budgets can be produced accordingly.

The process of ascertaining the lease and licence expiry dates will assist in reducing voids. A complete and consistent management plan is in place to ensure that when a lease/licence is due to expire (preferably 9-12 months in advance) appropriate pro-active steps are adopted. This includes formally notifying a tenant to determine whether they intend to renew their lease, or if we are entitled to seek vacant possession marketing the property prior to expiration or putting in plans for redevelopment.

The prioritisation of rent arrears and rent recovery requires a consistent corporate approach. The focus is to ensure rental income is maximised, a debt recovery culture is established. The main three objectives should be to reduce the debt owed to the Council, from both previous and current tenants; to outperform the KPIs and promote a stronger payment culture through the portfolio.

In accordance with the Council's standard tenancy agreement, the incoming Tenant has a responsibility to pay rent to the Council on time. This is, however, not always the case. The current outstanding debt for the commercial estate (general fund) is £312k over the period of 0 – 901+ days.

The annual rent roll is circa £640k, therefore the average outstanding debt for the rolling 12 month period of £185k represents 30% of the annual rent roll. Through the introduction of direct debit payments for commercial properties and improved processes for the chasing and collection of aged debt it is assumed that outstanding debt can be reduced by an average of 30%.

A proactive approach to income collection will

- Provide tenants with clear information about rent and other charges throughout their tenancy;
- Set up all rental payments, including service charge, by Direct Debit and ensure that it is easy for tenants to understand the process;
- Maximise the collection of income and minimise any outstanding debts;
- Have effective and fair procedures in place to take early actions before debts accumulates further;
- Set up the timing on when the legal action is to take place and when bailiffs are to be sent out, if necessary as a last resort if debt recovery is unsuccessful;
- Agree fair and satisfactory repayment arrangements and plans with the tenants;
- Ensure that there are internal policies on sustaining leases and existing tenants;
- Adopt best practice and have benchmarks in place.

Our approach will be proactive in minimising debt with the procedures to be reviewed annually. On-going monitoring and prompt written notifications will help to develop a culture of good payments, providing all of the existing and incoming tenants with clear information on their rental obligations and repayment plans. The objective is also to maintain top quartile current rent arrears performance against other local authorities.

4) DELIVERY

The following seeks to distil the array of activity described in the asset management and accommodation strategy into a set of central strands of work underpinned by a smart set of key performance indicators and a robust analysis of the risks.

4.1 Outcomes, work strands and projects

There are four interlinked objectives driving the range of activities and work strands in progress and to be delivered over the coming years. These are:

- Increasing the level of income generated by the Council's assets
- Reducing expenditure associated with the Council's assets
- Improving the quality of services delivered by the corporate asset function
- Compliance with regulation and responsiveness to risk

There are a number of core work strands that are planned and underway aimed at delivering on these objectives. These work strands have been described throughout the body of this Strategic Asset Management Plan. The following table shows where these in the document these are described and what they are intended to deliver.

Work strands	What success looks like
<i>Effective management of assets</i>	
Data capture, storage and analysis	<i>Embedding a corporate approach to asset-related data that is accurate, consistent and efficient</i>
Capacity and functions	<i>Creating the right alignment of resource within the Council to manage assets effectively and efficiency</i>
Estate management	<i>Using the Council's assets strategically to create value and managing the estate in a transparent and consistent way</i>
Governance and partnerships	<i>A corporate approach to assets that promotes delivery through planning, partnership and collaboration</i>
<i>Accommodation strategy for the operational estate</i>	
Asset optimisation	<i>Reshaping the corporate portfolio based on delivering the new net financial position and achieving service outcomes</i>
Facilities management	<i>Effective and efficient management of the corporate estate</i>
Sustainable and efficient estate	<i>Management of assets based on an understanding of opportunity costs and long-term potential alongside the costs and benefits in the here and now</i>
<i>Compliance and risk</i>	
Statutory compliance	<i>Fully compliant with regulation and our obligations to residents and staff</i>
<i>Commercial estate</i>	
A better balanced portfolio	<i>Proactive use of the Council's assets to drive regeneration and create value and opportunity</i>
Increased income	<i>Refocussing the existing commercial portfolio to achieve market rates and maximise income collection</i>

The work strands are comprised of a number of projects that have been described in the body of this Strategic Asset Management Plan. These projects are summarised in the table below.

Programmes	Work strands	
Compliance and risk	Statutory compliance	<ul style="list-style-type: none"> • Fire safety • Asbestos policy and management plan • Water hygiene plan • Equality Act 2010 access to buildings and services • Energy Performance Certificates • Staff safety • Third party management of assets
Strategic approach to assets	Data capture, storage and analysis	<ul style="list-style-type: none"> • Asset Management System (AMS) • Systems and processes
	Capacity and functions	<ul style="list-style-type: none"> • Restructuring • Backlog clearance
	Estate management	<ul style="list-style-type: none"> • Classification of assets • Third sector and community assets • 'Urban Files'
	Governance and partnerships	<ul style="list-style-type: none"> • Asset Management Board • Partner engagement • Schools estate
Accommodation strategy for the operational estate	Asset optimisation	<ul style="list-style-type: none"> • Refocusing the operational estate • New income
	FM	<ul style="list-style-type: none"> • Realignment of contracts • Integration of functions
	Sustainable and efficient estate	<ul style="list-style-type: none"> • Carbon/energy targets • Corporate sustainability
Commercial estate	A better balanced portfolio	<ul style="list-style-type: none"> • Development of underutilised commercial and housing assets
	Increased income	<ul style="list-style-type: none"> • Rent review of all assets and programme of lease renewals and re-gears • Proactive income collection, void minimisation and debt recovery

4.2 Performance indicators

Performance indicators have a fundamental role to play within a strengthened performance management regime for the corporate running of assets.

There are a wide range of targets and measures used to assess performance and direct resources on assets. These measures will be captured within work plans and as part of Project Initiation Documents and the wider processes for programme and project management with a core set of Key Performance Indicators used to manage the overall programme and for reporting in the planned Annual Business Report. Corporately and at a divisional level performance indicators will be spilt into the following headings:

Corporate and financial

- Overall revenue expenditure to date / forecast / vs budget and savings targets
- Overall profit and loss for assets as a whole and by area
- Revenue expenditure split by category of spend
- Overall capital expenditure to date / forecast / vs budget
- HR measures including staffing levels / sickness
- Roll out and viability of the Asset Management System
- Complaints / casework / correspondence performance against corporate targets
- % highlight reports signed off by SROs and delivery of programme and project milestones

Operational estate

- Non-housing assets by category / service directorate
- FM: cleaning performance; security performance
- Statutory compliance: water hygiene, equalities; PPM; fire evacuation
- Corporate sustainability: carbon footprint; waste and recycling; water

Commercial estate

- Property numbers and value
- Monthly income receivable (general fund / HRA)
- % portfolio valued annually
- Right to buy valuations completed within deadline
- Vacant properties
- Debt
- Rateable value % savings
- Average rent £ per sq. m

Highways and transport

- Value of assets
- Non-principle roads fit for purpose and value of work required to make fit for purpose
- % planned works completed to timetable
- % trips by mode of transport
- Road traffic accident casualties KSI / total casualties by mode of transport

Streetlighting

- Ave days taken to repair notified faults
- % lights in light

Borough-wide energy and carbon

- Borough carbon emissions
- Households in fuel poverty in borough
- Number of domestic properties within flood risk areas

4.3 Risks

The key identified risks in relation to the Council's asset portfolio and asset function are:

- Failure to comply with legislative / statutory obligations resulting in: risk of death or injury to staff or public; criminal prosecution; civil litigation; reputational damage; or damage to property or equipment
- Corporate assets no longer fit for purpose due to location or suitability for service delivery resulting in: service delivery impact, increased costs, loss of income
- Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition resulting in: prosecution by the HSE with cost and time implications; front line service failure; major reputational damage to the Council
- Failure to achieve projected net new financial position for the Council under the Lewisham Future Board savings resulting in: impact on future year's budgets and savings targets, impact on ability to maintain asset function effectively
- Failure to have service specific strategies aligned with asset strategy resulting in: inadequate or insufficient use of accommodation; lack of integration with disposal or investment programmes; loss of forecast savings and new income
- Failure of disaster recovery and / or business continuity plans in the event of a serious incident resulting in: criminal charges; loss of communication / ICT; loss of essential service provision
- Loss of capacity during or following reorganisation process resulting in: failure to achieve statutory compliance; loss of income and or increased costs; loss of quality of service outcomes
- Failure to adequately manage revenue or capital budgets and to manage income or expenditure resulting in: increased exposure to financial risk; inability to meet budgets or savings targets; reputational damage
- Lack of accurate and robust data resulting in poor decision-making, lack of transparency in use of assets; lack of compliance with statutory requirements; reputational damage; increased exposure to financial risk

The measures being undertaken to respond to these risks are set out within the body of this Plan. The key projects that address the risks are:

- Ensuring robust data capture, storage and analysis through the new Asset Management System and associated systems (3.2.1)
- Ensuring effective capacity for the asset management function through the reorganisation and clearance of backlogs (3.2.2)
- Effective management of the estate, through effective budget management, categorisation of assets, decision-making, and investment opportunities (3.2.3)
- Effective governance and partnerships with others (3.2.4)
- Reducing exposure to cost and driving quality in the operational estate (3.3.1)
- Effective facilities management and procurement of the FM function (3.3.2)
- Understanding and reducing our use of resources (3.3.3)
- Effective understanding, resourcing and management of compliance and risk (3.4)
- Development of underutilised commercial assets (3.5.1)
- Increased income through an optimised commercial estate (3.5.2)

4.4 Timetable

The following sets out milestones for delivering the asset management and accommodation strategy.

Implementation of the Strategic Asset Management Plan will be overseen by the Asset Management Board. The Asset Management Board will in addition report to the Regeneration Board on a 6-monthly basis in relation to delivery of the Strategic Asset Management Plan.

It is expected that the action plan will be updated and reported on annually as part of the commitment to produce an Annual Business Report on Assets and that the Strategic Asset Management Plan will be reviewed and republished in 2018.

Timeline

2014/15	Strategic Asset Management Plan published (Q4) New Asset Management System operational (Q4)
2015/16	New Asset Management Board in place (Q1) Reorganisation of Regeneration and Asset Management complete (Q1) Annual Business Report published (Q2) Phase 1 of asset optimisation complete and investment plan for operational estate agreed (Q4)
2016/17	Implementation of rent reviews complete (Q4) FM realignment implemented (Q4) Phase 2 of asset optimisation implemented (Q4)
2017/18	New investment programme achieving £200k annual income
2018/19	All assets either commercial or operational
2020+	New Investment programme achieving £5m+ annual income

Savings targets

	2014/15	2015/16	2016/17	2017/18	TOTAL (£m)	2020
Structural reorganisation (Reduced expenditure)	0.35	0.60			0.96	
Operational estate optimisation (Reduced expenditure)	0.92	0.19	0.30	0.67	2.08	
Commercial estate optimisation (Additional income)		0.35	0.45	0.10	0.90	
Energy efficiency (Reduced expenditure)		0.11	0.01	0.02	0.13	
New income (Additional income)				0.20	0.20	5.5
TOTAL (£m)	1.27	1.25	0.76	0.99	4.27	9.77

4.5 Supplementary documents

The following documents include strategies, operational resources, policies and reports that are part of or connected to the Strategic Asset Management Plan. Some of these documents are not published publicly for legal and /or commercial reasons.

- Asset Register
- Asset Optimisation Schedule
- Corporate Asset Services Annual Business Report 2013/14
- Corporate Asset Services Business Continuity Plan
- Data Management Handbook
- Energy Monitoring and Targeting report 2013/14
- Energy Policy
- Flood Alleviation Strategy
- Highways Asset Management Plan
- Maintenance of assets and premises audit report 2012/13
- Regeneration and Asset Management Risk Register
- Regulatory Risks Policy
- Third sector protocol
- Use of Resources Statement 2013/14

Agenda Item 11

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"/>	

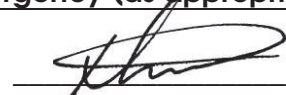
Date of Meeting	4 th March 2015
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Title of Report	London Councils and POPLA Contact
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Originator of Report	Kath Nicholson	Ext. 46040
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At the time of 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: 24th February 2015

Signed:  Director/Head of Service

Date 24th February 2015

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	London Councils and POPLA Contact		
Key Decision	Yes	Item No.	
Ward	Borough Wide		
Contributors	Head of Law, Executive Director for Customer Services		
Class	Part 1	Date:	4 March 2015

1 Summary

- 1.1 This report seeks the agreement of the Mayor to formally resolve to expressly delegate the exercise of section 1 of the Localism Act 2011 to the London Councils' Transport and Environment Committee (TEC) joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract.
- 1.2 At present the Council does not have Traffic Management Orders (TMOs) in respect of any non highway land in place nor does it use the POPLA service. Parking on housing estates is currently contracted out by Lewisham Homes to Ace Securities.
- 1.3 Any decision as whether the Council chooses to use the POPLA service in the future will be a separate matter and not one that will be dealt with in this report.

2 Recommendations

The Mayor is recommended to;

- 2.1 formally confirm that the functions delegated to the London Councils' Transport and Environment Committee (TEC) joint committee to enter into the existing arrangement with the British Parking Association were and continue to be delivered pursuant to section 1 of the Localism Act 2011; and
- 2.2 resolve to expressly delegate the exercise of section 1 of the Localism Act 2011 to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract.

3 Policy Context

- 3.1 Lewisham's Sustainable Community Strategy 2008-2020 contains the shared priorities for the borough. It sets out a framework for improving the quality of life and life chances for all who live in the borough. This approach works

towards meeting the 'Clean green and liveable' priority to enable people live in high quality housing and can care for and enjoy their environment.

- 3.2 The Council has outlined ten corporate priorities which enables the delivery of the Sustainable Community strategy. Continuing the arrangement with the British Parking Association addresses the corporate priority of inspiring efficiency, effectiveness and equity.

4 Background

- 4.1 On 15th March 2012 TEC agreed that London Councils should provide an appeals service for parking on private land for the British Parking Association (BPA) under contract. This was on the basis that this would complement the service provided by the Parking and Traffic Appeals Services (PATAS) which deals with appeals made against parking enforcement on the highway. It was considered at the time that providing the service on a cost-recovery basis would be in the public interest as: restrictions on parking within London on private land would have a direct impact upon London local authorities, their resources and residents; a significant proportion of the public affected and inclined to avail themselves of the POPLA service were likely to come from the Greater London area. On 14th June 2012, TEC received a report to say that the basis for providing such a service had been accepted by the BPA and agreed that a contract should be entered into to provide the service.
- 4.2 The service, known as POPLA (Parking on Private Land Appeals) started on 1st October 2012 and has since provided the appeals service to more than 25,000 motorists. The service operates on a full cost recovery basis and at no cost to the London Council Tax payer.
- 4.3 An objection was raised on the London Councils' consolidated accounts by an interested person (residing within London) that TEC did not have the legal power to provide the service. London Councils' auditors, PWC, have, for some time, been investigating this and numerous other objections submitted by the same individual.
- 4.4 PWC informed London Councils of legal advice it has had from the Audit Commission on the Commission's view on the power of London Councils to provide the POPLA service. In essence, the Audit Commission advice accepts that the London local authorities have the power under Section 1 of the Localism Act 2011 to provide the service and that the exercise of these functions could be delegated to TEC. However, no formal delegation has been made to date. This raises an issue regarding the lawfulness of income and expenditure relating to the POPLA service
- 4.5 The TEC is therefore securing delegation from all 33 participating boroughs to the Transport and Environment Committee (TEC) for the provision of POPLA, with the agreement of PWC, to put this matter beyond legal doubt in terms of following through on the decisions previously reached by the TEC, without objection, on this matter.

- 4.6 In Lewisham, 18 sites on housing estates are currently patrolled for Lewisham Homes by Ace Securities. Enforcement is by way of a charge notice (£130) and all revenue from the enforcement is retained by the contractor. As part of the service being operated by Ace Securities they are responsible for dealing with all aspects of enforcement, appeals and collection. The Council does not currently use the POPLA service.
- 4.7 There are currently a range of different legal issues and challenges in relation to enforcement of parking on private land and the basis upon which this is carried out by local authorities. Although the POPLA service relates to parking on private land, the purpose of the delegation in this report is simply to enable the concerns of the TEC's auditors in relation to the London Councils' accounts to be addressed so that the accounts can be signed off. Any other decisions or actions required to address any legal issues or challenges arising in respect of these matters will be the subject of separate reports to the appropriate decision maker.

5 Financial Implications

- 5.1 There are no specific financial implications arising from this report.

6 Legal Implications

- 5.1 Under Section 101 of the Local Government Act 1972 a local authority may arrange for the discharge of any of their functions by a committee or any other local authority. For the purpose of discharging any functions in pursuance of arrangements made under Section 101 two or more local authorities may appoint a joint committee of those authorities. These powers have been used to establish the London Councils' Transport and Environment Committee (TEC) joint committee of which the Council is a participating borough.
- 5.2 The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council could therefore rely on this power to provide the POPLA service and can delegate the function to the TEC joint committee.
- 5.3 A local authority may, in addition to the powers under the Traffic Management Act 2004 and the Road Traffic Regulation Act 1974, exercise other functions and powers to create parking spaces. It is a matter for each local authority to determine whether or not it is appropriate to use its traffic management powers to 'designate' parking places in their local authority area (whether on or off street) for the purpose of controlling or regulating vehicular and other traffic, relieving or preventing congestion of traffic, maintaining reasonable access to premises etc.

6. Crime and disorder implications

6.1 There are no specific crime and disorder implications arising out of this report.

7. Equalities Implications

7.1 There are no specific equalities implications

8 Environmental Implications

8.1 There are no specific environmental implications arising out of this report.

9. Background documents and originator

None

9.1 If you would like any further information on this report please contact Kath Nicholson, Head of Law 0208 3147648.

APPENDIX D

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 checked="" type="checkbox"/>	Part 1 <input type="checkbox"/>
	Part 2 <input type="checkbox"/>
	Key Decision <input type="checkbox"/>

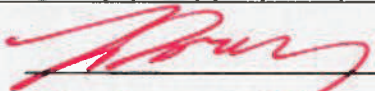
Date of Meeting	4 March 2015
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Title of Report	Monthly Management Report
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Originator of Report	Stewart Snellgrove	Ext. 49308
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At the time of submission 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: 11/02/15

Signed:  Director/Head of Service

Date: 11/02/15

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 – January 2015	
Key Decision	No	Item No.
Ward	All	
Contributors	Executive Director for Resources & Regeneration	
Class	Open	Date: 4 March 2015

1 PURPOSE

- 1.1 To set out the Management Report as at January 2015.

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: Stewart Snellgrove, Policy & Partnerships Unit, on 0208 314 9308.



**Monthly Management Report
January
2014/15**

Contents

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 15 Green ratings, 8 Amber ratings and 10 Red ratings.

Performance: Performance is being reported for December 2014. There are 36 performance indicators (73 per cent) reported as Green or Amber against target, and 22 performance indicators (45 per cent) which are showing an upward direction of travel. There are 14 performance indicators (27 per cent) reported as Red against target, and 24 performance indicators (49 per cent) which have a Red direction of travel. There are 9 indicators that have missing performance data.




Projects: Projects are being reported for January 2015. There are no changes to the projects summary dashboard this month. There is one red project this month - Kender Phase 3.

Risks: Risks are being reported for December 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 eight red corporate risks - ICT infrastructure is not fit for purpose and/or does not meet business needs; 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 December 2014 are as follows. The directorates' net General Fund revenue budget is forecasting an overspend of £9.5m against a Net Revenue Budget of £268.062m for 2014/15. At the same time last year an overspend of £0.9m 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. There are red dashboard ratings for finance in Priority 3, Clean, Green and Liveable; Priority 6, Decent Homes for All; Priority 7, Protection of Children; and Priority 8, Caring for Adults and Older People.

Barry Quirk, Chief Executive
10 February 2015

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	Performance
			n/a	
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
				

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Overall Summary: Performance

Summary of performance indicators in this report.

Overall Performance						Same period last year						13/14 outturn						
Current Period						Overall Performance						Overall Performance						
▲	●	★	!	?	Total	▲	●	★	!	?	Total	▲	●	★	!	?	Total	
13	13	23	1	8	58	17	14	25	1	1	58	16	11	27	2	1	1	58

Direction of Travel					Previous Period vs 12/13					Same period last year vs 12/13				
Current Period vs 13/14					Direction of Travel					Direction of Travel				
▲	→	★	?	Total	▲	→	★	?	Total	▲	→	★	?	Total
24	3	22	9	58	23	1	20	14	58	24	1	21	12	58

Performance

This report contains December 2014 performance data, and finds that 36 indicators are reported as Green or Amber against target, which is which is down from 37 last month. In December, 13 indicators are reported as Red against target, which is down from 14 last month. There are 9 indicators with missing data in December 2014, up from 7 last month.

Direction of Travel

A total of 22 indicators show an upward trend in December 2014, which is down from 23 last month. There are 24 indicators with a red direction of travel in December 2014, which is the same as last month. In December, 9 indicators had missing data, which is up from 7 last month.

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

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Areas requiring management attention this month

Performance Indicators - Monthly Indicators

	Against Target Dec 14	DoT Dec 14 v Mar 14	DoT Dec 14 v Nov 14	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
WARLA002 Average attendance (Local Assemblies)	▲	■	■	5	1	p19
LPI079 Percentage of fly tip removal jobs completed within 1 day	▲	■	■	9	3	p25
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	▲	■	■	-	3	p26
LPZ706 Percentage of properties let to those in temporary accommodation	▲	■	■	9	6	p39
NI063 Stability of placements of looked after children: length of placement	▲	■	■	2	7	p46
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population	▲	■	■	4	8	p53
BV017a % Ethnic minorities employees	▲	■	■	12	10	p64
LPI500 % staff from ethnic minorities recruited at PO6 and above	▲	■	■	9	10	p65
LPI519 Percentage of FOI requests completed	▲	■	■	7	10	p66

Performance Indicators - Monthly Indicators (reported 1 month behind)

	Against Target Nov 14	DoT Nov 14 v Mar 14	DoT Nov 14 v Oct 14	Consecutive periods Red (last 12 periods)	Priority No.	Page No.
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Areas of Good Performance

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Areas of Good Performance				
Performance Indicators - Monthly indicators				
	Against Target Dec 14	DoT Dec 14 v Mar 14	DoT Dec 14 v Nov 14	Priority No.
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (detritus)	★	★	★	3
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	★	★	★	3
LPI029 Percentage of rent collected, excluding rent due on void properties	★	★	★	6
LPI037 Average Time to Re-let	★	★	★	6
NI064 Child protection plans lasting 2 years or more	★	★	★	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
LPZ72 2D Reablement/Rehabilitation No Support	★	★	★	8
LPZ202 Library visits per 1000 pop	★	★	★	9
NI052 Take up of school lunches	★	★	★	9
LPZ726 Percentage of calls answered by the call centre	★	★	★	10
Performance Indicators - Monthly Indicators (reported one month behind)				
	Against Target Nov 14	DoT Nov 14 v Mar 14	DoT Nov 14 v Oct 14	Priority No.
NI193 Percentage of municipal waste land filled	★	★	★	3

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Overall Summary: Projects and Programmes

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Projects Forward Plan

Projects scheduled for completion, February to April 2015




Project	Month of scheduled completion
Primary Places Programme, 2014/15	February
Southern Site Housing - Deptford Town Centre Programme: appointment of developers	February
Drumbeat Phase 3 (new build)	March
Sydenham Park Footbridge	March
Milford Towers Decant	March
Housing Matters	March
Kender New Build - Phase 4	March
TfL Programmes, 2014/15	April
Deptford Rise Public Realm	April
Lewisham Homes Capital Programme, 2014/15	April

Overall Summary: Projects and Programmes

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Corporate Programmes

The status of the Council's Corporate Programmes in January 2015 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 GLA Empty Homes Programme	
PMSPROG Primary Places Programme	

Overall Summary: Projects and Programmes

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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 - January 2015

	13/14	%	December 2014	%	January 2015	%
★	10	33	9	41	9	41
●	15	62	12	55	12	55
▲	2	5	1	5	1	5
Total	27	100	22	100	22	100

Red Projects - January 2015

Red Projects	Projects Summary	Page No.	Corporate Priority No.
Page 22 Kenner New Build - Phase 3 South	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. Constructions 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 2015.	43	6

Overall Summary: Projects and Programmes

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Major Projects & Programmes

Movements in project status since December 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:

None

Additions:

None

Overall Performance: Risk

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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. There are 21 risks in total on the Corporate Risk register (8 Red, 13 Amber, and none Green).

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.









There are two changes to status in the corporate risk register this quarter. ICT Infrastructure risk has been increased from Amber to Red due to concerns regarding the PSN line at Wearside and issues with the roll out of Oracle/Sharepoint and Windows 7 which are also impacting on the Adequacy of Internal Control risk which remains Amber but the score has increased.

A section covering achievements and risks contained in the Annual Governance Statement will be added to the Council's next Annual Report. The report will also recognise the significant challenges ahead.

Overall Performance: Risk

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Red (Corporate Register)

Corporate priority	Risk name	Current status
10	2. ICT infrastructure is not fit for purpose and/or does not meet business needs. Significant change is happening with complex systems which could have a significant impact if a problem arises. Draft ICT Strategy reported to PASC prior to reporting to M&C.	
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. This 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.	

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Overall Performance: Risk

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Change (Directorate Registers)								
Risk name	Directorate	Current status	Previous	Current	Source Date	Target	Against Target	Change
05 Health and Safety Incident	COM		4	8	31/12/2014	4		4.00
06 Inability to maintain buildings and achieve statutory compliance	COM		10	15	31/12/2014	10		5.00
07 IT Failure	CUS		12	16	31/12/2014	9		4.00
14 Industrial action by Council staff	CUS		15	12	31/12/2014	9		-3.00
16 Inability to recover debts in a timely fashion	CUS		12	15	31/12/2014	6		3.00
05 Breakdown of Partnership working	CYP		8	12	31/12/2014	6		4.00
08 Dependency on IT systems	CYP		12	16	31/12/2014	9		4.00
11 Performance management and data quality	CYP		9	12	31/12/2014	4		3.00
12 Budget overspend	CYP		20	25	31/12/2014	6		5.00
15 Staff in schools work unsupervised with children and young people without a DBS clearance	CYP		6	4	31/12/2014	4		-2.00
18 Failure to prevent and detect fraud and corruption.	CYP		6	4	31/12/2014	4		-2.00
27 Data Breach and errors	CYP		15	12	31/12/2014	8		-3.00
10 Adequacy of Internal Control	R&R		8	12	31/12/2014	6		4.00

Overall Performance: Risk

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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	31/12/2014	6	▲	0.00
10 Financial control failure	COM	▲	16	16	31/12/2014	4	▲	0.00
24 Risk to delivery of service due to reduced resources and or increased demand	COM	▲	16	16	31/12/2014	6	▲	0.00
04 Failure of H&S Management in the Housing Estate	CUS	▲	16	16	31/12/2014	8	▲	0.00
07 IT Failure	CUS	▲	12	16	31/12/2014	9	▲	4.00
09 Injury to staff or customers	CUS	▲	15	15	31/12/2014	9	▲	0.00
11 Financial failure	CUS	▲	20	20	31/12/2014	9	▲	0.00
16 Inability to recover debts in a timely fashion	CUS	▲	12	15	31/12/2014	6	▲	3.00
04 Industrial relations	CYP	▲	16	16	31/12/2014	6	▲	0.00
08 Dependency on IT systems	CYP	▲	12	16	31/12/2014	9	▲	4.00
09 Asset and premises management	CYP	▲	16	16	31/12/2014	9	▲	0.00
12 Budget overspend	CYP	▲	20	25	31/12/2014	6	▲	5.00
28 Failure to meet demands of Demographic Growth	CYP	▲	16	16	31/12/2014	9	▲	0.00
29 Poor inspection report in schools	CYP	▲	15	15	31/12/2014	6	▲	0.00
30 Welfare Reform	CYP	▲	16	16	31/12/2014	6	▲	0.00
33 Failure to keep archived records secure	CYP	▲	16	16	31/12/2014	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	31/12/2014	6	▲	0.00

Overall Performance: Risk

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New Risks (December 2014 - Directorate Risk Registers)		
Risk name	Directorate	Current score
02a Failure to communicate with and engage electorate to register through IER	R&R	9
02b General Election preparedness and process compromised	R&R	12
32 Failure to implement appropriate parking legislation	CUS	6

Overall Performance: Finance

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Performance

	Nov 2014	%	Dec 2014	%
★	6	60	6	60
●	1	10	0	0
▲	3	30	4	40
Total	10	100	10	100

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

The directorates' net General Fund revenue budget is forecasting an overspend of £9.5m against a Net Revenue Budget of £268.062m for 2014/15. At the same time last year an overspend of £0.9m 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 Dec 14	% variance
01. NI Community Leadership and Empowerment	7,232	-440.00	-6.08
02. NI Young People's Achievement and Involvement	9,800	-400.00	-4.08
03. NI Clean, Green and Liveable	19,100	500.00	2.62
04. NI Safety, Security and Visible Presence	13,800	-300.00	-2.17
05. NI Strengthening the Local Economy	4,700	-500.00	-10.64
06. NI Decent Homes for All	3,000	1,800.00	60.00
07. NI Protection of Children	44,100	8,900.00	20.18
08. NI Caring for Adults and Older People	81,200	1,700.00	2.09
09. NI Active, Healthy Citizens	7,768	-1,760.00	-22.66
10. NI Inspiring Efficiency, Effectiveness, and Equity	77,362	0.00	0.00
Corporate priorities	268,062	9,500.00	3.54

Priority 01: Community Leadership & Empowerment

Hot Topics

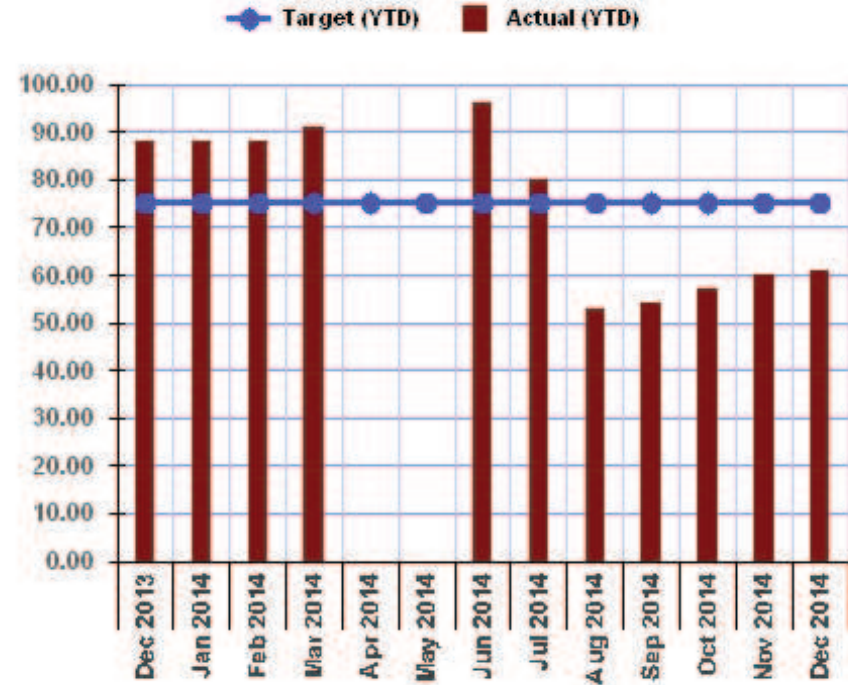
There are no 'Hot Topics' to report for Priority 1 this month.

Priority 01: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
WARLA002 Average attendance (Local Assemblies)			

WAR LA002 - Average Attendance at Local Assemblies

WARLA002 Average attendance (Local Assemblies)			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2013	88	75	★
Jan 2014	88	75	★
Feb 2014	88	75	★
Mar 2014	91	75	★
Apr 2014		75	?
May 2014		75	?
Jun 2014	96	75	★
Jul 2014	80	75	★
Aug 2014	53	75	▲
Sep 2014	54	75	▲
Oct 2014	57	75	▲
Nov 2014	60	75	▲
Dec 2014	61	75	▲



WAR LA002 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Community and Neighbourhood Development	<p>Performance</p> <p>This indicator measures the average number of residents attending local assembly meetings for a given month.</p>	<p>Performance Action Plan</p> <p>This indicator does not include the additional engagement work undertaken by the local assemblies team, which is now part of their remit alongside the assembly meetings. Overall engagement is up on last year through the inclusion of talk days and other local engagement events</p>

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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
WARLA002 Average attendance (Local Assemblies)	Number	61	75						

Priority 02: Young People's Achievement and Involvement









Hot Topics

Campaign to win votes for 16 and 17 year-olds

The Council is to join *Votes at 16*, a coalition made up of young people, organisations and politicians from across the political spectrum. Around 1.5 million 16 and 17 year-olds are denied the vote in public elections in the UK yet they can; pay income tax and National Insurance, become a director of a company, join the armed forces, give full consent to medical treatment, obtain tax credits and welfare benefits in their own right, consent to sexual relationships, get married or enter into civil partnerships.

Lewisham Young Mayor Liam Islam said: "I am a supporter of the votes at 16 campaign and it will give young people their right to participate in mainstream politics. We know young people are interested in politics; politics affects every single one of us, whether it's about what happens at school, transport of wider issues in the community. Young people have a lot to contribute. Let's hope we get our say."

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Priority 02: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
			
Projects		Risk	
Current Status Jan 15	Direction of Travel Jan 15 v Dec 14	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14
			

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
LPZ569 % SEN statements and EHCPs completed on time	Percentage	87.40	100.00						
LPZ569a % SEN statements excluding exceptions and EHCPs completed on time	Percentage	90.10	100.00						
Priority 2 - Half-termly Indicators									
	Unit	YTD Jun 14	Target Jun 14	Against Target Jun 14	DoT Last year	DoT Jun 14 v Apr 14	Against Target Apr 14	Against Target Feb 14	SchY 12/13
BV045.12 % Half days missed - Secondary	Percentage	5.41	6.05						
BV046.12 % Half days missed - Primary	Percentage	3.62	4.60						

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 Renovation of House on the Hill	CYP	£1.75m	Sep 2015	●
PMSCYP Drumbeat Phase 3 (new build)	CYP	£938k	Mar 2015	●
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	Aug 2015	●
PMSCYP Primary Places Programme 2015/16	CYP	£1.6m	Mar 2016	★
PMSCYP Primary Places Programme 2014/15	CYP	£1.5m	Feb 2015	★

Priority 03: Clean, Green and Liveable

Hot Topics

There are no 'Hot Topics' for Priority 3 this month.

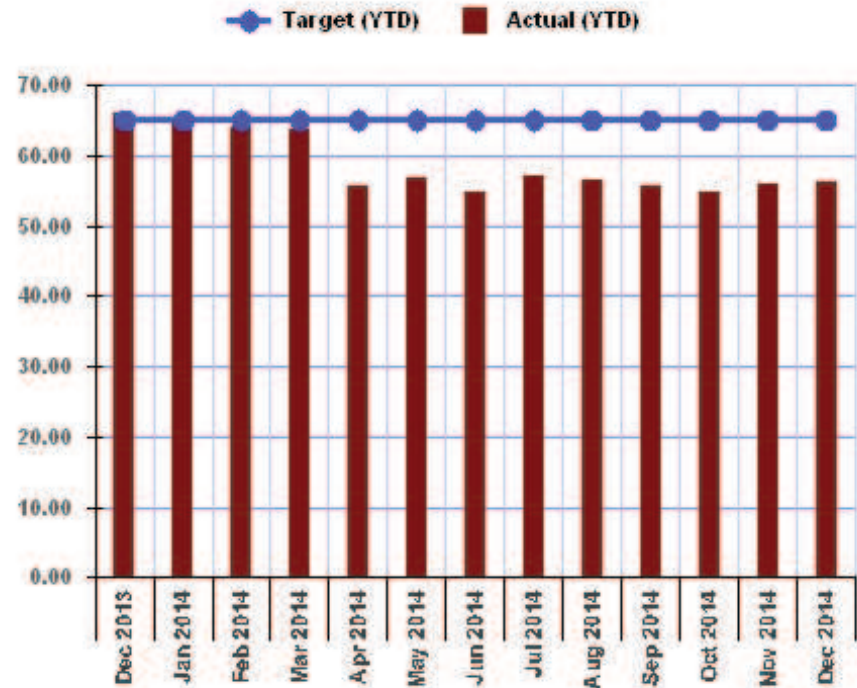
Priority 03: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
Projects		Risk	
Current Status Jan 15	Direction of Travel Jan 15 v Dec 14	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14

Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
LPI079 Percentage of fly tip removal jobs completed within 1 day			
LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)			

Finance - Red		
	% variance	variance
03. NI Clean, Green and Liveable	2.62	500.00

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)
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	▲
Aug 14	56.48	65.00	▲
Sep 14	55.66	65.00	▲
Oct 14	54.81	65.00	▲
Nov 14	55.80	65.00	▲
Dec 14	56.26	65.00	▲

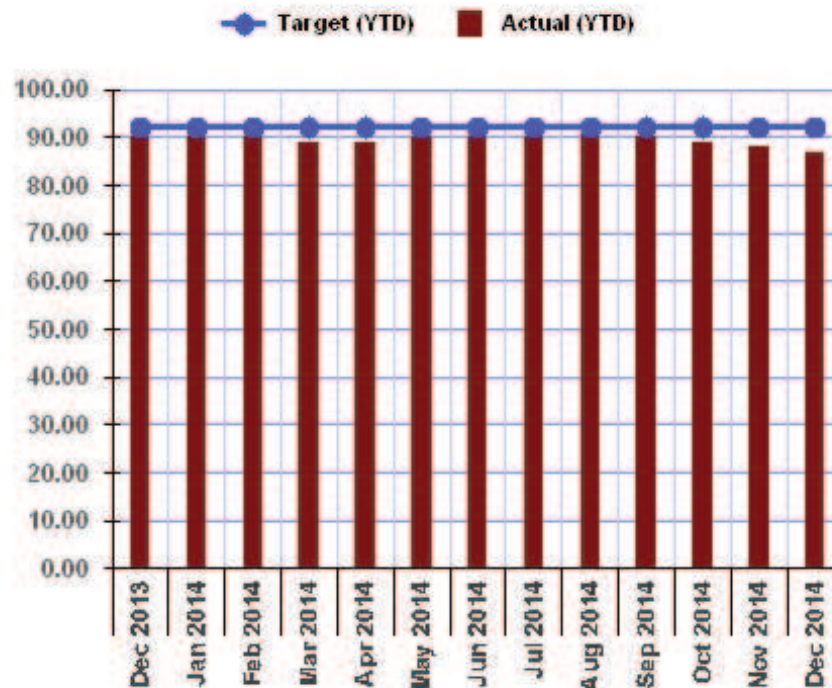


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LPI079 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p>Performance</p> <p>The indicator measures the percentage of fly tips removed within 1 day of report. Performance in December 2014 was 60%, falling below the target of 65%. YTD performance is 56.26%.</p>	<p>Performance Action Plan</p> <p>Cleansing are working with housing partners to identify ways of reducing the amount of fly tip activity in the area. The service is also benchmarking itself against other local authorities' standards of performance.</p>

LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)

LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2013	90	92	●
Jan 2014	90	92	●
Feb 2014	90	92	●
Mar 2014	89	92	●
Apr 2014	89	92	●
May 2014	90	92	●
Jun 2014	90	92	●
Jul 2014	90	92	●
Aug 2014	91	92	●
Sep 2014	90	92	●
Oct 2014	89	92	●
Nov 2014	88	92	●
Dec 2014	87	92	▲



LPZ749 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Environment	<p>Performance</p> <p>This indicator measures the percentage of roads and streets that are of an acceptable cleanliness for litter across all land classes. The service achieved 85% during December falling below the target of 92%. Year to date performance is 87%. Proportions of high grades (A/B+) have reduced, the proportion of satisfactory to unsatisfactory grades (B/B-) have increased significantly which has meant that standards are being maintained. However, the trend is that standards are gradually falling.</p>	<p>Performance Action Plan</p> <p>The borough is inspected on a monthly basis and all land classes are included in the sample in each survey period. A total of 900 transects (roughly measured areas) have to be inspected over the year. So although outturns are provided for each month of the survey, these will vary depending on areas inspected. The full year's data is required to achieve the average percentage across the borough. The use of inspection data to analyse trends as well as regular meetings with the Cleansing Managers has ensured that the service is aware of any issues as they arise and prompt action is taken.</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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
LPI079 Percentage of fly tip removal jobs completed within 1 day	Percentage	56.26	65.00						
LPI080 Percentage of recycling bins collected on time	Percentage	99.95	99.99						
LPI720 Percentage of noise nuisance complaints receiving a visit within 45 minutes, if necessary	Percentage	97.09	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	87.33	92.00						
LPZ750 Percentage of land and highways inspected that are of acceptable cleanliness (detritus)	Percentage	90.83	86.00						
LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	93.33	92.00						
LPZ752 Percentage of land and highways inspected that are of acceptable cleanliness (fly posting)	Percentage	94.15	95.00						
Priority 03 - Monthly Indicators									
	Unit	YTD Nov 14	Target Nov 14	Against Target Nov 14	DoT Last year	DoT Last month	Against Target Oct 14	Against Target Sep 14	13/14
NI191 Residual household waste per household (KG)	Kg/Household	59.19	58.75						
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	16.91	20.00						
NI193 Percentage of municipal waste land filled	Percentage	0.19	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 Dec 14	YTD Nov 14	YTD Oct 14	YTD Sep 14	YTD Aug 14	13/14
LPI720d Number of noise nuisance complaints requiring a visit	Number	1,961.00	1,883.00	1,717.00	1,543.00	1,258.00	2,123.00
LPI752n Number of grafitti removal jobs in within 1 day	Number	3,453.00	3,080.00	2,713.00	2,313.00	1,718.00	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	Mar 2015	
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 TFL Programme 2014/15	Resources & Regeneration	£2.411m	Apr 2015	

3. Clean, Green and Liveable

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





3.4 Finance

Net Expenditure Priority 03 (£000s)					
	2014/15 Budget	Projected year-end variance as at Dec 14	Variance	% variance	Comments
03. NI Clean, Green and Liveable	19,100	500		2.62	Finance Overspend The Environment division is projecting an overspend of £0.5m. This has mostly arisen from projected income shortfalls in Bereavement Services and the lumber service in Street Management of £0.2m and £0.1m relates to minor staffing overspends across the division. The balance is due to an increase in waste disposal costs rising as tonnages in domestic waste across the borough increase.

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 Dec 14	Direction of Travel Dec 14 v Nov 14
n/a	n/a		
Projects		Risk	
Current Status	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 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 Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	1,356.00	1,187.00	✗	1,234.00	✗
Outer London	Number	1,034.00	920.00	✗	827.00	✗
Inner London	Number	1,154.00	1,044.00	✗	1,016.00	✗
Robbery						
	Unit	YTD Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	608.00	529.00	✗	964.00	✓
Outer London	Number	444.90	385.90	✗	524.00	✓
Inner London	Number	573.00	527.00	✗	1,007.00	✓
Burglary						
	Unit	YTD Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	1,666.00	1,505.00	✗	2,335.00	✓
Outer London	Number	1,587.70	1,390.70	✗	1,825.00	✓
Inner London	Number	1,719.00	1,523.00	✗	1,955.00	✓
Criminal Damage						
	Unit	YTD Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	1,694.00	1,496.00	✗	1,644.00	✗
Outer London	Number	1,348.00	1,203.00	✗	1,266.00	✗
Inner London	Number	1,436.00	1,284.00	✗	1,374.00	✗

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 Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	506.00	445.00	✗	542.00	✓
Outer London	Number	494.70	444.70	✗	450.00	✗
Inner London	Number	534.00	488.00	✗	546.00	✓
Theft from vehicle						
	Unit	YTD Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	1,020.00	901.00	✗	1,096.00	✓
Outer London	Number	1,127.95	1,010.95	✗	1,458.00	✓
Inner London	Number	1,213.00	1,097.00	✗	1,553.00	✓
Theft from person						
	Unit	YTD Dec 14	YTD Nov 14	Change since last month	YTD Dec 13	Change since same period last year
Lewisham	Number	448.00	396.00	✗	565.00	✓
Outer London	Number	452.05	374.05	✗	500.00	✓
Inner London	Number	989.00	905.00	✗	2,154.00	✓

Priority 05: Strengthening the Local Economy

Hot Topics

Lewisham Means Business

Businesses in Lewisham have been invited to register for the second Lewisham Means Business exhibition and expo on Thursday 12 February at the Civic Suite in Catford. The free event from 9am to 5pm is organised by the Council in conjunction with the Federation of Small Businesses (FSB).

Delegates from local SMEs (small and medium-sized enterprises) will get the chance to meet local suppliers, take part in speed networking, find out how to promote their business using social media and learn about the support available to them from the Council. The event will feature exhibitors offering business-to-business services as well as legal and financial advice. In addition, free one-to-one advice sessions will be on offer to attendees.

Building Lives Training Academy

A new specialist construction college has opened in Downham. The Building Lives Training Academy is the first of its kind in Lewisham and will offer a wide range of taster and foundation courses as well as 18 month paid traineeships. The academy is open to unemployed adults in Lewisham aged between 16-64 with full rights to work in the UK interested in gaining new skills and employment in the construction industry. The academy is located in Meadows Community Centre which is a short walk from Beckenham Hill rail station and a number of bus routes.

Priority 05: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of travel Dec 14 v Nov 14
Projects		Risk	
Current Status Jan 15	Direction of travel Jan 15 v Dec 14	Current Status Jan 15	Direction of travel Jan 15 v Dec 14

Areas Requiring Management Attention this Month

Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
NI157b % Minor planning apps within 8 weeks	Percentage	76.81	70.00						
NI157c % of other planning applications determined within 8 weeks	Percentage	79.34	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 Dec 14	YTD Nov 14	YTD Oct 14	YTD Sep 14	YTD Aug 14	13/14
LPI472 Job Seekers Allowance claimant rate	Percentage	2.90	3.00	3.10	3.20	3.20	3.80
LPI474 The no.of JSA claimants aged 18-24yrs	Percentage	1,060.00	1,110.00	1,200.00	1,220.00	1,200.00	1,415.00
LPI475 Average house price(Lewisham)	£	383,858.00	383,619.00	383,595.00	379,265.00	376,320.00	328,817.00
Priority 5 - Quarterly contextual indicators							
	Unit	YTD Dec 14	YTD Sep 14	YTD Jun 14	YTD Mar 14	YTD Dec 13	12/13
LPI401d Number of new businesses started as a result of our economic development programmes	Number	?	5	5	22	22	27
LPI423 Local employment rate	Percentage	?	74.90	75.20	73.80	72.00	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 Catford Centre Redevelopment	Resources & Regeneration	£350k	TBC	
PMSRGN Surrey Canal Triangle	Resources & Regeneration	£245k	TBC	

Priority 06: Decent Homes for All

Hot Topics

'Pop-Up' Housing Scheme

Plans have been unveiled for a groundbreaking 'pop-up' housing scheme in response to the ongoing high demand for housing in the borough. A short term option for use on the site of the former Ladywell Leisure Centre building is currently being explored. This site sits vacant pending redevelopment.

The proposed development will be on-site for between 1–4 years, providing 24 homes for local people in housing need, as well as eight ground-floor non-residential units for community and/or business use. The first residential units in the temporary scheme – which is due to be submitted for planning approval at the end of January – could be occupied as soon as late summer 2015.

The proposed method of construction means that the development can be built faster and cheaper than if traditional methods were used, and as the finished structure is fully demountable it could be re-used over a number of years and in different locations across the borough.

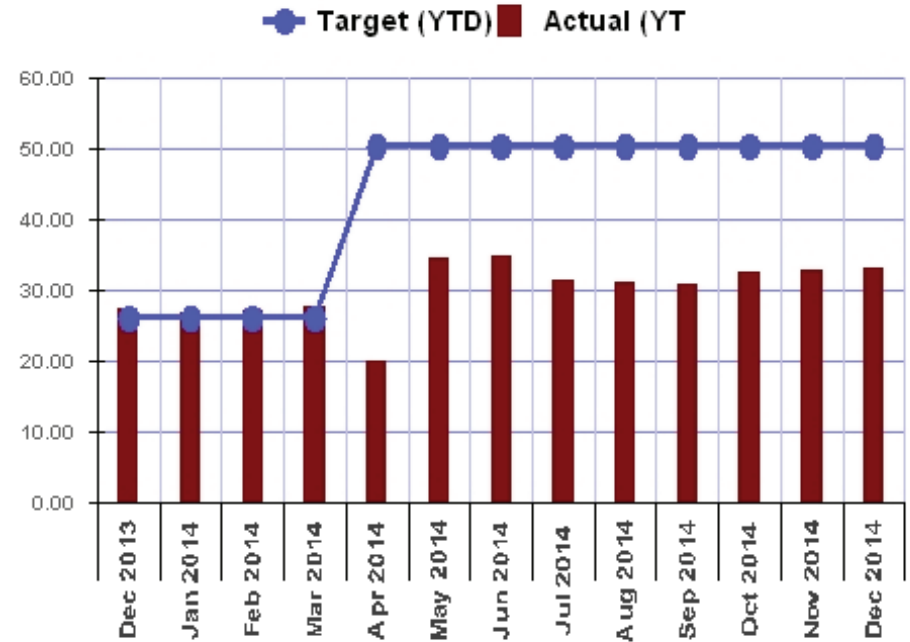
Local residents had the opportunity to put questions to the architects and the project team at Lewisham Central Assembly from 12 noon on Saturday 24 January followed by a special drop-in event at Lewisham Library from 2–4pm.

Priority 06: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
Projects		Risk	
Current Status Jan 15	Direction of Travel Jan 15 v Dec 14	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
LPZ706 Percentage of properties let to those in temporary accommodation			
Projects - Red			
	Directorate	Current Status	
PMSCUS Kender New Build grant phase 3 South	Customer Services		
Finance			
	% variance	variance	
06. NI Decent Homes for All	60.00	1,800.00	

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)
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	▲
Aug 2014	31.15	50.30	▲
Sep 2014	30.96	50.30	▲
Oct 2014	32.51	50.30	▲
Nov 2014	32.91	50.30	▲
Dec 2014	33.22	50.30	▲



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LPZ706 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance</p> <p>Although the overall percentage of lets to Homeless in TA is showing as 28.6% (or 33.22% year to date), the percentage of lets of family sized properties to homeless in TA is 54% and has been steadily increasing.</p>	<p>Performance Action Plan</p> <p>The percentage of family sized properties let to homeless families exceeds the 50% target. Since October 2014 we have increased this target specifically for lets to 2 beds and 3 beds to address the peak in homelessness demand in those bed sizes. Lets to 1 beds for homeless households are under 10% because we do not accept a homelessness duty for most single households, although they can access social housing through other routes.</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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
LPI029 Percentage of rent collected, excluding rent due on void properties	Percent	99.50	99.00	★	➡	🔴	★	★	●
LPI037 Average Time to Re-let	Number	9.99	23.00	★	➡	🔴	★	★	★
LPI705 Percentage urgent repairs completed within timescales	Percentage	99.58	99.60	●	🔴	🔴	★	★	★
LPZ706 Percentage of properties let to those in temporary accommodation	Percentage	33.22	50.30	▲	🔴	➡	▲	▲	★
NI156 Number of households living in Temporary Accommodation	Number	1,731.00	1,450.00	▲	➡	➡	▲	▲	▲
Priority 6 - Quarterly Indicators									
	Unit	YTD Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last quarter	Against Target Sep 14	Against Target Jun 14	13/14
LPZ705 Number of homes made decent	Number	1,383.00	1,383.00	★	➡	➡	★	★	★
LPZ753 Percentage of extra care housing schemes meeting new space standard	Percentage	?	16.67	?	?	?	★	★	★
LPZ757 Number of families in non self contained nightly paid accommodation more than 6 weeks (Qtr)	Number	0.00	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 Dec 14	YTD Nov 14	YTD Oct 14	YTD Sep 14	YTD Aug 14	13/14
LPI658d Total number of homelessness applications where a decision has been made	Number	923.00	808.00	696.00	512.00	431.00	1,073.00
LPZ725 Percentage of homeless applications where a decision was made to accept a duty	Percentage	65.01	67.08	71.84	76.37	77.03	66.17
LPZ747 Number of households on the housing register	Number	8,591.00	8,455.00	8,414.00	8,317.00	8,352.00	8,294
LPZ748 Number of approaches to HOC and SHIP	Number	10,994.00	9,417.00	7,217.00	4,582.00	3,909.00	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	TBC	
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	Feb 2015	
PMSCUS Housing Matters	Customer Services	£0.5m	Mar 2015	
PMSCUS GLA Empty Homes programme Round 2	Customer Services	£500k	Mar 2016	
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	Jan 2015	
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. Constructions 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 2015.</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 Dec 14	Variance	% variance	Comments
06. NI Decent Homes for All	3,000	1,800		60.00	Finance Overspend The Strategic Housing Service is projecting an overspend of £1.8m. This is entirely attributable to the overspend in the cost of bed and breakfast accommodation where a £1.8m overspend is being reported.

Priority 07: Protection of Children

Hot Topics

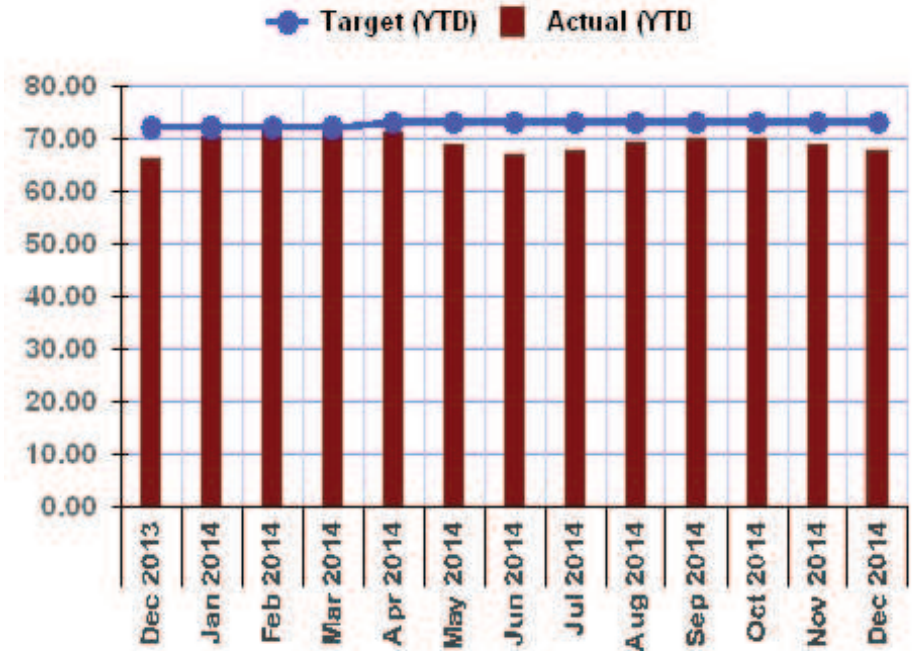
There are no 'Hot Topics' to report for Priority 7 this month.

Priority 07: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
Projects		Risk	
Against Target	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
NI063 Stability of placements of looked after children: length of placement			
Finance			
	% variance	variance	
07. NI Protection of Children	20.18	8,900.00	
Red Risks - Corporate Risk Register			
	Responsible Officer	Current Status	
RMSCYP01 Avoidable death or serious injury	Director CSC		

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)
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	▲
Aug 2014	69.10	73.00	▲
Sep 2014	70.10	73.00	●
Oct 2014	70.00	73.00	●
Nov 2014	68.80	73.00	▲
Dec 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</p> <p>Performance as at 31 December 2014 was 67.7%, below the 2014-15 target 73%</p>	<p>Performance Action Plan</p> <p>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>

7. Protection of Children

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

7.1 Performance

Priority 7 - Monthly Indicators									
	Unit	YTD Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
LPI129a % of children for whom contact received in month resulted in new referral	Percentage	15.10	14.00	★	🔴	🔴	★	★	★
LPZ900 % of single assessments completed within 45 working days	Percentage	90.18	?	!	?	?	!	!	!
NI062 Stability of placements of looked after children: number of moves	Percentage	9.20	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	3.20	5.00	★	➡	🔴	★	★	★
NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time	Percentage	11.30	10.00	★	🔴	➡	★	★	★
NI066 Looked after children cases which were reviewed within required timescales	Percentage	99.40	99.80	●	🔴	➡	●	●	★
NI067 Percentage of child protection cases which were reviewed within required timescales	Percentage	99.60	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	Dec 14	Nov 14	Oct 14	Sep 14	Aug 14	13/14
LPI137 CH39 Number LAC per 10,000 under 18 LBL	Number	60.00	75.10	77.30	78.70	78.40	78.70	79.80	77.00
LPI141 CH01 No.on CPP per 10,000 LBL	Number	37.90	40.90	56.20	53.40	51.10	48.60	45.50	46.20
LPI301 No. of children on CPP 'as at'	Number	284.00	240.00	362.00	344.00	329.00	313.00	293.00	304.00
LPI302 No. of LAC 'as at'	Number	448.00	441.00	498.00	507.00	505.00	507.00	514.00	500.00
LPI309a Number of Referrals per month	Number	325.00	263.00	218.00	295.00	271.00	266.00	152.00	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 260</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</p>	<p>➔</p>	<p>Director CSC</p>	<p>Risk - What are we planning to do? 1. 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 • Meeting arranged for LA senior managers to discuss the implications of the Rotherham Report. <p>Risk - When is it going to be completed? 1. March 2015.</p> <p>Risk Notes</p>

Priority 7 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
	performance. Impact on Inspection.			<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. • 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. • Legal supporting ongoing historical cases relating to children's homes. • Large increase in child protection investigation and children subject to a plan is placing pressure on the system.

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 Dec 14	Variance	% variance	Comments
07. NI Protection of Children	44,100	8,900	▲	20.18	Finance Overspend Children's social care is showing a budget pressure is £8.9m. This comprises of a £1.9m pressure in the placement budget for looked after children (LAC), a £5.8m pressure relating to clients with no recourse to public funds and a £1.2m 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

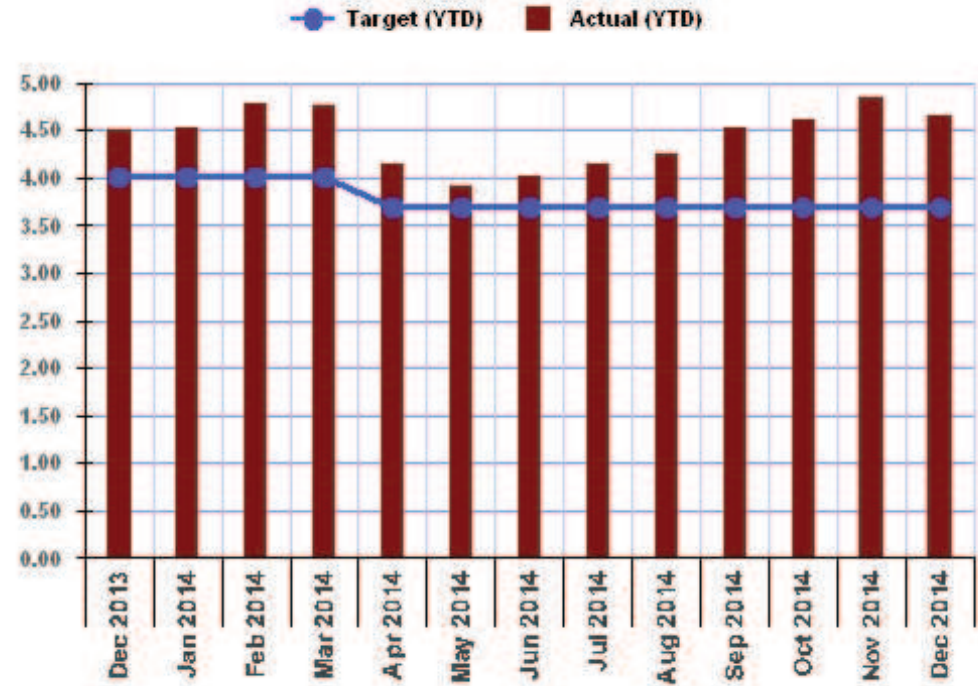
There are no 'Hot Topics' to report for Priority 8 this month.

Priority 08: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
Projects		Risk	
Current Status	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14
n/a	n/a		

Areas Requiring Management Attention this Month			
Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population			
Red Risks			
	Responsible Officer	Current Status	
RMSCOM04 Serious Safeguarding Concern			
Finance - Net Expenditure - Reds (£000s)			
	% variance	variance	
08. NI Caring for Adults and Older People		2.09	1,700.00

LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population

LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2013	4.51	4.00	▲
Jan 2014	4.52	4.00	▲
Feb 2014	4.79	4.00	▲
Mar 2014	4.75	4.00	▲
Apr 2014	4.15	3.69	▲
May 2014	3.92	3.69	▲
Jun 2014	4.01	3.69	▲
Jul 2014	4.15	3.69	▲
Aug 2014	4.24	3.69	▲
Sep 2014	4.52	3.69	▲
Oct 2014	4.61	3.69	▲
Nov 2014	4.84	3.69	▲
Dec 2014	4.65	3.69	▲



LPI264 2C (1) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Adult Social Care	<p>Performance</p> <p>This indicator measures the rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18+, not just Lewisham UHL. A transfer is delayed when a patient is medically fit to move, but still occupying a hospital bed. Data for this indicator is provided by the NHS England. (Lower performance is better).</p>	<p>Performance Action Plan</p> <p>Lewisham has continued to achieve low delayed transfers of care in relation to patients from UHL and out-of-borough hospitals, such as Kings. Additional staff have been recruited to assist with timely discharge from hospital therefore delays attributed to adult social care are minimal. Further work on prevention and admission avoidance is a key focus of current and future activity to reduce unnecessary admissions. Work has continued to focus on better health and social care integration to improve the care pathway in line with plans set out in the Integration Programme.</p>

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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
AO/D40 % Adult Social Care clients receiving a review	Percentage	63.73	55.59						
LPI253 1C (1) % people using social care who receive self-directed support	Percentage	81.58	81.58						
LPI254 1C (2) % people using social care who receive direct payments	Percentage	24.13	24.13						
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population	Number	4.65	3.69						
LPI272 2D Reablement/Rehabilitation No Support	Percentage	80.00	60.00						

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	Dec 14	Nov 14	Oct 14	Sep 14	Aug 14	13/14
LPI297 Total number of Adult Social Care contacts (new contacts)	Number	11,020.00	9,885.00	8,695.00	7,330.00	6,072.00	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

Priority 8 - Corporate Risk Register - Red Risks				Current status
RMSCOM04 Serious Safeguarding Concern				
Priority 8 - Corporate Risk Register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
Page 267	RMSCOM04 Serious Safeguarding Concern Death of adult or child. Institutional abuse. Domestic homicide.		Head of Adult Assessment and Care Management Head of Crime Reduction and Supporting people	<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 (LSAB) to meet the Care Act requirements. 2. In accordance with Care Act requirements, performance data and trend analysis is scrutinised and the Safeguarding Adult Review Panel will be established. 3. Further testing of organisation alerts will take place and the system will go live in Spring 2015. 4. Further work is being undertaken to develop a single point of access for safeguarding. <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 within 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 Safer Lewisham Partnership and the Adults Safeguarding Board as required. • The QAF working group has completed some testing, the SharePoint site is in place, and IAS has been adapted to provide information about each provider. • A new structure has been developed which strengthens links across Adult Social Care and Mental Health in relation to referral pathways and the management of safeguarding casework. <p>Risk - When is it going to be completed?</p>


Priority 8 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<ol style="list-style-type: none"> 1. Work is in progress to support the LSAB becoming a statutory body in April 2015. 2. Ongoing - meetings will take place as required to agree investigation plans. 3. February 2015. 4. April 2015.

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 Dec 14	Variance	% variance	Comments
08. NI Caring for Adults and Older People	81,200	1,700		2.09	Finance Overspend The Adult Services division is forecast to overspend by £2.0m. 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

Dementia help from books

People with dementia and their families, friends and carers can now get help from 25 specially-selected books available in the borough's libraries. The Reading Agency has worked with experts, people with dementia and carer groups to produce the list of books to provide a 'self-help' health and wellbeing service through reading. The books provide factual information and advice, as well as personal accounts by those who have encountered dementia first hand. Books are on display in the borough's libraries.

Priority 09: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 14
n/a	n/a		

Areas Requiring Management Attention this Month

Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

9.1 Performance

Priority 9 - Monthly Indicators									
	Unit	YTD Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
CF/C19 Health of LAC	Percentage	92.10	93.00						
NI052 Take up of school lunches	Percentage	60.40	58.00						

Priority 9 - Monthly Indicators									
	Unit	YTD Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
LPI202 Library visits per 1000 pop	Number per 1000	504.51	428.02						
	Unit	Dec 14	Dec 13	Nov 14	Nov 13	Oct 14	Oct 13	13/14	
LPI202r Library visits rolling 12 months	Number	2,109,667	1,971,027	2,106,590	1,943,763	2,100,326	1,922,783	2,046,822	

Priority 9 - Quarterly Indicators									
	Unit	YTD Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last Quarter	Against Target Sep 14	Against Target Jun 14	13/14
NI053 Prevalence of breastfeeding at 6 - 8 weeks from birth	Percentage	?	78.00						
NI123 Stopping smoking	Rate per 100,000	?	481.00						
LPI324 MMR1 Immunisation rates 2nd birthday	Percentage	?	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 Dec 14	YTD Nov 14	YTD Oct 14	YTD Sep 14	YTD Aug 14	13/14
LPI211a Children free swims	Number	32,326.00	30,713.00	28,057.00	24,538.00	22,011.00	32,427
LPI211b 60+ free swims	Number	21,351.00	19,493.00	17,158.00	14,517.00	12,050.00	18,675

Priority 10: Inspiring Efficiency, Effectiveness & Equity

Hot Topics

There are no 'Hot Topics' to report in Priority 10 this month.

Priority 10: Summary			
Performance Indicators		Finance	
Against Target Dec 14	Direction of Travel Dec 14 v Nov 14	Variance Dec 14	Direction of Travel Dec 14 v Nov 14
			
Projects		Risk	
Current Status	Direction of Travel	Current Status Jan 15	Direction of Travel Jan 15 v Dec 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

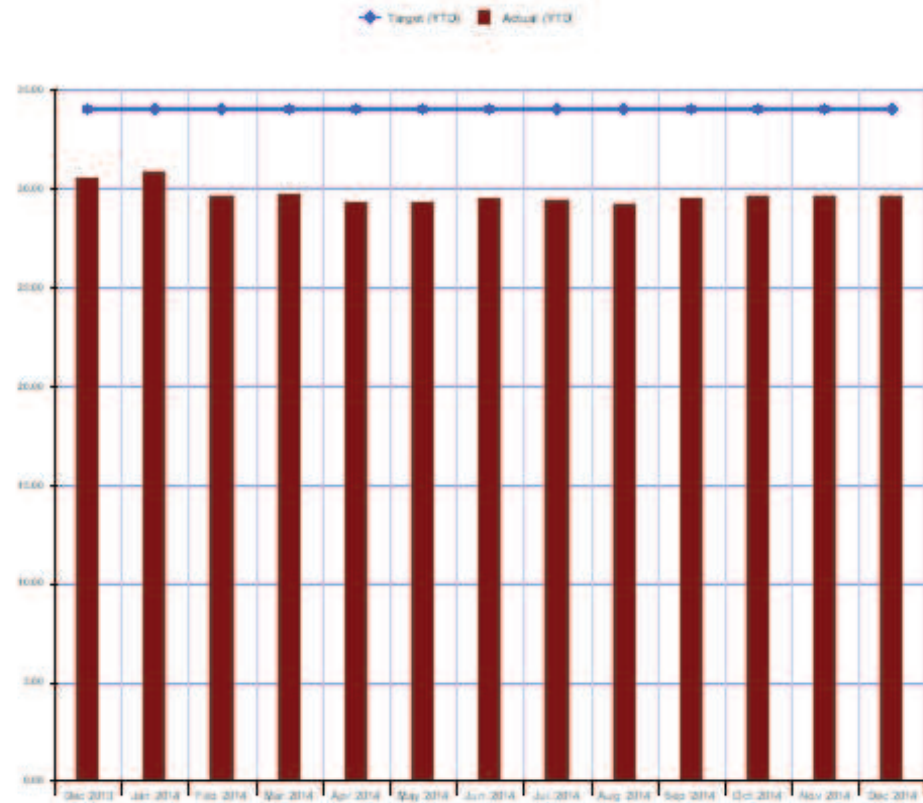
Performance Indicators - Monthly			
	Against Target	Direction of Travel Dec 14 v Mar 14	Direction of Travel Dec 14 v Nov 14
BV017a % Ethnic minorities employees			
LPI500 % staff from ethnic minorities recruited at PO6 and above			
LPI519 Percentage of FOI requests completed			

Red Risks - Corporate Risk Register		
	Responsible Officer	Current Status
RMSCOR02 Resilience of Central ICT infrastructure	Executive Director of Resources & Regeneration	
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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BV017a % Ethnic minorities employees

BV017a % Ethnic minorities employees			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2013	30.52	34.00	▲
Jan 2014	30.85	34.00	▲
Feb 2014	29.58	34.00	▲
Mar 2014	29.75	34.00	▲
Apr 2014	29.28	34.00	▲
May 2014	29.35	34.00	▲
Jun 2014	29.51	34.00	▲
Jul 2014	29.38	34.00	▲
Aug 2014	29.21	34.00	▲
Sep 2014	29.56	34.00	▲
Oct 2014	29.61	34.00	▲
Nov 2014	29.66	34.00	▲
Dec 2014	29.60	34.00	▲



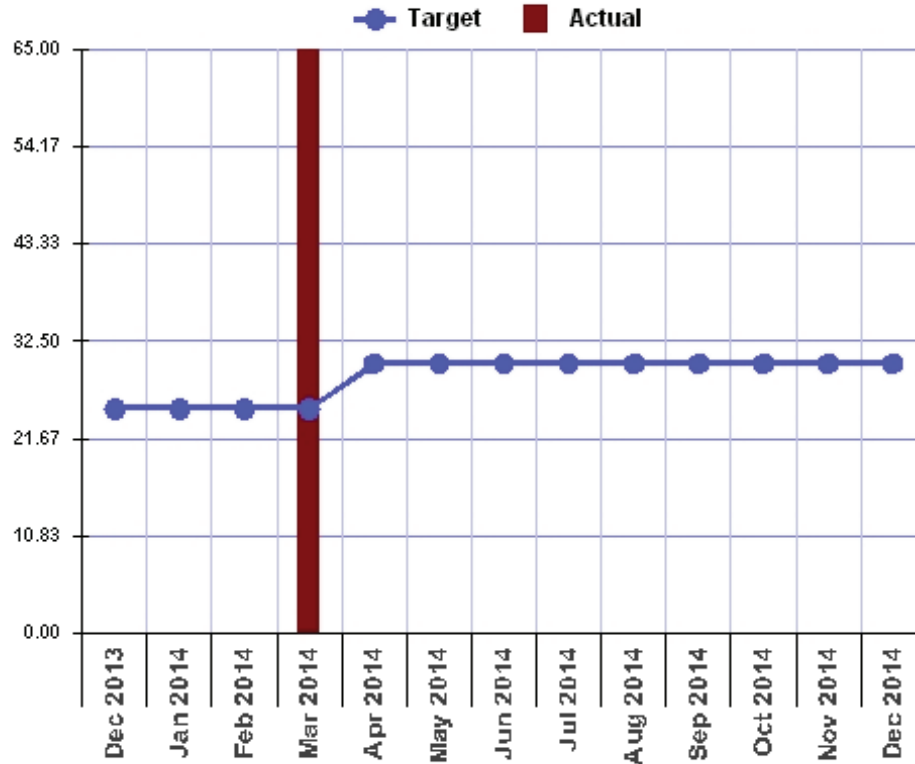
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BV017a - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel & Development	<p>Performance 29.6% 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 37.1% 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
Dec 2013	0.00	25.00	▲
Jan 2014	0.00	25.00	▲
Feb 2014	0.00	25.00	▲
Mar 2014	100.00	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	▲
Aug 2014	0.00	30.00	▲
Sep 2014	0.00	30.00	▲
Oct 2014	0.00	30.00	▲
Nov 2014	0.00	30.00	▲
Dec 2014	0.00	30.00	▲

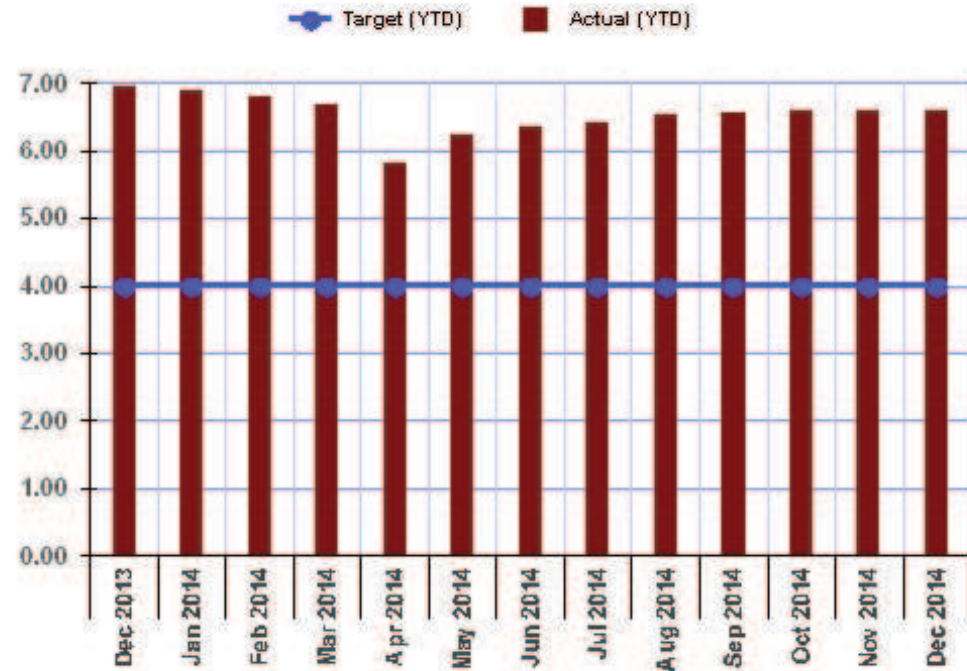


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LPI500 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Personnel & Development	<p>Performance There were no appointments at PO6 and above during December.</p> <p>Over the last 12 months, six BME members of staff gained promotion to posts at PO6 and above as a result of internal restructures and ring-fenced staffing reorganisations. This information is captured annually in the Council's workforce profile.</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)
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	▲
Aug 2014	88.61	100.00	▲
Sep 2014	87.97	100.00	▲
Oct 2014	87.24	100.00	▲
Nov 2014	87.24	100.00	▲
Dec 2014	86.72	100.00	▲



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LPI519 - comment		
Responsible Officer	Performance Comments	Action Plan Comments
Head of Technology & Transformation	<p>Performance</p> <p>The Council received 84 FOI requests in December 2014 which at this point in time for reporting purposes represents the last closed period. 68 have been closed within the timescale and 9 requests closed out of the statutory timescales, 7 remain open, a compliance rate of 80.95% (86.72% YTD).</p>	<p>Performance Action Plan</p> <p>The Corporate Team continue to support the directorate representatives who have continued to maintain good performance levels given the number and complexity of some requests. 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 Dec 14	Target Dec 14	Against Target Dec 14	DoT Last year	DoT Last month	Against Target Nov 14	Against Target Oct 14	13/14
BV008 Invoices paid within 30 days	Percentage	?	100.00	?	?	?	?	?	▲
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.52	7.50	●	■	■	★	★	★
BV012c Days/Shifts lost to Sickness (Schools Only)	Number	6.58	4.00	▲	■	■	▲	▲	▲
BV016a % of Disabled employees	Percentage	3.62	3.50	★	■	■	★	★	★
BV017a % Ethnic minorities employees	Percentage	29.60	34.00	▲	■	■	▲	▲	▲
LPI031 NNDR collected	Percentage	99.19	99.00	★	■	■	●	●	★
LPI032 Council Tax collected	Percentage	94.63	96.00	●	■	■	●	●	★
LPI500 % staff from ethnic minorities recruited at POG and above	Percentage	0.00	30.00	▲	■	➡	▲	▲	▲
LPI519 Percentage of FOI requests completed	Percentage	86.72	100.00	▲	■	■	▲	▲	▲
LPI537 Council jobs gained by young people under 25 as a % of junior level appointments (Sc1-Sc5)	Percentage	36.68	30.00	★	■	■	★	★	★
LPI726 Percentage of calls answered by the call centre	Percentage	91.86	91.00	★	■	■	★	★	★
LPI755 Percentage of customers with appointments arriving on time seen within their appointed time	Percentage	?	91.00	?	?	?	?	★	●
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	7.43	7.50	★	■	■	★	★	★

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

RMSCOR02 Resilience of Central ICT infrastructure	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 279</p> <p>RMSCOR02 Resilience of Central ICT infrastructure</p>	<p>Risk - What are the worst consequences of the risk?</p> <ul style="list-style-type: none"> Services not delivered leaving vulnerable people at risk Contractual liabilities Contagion of business as usual work due to diversion of staff and management time to compensate Breakdown in communications Litigation Increased costs 		Executive Director of Resources & Regenera...	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> Work to close the gap for response times as highlighted by the Emergency Planning & Resilience Forum. Windows 7/Office 10 upgrade to be completed before support ends. Draft ICT Strategy reported to PASC in September 2014 to support development of Strategy and investment before it is agreed at M&C. Work to PSN line at Wearside. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> Consistent and regular monitoring of storage capacity. Monitoring and maintenance programme for network resources. Routine anti-virus and back-up arrangements in place. Disaster recovery and emergency plan in place for some main systems to enable operation from another site. Increased capacity for remote access to the Network and systems via VPN. Completed programme of email archiving and behavioural control processing in conjunction with rollout of Microsoft 2010, including Sharepoint 2010. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> See above. December 2014. Monthly progress review in conjunction with CSPRG. January 2015. <p>Risk Notes</p> <ul style="list-style-type: none"> Stability of telephones continually monitored and subject to monthly reviews. The

Priority 10 - Corporate Risk Register - Red Risks


	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<p>system is now more stable.</p> <ul style="list-style-type: none"> • Following restructure, IMT has moved from R&R to Customer Services. • Significant change is happening with complex systems which could have a significant impact (in closing PSN compliance etc) if a problem arises. • Current score increased to reflect current issues with Oracle and Sharepoint/Windows 7 issues and the current risk to the PSN line.

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
<p>Page 281</p> <p>RMSCOR04 Non compliance with Health & Safety Legislation</p>	<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. 		<p>Chief Executive</p>	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Emphasis on H&S awareness for all staff and training to support improvements in quality of H&S risk assessment. 2. Update register of asbestos in schools. 3. Lessons learnt from CYP 2014/15 audits to be reported to CYP DMT. 4. Cross directorate monitoring meetings are taking place to ensure the implementation of the Broadway Theatre plan. <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 & L&D commissioned through contracts. • Online system for reporting Council H&S accidents, incidents & 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. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. March 2015. 2. March 2015. 3. March 2015. 4. Throughout 2015.

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
<p>Page 282</p> <p>RMSCOR06 Financial Failure - inability to maintain a balanced budget</p>	<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"> Lewisham future programme has published £40m savings proposals for member scrutiny and decision which, if taken, would leave a £10m gap for 2015/16. Focused management action on budget pressures currently £10m for 2014/15 - 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> <ul style="list-style-type: none"> Annual budget planning process established with clear timeframes to enable consultation and consolidation. Directorate Expenditure Panels operating for all budgets. Routine monthly budget monitoring reported to DMT, EMT & Members. Regular reviews by actuaries and consultations with external auditors to retain acceptable levels of reserves and provisions. Budget for 2014/15 set and appropriate savings agreed. Lewisham Future Programme Board established. Project groups to deal with "Integration with Health" and Corporate Team established to manage "No recourse" casework. CEP Process in place to supplement DEPs. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> February 2015. March 2015. <p>Risk Notes Next phase of Lewisham Future Programme to be agreed and work to bring forward</p>

Priority 10 - Corporate Risk Register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
				<p>savings progressed.</p> <p>Threat of Judicial Review re No Recourse could impact adversely on CSC budgets, increasing trend of No Recourse cases continues to have an impact on budget.</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

Current status 

RMSCOR19 Employee Relations



Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p>Page 284</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 survey and Staff Forum engagement • PES • L&D offering • Works Council • LGPS changes • 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 re-accredited as an Investors in People employer. • Regular communications with staff via multiple channels on pressures and changes the Council is facing. • HR reconfiguration included review of employee relations structures to ensure integrated approach. • Strong consultation governance structures and engagement with the trade unions. • Monitoring of staff structures and recruitment against equality characteristics and wellbeing, absence management, grievances and complaints. <p>Risk - When is it going to be completed? Quarterly reviews.</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

Priority 10 - Corporate Risk register - Red Risks				Current status
RMSCOR21 Data Integrity/Non Compliance/Information Security				
Priority 10 - Corporate Risk register - Red Risks				
	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
<p>Page 285</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 card transactions 		<p>Chief Executive</p>	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Move files from Eros House basement to offsite storage with scan on demand. 2. Implement ICO Audit recommendations. <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 (inc 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. • Information Governance forum established. • Achieved high amber rating in the ICO audit. • SLA to 25% of Lewisham schools. • Process for access to information complaints, appeals and ICO investigations. • PSN compliance achieved September 2014. • Specialist training. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. First deadline September 2014 - evidence of implementation by January 2015. 2. March 2015. <p>Risk Notes</p>

Priority 10 - Corporate Risk register - Red Risks

	Consequences	DoT Current Quarter v Previous Quarter	Responsible Officer	Comments
	revoked.			<ul style="list-style-type: none"> • Remaining 2011/12 data breaches being assessed by ICO. • PSN compliance requirement mean more changes to infrastructure. 10 PSN related projects with Capita will be delivered by Autumn 2015. • Metacompliance tool will force staff to read and sign acceptance of appropriate policies (wider than just IT) and provide a tailored training module. • Huge increase in the number of malware and phishing emails seen. New protective monitoring tool being purchased.

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 287 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?</p> <ol style="list-style-type: none"> New objective and appraisal process for senior management introduced. Organisational shape, direction and delivery strategy being reviewed. <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 and succession planning are all included in questions in the "STAR" service planning model. Dedicated transformation team supporting service changes Council wide. All recruitment (permanent 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?</p> <ol style="list-style-type: none"> December 2014. March 2015.

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	<p>Risk - What are the worst consequences of the risk?</p> <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	<p>Risk - What are we planning to do?</p> <ol style="list-style-type: none"> 1. Exploring potential for shared services as a means of delivering savings. <p>Risk - What have we done to control the risk?</p> <ul style="list-style-type: none"> • Established the Lewisham Future Programme Board supported by the Transformation Team to set priorities and oversee delivery of the change programme. • Set up the basic workflow (agenda, information, communication and reporting) and governance for managing the programme. • Launched online ideas management tool - WeCreate. • Members and Heads of Service awareness and training. • Undertook Big Budget Challenge online and with support of local assemblies. • Initiated reviews for priority areas for change based on the output from a member led process. • Since starting 18 months ago, brought forward over £50m of savings towards the £95m savings required by 2017/18. • Undertaken challenge sessions in each priority area to exemplify possible service outcomes for whole of savings requirement to 2017/18, as well as detailed savings proposals. <p>Risk - When is it going to be completed?</p> <ol style="list-style-type: none"> 1. June 2015.

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.

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: 4 March 2015

Recommendation

It is recommended that 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, as amended by the Local Authorities (Executive Arrangements) (Access to Information) (Amendments) (England) Regulations 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information:-

14. Church Grove Community Housing Development Part 2

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.

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