



AGENDA

MAYOR AND CABINET

**Date: WEDNESDAY, 11 NOVEMBER 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: Tuesday, 03 November 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.

ORDER OF BUSINESS – PART 1 AGENDA

Item No		Page No.s
1.	Declaration of Interests	1 - 4
2.	Minutes	5 - 10
3.	Outstanding Scrutiny Matters	11 - 12
4.	Matters Raised by Scrutiny and other Constitutional Bodies	13 - 21
5.	Voluntary Sector Accommodation Implementation Plan update	22 - 141
6.	Public Accounts Select Committee Income Generation Referral	142 - 183
7.	Lewisham 2020 5 year Forward view	184 - 197
8.	Children and Young People Plan 2015-2018	198 - 245
9.	Annual Complaints Report	246 - 281
10.	Annual Parking Report	282 - 301
11.	Heathside and Lethbridge Phase 5 & 6 Decant	302 - 312
12.	Financial Forecasts	313 - 329
13.	NNDR LLW accreditation discount	330 - 337
14.	Location Priority Policy and Procurement Strategy	338 - 379
15.	Housing Led Regeneration	380 - 389
16.	Sheltered Housing Investment and Improvement Programme	390 - 401
17.	Hornimans loan facility	402 - 426
18.	Exclusion of Press and Public	427
19.	ICT Shared Service	428 - 512
20.	Heathside and Lethbridge Decant Part 2	513 - 519
21.	Housing Led Regeneration part two	520 - 526

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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: February 11 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: November 11 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 October 21 2015 (copy attached) be confirmed and signed as a correct record.

Public Document Pack

MINUTES OF THE MAYOR AND CABINET

Wednesday, 21 October 2015 at 6.00 pm

PRESENT: Councillors Alan Smith, Chris Best, Kevin Bonavia, Janet Daby, Joe Dromey, Damien Egan, Paul Maslin, Joan Millbank and Rachel Onikosi.

ALSO PRESENT: Councillor Alan Hall and Councillor Helen Klier.

Apologies for absence were received from Mayor Sir Steve Bullock.

271. Declaration of Interests

None were made.

272. Minutes

RESOLVED that the minutes of the meeting held on September 30 2015 be confirmed and signed as a correct record.

273. Matters Raised by Scrutiny and other Constitutional Bodies

The written views of the Overview & Scrutiny Business Panel were presented by Councillor Alan Hall.

Lewisham Future Programme 2016/17 Revenue Budget Savings

The Cabinet accepted in full the request made in respect of saving O5. For saving L6, Councillor Chris Best advised consultation timetabling issues might dictate that the Select Committee received an updated position rather than a final proposal for pre decision scrutiny.

Lewisham Homes Business Plan

Councillor Hall pointed out that in addition to the Housing Bill, the Communities Bill, the Immigration Bill and various Executive Orders could all affect the Housing Strategy and have a consequential impact on this Business Plan.

RESOLVED that

(1) Officers be instructed to inform the Safer Stronger Communities Select Committee about options being investigated for the Discretionary Freedom Pass (O5)

(2) Officers be instructed to take all available results of consultations connected with the Library and Information Services (L6) to the Safer Stronger Communities Select Committee for pre-decision scrutiny; and

(3) the Executive Director for Customer Services be instructed to review the Housing Strategy in light of the new Housing Bill and other proposed legislative changes and the consequential need to review the Lewisham Homes Business Plan.

274. Outstanding Scrutiny Matters

RESOLVED that the report be noted.

275. Public Spending in Lewisham Working Group

The report was presented by Councillor Alan Hall who had chaired the Public Expenditure in Lewisham Working Group. Councillors Smith, Dromey, Bonavia, Millbank and Daby all praised the report and thanked all the partner organisations and council officers who had contributed to what was unanimously considered to be a very valuable piece of work.

Having considered an officer report and a presentation from the Chair of Overview & Scrutiny, Councillor Alan Hall, the Cabinet:

RESOLVED that the recommendations of the Public Spending in Lewisham Working Group as set out be noted and the relevant Executive Directors be asked to provide a response to the Overview and Scrutiny Committee on 25 January 2016.

276. Community Budget Joint Committee

The Chair praised the success of the hitherto informal joint venture between the three boroughs. Councillor Dromey added that the pilot programme had proved to be around five times more successful at getting people with complex needs into work than existing national programmes and that its approach was now being recommended for national adoption by a parliamentary select committee.

Having considered an officer report and a presentation from the Deputy Mayor, Councillor Alan Smith, the Cabinet agreed that:

(1) the establishment of a joint committee between the three boroughs of Lambeth, Lewisham and Southwark with the terms of reference set out at Appendix 1 be approved;

(2) the following people be appointed to be members of the joint committee:-

- The Mayor; and
- The Deputy Mayor as his/her substitute

(3) a governance agreement be entered into with the London Boroughs of Lambeth and Southwark in accordance with the principles set out and to the approval of the terms of that agreement be delegated to the Executive Director for Resources and Regeneration upon the advice of the Head of Law.

277. New Homes Better Places Programme

Councillor Millbank pointed out that some confusion had arisen in the community based on a misunderstanding that all the schemes had been agreed whereas in fact a majority of the proposals still required mayoral

approval. She successfully proposed that a list of schemes requiring further approval be added to the meeting minutes.

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

RESOLVED that:

(1) the progress made in delivering new Council homes in the borough be noted;

(2) the progress made in reviewing sites for their potential for new build housing and that the previously agreed tenure split of 80% rented and 20% sale be maintained;

(3) current proposals for the Kenton Court site, as identified, be approved with more detailed design work being undertaken and a planning application being submitted, progressing the development of the scheme to the point that it constitutes a formal part of the New Homes, Better Places programme;

(4) having considered the business case set out in part 2 of this report, the disposal of the long term and high cost void three bedroom property referred to be approved and authority be delegated to the Director of Asset Strategy and Regeneration, in consultation with the Head of Strategic Housing and Head of Law, to dispose of the property with a view to achieving the best consideration reasonably obtainable and to finalise and agree the disposal terms; and

(5) a list of new build housing schemes (as shown below) which are due to return to Mayor & Cabinet for decision be recorded in the minutes:

- a) Mona Road, Telegraph Hill
- b) Wild Gosse Drive, Telegraph Hill
- c) Walsham Road, Telegraph Hill
- d) Endwell Road, Telegraph Hill
- e) Embleton Road, Ladywell
- f) Wellmeadow Road, Lewisham Central
- g) Marnock Road, Crofton Park
- h) Crofton Park Road, Crofton Park
- i) Honor Oak Community & Youth Centre, Telegraph Hill
- j) Allison Close, Blackheath
- k) Pagoda Gardens, Blackheath
- l) Gosterwood Street Community Centre, Evelyn
- m) Besson Street, New Cross
- n) Bampton Estate, Perry Vale
- o) Hillcrest & High Level Drive Estate, Sydenham

278. River Corridor Improvement Plan SPD

Having considered an officer report and a presentation from the Deputy Mayor, Councillor Alan Smith, the Cabinet, for the reasons set out in the

report:

RESOLVED that:

(1) the changes to the RCIP SPD and Sustainability Appraisal be approved;

(2) the Council be recommended to adopt the RCIP SPD and the Sustainability Appraisal.

279. Licensing Act Policy

Councillor Bonavia received clarification that apart from the existing Cumulative Impact Zones in Blackheath and New Cross, no new zones were currently being contemplated but that if a new proposal did arise it would not have to wait for the next review of the policy in five years time.

Councillor Bonavia further inquired if any Early Morning Area Restriction Orders were being considered and was informed there were no current plans to issue any but that they remained as a tool for possible future deployment.

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

RESOLVED that the Licensing Act Policy for 2015-2019 should be presented to full Council for it to be formally determined and published.

280. Instrument of Government Leathersellers Federation

Having considered an officer report, and a presentation by the Cabinet Member for Children & Young People, Councillor Paul Maslin, the Cabinet, for the reasons set out in the report:

RESOLVED that the Instrument of Government for The Leathersellers' Federation of Schools be made by Local Authority order.

281. Response to OSC - London Fire Brigade

This item was considered prior to consideration of the agenda item on the Public Spending in Lewisham Working Group which involved a boroughwide survey of emergency services in Lewisham.

Having considered an officer report, and a presentation by the Cabinet Member for Community Safety, Councillor Janet Daby, the Cabinet, for the reasons set out in the report:

RESOLVED that the response be approved and forwarded to the Overview and Scrutiny Committee.

282. Response to HCSC - transition from Children's to Adult Services

Having considered an officer report, and a presentation by the Cabinet

Member for Health, Well-Being & Older People, Councillor Chris Best, the Cabinet for the reasons set out in the report:

RESOLVED that

(1) the response of the Executive Director for Community Services and the Executive Director for Children and Young People in relation to the issues raised by the Healthier Communities Select Committee and in particular their request that the provision of education and care services for young adults with disabilities be further developed within Lewisham, be approved; and

(2) the response be forwarded to the Healthier Communities Select Committee.

283. Exclusion of Press and Public

RESOLVED 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. New Homes Better Places Programme Part 2

284. New Homes Better Places Programme Part 2

Commercially sensitive information relating to the disposal of one property was considered in closed session prior to discussion on the open report on the same subject.

The meeting closed at 7.08pm.

Agenda Item 3

MAYOR & CABINET		
Report Title	Outstanding Scrutiny Matters	
Key Decision	No	Item No.
Ward	n/a	
Contributors	Head of Business and Committee	
Class	Part 1	Date: 11 November 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 items 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 Overview & Scrutiny Committee – Care Act	ED Community	25 March 2015	9 December 2015	No
Comments on Response Submitted by Mayor to SDSC on Flood and River Related Consultations	ED Res. & Regen.	30 September 2015	9 December 2015	No
Response to Overview and Scrutiny Committee – Recommendations of the Public Spending in Lewisham	All EDs	21 October 2015	13 January 2016	No

Working Group				
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BACKGROUND PAPERS and AUTHOR

Mayor & Cabinet minutes 25 March, 30 September 2015 & 21 October 2015
available from Kevin Flaherty 0208 3149327 or at:

<http://councilmeetings.lewisham.gov.uk/ieListMeetings.aspx?CId=139&Year=0>

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: November 11 2015

Purpose of Report

To report back on any matters raised by the Overview and Scrutiny Business Panel following their consideration of the decisions made by the Mayor on October 21 2015 or on other matters raised by Select Committees or other Constitutional bodies.

Mayor and Cabinet			
Report title	Comments of the Overview and Scrutiny Committee on the London Fire Brigade (Mayoral Response)		
Contributors	Overview and Scrutiny Committee	Item No.	
Class	Part 1	Date	11 November 2015

1. Summary

- 1.1 This report informs Mayor and Cabinet of the comments and views of the Overview and Scrutiny Committee, arising from discussions held on the Mayoral Response to the Committee's referral on the London Fire Brigade (LFB), considered on 26 October 2015.

2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note the views, and consider the requests, of the Overview and Scrutiny Committee as set out in section three of this referral.

3. Overview and Scrutiny Committee views

- 3.1 On 26 October 2015, the full Overview and Scrutiny Committee considered a report entitled *Response from Cabinet to matters referred by the Overview and Scrutiny Committee – London Fire Brigade*.

- 3.2 The Committee resolved the following:

1. That Lewisham Council should carefully consider any proposals to permanently, or further, reduce fire cover within the London Borough of Lewisham.
2. That Lewisham Council should make representations for full public consultation on any such proposals.
3. That the Overview and Scrutiny Committee notes and agrees the following recommendations made by the Public Spending in Lewisham Working Group:

In 2014/15 and in 2015/16 (to date) the six minute target for getting a first appliance to an incident has not been met in the Bellingham, Downham and Grove Park wards of Lewisham. The LFB should focus its attention on understanding and addressing the reasons behind this failure. This should include considering any impact caused by the removal of Forest Hill's second appliance and the closure of Downham Fire Station; and considering what mitigating action might be taken to improve attendance times in these areas. The findings should be reported to the Overview and Scrutiny Committee

4. Financial Implications

- 4.1 There are no financial implications arising out of this report per se.

5. Legal Implications

5.1 The Constitution provides for Select Committees to make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process.

6. Further Implications

6.1 At this stage there are no specific environmental, equalities or crime and disorder implications to consider.

Background papers

[Response from Cabinet to matters referred by the Overview and Scrutiny Committee – London Fire Brigade](#) – report to the Overview and Scrutiny Committee, 26 October 2015

If you have any queries on this report, please contact Charlotte Dale, Overview and Scrutiny Manager (0208 3149534)

Mayor and Cabinet			
Report title	Comments of the Overview and Scrutiny Committee on Devolution		
Contributors	Overview and Scrutiny Committee	Item No.	
Class	Part 1	Date	11 November 2015

1. Summary

- 1.1 This report informs Mayor and Cabinet of the comments and views of the Overview and Scrutiny Committee, arising from discussions held on devolution at its meeting on 26 October 2015.

2. Recommendation

- 2.1 The Mayor is requested to respond to the views of the Overview and Scrutiny Committee as set out in section three of this referral.

3. Overview and Scrutiny Committee views

- 3.1 On 26 October 2015, the full Overview and Scrutiny Committee considered a report entitled *Devolution* and a presentation on the same topic by the Chief Executive.

- 3.2 The Committee resolved to advise the Mayor and Cabinet of the following:

1. In February 2015 the Council agreed a motion expressing its support for the Core Cities' Modern Charter for Local Freedom¹; and agreed to campaign for further devolution and greater localism and a fairer distribution of resources based on the restoration of needs-based central funding². However, the Overview and Scrutiny Committee would like to be reassured that this is not used as a mechanism to implement more HM Treasury top sliced cuts. It would also like to endorse the recommendation of the Public Spending Working Group that:

If proposals for devolution in London are accepted by the Government, the Mayor and Executive Members should share their proposals with the Overview and Scrutiny Committee as soon as possible to facilitate constructive scrutiny and the most effective constitutional arrangements

...to ensure we have transparency and accountability in any arrangements.

2. It also endorses the recommendation of the Public Spending Working Group that:

The formal partnership arrangements between the Mayor, Executive Members and Officers should be reviewed to ensure that they are robust enough to recognise the potential conflicts and solutions required to address the scale of

¹ See: <http://www.corecities.com/what-we-do/publications/modern-charter-local-freedom>

² See:

<http://councilmeetings.lewisham.gov.uk/documents/s33998/Motion%203%20Proposed%20by%20the%20Mayor%20Seconded%20by%20Councillor%20Hall.pdf>

the challenges this review [the Public Spending in Lewisham Review] has identified.

4. Financial Implications

4.1 There are no financial implications arising out of this report per se.

5. Legal Implications

5.1 The Constitution provides for Select Committees to make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process.

6. Further Implications

6.1 At this stage there are no specific environmental, equalities or crime and disorder implications to consider.

Background papers

[Devolution](#) – report to the Overview and Scrutiny Committee, 26 October 2015

If you have any queries on this report, please contact Charlotte Dale, Overview and Scrutiny Manager (0208 3149534)

Mayor and Cabinet		
Title	Comments of the Sustainable Development Select Committee on the Publishing Viability Assessments Report.	
Contributor	Sustainable Development Select Committee	Item
Class	Part 1 (open)	11 November 2015

1. Summary

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Sustainable Development Select Committee, arising from discussions held on the Publishing Viability Assessments report, considered at its meeting on 22 October 2015.

2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note the views of the Select Committee as set out in this report and ask the Executive Director for Resources and Regeneration to respond.

3. Sustainable Development Select Committee views

- 3.1 On 22 October 2015, the Sustainable Development Select Committee considered a report entitled Publishing Viability Assessments.

- 3.2 The Committee resolved to advise Mayor and Cabinet of the following:

- The Committee noted that other London boroughs, such as the London Boroughs of Islington and the Royal Borough of Greenwich were consulting on publishing viability assessments in relation to planning applications. Each borough, however, were pursuing different approaches to achieve this.
- The Committee welcomed this borough's approach in that Lewisham will continue to require the developer to submit confidential viability information to our independent consultants, and in the light of that submitted information, the consultants then produce a report which is in a form which is publicly available. However it would like to keep the new approach under review.
- The Committee was concerned about what was presented by developers to this Council in their viability assessments compared to what information the Council had about what was actually paid for land on final sale and other relevant financial information.
- The Committee noted that in the London Borough of Islington's 'Development Viability Discussion Paper and Questionnaire, September 2014' it stated that, "unfortunately, in recent years, the council has received a significant number of viability appraisals which have contained inputs and assumptions which have been unsupported by robust evidence. Through a process of independent assessment it has been shown that in some cases development values have been underestimated and development costs overstated, creating an artificially pessimistic outcome. It has been unclear

why a developer would proceed with a development that is shown to be unviable and how finance could be incurred on that basis.”¹

- London Borough of Islington’s ‘Development Viability Discussion Paper and Questionnaire, September 2014’ also stated that, “In some cases it is clear that the viability process is being used with the intention of limiting planning obligations in order to generate excess profits for a developer and/ or landowner over and above a reasonable level of return that is required for the development to proceed (super-profit).”²

3.3 Therefore, the Select Committee recommends that:

The Mayor:

- a) Note that the Committee welcomed the change in approach and advised that it would keep the matter under review.
- b) Ask that a representative analysis be made of previous viability assessments for completed developments in the borough in order to find out whether the system is working as Members understand it.
- c) Ask that the outcomes of viability assessments on completed schemes be compiled into an annual report upon completion.

4. Financial implications

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

5. Legal implications

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

6. Further implications

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

Background papers

Sustainable Development Select Committee – Agenda of 22 October 2015

<http://councilmeetings.lewisham.gov.uk/ielistDocuments.aspx?CId=136&MId=3906&Ver=4>

If you have any queries on this report, please contact Roger Raymond, Scrutiny Manager (ext. 49976).

¹ Page 19, Development Viability Discussion Paper and Questionnaire, London Borough of Islington, September 2014.

² Page 19, Development Viability Discussion Paper and Questionnaire, London Borough of Islington, September 2014.

Mayor and Cabinet		
Title	Comments of the Sustainable Development Select Committee on the Collection and use of S106 funds and Community Infrastructure Levy – 2015 update (Planning obligations/regulations – Update) report.	
Contributor	Sustainable Development Select Committee	Item
Class	Part 1 (open)	11 November 2015

1. Summary

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Sustainable Development Select Committee, arising from discussions held on the Collection and use of S106 funds and Community Infrastructure Levy (CIL) – 2015 update (Planning obligations/regulations – Update) report, considered at its meeting on 22 October 2015.

2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note the views of the Select Committee as set out in this report and ask the Executive Director for Resources and Regeneration to respond.

3. Sustainable Development Select Committee views

- 3.1 On 22 October 2015, the Sustainable Development Select Committee considered a report entitled Collection and use of S106 funds and Community Infrastructure Levy – 2015 update (Planning obligations/regulations – Update).
- 3.2 The Committee resolved to advise Mayor and Cabinet of the following:
- The Committee welcomed the report from officers and noted that the Council had been successful in securing increasing levels of funding from Section 106 in recent years and this is set to continue, albeit through a combination of CIL and Section 106 payments since the introduction of a borough CIL in April this year.
 - The Committee would like to ensure the remainder of the £23m outstanding from CIL and Section 106 payments is spent on projects in the borough, as designated by the development.
 - The Committee would like to see a mechanism that allows Members and communities some influence in how the CIL and Section 106 money is spent.
 - The Committee felt that officers should consider setting up a Community Trust or similar body to ensure the CIL and Section 106 money was secure in one overarching body.

3.3 Therefore, the Select Committee recommends that:

The Mayor:

- a) Ask officers to investigate the possibility of setting up a Community Trust or similar body for CIL and Section 106 payments.
- b) Ask officers to develop a framework of consultation so communities can set their priorities for development if CIL or Section 106 payments become available.
- c) Ask officers for further information on how the process of gathering priorities in communities for CIL and Section 106 payments will operate with both Neighbourhood Forums and Local Assemblies in operation.

4. Financial implications

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

5. Legal implications

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

6. Further implications

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

Background papers

Sustainable Development Select Committee – Agenda of 22 October 2015

<http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=136&MId=3906&Ver=4>

If you have any queries on this report, please contact Roger Raymond, Scrutiny Manager (ext. 49976).

Agenda Item 5

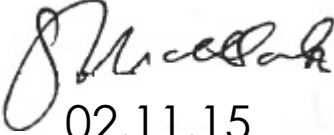
Chief Officer Confirmation of Report Submission	
Report for: Mayor Mayor and Cabinet Mayor and Cabinet (Contracts) Executive Director	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Information <input type="checkbox"/> Part 1 <input checked=""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

Date of Meeting	11 November 2015	
Title of Report	Voluntary Sector Accommodation Implementation Plan	
Originator of Report	Liz Dart, Head of Cultural and Community Development	Ext. 46115

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  Director / Head of Service
 Date 03.11.15

Signed  Cabinet Member
 Date 02.11.15

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	Voluntary Sector Accommodation Implementation Plan Update		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director for Community Services		
Class	Part 1	Date:	11 November 2015

1. Purpose of Report

- 1.1 The purpose of this report is to provide details of the outcome of consultation on proposed closures and redevelopment of community centres and to seek approval to proceed with plans to rationalise community centres as detailed in the report.

2. Recommendations

Mayor and Cabinet is recommended to:

- 2.1 note the consultation feedback as summarised in section 6 of the report and the full submissions in appendix B.
- 2.2 agree the recommendations for each of the 16 community centres in section 6 of the report and instruct officers to proceed to the next stage of implementation.

3. Policy Context

- 3.1 Lewisham has a long history of working with the third sector and empowering residents and communities. The Sustainable Community Strategy sets out the Local Strategic Partnership's commitment to creating a borough that is:

Empowered and Responsible: where people are actively involved in their local area and contribute to supportive communities.

- 3.2 This is reflected in Lewisham's Corporate Priorities:

Community Leadership and empowerment: developing opportunities for the active participation and engagement of people in the life of the community.

- 3.3 Lewisham is fortunate to have a diverse third sector which ranges from very small organisations with no paid staff through to local branches of national charities. As well as being directly involved in delivering services to citizens in the borough, third sector organisations also provide the essential infrastructure to allow the sector as a whole to develop and support individual citizens to be able to play an active role within their local communities.

4. Background

- 4.1 As part of the Council's fundamental review of all its budgets, it has been looking at the costs of maintaining its range of assets and the potential income that these assets could generate for the Council that could be used to fund other services. In order to release substantial revenues savings and therefore safeguard frontline service delivery, the Council is in the process of reducing its public buildings. This work has already commenced with the transfer of staff working in the Catford complex into Laurence House, and the changed use of the Town Hall.
- 4.2 In April 2015 Mayor and Cabinet considered the outcome of a three month consultation with the voluntary and community sector on a new framework for the council's use of assets to support the sector. This framework was agreed by Mayor and Cabinet and sets out four categories for VCS assets as follows:
- **Sole occupancy of a building (not at full market rate)** – This would be a building, wholly or predominantly utilised by one VCS organisation. In order for an organisation to have sole occupancy of a building it would need to demonstrate a need for specialist facilities that could not be provided elsewhere and/or within a shared facility. The organisation would need to demonstrate that it can't afford full market rate. The organisation would also need to be delivering services that meet our priorities.
 - **Voluntary and Community Sector Hub** – This would be a shared building with all inclusive affordable rents. This would be the preferred category for organisations that are providing services that meet our priorities (and cannot demonstrate the need for specialist facilities above). The Hubs will provide office and meeting space. Activity space where appropriate and possible may also be provided, otherwise this would need to be hired elsewhere.
 - **Community Centre** – This would be a neighbourhood based facility with activity space that is predominantly geared towards providing services at a neighbourhood level. Community Centres currently have a range of different terms and conditions, some are on full repairing leases, some directly provided and others managed by Premises Management Organisations (PMOs) but with Repairs & Maintenance provided by the Council. Many community centres are currently underutilised and we would be looking to rationalise the number of centres taking into account what other community facilities are available in the area. As the number of centres is reduced we would work to reduce the overall financial burden to the Council and put in place equitable arrangements across the portfolio.
 - **Sole occupancy of a building at full market rate** – This would be for larger VCS organisations that can afford to pay full market rates, for those that are not delivering services that meet our priorities or for organisations that are delivering services that meet our priorities but that do not wish to be housed within one of the VCS hubs. These organisations would still be able to access buildings (where available) on the Council's standard letting terms and conditions.
- 4.3 Following the adoption of the framework the next step was to develop an implementation plan to demonstrate the impact of the framework on the existing portfolio of community premises. The following principles that were

agreed as part of the framework were used to guide the development of the implementation plan:

- Demand for subsidised space will always outstrip the available resources and it is therefore essential to have a process for allocating support that is open and transparent.
- Lease and hire arrangements should be equitable.
- Council Assets used by VCS organisations need to be fully optimised to ensure the Council is achieving best value for its' residents.
- The overall cost to the Council of assets used by VCS organisations should be reduced in order to release savings.
- The model for the use of Council assets to support VCS organisations in the future should allow some flexibility for changing needs.
- The model should support the Council's partnership approach
- Enabling VCS organisations to access Council assets is a way of supporting the sector.
- The model should help the sector to help themselves by optimising the use of their resources.

In addition the following factors have been considered in developing the implementation plan:

- Usage levels
- Other facilities in the locality
- Impact on council's ability to meet its statutory duties
- Existing lease arrangements
- Potential for redevelopment
- Potential for shared use
- Condition of the asset

- 4.4 The Implementation Plan was taken to Mayor and Cabinet in July 2015 and contained outline proposals for how each of fifty assets fitted into the framework. There were 24 buildings within the community centres category and there were 16 centres that where the proposal was to close or redevelop. It was agreed that further consultation should be undertaken for these and the outcome of this reported back to Mayor and Cabinet before implementation could proceed. The plans set out in this report propose a way forward for the 16 community centres following this consultation.
- 4.5 The plans set out in this report reflect in part a response to the requirement to ensure childcare and school places. Local authorities are under a duty to ensure that there is sufficient childcare provision in their areas. The provision must be "sufficient to meet the requirements of parents in the local authority's area who require childcare in order to enable them to take up, or remain in, work, or undertake education or training which could reasonably be expected to assist them to obtain work.
- 4.6 Ensuring that the supply of school places meets demand remains a statutory duty of local authorities. In terms of meeting demand, local authorities are also subject to constraints under the Education Act 2011. The 2011 Act requires that this demand for school places be met through the building of new free schools and academies, and the expansion of existing schools where possible.
- 4.7 The plans set out in this report also reflect in part a response to the massive housing challenges in Lewisham and London more broadly. A combination of

population growth and an acute shortage in the supply of new homes has led to an affordability crisis in every sector of the local housing economy. This is reflected in the fact that the average house price in Lewisham is now more than 12 times the median local income, and that rents in the private rental market have increased by a third in the past three years. It is expressed most clearly however in the rise in homeless households living in temporary accommodation, a number which now stands at more than 550, representing a ten-fold increase in just over two years.

The Council has initiated a wide range of responses to this crisis, principal amongst which is a return to Council house building in order to increase the rate at which new affordable homes are made available to residents. The Council has committed to delivering at least 500 new Council homes by 2018 as part of a mixed-tenure development programme. Sites for new homes are generally identified with the following criteria:

- Preference for sites with a capacity of more than 10 homes
- Underused and or redundant land
- Locations which are popular for both rented and homes for sale
- Places which may benefit existing as well as new residents

In a number of cases the community centres under consideration in this report have the capacity to contribute towards the delivery of the house building programme by reconfiguring the layout of a site, to deliver both new homes and improved community facilities. A sample timeline for redevelopment can be found in Appendix D.

5. Consultation

- 5.1 There are 16 assets where further consultation has been undertaken. Meetings were held with the management committees and users of these centres. A list of these meetings is contained at appendix A. Management committees and users were invited to make written submissions to the consultation and these are summarised in section 6 of this report and provided in full in appendix B

6. Outcome of Consultation

- 6.1 The original proposal, summary of consultation feedback, response to issues raised in consultation and proposed way forward for each of the 16 assets is detailed in this section of the report.

6.2 Barnes Wallis Community Centre: Telegraph Hill Ward

Original Proposal: To redevelop the site of the community centre for housing and reprovide community space within the new development.

Consultation Feedback: The consultation meeting was well attended with representatives of the management committee, user groups and local residents. Attendees were overwhelmingly opposed to the proposal. The main reasons given were the importance of the centre to enabling local community activity to take place, the hard work and commitment of local residents who have kept the centre operating and a view that additional housing and associated increase in the local population could bring with it social problems and place a strain on local public infrastructure. Concern

was raised about the level of disruption to centre users that redevelopment would bring in particular with reference to the newly established nursery. People also spoke about a deep personal attachment to the building and a fear that whatever replaced it would not meet the needs of the community in the same way. A number of other potential sites for housing were suggested and the council was urged to look elsewhere and leave the community centre as it is.

Response: The council recognises the need to ensure that community activity is able to continue on the Somerville Estate and the role that community and voluntary organisations and the individuals who give their time to deliver these activities play. It is for this reason that the council will ensure that any redevelopment of the site makes provision for community space. The council acknowledges that any redevelopment is likely to cause disruption both to centre users and neighbouring properties and detailed planning will be done to try and minimise this disruption. The redevelopment of the centre would be part of a wider estate development with a number of sites being developed. It is unknown at this stage how many new homes could be provided on the community centre site, but the council feels that the potential to provide new homes and a new community space and the benefits these will bring would outweigh the short term disruption that would be caused.

Recommendation: It is recommended that the Barnes Wallis community centre site be included within the wider development of housing on the Somerville Estate. This would be subject to detailed design work to include the provision of community space that complements other facilities in the locality and that the views and needs of users and residents are used to inform the design. Barnes Wallis community centre to be retained until such time as any housing development is agreed.

6.3 Brandram Rd Community Hall: Blackheath Ward

Original Proposal: To close Brandram Rd Community Hall.

Consultation Feedback: The management committee and users of Brandram Rd are strongly opposed to the closure of the centre. A petition with 1400 signatures at time of writing has been submitted alongside the consultation response. The management committee recognise the need for the council to make savings but feel that the Hall provides a valuable community resource and gives additional capacity as other community buildings in the locality are well used. They have made an alternative proposal that they take on a full repairing and maintaining lease and pay any surplus income over expenditure as rent.

Response: The council recognises the value of the community activities that take place at Brandram Rd Hall but feel that there are a number of possible alternative venues in the locality. Lochaber Hall which is just across the ward boundary has a main hall, small hall and crèche and could accommodate some users from Brandram Road. There is also St Margaret's Church nearby that can be hired out for up to 50 users in the crypt and a maximum of 300 seated; and Kingswood Halls which has a large hall (130 seated) and annexe (40 seated), available at £20-£40ph. Manor House Library offers five meeting rooms, ranging from small (10 seated) to large (30 seated); prices range from £12ph to £38ph as a subsidised rate. The Brandram Road site has been assessed as having the potential for nine housing units. Any change of use

of the site would take some time to plan and implement and therefore it would be possible to consider continuing the community use of the site until it was required for development.

Recommendation: It is recommended that the council commences negotiations with Brandram Rd Management Association for a short-term lease in order to support community use while further consideration is given to development needs.

6.4 Champion Hall: Bellingham Ward

Original Proposal: To close the hall and re-designate solely for childcare use.

Consultation Feedback: The management committee recognised that the council needs to make savings but felt that although the hall provides valuable childcare facilities it should still accommodate other users. The committee presented an alternative proposal to take on a full repairing lease for the Hall and pay rent but to still accommodate other community uses alongside the childcare provision.

Response: The proposal put forward by the management committee may yield less income than could be achieved by marketing the hall as a commercial nursery. However the additional community benefits that continuing to operate as a community centre and the saving that would be achieved through the management committee paying rent and taking on repairs and maintenance liabilities may provide a good value use of the asset.

Recommendation: It is recommended that the council commences negotiations with the Champion Hall management committee that would safeguard the childcare offer at the hall, provide continued community benefits and achieve a saving for the council.

6.5 Clare Hall: Brockley Ward

Original Proposal: To designate the hall as a nursery.

Consultation feedback: The hall is solely occupied by Little Gems nursery although it is occasionally used for councillor surgeries and meetings of the Tenants and Residents Association. The nursery management are happy to take on a lease for the building as a nursery and have commenced negotiations. They have indicated that they would be happy to continue to accommodate the other occasional uses.

Response: the consultation feedback was in agreement with the original proposal.

Recommendation: negotiations have commenced for a lease with Little Gems nursery on similar terms to other nurseries in council buildings.

6.6 Evelyn Community Centre: Evelyn Ward

Original Proposal: To redevelop the site of the community centre for housing and reprovide community space within the new development.

Consultation feedback: The consultation meeting was attended by the TRA chair and members of the various user groups, including a nursery, a number of church members and Vietnamese women's group. There was consensus

amongst the attendees that the centre was well used and was the heart of the community; particularly from the nursery that had been established for over 20 years and served a number of children with additional needs and from vulnerable homes. The centre is also used by the TRA for resident meetings and they did not want these links with the community to be broken. Some users did highlight the repairs required at the centre and the lack of storage available and felt that redevelopment could provide an opportunity to look into these issues. However, there were concerns raised about the loss of greenspace cause by another housing development and that re-providing a smaller centre on this site would not be able to accommodate all of the current users.

Response: The council recognises the need for community activity on the Evelyn Estate. It is for that reason that the original proposal was to redevelop the site and re-provide community space as part of the development. Looking at the site in more detail there is concern that it would not be financially viable to provide both housing and community space on the site due to the very close proximity of designated open space surrounding the centre. It may only be feasible to develop along with other sites nearby and currently no such sites have been identified.

Recommendation: It is recommended to retain Evelyn Community Centre but that the site be earmarked for possible housing development with community space should other sites that could be developed alongside it be identified at a later date.

6.7 Ewart Rd Club Room: Crofton Park Ward

Original Proposal: To close the club room and develop housing on the site.

Consultation Feedback: A meeting was held at the club room which was attended by members of the management committee, a representative from the Housing Co-op, users and residents. Attendees were opposed to the closure of the centre and put forward an alternative proposal that the club room be transferred to the Housing Co-op to remove repairs and maintenance costs from the council. They also raised reservations about the suitability of the site for housing given its very close proximity to the surrounding buildings. Ewart Road Housing Co-operative (ERHC) is a Tenant Management Organisation (TMO) which manages the Ewart Road housing estate of 253 dwellings. The co-op is a Mutual Society, controlled by its members who all live on the estate, and acts as the managing agent of the estate on behalf of Lewisham Council via Lewisham Homes.

Response: In looking at the site further it is felt that it would not be suitable for development and the only housing option would be a simple conversion to a single flat. This would be insufficient benefit to warrant the loss of the community space and the alternative proposal of a transfer to the housing co-op would achieve the required reduction to the council's revenue budget.

Recommendation: It is recommended that Ewart Rd Club Room be transferred to the Housing Co-op either as a freehold transfer or on a full repairing lease for community use.

6.8 Goldsmiths Community Centre: Whitefoot Ward

Original Proposal: To retain community space on Goldsmiths Community Centre site either by retaining the current building or through developing the site for housing and re-providing community space.

Consultation feedback: the Goldsmiths Community Association who hold a lease for the building which expires in 2038 wish to make the necessary repairs to the building to continue to operate the centre and are currently opposed to the idea of redevelopment. They have requested an extension to their lease to assist with capital fundraising.

Response: Given that the current lease has a further 23 years before it expires any plans for the site need to be developed in collaboration with the current leaseholders. The council is sympathetic to Goldsmiths Community Association's desire to raise funds to repair the centre but are not in a position to make capital funding available. If the association are not able to raise the capital funds needed within a reasonable time period then further discussions about redevelopment may be required. The council would be willing to discuss a lease extension with any potential funders at a suitable point in any funding negotiations.

Recommendation: It is recommended to retain Goldsmiths Community Centre; and to revisit the future use of the site dependent on progress on raising the capital from other sources required for the works to the building.

6.9 Honor Oak Community Centre: Telegraph Hill Ward

Original Proposal: to redevelop the community centre site for housing and re-provide community space as part of the development.

Consultation feedback: A meeting was held at Honor Oak Community Centre that was hosted by the Honor Oak Community Association and attended by centre users and residents. An additional meeting was held with the management committee of the community association. A petition of 670 signatures, at the time of writing, opposing the proposed redevelopment has been submitted. The community association and attendees at the public meeting were strongly opposed to the proposal. They were concerned that any replacement community space would not meet the community's needs and they expressed fear that the council would not provide any space at all. They were concerned about the impact on the youth centre that adjoins the community centre and the need to ensure that youth activity on the estate did not suffer as a result of the proposal. Concerns were also voiced about the impact of more housing on the Honor Oak Estate in relation to the strain on public infrastructure and the potential for increased social problems. An application to add the Honor Oak Community Centre and Youth Centre to Lewisham's register of assets of community value was received and accepted. The Honor Oak Community Association has also made a request for a community asset transfer.

Response: The council recognises the need to ensure that community and youth activities are able to continue on the Honor Oak Estate. The council will ensure that any redevelopment of the site makes provision for youth and community space. At present it is not certain how many new homes could be delivered, although for the purposes of modelling the programme the current assumption is 57 units. This is only an indication, detailed design work and further consultation about what youth and community space was needed

would be undertaken before the development could be taken through the planning process. Although the council recognises that development would cause some disruption the benefits of more social housing and new community facilities outweigh the short-term disruption that would be caused. It is unlikely that the council would wish to consider an asset transfer as this would not allow for any housing development.

Recommendation: It is recommended that the Honor Oak Community and Youth Centre site be earmarked for housing development with youth and community space re-provided but that the position of the development within the housing programme be reviewed to allow more time for further consultation and detailed design work to be undertaken.

6.10 Lethbridge Club Room: Blackheath Ward

Original Proposal: to close the Lethbridge Club room when the new community centre that is being provided as part of the redevelopment of the Heathside and Lethbridge Estate is completed.

Consultation feedback: this has been planned for several years and there has been a great deal of engagement locally on the provision of the new centre. Interest has been shown in the plans for the site once it is closed by users being displaced from other centres.

Response: The Lethbridge Club Room site is included within the plans for the redevelopment of the estate and is not available for other community use. The new community centre is planned to be completed for March 2016.

Recommendation: It is recommended that the planned closure of Lethbridge Club Room takes place once the new centre on Heathside and Lethbridge is ready for occupation and that the site continues to be earmarked as part of the estate redevelopment.

6.11 Saville Centre: Rushey Green Ward

Original Proposal: to close the Saville Centre and relocate users to other centres where possible.

Consultation feedback: the user groups at the Saville Centre were disappointed that the centre was proposed for closure as a number of them have used the centre for many years. The compact nature of the building, on site drop-off and parking space and close proximity to several bus routes make it particularly well suited to the vulnerable and older adults who are the main users of the centre. Some concern was expressed about how well other centres may be able to accommodate users with additional needs such as the Social Eyes visually impaired group and one user explained that their funding required them to remain within one of two super output areas.

Response: the council recognises that a number of the user groups at the Saville centre have particular needs that will have to be taken into account when looking for alternative spaces. However, there are a number of spaces in the area with spare capacity some of which are used to accommodating vulnerable adults. These include the Point community centre on Rushey Green which has a main room with seated capacity for 30. Calabash Day Centre with a community hall for hire and fully equipped kitchen (Hall A - capacity 200, Hall B - capacity 200), Lewisham Irish centre with a main Hall with capacity for 150 standing and three offices, open 8:30am - 10:30 pm 7

days a week, Mecca Bingo Ltd, Unit 4, Plassy Road, have a meeting room for hire in the mornings before 11:30 and lounge area with capacity for 70 users and the St Laurence Centre. In addition several of the user groups indicated that they did not need to be located in Rushey Green ward as they serve the whole borough. An application to add the Saville Centre to Lewisham's register of assets of community value was received and accepted.

Recommendation: It is recommended to close the Saville Centre, assist users to relocate to alternative premises where possible and release the site for redevelopment.

6.12 Scotney Hall: New Cross Ward

Original Proposal: To close the Hall and redevelop the site for housing.

Consultation Feedback: The current users of the Hall, REMEC, acknowledged that the building is not well used but stressed that this is largely due to the poor state of repair. They expressed concern about the lack of any other facilities in the area for community activity to take place and felt that the Winslade Estate is geographically isolated from other parts of the borough and generally not well provided for. REMEC provide a range of activities, including worship, homework club, holiday and summer activities, youth club, online IT centre and language classes.

Response: The proposal to close Scotney Hall was largely due to the very low usage and poor condition of the building. However the council acknowledges that there is little current community premises provision on or near the Winslade Estate. The proposed redevelopment of Scotney Hall would need to form part of a wider scheme taking in other sites in the area and this is not likely to take place for a number of years. It is proposed to consider some temporary repairs to Scotney Hall to extend its life for a further 3-5 years. The cost of these repairs is estimated as £20,000. The community premises needs of the neighbourhood would then be reviewed again prior to any redevelopment and consideration given to re-providing some community space as part of the new scheme. An application to add Scotney Hall to Lewisham's register of assets of community value was received and accepted.

Recommendation: It is recommended that the Scotney Hall site be designated for future housing development but that it be retained in the meantime subject to the affordability of necessary repairs. Consideration will also be given to re-providing some community space as part of any future housing scheme.

6.13 Sedgehill Community Centre: Bellingham Ward

Original Proposal: redevelopment of the site for additional school places and a community use agreement.

Consultation feedback: Happy Days nursery who are based at Sedgehill Community Centre and provide breakfast and after school clubs for seven local schools as well as pre-school childcare, were very concerned about the potential impact of the proposal on their business and the families they serve. They have asked the council to consider selling a part of the site to them to enable the continuation of the nursery. The Greater Faith ministries also expressed concerns about the proposal and wanted an undertaking to involve them in the planning for any redevelopment. Sharon Abraham Dance school

who have been using the hall since just after it first opened were disappointed that they would need to move but understood the council's rationale and felt that space within a secondary school could potentially meet their needs.

Response: It is anticipated that the school places being considered for this site will be for a school expansion. Any development will be subject to consultation on school expansion and a detailed feasibility study including a financial viability assessment. There is specific design guidance for schools that any new building would need to adhere to and affordability will be a key consideration. These two factors will limit the flexibility to incorporate any specific requirements linked to the community use of the school but engagement would take place to ensure that the best use of the space could be achieved given these constraints. It is unclear at this stage whether the current nursery provision could be accommodated as part of the expanded school. However, as part of the feasibility work for the school expansion an audit of pre-school childcare provision in the ward will be undertaken and opportunities to expand the number of registered childminders and other nurseries will be considered. Sedgehill School currently opens for community use after school hours until 7pm Monday to Friday and from 10am to 6pm on Sundays and could be considered as an alternative venue for Greater Faith ministries and/ or Sharon Abraham dance school.

Recommendation: It is recommended that the Sedgehill Community Centre site be earmarked for potential school places subject to a detailed feasibility study, school expansion consultation and planning permission. Consideration also to be given to different ways to use the site in order to provide for school expansion and the different impact options would have on community uses.

6.14 Silverdale Hall: Sydenham Ward

Original Proposal: to close Silverdale Hall and seek to relocate users to the Sydenham Centre where possible.

Consultation Feedback: Silverdale Hall is managed by the Venner Road Community Association. The Venner Rd Management Committee felt that current activities at Silverdale could be relocated and the main user who provides Pilates classes has visited the Sydenham Centre.

Response: A housing capacity study for the Silverdale site indicates that five flats could be provided, with a total of 13 units using some adjacent land. In addition to the Sydenham Centre there is also alternative community premises provision at Here for Good-Community Centre which has a hall for 30 to 40 people. TNG Youth and Community Centre offers meeting and event space with a main hall which has capacity for up to 100 people and is equipped with a sprung floor and blackout blinds; and the Golden Lion Pub, 116 Sydenham Rd, has a function room for hire for up to 50 people. The availability of alternative spaces in the area combined with the capacity of the site to offer much needed housing confirms the original proposal to close the centre.

Recommendation: It is recommended to close Silverdale Hall, seek to relocate users to other local provision where possible and release the site for redevelopment.

6.15 Venner Rd Hall: Sydenham Ward

Original Proposal: to re-designate the site for childcare use.

Consultation feedback: The Venner Rd Management Association recognised that the council needs to make savings but felt that although the hall provides valuable childcare facilities it should still accommodate other users. The committee presented an alternative proposal to take on a full repairing lease for the Hall and pay rent but to still accommodate other community uses alongside the childcare provision.

Response: The proposal put forward by the management committee may yield less income than could be achieved by marketing the hall as a commercial nursery. However the additional community benefits that continuing to operate as a community centre and the saving that would be achieved through the management committee paying rent and taking on repairs and maintenance liabilities may provide a good value use of the asset.

Recommendation: It is recommended that the Council commences negotiations with the Venner Road management Association that would safeguard the childcare offer at the hall, provide continued community benefits and achieve a saving for the council.

6.16 Wesley Halls: Downham Ward

Original Proposal: To redevelop Wesley Halls for housing and reprovide community space as part of the new development.

Consultation feedback: The management committee and current users of Wesley Halls are opposed to the proposed redevelopment of the Halls. They highlighted the history of the building and the wide range of users. They recognise the need for additional housing in the borough and would not be opposed to houses being built on the vacant adjacent plot on Bankfoot Rd but wish the Halls to remain untouched. A petition has been received in support of retaining the community centre and opposing any redevelopment, with a total of 1769 signatures.

Response: A detailed capacity study of the site is required to identify the housing options that would be possible alongside Wesley Halls or any redeveloped community space which could accommodate the level of local community activity. This proposal would be subject to considerable design and space allocation which would require detailed feasibility work and further community consultation. The Downham Community Association currently has a lease that does not expire until 2021 and this would need to be taken into consideration in planning any future development. An application to add Wesley Halls to Lewisham's register of assets of community value has been received and accepted.

Recommendation: It is recommended to undertake more consultation with the Downham Community Association, users and residents on the best way to provide both housing and community space on the site and adjoining land.

6.17 Woodpecker Community Centre: New Cross Ward

Original proposal: to close Woodpecker Community Centre and redevelop the site for housing.

Consultation feedback: Milton Court TRA and the current users of the Woodpecker Community Centre are opposed to the proposal. They feel that the community centre needs to be a hub for the local community and that

other community facilities in the area would not be sufficient. A number of other potential sites for housing were suggested and the council was urged to look elsewhere and leave the community centre as it is.

Response: The following alternative provision is within a mile of the Woodpecker Community Centre: St Michaels Community Centre has a large hall (capacity up to 200), kitchen and outside space for hire for £30ph (with a £250 refundable deposit). The Samaritans of Lewisham Greenwich and Southwark have a small seminar and large seminar room for hire for up to 40 seated; available 9am to 11pm for a minimum charge of £30 per session. Deptford Green School have classrooms and dance/drama studios for hire on Saturdays between 10am and 5pm, prices range between £15ph and £25ph depending on number of users and size of classroom/ studio. Moonshot Centre offers an atrium, two dance studios, lecture room, library, two offices, drama room and three activity rooms for hire. Woodpecker Community Centre is currently used 5 days a week by a private school providing education for 20 children. This limits other uses of the building. Casual usage for private hires and resident meetings has been very low for the last two years and could be accommodated in the alternative venues. There is significant potential to develop the area around the Woodpecker Community Centre including some of the sites suggested during the consultation. As well as providing much needed housing the redevelopment would also significantly improve the quality of the public realm.

Recommendation: It is recommended to close the Woodpecker Community Centre in August 2016 and that the site is designated for housing as part of a wider development. It is further recommended that the current user be allowed to remain in the centre in the interim period until the site is developed subject to suitable terms being negotiated.

7. Summary of Proposed Community Centre Provision

- 7.1 Of the current twenty four community centres it is proposed to ensure that subsidised community space continues to be provided for sixteen of these, either in the current buildings or in new builds as part of redevelopments to provide a spread of core community centre provision across the borough. This will be supplemented by a further four centres where community provision will continue in the medium term but where some rent will be payable. One centre will be re-designated for dedicated childcare use and three will close. The geographical spread of these centres can be found in a map in appendix C.

8. Financial Implications

- 8.1 This report describes the proposed approach to using Council assets to support the voluntary and community sector. It is anticipated that this will include a rationalisation of the current portfolio of buildings which will in turn contribute towards the agreed savings target for Regeneration and Asset Management. The overall financial impact will be complex and specific financial implications of each scheme will be assessed as detailed plans are developed.
- 8.2 Budgets for community sector premises are split between directorates. Where proposals result in reduced expenditure in one area and reduced income in a different area budgets will be adjusted accordingly.

9. Legal Implications

- 9.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.
- 9.2 The giving of support to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations.
- 9.3 Under Section 123 of the Local Government Act 1972, the Council is required to obtain best consideration for the disposal of its assets. Any disposal at less than best consideration requires Secretary of State's consent. This includes the grant of any lease for longer than 7 years. The requirement does not apply to the grant of a lease for less than 7 years. However, the Council is still required to act reasonably in agreeing lease terms and to have regard to its fiduciary duty to the Council Tax payers. The proposed approach is designed to ensure that where a building is let other than at a market rate, this will be justified by the delivery of services that meet the Council's priorities.
- 9.4 In respect of those properties which have been registered as assets of community value, the Council will be required to comply with its obligations under the Localism Act 2011 if it subsequently decides to enter into a relevant disposal of the site. A relevant disposal is the sale of the freehold or the grant of a lease for more than 25 years. Any proposal to make a relevant disposal will need to be advertised and eligible community interest groups will have the right to be treated as a potential bidder. If this happens this will then trigger a 6 month full moratorium period during which the Council will not be able to dispose of the property whilst the community group prepares its bid.
- 9.5 There are no obligations under the 2011 Act that apply where a decision is taken to change or cease the use of an asset of community value where no disposal is taking place. However, the fact that a property is listed as an asset of community value is a relevant consideration for the Mayor when taking any decision that affects its future use and the Mayor should have regard to this and all other relevant considerations at the time of making any decision. In particular, where a property is being closed, it is relevant that alternative premises in the locality are available.
- 9.6 Having consulted on proposals in respect of the community centres, the Mayor is required to consider the outcome of that consultation carefully before making any decision.

10. Equalities Legislation

- 10.1 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.
- 10.2 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.
- 10.3 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.
- 10.4 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/>

11. Crime and Disorder Implications

- 11.1 The provision of community activities can assist with reducing crime by providing diversionary activities, increasing a sense of belonging and pride within communities and fostering good relations.

12. Equality Implications

- 12.1 An equalities analysis assessment was presented to Mayor and Cabinet in July 2015 which assessed the impact on individual protected characteristics of the implementation of the new policy approach to using Council assets to support the voluntary and community sectors. This focused on the two main areas of concern – the impact on older and younger people and those from the BME community.
- 12.2 Following a further period of consultation the update in appendix E looks at the protective characteristics of the current users of the 16 centres that are proposed to close or redevelop, and the mitigation the council has in place to reduce the negative impact on these users.
- 12.3 Overall, the centres which are proposed to close have a spread of alternative provision nearby, and where there is a clear need for community space in a particular area, the proposals have been to reprovide community space as part of a redevelopment.
- 12.4 The council is making further attempts to reduce the impact of this implementation plan on community groups by promoting community use of schools. It is becoming increasingly important to optimise the use of all the

assets the council has and there is recognition that the majority of schools have facilities that could be utilised by the wider community, including groups which have been displaced by community centres being closed or redeveloped. The council has tried to resolve this situation previously and some schools have begun to encourage community use of their facilities in recent years, however uptake has been limited and there is still a lot of work to be done, particularly around rates charged to community groups.

13. Environmental Implications

- 13.1 Many of the current portfolio of community premises are not energy efficient. Where new premises are being provided higher levels of energy efficiency will be achieved.

Background Documents

Report to Mayor and Cabinet 22 April 2015 – Voluntary Sector Accommodation
Report to Mayor and Cabinet 15 July 2015 – Voluntary Sector Accommodation Implementation Plan

For further information please contact Liz Dart, Head of Culture and Community Development on 020 9314 8637 or liz.dart@lewisham.gov.uk

Mayor and Cabinet			
Title	Comments of the Safer Stronger Communities Select Committee on the Lewisham Future Programme: 2016/17 DRAFT Revenue Budget Savings Proposals for Scrutiny		
Contributors	Safer Stronger Communities Select Committee	Item No.	
Class	Part 1	Date	11 November 2015

1. Summary

- 1.1 This report informs the Mayor and Cabinet meeting of the comments and views of the Safer Stronger Communities Select Committee, arising from discussions held on the officer report entitled Voluntary Sector Accommodation Consultation Update at the meeting on 21 October 2015.

2. Recommendation

- 2.1 Mayor and Cabinet are recommended to note the views of the Safer Stronger Communities Select Committee as set out in this referral.

3. Safer Stronger Communities Select Committee views

- 3.1 On 21 October 2015, the Safer Stronger Communities Select Committee considered a report entitled Voluntary Sector Accommodation Consultation Update. The Committee resolved to advise Mayor and Cabinet of the following:
- 3.2 The Committee is aware of the recent tragic events that happened on the Honor Oak Estate. In light of this, the Committee feels the community should have ample time to participate in any consultation around the future of the Honor Oak Community Centre, and special care should be given to ensure the community feels fully engaged in any future decisions about the community centre.
- 3.3 The Committee is aware of the increasing need for social housing in Lewisham, but also recognises that future developments will likely be built on land that currently contain green spaces and buildings designated for community use. The Committee is concerned about the dilemma created by these sometimes competing demands, and recognises a careful balance needs to be struck.
- 3.4 The Committee supports the use of school facilities by community groups, and feels that schools should set rates for hire at levels that are affordable to community groups.
- 3.5 The Committee recommends that planning policies on mixed-use developments are reviewed to ensure possibilities for the provision of community space are considered in planning applications for mixed-use developments.

4. Financial Implications

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

5. Legal Implications

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

Background papers

Voluntary Sector Accommodation Consultation Update at the meeting of the Safer Stronger Communities Select Committee on 21 October 2015.

If you have any queries on this report, please contact Simone van Elk, Scrutiny Manager (0208 3146441).

APPENDIX A - Consultation meetings

Date of meeting	Community Centre	Meeting attendees/ representatives
02-Sep-15	Sedgehill Community Centre 69-85 Sedgehill Road Bellingham SE6 3QN	Happy Days Nursery
02-Sep-15	Saville Day Centre 436-438 Lewisham High Street SE13 6LJ	Lewisham Pensioners Forum Providence LINC United Services Thursday Club Social Eyes My Complete Focus/ CIC Christ Chapel
03-Sep-15	Brandram Road Community Centre 25-33 Brandram Road SE13 5RT	Brandram Road user group
04-Sep-15	Sedgehill Community Centre 69-85 Sedgehill Road Bellingham SE6 3QN	Greater Faith Ministries
04-Sep-15	Honor Oak Community Centre 50 Turnham Road SE4 2JD	Honor Oak Community public meeting - Residents
07-Sep-15	Honor Oak Community Centre 50 Turnham Road SE4 2JD	Honor Oak Community Trustees
07-Sep-15	Woodpecker Community Centre 101 Woodpecker Road SE14 6EU	Milton Court TRA Kings Kids Christian School Christ above all Gospel Church, The Quay Point.co.uk
08-Sep-15	Barnes Wallis Community Centre 74 Wild Goose Drive SE14 5LL	Somerville United TRA Residents Somerville adventure playground Centre users - 'Joy' Tenants Fund Genie Tutors New Cross Ltd Nursery Tae kwon do Church of Christ
09-Sep-15	Wesley Halls 2 Shroffold Road BR1 5PE	Downham Community Association
11-Sep-15	Sedgehill Community Centre 69-85 Sedgehill Road Bellingham SE6 3QN	Sharon Abraham Dance School
14-Sep-15	Scotney Hall 17 Sharratt Street SE15 1NR	REMEC
16-Sep-15	Clare Hall St Donnatts Road SE14 6NU	Little Gems Nursery
18-Sep-15	Ewart Road Clubroom 44 Wastdale Road Forest Hill SE23 1HN	Ewart Road Housing Cooperative Ltd
18-Sep-15	Venner Road Hall Venner Road SE26 5EQ Silverdale Hall 8 Silverdale SE26 4SZ	Venner Road Hall Community Association
21-Sep-15	Evelyn Community Centre Kingfisher Square 1 Clyde Street SE8 5LW	Evelyn TRA Bunny Hop Nursery Mount Carmel of the Apostolic Faith Vietnamese Women and Families Association
23-Sep-15	Champion Hall 1 Holmshaw Close SE26 4TH	Champion Hall Community Association
28-Oct-15	Lethbridge Close Clubroom 58 Lethbrdge Close SE13 7QN	Family Mosaic SEDEC

Appendix B – Consultation responses

Barnes Wallis Community Centre

11th September 2015

Following our recent meeting regarding the future of the Barnes Wallis last Tuesday evening.

After the meeting we were left in a bad feeling that Joan Millbank and Bradley Cummings had tried to sabotage the feeling of our committee members by telling members that Bradley had space in his new building which my members can rent. I did not invite Bradley to this meeting, Joan Millbank must have.

As all my members said this centre is a hub for our local community. From ballet and Tae Kwon Do for the children to Seated exercise and Line dancing for the elderly, plus our very strong Church of Christ assembly. Our Somerville United TRA operates from the centre. We hold general meetings every two months to inform tenants and residents of any changes and hear from them of any problems they are experiencing. The TRA organises coach trips and outside party every year to get people involved and talking to each other. I am also the chair of our local Telegraph Hill SNP team, which is why we have a very low crime rate on the estate. We also operate a very good nursery and school with in the centre. Tenants and residents come into the centre seeking information on Rent, council tax, repairs, anti-social behaviour etc. and asking on classes in the centre.

We have also been informed that you plan to demolish our shops and offices in Wild Goose Drive. This was not mentioned at the meeting, the same as we never received any notices, plans before this meeting.

Should this proposal go ahead, it leaves me with no option but to resign my posts as Manager of the Barnes Wallis, Chair of Somerville United TRA, Chair of Telegraph Hill SNP, member of Lewisham Tenants Fund and a member of Lewisham homes area panel, which will be a sad loss to our local community which I have built up over the last ten/eleven years. To ensure the smooth running of the centre, I have not had a holiday for the last 10/11 years, working most weekends also.

We have been working hard for the last six months to become a registered charity, Only last week we received an email from the charity commission saying we are now included in their register.

In the last 10/11 years we have had nothing from Lewisham Council to help us, but look what the council has done. Charge us for water rates £2,300, Business rates of £6,300, No repairs, some over one year old, we have spent between £5000 to £6000 on repairs to the centre, alone in the last year. You may remember that we pointed out several sites on the estate where you build new homes, one being on the corner of Mona Road, a green area, you said that would not happen, well this morning I received papers from you saying that homes will be built on that green area. We still believe that the area at the rear of Edmond Court, the car old parking area and old ball court would be a great area to build new homes instead of demolishing the Barnes Wallis centre.

Through our TRA, I shall be calling a meeting for our tenants and residents to hear your proposals and what action we will take against the closure of the Barnes Wallis.

Yours sincerely

Ken Wakeman

Manager

23rd September 2015

Following a very well attended TRA meeting last night, the tenants and residents of the Somerville estate have asked me to write to you regarding the following issues.

1. The rear of Edmond Court including the ball court and old garage area is not to be used for new housing, not enough space and too close to other people's homes.
2. With all the extra housing being proposed, tenants and residents are concerned that the amount of parking on the estate, which at the moment is limited, would run out of control.
3. A young school girl from Mona Road, said that she is frightened to go out at night time because of strangers walking about, with building more flats and houses on the grass at Mona and Dennett's

Road, this would cause her more problems.

4. Our members said that Edmond Waller School is already full to bursting point, and any more children will not be able to attend the school.
5. Members stated that the council should meet us halfway with their proposals, and not to knock the Barnes Wallis and shops down, but to leave it as it is, as it is the hub of the community, and always open for tenants, residents, young, elderly and disabled to attend meetings and classes.
6. With all the extra flats and houses, tenants and residents are worried about extra traffic on the estate, speeding cars and vans, as lots of Edmond Waller and Kender Street children walk through the estate.
7. Extra rubbish will be generated by this proposal, the situation is bad at this moment without extra more being put upon us. Our present caretaker can hardly cope with his work, any more will tip him over the edge.
8. Demolition of the Barnes Wallis would also mean the cutting down of cherry trees, walnut trees plus another one, which is against the environment.
9. One member of the TRA has a relation working for the South London Press, who will be asked to contact myself to see if we could get space in the paper to write about our situation.
10. One committee member will be going door to door around the estate to get signatures for a petition which will be presented later.

Yours sincerely

Ken Wakeman

Chair

Somerville United TRA

Hi Liz

Just to let you know that following a management meeting of Lewisham Tenants Fund, they will back any action against the demolition of the Barnes Wallis Community Centre.

Our Somerville United TRA will be holding a meeting next week with the residents to see what action we will take to stop this happening.

Kind regards

Ken

Dear Steve,

I am writing to you as the individual who has brought in over £1.3 million to the Somerville Youth & Play Provision in New Cross from external funding bodies in the last year.

I understand that proposals are underway to close the Barnes Wallis centre on the Somerville estate, as well as the Honor Oak Community Centre on Turnham Road in Brockley.

The funders for Somerville have grasped just how necessary community spaces like this are. You are responsible for the facilities in our deprived communities and in my opinion you need to have a clearer understanding of the local needs that these places address. Please consider these facts:

Issues and evidence of need through research and consultations:

Lewisham is the 31st most deprived Local Authority in England (bottom 10%) and the 13th most deprived London borough (Lewisham JSNA 2011); relative to the rest of the UK Lewisham's deprivation is increasing (most recent Indices of Multiple Deprivation 2010). 34% of children in Lewisham live in poverty which is the 18th worst Local Authority in the UK (End Child Poverty Report October 2014); an estimated 20,355 children live in poverty in Lewisham (Lewisham Children and Young People Plan 2012-15). Within the New Cross ward 33% of children in our nearest primary school are entitled to free school meals (DfES 2012) and 26% of year 6 children are obese (Childrens Centre Area 1 profile 2012).

Facilities like Somerville, Barnes Wallis and Honor Oak Community Centre address the following specific needs:

1.Children and young people living in cramped, poor quality housing need places to exercise and a safe space to play and engage in positive activities. Within New Cross 20% of the population live in poor quality social housing (IMD 2010); an estimated 95% of Somerville's attendees live in social housing. 68% of participants said they are "more fit and healthy" from being here (Oct 2014 survey of 44 participants). The nearest free outdoor sports facility is almost 1 mile away.

2. A lack of local provision for young people can result in crime, gang involvement, anti-social behaviour and substance misuse, further reducing their life chances. 75% of our participants said they are “less likely to get into trouble by being at Somerville” (2014 survey); this is supported by informal feedback from our Safer Neighbourhoods team and local residents.

The Telegraph Hill Assembly Action Plan (2012) identifies youth issues as the highest local priority, with 12 of the 23 objectives focused on youth needs. Almost half of our young people say “there is nowhere else that we can hang out” (2014 survey). There are no other youth services within a mile and the nearest adventure playground is almost 2 miles away. Our events are often over-subscribed, e.g. over 600 young people attended the Skate Park Event in 2013.

3. Many of Somerville’s young people have low levels of skills and educational attainment, Special Educational Needs (SEN) or behavioural problems, and increased risk of exclusion from school. DfES data (2012) shows that nearly a third of children in the 3 nearest primary schools have SEN (with or without statements). Over 70% of participants said that they “learn new things” and “being here helps me feel more confident and good at stuff” (2014 survey).

4. Somerville’s young people struggle to overcome multiple barriers to employment and need additional employability support. In New Cross ward 7.8% of households with dependent children have no employed adults compared to 4.2% in England (Census 2011). Expectations of securing employment remain low. The 102 young people who gained employability support through Somerville in 2014 said they could not have accessed support elsewhere; the local Connexions service closed in 2011 and has not been replaced. Somerville has also been shown to help the majority of employed parents to stay in work: "It's a Godsend in school holidays and free which means I can go to work."

5. Many of our children and young people are socially isolated; around 75% are from BME families /refugees / asylum seekers or from single parent or workless households. These families tend to have limited support networks, low levels of community engagement and a lack of knowledge of support and advice available. 66% of participants agreed that “Somerville makes me feel less lonely” (2014 survey). Informal feedback from parents shows a lack of community feel on local estates and a need for community activities.

How community facilities fit with national, regional and local strategies and priorities:

The Governments ‘Positive for Youth’ Strategy (December 2011) states “a common goal of young people having a strong sense of belonging, and the supportive relationships, strong ambitions, and good opportunities they need to realise their potential” and includes a commitment to retain a statutory duty on local authorities to secure positive activities for young people.

At a regional level the London Mayor “wants to increase opportunities for—and promote the aspirations of—children and young people in London, to improve their life chances and reduce youth crime” (*ref: Young Londoners—successful futures, 2010*).

The 2009 Young Londoners Survey found that children and young people in urban and deprived areas of London are likely to have fewer opportunities to engage in positive activities than those in more affluent areas—and this lack of provision can hold back their social development and life opportunities (8). Furthermore, National research for the Cabinet Office shows that closure of youth

clubs have been a factor in the riots in England; in neighbouring Peckham on 8th August 2011, clashes between police and groups of largely local young people sparked violence that turned into looting (*ref: The August Riots in England, understanding the motivations of young people*).

Lewisham Council's Children and Young Peoples Plan (CYPP) 2012-15 states its vision as "Together with families, we will improve the lives and life chances of the children and young people in Lewisham" and its priorities include reducing childhood obesity, teenage conceptions, substance misuse, anti-social behaviour and youth crime, ensuring children and young people access culture, sport, leisure and play activities. Fine, but how, without these places?

Can I remind you that Lewisham also says it will "continue to put a high priority on the provision of play areas ...".

You probably don't need reminding that there have been two youth murders in our area (SE4) in the last month. Any decision to remove such community facilities, that are primarily of benefit to children and young people, will be fuelling the fire for future violence that is borne out of communities that are fearful and broken.

Once these places are gone they are very hard to replace. Please reconsider the options.

Kind regards

Clare Sharpen (MA Cantab, MSc)

RESPONSE TO THE PROPOSED CLOSURE/DEMOLITION OF BARNES WALLIS COMMUNITY FROM JOY (JUST OLDER YOUTH)

As a regular user of the Barnes Wallis Community Centre, JOY wishes to express its concern and register its protest about the proposed closure/demolition of this Centre.

We are concerned about the effect that this closure will have on the future of JOY classes, however it is not just about JOY. The centre has been at the heart of the Somerville Estate for decades and continues to be so. It is still used regularly by a number of groups, including JOY.

We regard Barnes Wallis as our home. In order to keep costs low JOY has no permanent base. We use the centre for holding our monthly meetings, training sessions and meeting people from other projects as well as the classes. We also use the hall for our fundraising events, which are absolutely vital for JOY to continue to offer affordable, low cost classes.

On Monday mornings, we hold our seated exercise class in the hall, followed by a social gathering where people can stay, have a cup of tea or coffee and have a chat. This class attracts 20 plus participants.

On Tuesday afternoons we hold our singing class attended by 15 plus participants.

On Wednesday mornings, we use the foyer of the Centre for meeting up before our weekly health walk (10 – 15 participants) and our Let's Dance class uses the hall for its weekly 2 hour class with 20 plus participants.

On Thursday mornings, we use the Centre for our weekly Zumba Gold class with 15 plus participants and in the afternoon our Craft Club takes place with a smaller group of about 7 – 10 participants.

Over 90 people from JOY use the centre on a weekly basis, many of whom come from the surrounding area.

It been suggested that we could use the new building at Somerville Adventure Playground, however it has not been made clear to us the size of the space that would be made available and whether it could accommodate all the groups from the Centre.

And as for the site at Besson Street, which we are told will have community space, we are just not confident that this will ever happen. For years it has been on hold and promises have not been fulfilled.

We do use All Saints Community Centre but it would not be able to house JOY classes that take place at Barnes Wallis.

And if the Barnes Wallis site is to be developed, how do we know that there will be adequate community space?

We realise that this proposal is based on financial considerations – the Council has to save millions of pounds, but surely Barnes Wallis is not such a drain on council resources? The Centre is run by volunteers and makes most of its revenue from rentals such as ours.

What about community? JOY provides an excellent programme of weekly activities for older adults such as Seated Exercise, Zumba Gold, Crafts, Singing, Dancing as well as other as other activities at other centres. We run on a shoe string – volunteers run the project. We have no paid workers apart from our tutors. We have no base or place that we can hold classes.

Without Barnes Wallis, JOY would struggle to run such a full programme of affordable classes. Its closure would definitely have ramifications for JOY's future as well as the other projects that use the Centre. It provides a lifeline for us and for local people.

Please do not allow this valuable community resource to be destroyed.

Jane Keane (Chair JOY) 30/9/2015

Officer Comments:

There are currently no plans to demolish the shops and offices in Wild Goose Drive, as the wider regeneration plans for the Somerville Estate are at a very early stage of development.

The other sites mentioned will be looked at as part of the feasibility study for new housing on the estate.

The proposal is not to close the Barnes Wallis Centre but to redevelop the site and include the provision of community space that will take into consideration the views and needs of users and local residents in shaping the plans. We will also look at how the other community provision in the area complements any new centre.

Brandram Community Centre

Please see separate submission from Brandram community centre

Champion Hall

Thank you for your time recently. I have sent the template of usage back to Evette McDonald plus a copy in the post.

I would just like to add that from December we will have a recognised martial arts group using the hall also. I would like consideration to be given to Champion Hall as an important part of Sydenham life. Apart from the usage shown the hall is widely booked on a Saturday and Sunday, with Kumon teaching on a Saturday morning and Greater Grace Church on a Sunday with events in the afternoon and evening for birthdays/christenings etc.

We would like to look to paying a rental for use of the hall and would be grateful if this would be possible and, if it is, how much we would need to be.

Thank you for your help and if you need any further information please let me know.

Mo Sheahan

for Champion Hall

Community Centre: Champion Hall

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Sunday	Greater Grace Church	Faith Group	40-50	Varied ages and types from 4-80. Separate classes within the service for children	Donations	
Monday, Wednesday, Thursday, Friday	Angel face pre school	Nursery	20-30	Under 5 for pre school After school varies	A lot of funding but £30 for the day	
Monday, Wednesday	Sydenham Dance centre	Dance	20-30	25-70 years old	£7.50 for the evening	
Tuesday, Friday, Saturday	Kumon centre teaching		20-30	Mainly under 10s	In line with kumon prices	
Tuesday	Tea dance	Drop in	10	OAPs/ disabled but all welcome	£1.50	
Tuesday	Greater Grace prayer group	Prayer	20/30		Donations	
Thursday	Badminton	Sport	Approx 8-10			

Evelyn Community Centre

From FORVIL

We are a service group that caters for the Vietnamese and Chinese community on the Evelyn estate and across London; we have over 100 users at present attending Evelyn. We operate 5 days a week Monday-Friday and hold a luncheon club for our community on a Thursday and Friday. On these days we are able to have many different services come and educate a lot of our users. Our concern is that if the centre was taken away from us, there would be know where for our elderly and other Vietnamese and Chinese user group go to access the support we provide. We are a community that learn and trust one another and have come to rely on us to help them with very pressing matters and private matters. Most of our service users trust us and come to our luncheon club not only to socialise but to find out life changing information they might otherwise not have been able to access. We work closely with several organisations in Lewisham and other boroughs and through this many of our users now have knowledge that could potentially, help them have a better quality of life. We have the local optician come in and check our member's eyes, we have Lewisham health team come and check members health i.e. blood pressure, heart, diabetes, cholesterol levels etc. We also have the local fire brigade come and give demonstrations on how to check their smoke alarms, and also ensure they know who to call in case of a fire. The local police also come in and educate user groups on how to report a crime and how to keep themselves safe. We have the local dieticians come and educate them on healthy lifestyles. We help our user groups with housing issues, employment issues and offer English language sessions. We have a keep fit class every Friday afternoon that is not only open to the Vietnamese and Chinese community but to all the community which is growing in numbers week by week and every other Thursday we offer classes for the community residents who's mobility is poor, to do chair aerobics. Many of our users rely on us to help them with their day to day living as without us they would have no one to turn to. We pride ourselves on being a central hub for our Evelyn community Vietnamese and Chinese residents who have over the years become reliant on use to give them the opportunity to not live isolated but be part of a group where they feel they belong to. We are working in a community centre with other user groups within the centre allowing us to branch out. The loss of this centre would deeply effect not only the users of our group but ourselves in being able to accommodate and facilitate the services we offer and provide.

To whom it concern,

I have been lead to believe Evelyn Community Centre is up for consideration in the redevelopment of a smaller centre and possibility of housing. You only have to look outside the centres doors to see the vast array of housing comprising of high rise, flats and houses. I was moved to Evelyn Community Centre nearly a year ago from another centre that was beyond economical repair which become too dangerous for user groups to use. Over this time at Evelyn my client list has grown. When this first occurred I was worried that I would lose my user group, but they faithfully moved with me. I run two classes a week on Monday and Wednesday evenings from 18:30-21:30. My target group is the youngsters and youths keeping them off the streets, and showing them a different way to channel their energy into a focused disciplined sport. Teaching self- defence through karate has been proven to help improve and develop confidence, co-ordination, concentration and discipline in both adults and children. I run classes for children and adults, and have enjoyed working within the community. Being moved once had a knock on effect as I did lose a small percentage of my students and have had to build it back up, but fortunately being moved to Evelyn Community Centre has had a positive impact on my services, giving me the opportunity to pass on not only a skill i learnt but a way of life.

Yours Sincerely

Felix Nelson

(Newcross Karate Academy)

Dear sir/madam

Background Information:

My name is Keith and I am the chair person for Evelyn Tenants and Residents Associations (E.T.R.A). I took this post on after the late Julia Donovan sadly passed away last year who we sadly miss; we are funded by Lewisham Tenets Levy (LTF).

I am involved with:

The Evelyn coordinating group

MET police safer neighbourhood team and local PCSO'S

The ASB team,

The scrutiny group along with Tepas

As well as many other departments within Lewisham and Lewisham Homes.

Our aims as a TRNA is to serve and help within the local community, with housing, block and estate issues, supporting tenants residents and lease holders with their issues and problems, also facilitated within the TRNA meetings. Sourcing information for all of the above, and pointing them to the right departments or services, and offering ongoing support where needed along with supporting the elderly Re:f housing and OT. Who we co-work with within the centre are all groups as required in a supporting role along with grant applications and more. I would like to point out that Sharrone Harvey has been very helpful and instrumental in ensuring that the centre is being used to its full potential along with moving three displaced user groups to within this centre increasing its usage providing more facilities for the local community. Due to a reduction of the number of caretakers from 7-3 workers myself and others on a voluntary basis help as we can, within and outside of the building and at times with some financial costs to ourselves i.e. cleaning materials and products, maintaining the cleanliness of the kitchen along with the cooker, cooker hood and other general hygiene matters within the kitchen and on occasions dust and mopping the main hall floors. If it was deemed that the centre was to go it would have a devastating impact on the community and the services it provides within that said community including childcare. It was suggested that a smaller building within a new development may be under consideration by yourselves, with the increase usage of the centre a smaller centre would not suit purpose as the church group regularly fills the hall to near capacity, similarly with the self defence group and other user groups within the centre. I thank you for your time and hope this will help you to allow all the groups and users of this community centre to continue helping and serving the community as it has done for many years.

Yours Sincerely

Keith chairperson of ETRA



BunnyHop Day Nursery, 1 Kingfisher Square Deptford London SE8 5TW

Re: Voluntary Sector Accommodation- Response to the consultation on proposed closures and Redevelopment of community centres.

Dear Mayor and Cabinet,

Background information: We are a private day nursery operating Monday-Friday 08:00-18:00 hours. We cater for children aged 2yrs -5yrs, 50 weeks of the year situated within Evelyn Community Centre. We have been serving the community for over 20 years, offering full-time and part-time spaces for children that have come from many multi-cultural backgrounds. At present we have 36 children and families attending BunnyHops, over half of our children are currently in receipt of the free 15 hours nursery place. This is a clear indicator that the need for a nursery is very high. We work alongside several other agencies within Lewisham borough, and continue our rapport with them on a daily basis. The community centre where we are situated is in the heart of a community, where several high rise housing, lower lever flats and houses are situated. 95% of our families live in the immediate area and many come from disadvantage backgrounds. We work alongside Local authorities where many of our parents have links with, such as social services as some of our children are on the 'at risk register', or family members having mental health issues, or children that are in care system. Due to the volume of high rise flats and houses we constantly have a waiting list as parents/carers are in desperate need for good quality child care. The impact of the centre closing would mean a huge chunk of a growing community gone, and children left without any form of childcare/education in the early years. By the nursery taking children from the age of 2 yrs.' We can identify early on of any additional needs a child might have. We currently have 12 children that have Special Educational Needs, and are now getting the correct help and support needed for them and their families. The government have brought forward plans to double free childcare for working parents, to support working families with the costs of childcare, and without us already offering affordable childcare, this would drastically decreases the numbers of parents actively looking for employment or are currently in higher education, as childcare is so sought after in this area. We are in a community centre that is used by so many different cultural groups on week days and weekends for private hire and for regular users. There are roughly eight user groups actively using the centre but working in partnership with one another.

Yours Sincerely

Natasha Ricketts (Manager)

RE: EVELYN COMMUNITY CENTRE CONSULTATION MEETING

MONDAY, 21ST SEPTEMBER 2015 – 5:00 TO 6:15 PM.

Manifesto of Mount Carmel Church

The foundation of this church is built upon the inspiration of Jesus Christ, where a collective group of worshippers shares fellowship within Evelyn Community Centre.

Mount Carmel Church was fortunate to take up residency through Lewisham Council at Scotney Hall, New cross, Sharratt Street in the 1980's. The nature of Mount Carmel Church today and when it was based on Sharratt Street, Scotney Hall was to provide a place of worship for people within the community, offering support to all who may be facing difficulties within their life's, provide a place for children of all ages a warm and friendly Sunday school environment, to share creative activities with other children, to develop their understanding of good choices to make in life and support the importance for them to attend school.

The community did participate in much of the Church service and special occasions over the years where food was also provided as a sense of giving to all that came. Unfortunately, due to a major water leak, leaving the main hall in a bad disrepair state in November 2014, we were offered a short term Tenancy at Evelyn Community centre on the 2nd of December 2014.

The members of Mount Carmel Church embraced this change and were able to settle in Evelyn Community Hall very quickly. However, there are some underling matters to be resolved, but we have adapted to the current location and the community in like manner when located at Scotney Hall. People have visited from the community and commented on how they enjoyed the service and just wanted to come in and listen, which is always welcomed.

There are elderly members who are within the borough and the community area which find this location very accessible, where they are able to share a meal and have a sense of family unity as some live on their own.

Mount Carmel Apostolic Church Objective:

In a community where there are many families and people with many financial problems, fragile sense of well being, Mount Carmel offers a place for all to come and have rest from the many challenges people face individually or as a community and can help towards the progression of a peaceful well being.

Mount Carmel Apostolic Church Aim:

We have much passion to extend the foundation of Mount Carmel Church to more of the community and continue to co-operate with the other user groups within the centre, so that lives in the surrounding area can benefit from this good support network and contribute to the stability of the community.

Mount Carmel Apostolic Church & Evelyn Community centre Future plans:

Following the meeting on the 21st of September 2015, we welcome the idea to develop the community centre, as we appreciate the need for more housing within the Lewisham borough, but see the vital importance for the community centre to remain.

The centre most certainly could benefit from an upgrade to improve the lighting where currently two thirds of the lights are not in operation. The oven is in a hazardous disrepair state, lack of storage space for all user groups and general wear and tear throughout the hall.

Therefore, should the decision be made to redevelop the community centre with Housing , we would strongly request that the premises is not down sized, as with more housing this would result in more residents in need of the centre.

We anticipate that this manifesto will be taken into consideration when future plans for Evelyn Community centre is made.

Ewart Road Club House

17th September 2015

Ms Liz Dart
Lewisham Borough Council

Dear Ms Dart

Ewart Road Community Clubhouse

I am writing this letter in regards to the recent threat of closure and redevelopment of our estate clubhouse.

I am the Chair of Ewart Road Housing Co-operative Ltd and I am raising these concerns with you on behalf of the Management Committee and the residents of our estate.

We are deeply troubled and alarmed about the recent proposal by The London Borough of Lewisham to close our clubhouse with the aim of demolition and redevelopment of the land. The clubhouse is an integral part of our estate and our community and we simply cannot afford to lose it.

Residents, local faith groups, other charitable organisations, children's groups, sports and well-being as well as residents and the management committee use it.

We have some queries that I hope you are able to answer:

- ❖ It seems that no one has visited the site or discussed this properly with the co-op: has such a visit occurred?
- ❖ Planning permission was not given to the property next door, so we would question the probability of getting one for the clubhouse development you propose
- ❖ I am sure you are aware of the fact that we are a registered social landlord and that we have just signed a new 5-year agreement to manage the estate and clubhouse?
- ❖ In the event that our wishes to keep the clubhouse are overruled by LBL, the Council will still have to provide us with alternative accommodation: many of our residents are vulnerable and elderly and would find it very difficult to travel to meetings that are not on the estate.
- ❖ If new dwellings are built on the site, it states in your agenda from the meeting we attended at the town hall on Wednesday 15th July that Lewisham Homes are interested in managing any new development on our clubhouse land, (page 98 of your agenda). We would also question this decision, as we think it is completely inappropriate. We are more than qualified to manage properties on our own estate and have done so since we formed as a co-op in 1982.

- ❖ You also stated that one of the reasons for selling community buildings is due to the cost to the council of maintaining these buildings. Our clubhouse does not need your financial support: it generates income, has a surplus, is managed by a dedicated group of volunteers and is, in our opinion, self sufficient and not dependent on council funding.

To be quite frank, the co op feel that we have been side-lined and not consulted in a fully transparent way in terms of these decisions being made on our behalf that directly affect our residents and wider community, who use our clubhouse for social and community meetings, events and projects.

The loss of our clubhouse will actually undo many years of work in terms of community cohesion and tenant relations and we would urge the council to reconsider this idea, especially in view of the fact that it is a policy of The London Borough of Lewisham to promote diversity, community care, outreach and concern for those who are isolated, vulnerable and lonely, in particular the elderly. The Ewart Road Clubhouse is of paramount importance to people on the estate and the wider community that are come together in community spirit.

I would be obliged if you would give the time to answer these questions and concerns we have raised.

I look forward to your reply.

Yours sincerely

Brian Courtney

Chair of Management Committee

Ewart Road Housing Co-operative

Sir Steve Bullock
Mayor of Lewisham
Mayor's Cabinet

Dear Sir

Re: Ewart Road Housing Co-operative Community Clubhouse

I am the Chairperson of the Management Committee for Ewart Road Housing Co-operative Ltd, and I am writing to you on behalf of the Committee and the Co-operative. We have just been made aware that our Community Clubhouse is under threat from Housing Development.

I feel anger that this is even being contemplated. We are a committed group of people who have worked hard over the years to keep our estate well maintained and our residents happy. The clubhouse is the central meeting place for our committee and residents, the hub of our estate.

Whilst it is true that the clubhouse has not been used to its full potential recently, we have been lucky enough to get on board a young woman who has the energy, confidence and commitment to get the clubhouse running more like it used to be. Apart from our monthly and quarterly meetings, we have TMO Liaison meetings with the other co-operative in the borough, we hold table sales monthly and we have Bingo sessions starting on 23rd July, with coffee mornings starting on 11th August. We also have a few faith groups who use the space for their prayer meetings. These people also belong to the community. Our problem has been that people are unaware of our clubhouse or its location. This is about to change and we had already started working on a comprehensive plan for our community clubhouse when we heard about the council's latest plans.

We have met with a representative of Community Connections who gave us a lot of advice and is committed to supporting us in the future. She informed us that there is a need for our clubhouse as the Forest Hill and Catford areas do not have a community centre/clubhouse and she has given us connections to organisations that would be interested in our space. This makes it an asset to the community as this area will be non-profit making. Our next step once this side is set up would be to concentrate on the private sector to make the Clubhouse financially self-sufficient, so the upkeep of the clubhouse will come out of the profit and not be a burden on the council.

We are in the process of designing flyers and posters to be distributed ahead of the two events mentioned above and to advertise other events which we are in the process of arranging.

We are Registered Social Landlords. I want to know if you really can strip us of this asset? Is the council legally entitled to destroy part of our community? It is certainly not morally entitled.

Our members are working extremely hard to make our community clubhouse a success for the estate and the wider community, and will continue to do so. In the event that all this is of no avail, I would like to know what the council will provide us with as an alternative to our community centre. Also, is our estate office under threat as well?

Some of us will be attending your meeting on Wednesday evening and trust you will be able to read this letter and the accompanying draft Plan for our Community Clubhouse before the meeting. We are determined to keep our community clubhouse for the community and will work unceasingly to that end.

Yours faithfully

Brian Courtney
Chair
on behalf of Ewart Road Housing Co-operative Ltd
and the Management Committee

(Enc)

Ewart Road Clubhouse Needs Your Help!

The Management Committee has recently been made aware that Lewisham Council intend to close the Estate Clubhouse and build properties on the site.



The clubhouse sub-committee is working very hard to see that this does not happen, and its members are giving a lot of their time and energy to develop a robust, comprehensive plan of action to get the clubhouse known in the community and to get it buzzing with activity.

Several members of the Management Committee, including the Committee Chair and the Housing Manager, attended the Mayoral Cabinet meeting on Wednesday 15th July and stated our case to the Mayor and Cabinet. There are to be a round of consultations and it is essential that we show Lewisham Council that our Clubhouse really is a centre of excellence.

The loss of the Clubhouse would affect us all. It is the hub of our estate, an asset we just cannot afford to lose.

We ask you, the Co-operative members, to help in this task.

Support our events and activities at the Clubhouse as they come up.

- Bingo monthly on Thursdays starting 23rd July, 4pm – 6pm,
- Table sale on Saturday 25th July, 1pm – 4pm. (Last Saturday of every month)
- Coffee morning every Tuesday starting 11th August, 10am – 12pm.

This is just the beginning.

There are lots of different events and activities planned which will be advertised in due course.

We are also seeking new ideas and volunteers to help with events and activities. If you are interested please give us a call,

Of equal importance is the effect that turning that small area into a building site would have on the residents living nearby. Once the dirt, dust and noise have ceased, our residents who live adjacent to the proposed new flats will be overlooked by the new residents and will be faced with brick walls instead of the lovely mature trees and bushes in that area which help to make this estate such a pleasant place to live in.

Yours faithfully

Brian Courtney
Chair
On behalf of the Management Committee

Honor Oak Community Centre

Community Centre: ___Honor Oak Centre_____

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Tuesdays	Mini Drama	Drama for kids	10	children 3-11	£5 per session	NA
	□					

Community Centre: ___Honor Oak Community Centre_____

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Friday	Grace Church Brockley	Toddler Group	Variable (15 – 40)	Parents and pre school children	£1 per session	We use the kitchen, crèche/lounge rooms and the outside area

Trustees

Honor Oak community Association (HOCA)

30 September 2015

Dear Ms

Honor Oak Community Association (HOCA) - voluntary sector accommodation consultation response.

HOCA welcomes the opportunity to respond this consultation on voluntary sector accommodation.

Our aims

The aims of HOCA are:

to promote the benefit of the inhabitants of the area of benefit without distinction of sex, sexual orientation, age, disability, nationality, race or of political, religious or other opinions,

by associating together the said inhabitants and the statutory authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the said inhabitants;

establish, or secure the establishment of, a Community Centre and to maintain and manage the same (whether alone or in co-operation with any statutory authority or other person or body) in furtherance of the Objects;

promote such other charitable purposes as may from time to time be determined. The Charity shall be non-party in politics and non-sectarian in religion. The area of benefit ("area of benefit") shall be Lewisham and the surrounding areas.

Our views

HOCA and its user groups /users do not support proposals to redevelop the current site of the community centre and youth club to instead provide housing with smaller and shared community space.

The plans for smaller and shared community space will mean that many of the activities currently being undertaken at the community centre will not be able to continue. The main hall in the community centre is our main source of income and if we lose this facility we will no longer be able to continue in our current capacity and also it will no longer be viable for a number of our user groups to continue to operate.

The community centre is very well used to the point that it is often difficult to schedule request to hold activities and events. It provides public space for the young and old and families to meet and undertake a variety of activities .One of the objectives of this consultation exercise was to address underutilisation of community centres. Honor Oak Community centre is very well used and is attended by various groups every day and night of the week. The taekwondo group has been operating from the community since 1981 (one year after the centre opened). This group is very popular and has been attended by generations of the same families.

We believe that any proposal for additional housing on Honor Oak Estate is not well thought out. The area is already very highly populated and really does not need additional people in the area. We all recognise that there is need for more housing in Lewisham but it is almost inconceivable that you would consider reducing the amount of community space in this very populated area and then increase the population. We hope that the two tragic killings on the estate in September will cause you to rethink this proposal.

Information on the user groups and the regular activities undertaken at the community centre is included in the response template and attached as a separate document. Where user groups/users have provided additional responses these are also attached.

The consultation was aimed at voluntary and community organisations that provide services in London Borough of Lewisham. However, the plans for redevelopment of the site for housing and reduced community space will impact on the residents on Honor Oak Estate and HOCA believe that it was a poor judgement on the part of Lewisham Council to exclude the residents from the consultation at this stage. For this reason we do Not believe that the consultation that has been undertaken thus far in relation to Honor Oak Community centre has been conducted appropriately.

On becoming aware of the threat to the Honor Oak Community Centre, a petition was started by HOCA and we currently have over one thousand signatures which we plan to seek permission to submit to the Mayor and Cabinet meeting in November.

Information on usage of the centre

In an attempt to reach more members of the community we commissioned research on the relevance of the community centre, as although it is very well used, we are aware that many people in the community are not aware of the activities being run at the centre. This also provided information on the activities they would like held at the community centre and community space featured highly on their expectations.. *‘ 68% of respondents expect a community centre to offer services and activities which relate to ‘Social space’*

This may go some way to explain the success of our private hiring arrangements.

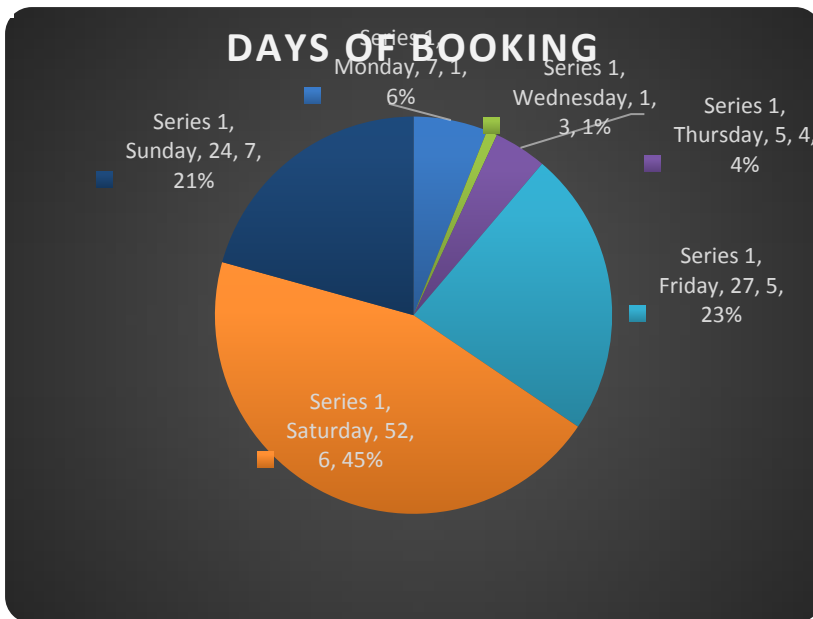
The below figures show private hire to April 2015 the forward bookings for both Saturdays and Sundays were continuing to strengthen. At that point, every Saturday and Sunday in May, apart from Sunday 31st was booked. At the time of writing this consultation response we had to turn people away in October as most Fridays and Saturdays are booked each week for private hire.

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan.	Feb.	Mar	Apr.	YTD
<i>Previous year</i>	8	7	11	9	5	9	12	6	4	2	8	5	86
Last 12 months	9	8	10	7	5	6	5	7	5	7	8	12	89

The table below was produced on 19 May 2015 and shows the events booked in the last 12 months. Honor Oak Community Centre is just a few minute's walk from Honor Oak Crematorium, Brenchley Gardens and therefore it is not surprising that the highest number of private hire bookings is for funeral receptions. Funerals, birthday parties, christenings and weddings account for over 75% of private hire bookings.

EVENT TYPE	NUMBER	%
Memorial dinner	1	1.04%
Birthday party	21	21.88%
Chld's party	1	1.04%
community fair	1	1.04%
Christening party	12	12.50%
Family reception	3	3.13%
Funeral	29	30.21%
Graduation party	1	1.04%
Jehova's witnesses	2	2.08%
Leaving party	1	1.04%
Naming ceremony	3	3.13%
Sound check	6	6.25%
Potter's house church	1	1.04%
squash party	1	1.04%
memorial	1	1.04%
Wedding reception	12	12.50%
Total	96	100.00%

The table below shows that Saturdays are most popular for private hire with 45% of bookings being made on Saturday. Fridays are very popular for funerals. There is little private hire undertaken on weekdays, which is usually reserved for community development activities/user group bookings



Some analysis was done on the private hirers of the centre over the two year period to 19 May 2015. Residents in Brockley postcode SE4 made the highest number of private hires. Over 67% of private hirers were from the borough of Lewisham. The community centre is located on the cusp with Southwark so it is not surprising that it attracts hires from this borough.

Where our hirers come from

Post codes	Hirers with that postcode*	Post codes	Hirers with that postcode*
SE4	41	SE23	8
SE15	17	SE8	6
SE14	13	BR4	5
SE6	12	SE9	5
SE13	8	SE16	4
SE22	8	SE18	4

99

32

**Where there were fewer than 4 hirings from any given postal area, numbers are not included*

Expression of Interest for Asset Transfer

As part of this consultation response HOCA would like to express an interest in transferring a community asset into our ownership. Our expression of interest is outlined below.

The community centre is central to creating a space for community activities for the local people and meets the needs of younger and older people and brings the different communities together. The attached document showing the user groups and activities they provide to the local community is evidence that the community centre has a track record of delivering recreational, social and educational activities/service to the local community. Over the next five years we plan to expand on the community development activities, with this in mind we have scheduled the organisation 'prison link' and 'MEND' to run courses/programmes at the community centre in October 2015.

The activities that are currently run at the centre attracts a diverse group of people and we want to further develop the services/activities offered at the community centre to support the local community and to change lives.

We have recently set up as a charitable incorporated organisation and have undergone lots of change in terms of board members and administrative /governance procedures. We are now moving forward and have 5 potential trustees/members attending our next meeting on 1st October, all of whom live on the Honor Oak Estate and keen to help promote and build the community centre as an asset of value in the community. They have all been sent our skills audit form for completion so that we can be sure to attract the right skills on the trustee board.

We currently have a part time admin worker and volunteer working in the office. Current trustees are also putting in a lot of time to ensure that we can effectively manage the centre while we build our membership and trustees. HOCA trustees/ workers are scheduled to attend free training courses provided by Voluntary Action Lewisham. We are also booked on National Training courses in November on charity fund raising and governance. This we believe will assist us in making applications from funders that we have already identified and help us to maximise opportunities to ensure sustainability of the community centre.

HOCA Trustees endeavour to be compliant with charity regulations and our governing documents and have already taken a difficult decision, against the wishes of a former trustee to ensure that we do not breach our governing document. We are also scheduled to have training on charity governance which will further assist us in the management of the community centre. Although current trustees have management and HR experience, financial management experience, and knowledge of equality, data protection and freedom of information legislation. We aim to get a good handle on charity regulations to ensure we run an effective and efficient business to meet the needs of the community and where the diversity of people's backgrounds is valued.

The repairs and maintenance cost to the centre in 2013/14 was £19,678. There were no additional actual costs incurred by the Lewisham Council in this respect. Our approved financial accounts to March 2015 can be made available on request.

Yours sincerely

Yvonne Peart, Wonyo Setufe, Dorcas Erekosima, Purazeni Chigarire

HOCA Trustees

Enclosed:

Letters/emails from:

Leon Onen (resident)

Suzy Moxhay (resident)

S Griffiths (user group)

Pastor David Brown (user group)

Christina Israel (user group)

Introduction letters:

MEND

Prison Link

Dear Mr Mayor

Subject: Re: Consultation with affected groups - redevelopment proposals for Honor Oak Community Centre.

I am very disappointed to hear that the Honor Oak community centre is scheduled to close. My family has been a regular user of the centre since we moved to Brockley/new cross 10 years ago. I have used the centre for sure start sessions with both children (and meet other parents for support there), my children have used the adventure playground and youth club and more recently I use the sports hall to play badminton – which has encouraged me to be more active improving my health.

I am also aware that the centre runs a food bank which is always very busy (I play badminton at the same time as they are open) and which meets a need that should not exist in the capital city of a wealthy country – but sadly does.

I understand that the plan is to build additional housing which I am sure is required, however, is it not possible to continue to provide facilities for these new residents as well as existing users on the centre by providing the same facilities that exist on the ground floor of any new building. My concern is – very much like the selling off of school playing fields – short term concerns are storing up more issues for the future – the population of the Lewisham district is growing but facilities for the local communities are shrinking.

Kind regards

Sian Griffiths

28th September 2015

Dear Sir,

Ref: Honor Oak Community Centre, 50 Turnham Rd, London, SE4 2JD

I am writing to argue against the closure of the youth centre situated at 50 Turnham Rd, London, SE4 2JD. It is my belief that the youth centre allows young people to socialise, make new friends and try a wide range of new activities. With the closure of the centre, youths are more likely to loiter around more, hence causing social problems. Recent research and statistics by The Home Office show under 18's commit a quarter of all crimes.

I am sure that you will agree with me when I say that in these current economic conditions, it is necessary to find ways to prevent youngsters from committing crimes. With the UK economy still struggling, not only is it essential to find ways to reduce crimes, but it is also essential to try and stabilise the economy for the future. What is really worrying in these times is that many people lack the appropriate skills needed to work in a team, communicate and invest their money and their ideas. This is, in my belief, a major factor preventing economic growth. The community centre can potentially be a place to address issues regarding employment, training, learning, and social interaction.

There has been several recent studies relating to the youths most likely to commit or attempt suicide, I will refer to the one carried out by Childline, an organisation which promotes the well-being of youngsters. They found that children who were unable to make any friends were the one's at risk of committing or attempting suicide.

Therefore, in my opinion I find it unbelievable that the council is taking away something necessary for youths to live a happy and successful life. I cannot understand why the council do not think about such aspects and the knock-on effect the closure will have to the community.

The closure of the youth centre could potentially have harmful effects both to the youths themselves, and to the social well-being of society.

Thank you for taking the time to read this letter

Yours Faithfully

Leon Onen

Subject: Re: Consultation with affected groups - redevelopment proposals for Honor Oak Community Centre.

Hi Yvonne,

First I want to thank you for the work you are doing in trying to save Honor Oak Community Centre. The long hours spent in meetings and diligent effort in addressing issues all in favour of the community is invaluable.

Our church, Living Water Christian Centre has written to the Mayor's cabinet when we discovered quite by accident as no one had said anything to us, that the centre was earmarked for possible closure. The reply from the Mayor's office mentioned that he would ensure that officers would take my concerns on board.

We use the centre weekly on some days and periodically on other days as follows:

Sundays: Church service for adults, teenagers and children (between 50 - 80 each Sunday)

Sundays: Sunday Club for children aged 5 - 11

Sundays: Youth alpha Course for 12 - 17 year olds

Wednesday - Food Service for the poor in the community and wider residents of Lewisham.

Thursday: Worship Team

Apart from the above, there are other outreaches we run and also training course at other sites due to unavailability of HOCC such as Men's Fellowship; Women's Meetings; Bible Studies, Counselling, Pre Marital Counselling Course for those engaged or hoping to be engaged. All of these are free to the public.

We are in the process of forming a dance group (children and adults) and also a wider Arts Ministry which again will be open to all who are interested. Closure of the centre would see all these and more service we offer interrupted. We have seen people come into our church from the community and embrace our teaching thus making a change in their lives and in the lives of others.

After nearly three years of operating our Food Service, we have received letters, cards and countless thank helping residents through a rough patch of their lives whether due to joblessness, benefit cut, family breakdown or one of five other reasons for their hardship. Since January this year alone to 16th September we have distributed over 6.5 tons of perishable food and given away 7,167 items of non perishable food over the same period. We have formed trusting relationships with members of the community. One of our

Food Service customer admitted to me that if it wasn't for the Food Service he would be stealing to make ends meet.

LWCC is at the heart of the community at Honor Oak. The recent murder of a 17 year old has brought us into a positive relationship with members of the family whom we did not know before this tragedy. We have assisted and contributed to their nine night function and The mother has asked Pastor David to assist in and take part in the funeral service. We are concerned for people and demonstrate this through practical love not just words. He has already been approached by people in the community to see what can be done to prevent this from happening again.

A new build of 57 new homes with 8 car parking spaces and a smaller hall for community use is not only inadequate to accommodate the current services offered by both the Youth Centre and User groups at the Community Centre, but also create problems in terms of the centre which is used for funerals and also wedding receptions. It would just not be able to sustain the demand currently placed on the Community Centre. There is no guarantee that our church would be there and even be able to accommodate our current services let alone the additional services we want to offer.

Our work as we see it is only just beginning. Whether we are able to remain at the heart of the community will depend on the Mayors decision in November this year. We hope that everything on Turnham Road remains as it is which is the desired outcome of the residents expressed in the public consultation held earlier this month to is of course hangs

Pastor David Brown

LWCC

Subject: Venue booking

Hi there,

We would be interested in booking the main hall at Honor Oak from Tuesday from 10:30-12:00 to deliver a MEND Mums programme – please see attached for information about the services we are commissioned to deliver across Lewisham.

Can you confirm if you have availability at that time and if so what the hire cost will be?

We would like to make a block booking from w/c 5th October for 10 weeks (excluding half term).

Look forward to hearing back from you.

Kind regards,

Julia

Subject: Re: User Group Stats

Dear Yvonne

I am sorry I have not responded before. Please find attached my Completed consultation template.

'I am saddened at the proposal to close the Community Centre. it is such a vital hub in the community. It is a large enough space for all kinds of lifetime celebrations and is actively used as such.

I believe it is also important to maintain it for generations to come.

The Over 55s Thursday Club which started at the beginning of 2014 has been Steadily growing with people returning who used the Centre many years ago.

There is such an incredible air of vitality when members of the community gather together in a safe, warm, welcoming and known environment'

Regards

Christina

Subject: criminal justice course

Dear sir or Madame

I am the CEO of a charity that helps prisoners resettle back into the community and helps them stop reoffending.

We also presently run a course that helps people get training to work in the criminal justice system. We have run this course since 2004 and made quite a good impact in the west mids.

On the last course there were 2 participants from south east London, who came each of the 8 sessions of the course, so they could start the type of work we do in Birmingham in London. With this in mind we are looking for a venue in your area to run the course which runs once a week for 8 weeks. We are a registered charity and are asking a donation of the use of your building (3 hours a week for 8 weeks) to make a difference in your community. Please see our web site for background info; prisonlink.org.uk

Please let me know how we could move forward with this.

Ricky Dehaney

CEO

Subject: Fwd: Honor Oak Community Centre

Hi Rumbi,

Here's the email from Cllr Joan Millbank I mentioned..

It looks like she didn't read my original email properly because I said that I knew the council proposed to include some sort of community centre in the new development and I wasn't given incorrect information by HOCA.

I was thinking it would be good to get the email addresses of everyone who is concerned about the proposal so we can keep each other up to date with any news.

See you at the meeting tomorrow!

All the best,

Suzy

Subject: RE: Honor Oak Community Centre

Dear Ms Moxhay

Thank you for your email.

I note that my two colleagues have already replied to your email. They have said much of what I would have said so I will not repeat it.

I can appreciate why you are worried; you are no doubt responding to information being circulated by the trustees of the Honor Oak Community Association which runs the Centre on behalf of the Council telling residents that the current building is being demolished and replaced by housing only. This is untrue; the Association **knows** that new youth and community facilities will be provided. I don't know why they choice to only tell residents part of the proposal but it has not been very helpful. If you are able to come to their public meeting on September 4th perhaps you could ask them?

Please be advised there are no plans to close the Adventure Playground that your councillors are aware of. The Council is becoming increasingly hard pressed financially because of the Conservative government's attack of public authorities and public finances but here in Lewisham services for our children and young people remain a priority.

I have to say that I am a little bemused – and shocked - that as a Labour voter you are objecting to more housing. There's a massive housing crisis in London. People need decent quality, affordable, secure homes. That's what I have and I assume you have too. Others need the same.

Finally I can appreciate that building work will cause you some disturbance but it will be temporary inconvenience, and one which other residents have had over the years as new blocks like Edgehill Lodge have been built.

I do hope that we have been able to reassure you and I look forward to meeting you on September 4th.

Yours

Cllr Joan Millbank

Cabinet Member for the Third Sector and Community

Subject: Honor Oak Community Centre

Dear Ms Millbank,

Are you the right person to contact regarding the potential loss of the much valued Honor Oak Community Centre?

I was shocked and angered when I found out from my neighbour (no word from the council) about plans to replace Honor Oak Community Centre with social housing.

The Community Centre is directly opposite my flat on Turnham Road and so I am aware of just how valued and well used it is. It really is at the heart of our community. Turnham Road is a bit of an in-between place- it is not very near the centre of Brockley and it is away from the centre of Crofton Park.

Having the Community Centre there provides a central point to make those that live in the area connect with one another and feel like they are part of a community.

It is used all the time for various clubs- especially for young people, and many social events including wedding receptions and wakes. It is also much valued as a centre for religious events- I love hearing the Gospel singing on Sundays.

I have lived in other areas with community centres which are not so well used but this is certainly not the case with Honor Oak Community Centre.

Turnham Road is a very long road which is mainly residential/ social housing. There are a lot of young people with not much to do living here and the Community Centre is invaluable in giving them somewhere to go and clubs to join. If they do not have this I am sure it will lead to an increase in antisocial behaviour. I hear that the children's playground and youth club are also under threat which will make the situation even worse. There are many people living here with young families who use those facilities all the time.

Myself and all my neighbours are really anxious, angry and worried about these proposals and want to do everything in our power to save our Community Centre. What can we do to stop this?

I am very disappointed having voted for Labour to find that our local community amenities could just be wiped out like this. It makes me wonder why I voted for Labour at all. Aren't Labour supposed to value community amenities?

My neighbour told me that there is a plan to include some sort of community centre integrated into the new development but this is no good. To be used as it has for these sort of events and gatherings it needs to be a dedicated hall as it is now. A space in a residential development is not the same thing at all.

My other worry is about the building work. My bedroom window is directly opposite the community centre as is my flatmates'. We both work 12hour nightshifts from 7pm-7am. It will be absolute hell for us if there is such extended building work going on directly opposite us during the day when we need to sleep.

Please reply and let us know what we can do to oppose this plan. Everyone I have spoken to down Turnham Road is very angry about it.

Regards,

Suzanne Moxhay

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
Monday 10-30-11.30	Little Darlings	A group of local Childminders and children for play	No feedback received – Approx 4 adults and 12 children	Adults and children 0 - 5		
Monday, 5.30 – 7.30	Parents as Partners	Group work programme of 16 weekly sessions, involving exercises, video, discussion	5 couples (10 people) plus children	Parents with communication and relationship difficulties	Free to users (funded through the Directorate of Work & Pensions)	We provide refreshments and childcare, so need access to a kitchen area and a room large enough for a crèche. For two of the sessions we separate the group by gender, so also need a second meeting room.
Tuesday 10:30-12:00	MEND	MEND Mums programme	10 weeks commencing 5 Oct 2015		No charge	
Tuesday 10.30 – 13.00	All in one	Children's group – soft play, gardening	No feedback received – Approx 30 – 40	0 – 5 years		

			attendees			
Tuesday 6.30 pm	Slimming World	Weight loss /nutrition	No feedback received – however over 40 attendees			
Wednesday 10.30 – 11.30	Mini Drama	Teaching drama	No feedback received –	0- 5 years		
Monday 10-30-11.30	Little Darlings	A group of local Childminders and children for play	No feedback received – Approx 4 adults and 12 children	Adults and children 0 - 5		
Weds 8-9	Honor Oak ladies badminton	Badminton	Usually 8-10 ladies turn up (usually depending on if they can get a babysitter) – the membership is 14. For most members this is the only sport they play	Ladies aged between 23 and 55 - when people drop out we advertise on the brockley blog for potential new members	£6 a month	We use the badminton nets supplied by the centre. There is a shortage of available courts in the area and many new members have been looking for somewhere to play for some time

Wednesday	(Honor Oak Badminton Society) Badminton	Badminton Social	players 4 - 8 ocasionally more	mixed group age/gender/ethnicity	£5.00including shuttles	Intermediate ability No beginners
Wednesday 6pm – 9pm	LWCC Food Service	Food Bank	Between 25 to 40 users each week	age 18 to 60+ yrs mixed gender/ethnicity	No charge	Some limited mobility users Food Service for the poor in the community and wider residents of Lewisham. Referrals MIND
Thursday 10-30-11.30	Little Darlings -	A group of local childminders and children for play	No feedback received –	Adults and children 0 - 5		
Thursday 6- 7pm 7.30 – 8.30 pm	Yummi Yogi's	Yoga & Meditation classes	25	Children: 6-16 years old Adults: 17 years +	£6 for Adults per session £3 for Children per session	Some limited mobility users
Thursday	60 Up C.I.C. in partnership with HOCA	Social Group for the prevention of social isolation	37 Service users Approx 12 per week.	Older people(over 55s)	£1 per session	Some with mobility issues
Thursday	Digital	Assisted digital	Re -starting with new facilitator on	Over 55s	No charge	

	Discovery	support	8 October 2015			
Thursday 6pm – 7pm	Martial Arts	Taekwondo	No feedback received – however well attended approx 20 users	Young people		
Thursday 7.30	Prison Link	Criminal justice course	8 weeks course from 8 October		No charge	
Alternative Thursday 7.30 – 9PM	LWCC Choir Practice		Up to 10 people		No charge	
Friday 10.00-11.30	Chatterbox - toddlers 'n parents group	Play and learn	No feedback received –	A group of local mums, dads and carers who meet with 0-5yr old children	No charge	
First Saturday of the month 9.00 – 10 am	Chatterbox Dad's	Play and learn	No feedback received –	A group of local, dads and carers who meet with 0-5yr old children	No charge	
Sunday 10-2pm	LWCC Church	Sunday service, Sunday club (5-11), youth alpha course (12-17)	50 - 80	0-60 +	No charge	

Officer Comments:

A number of responses refer to the closure of the Honor Oak community centre and youth centre. It is clear that the council's intentions have not been accurately communicated as at no time has the closure of the community centre and youth centre been proposed. The proposal is to redevelop the site and to build new youth and community facilities.

The size of any new youth and community centre will be the subject of detailed feasibility and design work. The information given so far is only a rough indication of what could be possible and will change subject to further consultation.

There is no intention to exclude residents from consultation in relation to future housing development. Consultation with residents is planned.

The council adopted an asset transfer framework in 2008 which was updated in July 2015. It lays out how the council considers proposals for community asset transfers. One of the key considerations at the beginning of that process is whether the asset is required for another priority use. In this case the proposal is that the site is required to be redeveloped for housing with the reprovision of community facilities and the asset would therefore not be available for a transfer.

Lethbridge Clubroom

As we discussed our Meeting on 28/10/2015 i would like to confirm that we had never invited all those consultation meeting or we have never introduced Lethbridge Club users so I assume other users had an opportunity to discuss and know what they going to do.

We would like to have an equal treatment to other community organisation and have an opportunities and chances they have. Although we reperesent large community and our needs are bigger then other we have recieved and still recieving little support from the council.

SEDEC is a registered charity (no. 1097903) which was set up in 1999and contributes to addressing the needs of the Somalian community in the locality in which it is based. SEDEC has for several years operated from premises known as The Vanguard Estate, Albyn Road SE8. This has served as a centre for courses both BME/Refugees adults and children (family Learning Programme), structured activities, sports both indoor and outdoor and a drop in advise and counselling

SEDEC estimates that 400-500 British BME's and Somali people benefit from its services each week.

SEDEC's services include:

- Homework support and mother tongue classes for children and for young people
- Mediation between local schools and families
- Sports projects for children and young people
- Family learning Projects– mainly Vocational training, literacy and numeracy
- Advice, information and guidance – drop in
- Translation/ Interpreting service

Could we we meet again to discuss SEDEC's future what help and support we can get from council.

Best regard
Abdullahi Mohammed - SEDEC

Saville Community Centre

Voluntary Sector Accommodation - Response to consultation

As part of the further consultation on proposed closures and redevelopments of community centres, we would like to include information on current centre activities and users, along with your response in the report back to Safer Stronger Select Committee and Mayor and Cabinet.

Community Centre: The Saville Centre – Lewisham Pensioners Forum

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Monday Weekly	LPF	Monday Project - Varied: Ukelele, Singing, Art, Digital Exclusion "buddy" sessions, Knit and Knatter	Up to 30	People 55+	£1.00 am £1.00 pm	Former Saville Club lunch group members attending and arriving by Dial-a-ride, plus others
Tuesday Bi-monthly	LPF	Volunteers supporting the work of LPF – mail out and stuffing etc	Up to 10 –	People 55+		
Tuesday Bi Monthly	LPF Executive Trustees	Strategic and Governance of LPF	Up to 15	People 55+		
Tuesday or Wednesday Bi Monthly	LPF "Save Our NHS" Campaign Group meetings	Open to all older people – Information/ discussion and campaign on NHS and other health issues	Up to 30	People 55+	Attendees make a voluntary contribution of approx £1 to mailing costs, etc.	
Tuesday Occasionally – about twice a year when Civic	Pensioners Action Group	Interest and campaign group able to target issues of concern	Up to 60	People 55+		Majority BME membership LPF provides low level support to PAG with room hire and copying

Voluntary Sector Accommodation - Response to consultation

Suite unavailable (this appears to be becoming a more frequent occurrence)		to Black and Minority Elders because of its membership base				
Thursday Weekly	Saville Lunch Club	Socialising, lunch, bingo	Up to 24	Age range between 70-95		Group for less mobile older people including members relocated from St Andrews and St Laurence Lunch Clubs. Many arrive by Dial a Ride.
Sunday – twice a year 2012-2014 (on hold in 2015)	Forum Fundraising Booksale	Fundraiser for Forum – essential non restricted funds.	Up to 150	Primarily students and 30-40, with a significant number of families with children	Free entry (unlike many other book-sales)	This would be impossible without the use of cellar storage. The book-sales also offer a service to our members who are many of them down-sizing and are pleased to donate, especially as the Forum arranges collection by staff or volunteers.
Mondays to Thursdays	LPF	Open Office	1 to 2 staff and a regular and constant flow of older people dropping in.	50+	Obviously no charge – facilitates sign-posting and can lead to low-level assistance.	The location of the office on a main thoroughfare at ground level with windows where information can be displayed is key to this provision. See one of the comments in Appendix 3
Mondays to Thursdays	General	Open hall with booklet and information stand	Monitored by LPF staff and users groups	All ages	Drop in to review leaflets – and much LBL information	As above

Lewisham Pensioners Forum would also like to register the following:-

- The Saville Centre has a longstanding reputation as a community facility, its central location supported by excellent transport links and good mobility standards means that it has for over 50 years provided an attractive place for older people to come together in a user-friendly environment to enjoy social gatherings, events, activities and public meetings. Utilisation of the Saville Centre has been supported by a variety of voluntary sector groups and volunteers who have a shared vision of furthering the wellbeing and social interests of groups and individuals who share characteristics protected by the Equalities Act 2010.
- The Council has confirmed that The Saville Centre satisfies the definition of an asset of community value because the current use of the building furthers the social the social wellbeing of the social interests of the local community and that it is realistic to think that there can continue to be a main use for the building which will further the social wellbeing or social interests of the local community.
- Application to register the Saville Centre as a Community Asset was approved on July 27th 2015.
- The Saville Centre has for over 50 years provided a welcoming centre of activity for older people and the wider community. A non forum member recently coming into the office to purchase tickets for Pensioners Day told us how she and her husband had celebrated their wedding at the Saville in 1963 – one of the first mixed marriages in the borough.
- The Saville Centre is perfectly located between Lewisham and Catford Town Centres and the Hospital offering a visible window of advertisement for passing pedestrians telling them what is taking place in the Saville and elsewhere. The presence of the LPF office in the front of the building supports and sustains a welcome and informed response to requests for help and advice from older people, enhanced by the handing out of the Directory of Information for Older People, funded by the Positive Ageing Council and used by professionals, individuals, carers and family members. (See Appendix 1)
- The Saville Centre supports Digital Inclusion projects for older people – As part of its digital inclusion work LPF was awarded funding from the 2014/2015 Rushey Green to install WiFi at the Saville Centre and in partnership with the Community Interest Company MyCompleteFocus the building has held weekly tutored and drop in digital sessions for older people supported by a variety of voluntary IT buddies. (See Appendix 1)
- The Saville Centre supports Community Events including the really popular Book Sales where ALL the community are invited to donate and the ALL community are invited to buy – A MUCH LOOKED FORWARD COMMUNITY EVENT (See Appendix 1)

Voluntary Sector Accommodation - Response to consultation

- The Saville Centre has and will continue to support a range of partnership projects open to ALL older people in Lewisham, including:
 - What do you need to know about Will Writing – with Co-op Funeralcare
 - Understanding 'Digital' with a POP Up Techy Tea with Community Connections and MyCompleteFocus funded by the Positive Ageing Council
 - Liberteas – Marking 800 years of the Magna Carta as part of the Parliamentary Outreach Project
 - London Borough of Lewisham to consult with on the proposed changes to charging for adult social care
 - 'Our Healthier South East London', Presentation by the Chair and Chief Officer of the CCG on an 'Issues Paper' which sets out a range of challenges faced by the NHS in south east London.
 - Save Lewisham Hospital Campaign – The Saville Centre and its facilities played an integral role in the day to day operations of the campaign to save Lewisham Hospital enabling the community and users of the building to get involved and have a voice (See Appendix 1)

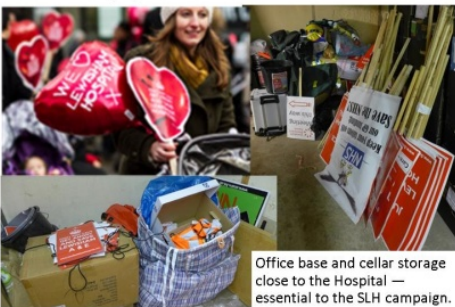
- Making Good Use of the Saville Centre - LPF fully accepts that the Council wants to ensure better use of its buildings. However, LPF feels strongly that a failure in recent years to make full use of the office space and hall will negatively impact on financial assumptions about income generation. There have been regular and constant enquiries to rent both office space and the hall and all have been signposted to the Council. For whatever reason the potential of the Saville has in recent years been untapped. LPF has supplied the Council with information to support this.

- Existing User Groups want to be a part of a community solution so that their members will, with their help, continue to be active members of Lewisham's community. (See Appendix 2 Saville Centre In Use)

The Saville Centre, 436 Lewisham High Street—a highly visible and accessible community asset



The Saville Centre (and LPF) played an essential role in the Save Lewisham Hospital Campaign (and one which will be needed again). It was a drop off point for huge print deliveries and collecting point for leafleteers. Above top right are the PLUS clients decorating display letters for a rally, and the "Sholley" march to the hospital (with Heidi Alexander) and "Buggy Army" that went to Westminster 14 February 2013 made their preparations and set out from here.



Office base and cellar storage close to the Hospital — essential to the SLH campaign.

The Saville is light and airy and a pleasure to work in. Right: sponsors and volunteers stuff 600 "Information Bags" for the annual Pensioners Day. Below: teams work on the bi-monthly mail-out to LPF members and over 150 community groups and LBL sheltered schemes.



The "Monday Project" has just been started up with significant legacy funding from an EU grant and a small contribution from the Rushey Green Assembly that was used to bring WiFi to the Saville Centre. Ukuleles, singing, knitting, the newly popular adult colouring and a "digital surgery" with potential for more work being developed with MyCompleteFocus, Community Connections and others to address the issues of digital exclusion among the elderly in a low-key and acceptable way.



Regular use by social groups and others



A traditional bingo session and the Saville Knitters have a giggle.



Volunteers in the kitchen.

Book sales held as fundraisers—assistance from Police Cadets and enjoyed by all ages.



Sorting for the book sale in the week before and the buzz of activity on the day itself.



The Saville garden in use for the bric a brac and toy stall, and the police cadets who are regular helpers.



Tea and fancy cakes make the book sales a nice day out—and at one the SLH campaign had a tiny table to collect signatures to the current petition.



Information hub: people call in off the main street to look at the leaflets and passers by study the windows.



One-off events—left a small group gossiping at the NPC Dignity Day, below a Hustings (with purpose-made bunting) and right a couple of volunteer parties, one with a student harpist recruited from Trinity.





Lewisham Pensioners Forum Fundraiser
Big Book Sale 

With the generous and practical support of
Harradines South London based removals & storage for over 40 years 020 3124 1811 

Free Entry Hardbacks: (mostly) 50p to £2
 Paperbacks: 25p or five for £1


Sunday 6 July - 11 to 3
The Saville Centre

436 Lewisham High Street, SE13 6LJ
 (a couple of blocks south of the hospital—street parking on Sunday and on lots of bus routes from Catford or Lewisham)

Come browse, come buy—a huge range of books sorted for easy searching...

Fiction A-Z / Biography / History / Cookery / Self-Help
 Science / Literature / Childcare / Sport / Politics / Economics
 Travel / Memoirs / Film & TV / Music / Children's / etc., etc.

We plan to keep adding fresh stock during the day so please "bring" as well as "buy"

 Also: "pop-up cafe" with tea, coffee, squash and cake, plus toys, puzzles and bric-a-brac

For more information and to arrange collection if you have books to donate please phone 020 8690 7869



Older People's Information Network Directory for Lewisham—Second Edition 2014



The Positive Ageing Council
 London Borough of Lewisham 

 **Lewisham Pensioners Forum**



A Partnership Project in Action—Weekly Digital Inclusion sessions at the Saville made possible with funding to install Wi-Fi from the Rushey Green Assembly

Appendix 3 – The Forum and other users were asked to consider alternatives – the Leemore Centre, the Irish Centre and the St. Laurence Centre.

A: Contrasting the Saville Centre with the Irish Centre and the Leemore.

1. It is fantastically easy to reach by bus from all parts of the Borough – buses stop less than 80 yards away coming in one direction or the ones on the other side of the road can be reached via pedestrian refuges, and a little bit further away is the light controlled pedestrian crossing by the hospital. (So better and safer than either of the suggested alternatives.)
2. It is highly visible on a main road so the access “feels” safe – you’re walking in full view of a lot of passers-by. (Again both Leemore and the Irish Centre are situated on side streets.)
3. It has easy disabled access and is all on the ground floor level. (In contrast to the Leemore where currently all users except the daily mental health group are directed up a side entrance, along a narrow path with trip-hazards at ankle height, and then expected to summon an external lift.)
4. Unlike the Leemore, the Saville is small - so that one set of vulnerable users won’t feel threatened or overwhelmed by other clients and noise.
5. Unlike the Irish Centre, there is no barrier or sense of exclusion created by its name, and the unintended message that it is a space for the use of one specific community.
6. The Saville is easier than either the Leemore or Irish Centre to access by car/taxi/dial-a-ride. Simple directions to give (“a couple of blocks south of the hospital”) and user parking right in front of the building. The Leemore is really quite difficult to find (all no right turns, blocked off streets and roads going round right-angles so you lose all sense of direction) and there is no parking outside the Irish Club (one of the Forum staff got an automatic camera-generated ticket for pausing for five minutes to unload heavy speakers for the Black History Month event the Forum put on there last year).

B. Unsolicited comments from visitors to the Saville Centre, calling into the office in passing

“Vintage and gorgeous – look at the parquet floor, how marvellous!”

“Just coming from the hospital and walking up to Aldi’s”

Comment on the St. Lawrence Centre “So many other activities going on you feel like you are in a train station.”

C. We asked the Cardiac Support Group (who have also responded separately) for their views

St. Lawrence Centre

“out of way”

“other groups meeting”

Leemore Centre

“no-one knows it”

“out of way”

Irish Centre

“Few know it”

“Is it just for Irish?”

PLACE (site of former Ladywell Leisure)

“Will it be permanent?”

“Need access”

“Good position – High Street & Hospital –bus routes”

“But what will facilities be?”

[Forum staff also tried to get to the consultation on the use of the ground floor at PLACE but at first it was not open – no times given in Lewisham Life – and on the second occasion no-one was available for discussion. No response has been received to enquiries submitted via the website. In principle it could be an alternative to the Saville – has many of its advantages – but concern about how long what is there will be in situ. and it would not have the storage that is so crucial to some of the Forum’s activities and, in particular, the support given to the Save Lewisham Hospital Campaign.]

Saville Centre

“Central and accessible – but no convenient road crossing”

“Light and bright”

“Comfortable”

“Disability friendly”

“Suitable toilet & kitchen”

“Close to hospital – for heart patients”

“One large room – no other groups at same time”

“Exclusive – no nuisance from other rooms”

“On main road but quiet”

“Convenient for pick-ups”

“Seating outside in case of early arrival in pleasant grassy surrounds”

“Office of LPF for advice”

Dear Liz

That was a useful meeting this afternoon and it was good to meet people from other organisations, as well as to hear the Council's point of view. As we discussed sending in submissions from voluntary organisations and their members, the following is a copy of an email I recently sent to Cllr Walsh which sets out our position:

PLUS is a charity, founded in Lewisham in 1981 to support local adults with learning disabilities. As part of our work we run a drop-in session at the Saville Centre each Friday where people have the chance to maintain contact with friends, stay in touch with our support service and take part in social and creative activities. These sessions are valuable as a means of staying in contact with people with disabilities who do not receive statutory-funded services and also as an alternative social outlet for people who do. This service was previously funded by Lewisham Council as part of our community development work but is now paid for by PLUS out of our reserves.

Over the past three years, the Council has withdrawn all of its £240,000 annual community development funding to us but we have managed to continue to provide a reduced level of service based on the activities that are cheapest to run. We do this by drawing from reserves and by charging some users for attendance. This year, the Council has withdrawn a further £73,000, forcing us to close our Carers' Support Service, which provided valuable support for families in the Borough who are main carers for an adult with a learning disability. I understand your point about the pressures from central government but each step taken to reduce support for the most vulnerable is both an injustice and a step closer to crisis for each individual and their family.

We have a number of concerns about the proposal to close the Saville Centre and transfer activities to other venues, particularly the Lewisham Irish Centre and Leemore.

- One of the main reasons we are able to continue with our Friday drop-ins is the extremely reasonable price for hiring the Saville Centre, for which we pay around £30 a day. We also run a group at the Irish Centre which costs £25 an hour to hire. This is a rate which would be likely to make our Friday sessions non-viable.
- We are concerned at the negative impact of the loss of any community resource in the Borough at a time of population growth
- The loss of the Saville Centre would be damaging for Lewisham Pensioners Forum as it is part of LPF's identity which would be difficult to re-create elsewhere. Many of the people who use our service are of pension age and have good relationships with LPF.
- I doubt whether the Irish Centre has the capacity to take on all the bookings currently at the Saville Centre in addition to its existing commitments. I understand that the Saville Centre is currently in use five days a week.

- The name of the Irish Centre indicates that it is a resource for a particular group, rather than for everyone. This may off-putting for some people.

Best Regards,

Colin Turnbull
Deputy Chief Executive



Every Friday



embrace the positive

DROP-IN

This group helps me to build relationships.



Description:

Come along to the drop in to meet your old friends, make new ones, play games, cards or listen to music in a friendly setting. While you are here, have a cup of tea and light snack. The drop in can also be a place to come if you need simple advice and we can signpost you to other services.

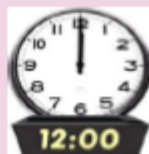
Entrance fee of £3



Start time:



End time:



There are light refreshments available, which you will need to bring some money for.

At The Saville Centre, 436 Lewisham High Street, SE13 6JL

Voluntary Sector Accommodation - Response to consultation

As part of the further consultation on proposed closures and redevelopments of community centres, we would like to include information on current centre activities and users, along with your response in the report back to Safer Stronger Select Committee and Mayor and Cabinet.

Community Centre: Saville Centre

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Friday morning	PLUS	Social Drop-in and craft workshop	12	Adults with learning disabilities.	£3	Limited mobility, visual impairment, health support needs.

Dear Liz Dart

We are sorry that this email comes after the deadline for responses but we have only just become aware that the Saville Centre, which houses the offices of the Lewisham Pensioners Forum, may be under threat of closure.

We're deeply concerned for two main reasons.

The Saville Centre offers central and safe premises for the Lewisham Pensioners Forum. As a health campaign we are only too aware of the importance of such a secure and accessible place for older citizens to meet, discuss, find empowerment and a voice, all of which takes place in abundance at the Savile Centre. The contribution to the health and wellbeing of these Lewisham citizens is considerable.

Secondly, the Lewisham Pensioners Forum has provided assistance and facilities to our campaign which, together with the Council, fought successfully to keep Lewisham Hospital open. The Forum continues to be of assistance in many ways, particularly in terms of storage space, in our ongoing work to protect health services more broadly within the borough. The Pensioners Forum of course also have a very active and very intellectually engaged group working on the NHS,

For all of these reasons, we urge you not to close the Savile Centre.

With best wishes

Dr Louise Irvine
Chair, Save Lewisham Hospital Campaign

Olivia O'Sullivan
Secretary, Save Lewisham Hospital Campaign
07956 590773

Artful Dodgers' Response To The Proposed Closure Of The Saville Centre

30th September 2015

In 1998 the cardiac rehabilitation nurses at Lewisham Hospital set up a support group for people with various heart conditions. They named this group "The Artful Dodgers".

In about 2008 funding was withdrawn from the nurses and the Primary Care Trust took over the running of the group. This change resulted in a drop in attendance at our meetings.

Lewisham Hospital then increased the fees for the meeting room and the PCT moved our meetings to Lewisham Library. This resulted in another drop in attendance numbers.

After deciding that Lewisham Library did not meet our needs, the PCT then moved our meetings to the Saville Centre. Again, this move resulted in a drop in attendance numbers.

In 2011 the PCT'S support was withdrawn as a result of NHS reorganisation and the Artful Dodgers have been self-supporting since then. In accordance with British Heart Foundation guidelines, attendees are not expected to pay anything at their thereafter a voluntary donation of £3 is suggested. This helps the group to be more inclusive.

The group was very successful in helping me come to terms with my heart disease and combating my depression.

Various investigations have shown the effectiveness of support groups.

The Artful Dodgers do not receive any financial support other than voluntary donations and broke even, financially, over the past year.

It has been suggested that the Saville Centre will close. From past experience it is clear that a change in venue will result initially in a drop in attendance numbers.

It has been suggested that the group could move to tthe St Laurence Centre. This would result in an increase in rental cost from £29 to £50 per meeting. This increase in costs plus the decrease in attendees would be likely to result in the end of the group.

Another suggestion is that the group could move to Lewisham Irish Centre. Unfortunately this venue is not available at times convenient to the group.

It has also been suggested that the Artful Dodgers could move to the Leemore Centre. This is 200-300 metres walk from the nearest bus stops. This is largely uphill. On arrival at the Leemore Centre there are 7 steps or a steep ramp and then a door which is too heavy for most of our members to open. These access difficulties make this venue inappropriate for a group of people with heart problems.

The conclusion is that under the current circumstances the closure of the Saville Centre is likely to lead to the end of Lewisham's heart support group.

As part of the further consultation on proposed closures and redevelopments of community centres, we would like to include information on current centre activities and users, along with your response in the report back to Safer Stronger Select Committee and Mayor and Cabinet.

Community Centre: Saville Centre

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Tuesday	Artful Dodgers	Heart support group	10-20	Heart patients	Voluntary donation - £3 suggested	Some limited mobility users and limited vision users

Community Centre: The Saville Centre

Day	Group/ user	Type of session/ activity	Number of users/ attendees	Types of users	Session fees/ charges	Additional requirements/ user restrictions
<i>Example: Monday</i>	<i>Dance ltd</i>	<i>Line dancing class</i>	<i>15</i>	<i>Older people (aged 50+)</i>	<i>£5 per session</i>	<i>Some limited mobility users</i>
Monday	Iqra somali health and equational development	Information and Advice centre	5	Adults 18+	Free	
Tuesday	Iqra somali health and equational development	Information and advice centre	5	Adult (18+)	Free	
Saturday	Iqra somali health and equational development	Supplementary school	20	Young people (aged 5-16)	Free	
Sunday	Iqra somali health and equational development	Supplementary school	20	Young people (aged 5-16)	Free	

Our organisation aims to provide information and advice to disadvantaged Somali people residing in the Borough of Lewisham particularly struggling with poverty due to factors such as language barriers and cultural difference. In our advice centre, we offer information and advice regarding welfare rights, housing rights, utility debt, help with completing forms and translation service.

We also run a supplementary school on weekends whereby we aim to improve children's educational achievement by helping with their school work since most of these children do not have someone in their families to help them with their homework. Also, some of these children are new arrivals in the UK and we teach them main core curriculum subjects including Maths, science and cultural language in order to increase their level of educational attainment. We believe that if we provide children with the right educational support we improve their attainments in school and have the confidence to participate and integrate in society, ultimately preventing to join criminal gangs.

After summarizing our core aims and objectives, we strongly believe that Iqra is contributing to Lewisham Borough immensely by providing services for the Somali community while having a positive impact on young people's lives. We believe the proposed closure and redevelopment will adversely impact the services we provide because the current location of Iqra at Saville centre is an ideal place as it has an excellent transport connection and has great visibility which means that everyone can easily find us. More importantly, our organization has been using the Saville centre for since 2000 and people from the Somali community who live outside of Lewisham come to us for our services and if the Saville centre was to close then a lot people from the Somali community will be struggling with poverty as they will not have access to a culturally appropriate advice service delivered in their own language anywhere within easy travelling distance within and or outside Lewisham.

We strongly hope that you reconsider the proposed closure and redevelopment.

Abdiasis Basaweyne,

On behalf of Iqra trustees

Re: Closure of the Saville centre

We Action Family Centre (formally known as African Family Project) writing to express our support for the Saville centre which we understand is at risk of being closed.

Our organisation provides education, health and wellbeing information and support to families in Lewisham. We work with parents and their children to increase formal skills and develop social and emotional skills. The families we support have many problems including single parent families, low levels of spoken and written English, issues with crowded or unsafe accommodation, problems at school, deprivation due to low income or unemployment and risks from gang, knife and drug crime.

We are about to begin running services at the Saville centre but we only have an assurance that we can use it until April next year. By using the Saville centre we will be able to expand our services. At the moment we provide activities for 25 children on one day a week but because of the Saville centre we will be able to run activities for 75 children on three days of the week. We have a waiting list of families who will immediately be able to benefit from this expansion of our services.

We believe that in deciding what to do with the Saville centre you should take into account the costs that are saved to the council because of the work that community groups such as ours can do. Without our activities our children and young people would have nowhere to go and they would join in the street life that is such a danger to them. Social and personal problems would increase and all these problems will bring an increased financial cost to council services.

Our organisation depends on volunteers and on funding that we raise and the difficulty of finding affordable space for our work is having a big impact on us. We would be very grateful if the Saville Centre stays open beyond April next year. It would enable us to bring long term benefits to some of the most deprived families in Lewisham.

Regards

Jameela Osman

Chair of AFC

Dear Councillor Michael

I write in regard to the Committee meeting due to be held on 21 October to put forward a case for keeping the SAVILLE active. Convenient though the Saville is, in practical terms the Forum office could be anywhere in the Borough, but as a body that campaigns on behalf of Lewisham's older people - we are concerned about the potential loss of this asset which will impact hugely on the groups using this building, which include our own "Monday Project", the weekly Thursday Social and Bingo Club, SocialEyes (a monthly support group for the visually impaired), the Artful Dodgers (a similar group for those directly or indirectly affected by heart disease) and PLUS (adults with special needs meeting weekly for socialising and activities). Once disrupted, it is possible that they may not be able to successfully establish elsewhere.

Before the issue of potential closure was raised, the Forum began the process of getting the Saville Centre registered as a "community asset" under the Localism Act. The reasons for this were:

- it has ideal public transport links – all the bus routes going between Lewisham and Catford
- feeling safe as you arrive and depart – on a busy main road so people coming and going are highly visible to passers by
- ease of access – space at the front for taxi and dial-a-ride to drop people off and collect them
- being fully accessible for those with disabilities – toilets where you can easily turn a wheel-chair around inside
- being light and airy – it is a very pleasant space with big windows to supplement the electric light
- being welcoming to all – no past religious or ethnic affiliations implicit in its name
- being small – only one group can use it at a time, so that those who for any reason feel vulnerable or nervous are not threatened by other activity or bustle in the building around them.

And these remain arguments against it now being closed – alternative venues are offered but none have all of these plus factors that make the Saville a community asset worth keeping.

We do hope that the Committee will take these factors into consideration.

Yours sincerely

BRIDGIT A SAM-BAILEY (MS)

Officer Comments:

There are a number of alternative premises that could accommodate Saville Centre users including the Irish Centre, the Point community centre, Calabash Day Centre, the St Laurence Centre and the Leemore Community hub. We understand that not all of these premises will be suited to all current users of the Saville Centre but we will provide assistance and information to help groups relocate to other local facilities that may be available and meet their needs.

The council is responsive to all enquiries to rent/ hire out its assets including those relating to the Saville Centre. There are a number reasons why in some instances this may not have resulted in full use of the office space and hall at the Saville Centre. These include not always having the right space and/ or times available for enquirers; some organisations withdrawing their interest for various reasons and the use of the Saville centre being earmarked predominantly for older people's services and activities. Nevertheless, none of these reasons negate the need for the council to rationalise its assets at this time.

Scotney Hall Community Centre

30th September 2015

Scotney Hall – Listed Asset of Community Value

I am writing regarding the management of Scotney Hall. Our charities, Reconcilers Evangelical Ministries and REMEC are the resident occupiers of Scotney Hall since 2000.

Scotney Hall is a community hall situated in the middle of Sharratt Street and fronting the Windslade Estate, off Ilderton Road. Ilderton Road is off the Old Kent Road near the bridge and is North of the borough between Lewisham and Southwark boroughs. Although Old Kent Road is accessible by public transport with a number of buses passing by the end of the road and of course, Sharratt Street and the surrounding area have few facilities close by. The area was once part of the New Cross Gate NDC development which saw Scotney Hall thrive with active community involvement.

Unfortunately in the last three years, Scotney Hall has suffered from neglect, as the hall has been closed by the Council who have not repaired a leaking problem on the roof, which resulted in the flooding of the floor causing damage to the floor.

At a recent Mayor and Councillor meeting, Scotney Hall was listed an asset of community value that was earmarked for development into future housing stock. It was also stated that while plans are in place about the future of Scotney Hall, the Council should consider seriously the role that the community centre has played and continues to play in the community. One of the key roles is the provision of youth, social and educational facilities and it's historic role in combatting crime and anti-social behaviour. This report asks the Council to take into consideration that the Windslade estate relies mainly on Scotney hall as a community provision in a marginalised neighbourhood with few facilities and social provisions.

As the Council has listed Scotney Hall as an asset of community value, REMEC the occupiers of the property since 2000, would like the Council to enable the group to manage the property until final decisions about its future. We believe we should be able to bring it back to a useable state. The Hall has a long history of association with the estate and we believe that the community would benefit greatly if we are able to reinstate it to its full use. the full use of Scotney Hall - which in the past formerly housed many social provisions, from educational centre and youth club to music radio studio, and other provisions for the Windslade community.

Winslade Estate, where Scotney Hall is situated presently housing over 650 households and residents, the removal of a community facility would have a detrimental effect on people's lives. It would reverse the work that has taken place in previous years in partnership with the police, the youths and other community services.

We receive approximately 40 phone enquiries every month about the possible use of the hall. The constant use of the hall strengthens community cohesion which has been threatened since the recent closures. At this moment, we don't know what plans are in place to repair the building. However our occupation and use is affected by the disrepairs. As we have a duty of care to our volunteers and service users, we would like to see the building repaired as soon as possible. Alternatively, as the present occupiers, REMEC would like to ask the council to consider a basic repair of the hall – boiler/ leak/floor to bring it back to use or allow REMEC to carry out these repairs and to be reimbursed later, some part of it through rent.

Who uses Scotney Hall?

REM EDUCATIONAL CENTRE (REMEC), a community voluntary sector group was set up by Reconcilers Evangelical Ministries, REM, in 2006. REMEC has been delivering youth services and activities in the community since 1991. REMEC is in the Winslade estate, off Sharratt Street, SE15 1NR. Situated North of the borough it straddles Lewisham and Southwark boroughs and was part of the New Cross Gate regeneration over a decade ago. REMEC spearheaded the campaign to save the estate's youth club which has had a historic presence spanning over forty years. The opportunity presented to youth by the youth club was pivotal in fighting youth crime and anti-social behaviour on the Estate. Ilderton Road is just off the Old Kent Road seemingly a 'busy' area but the Winslade estate is a fair distance to public amenities, including shops, libraries, recreational facilities etc. The estate has an elderly people's sheltered accommodation People Lewis Silken House next door to Scotney Hall and a day nursery. Apart from a small corner shop, Scotney Hall is the main facility on the estate and has been used by residents of the Winslade and nearby Tustin estates and residents from the surrounding neighbourhood.

Services and Activities:

REMEC support the community, especially services geared towards children and young people.

Our projects have been frequently funded national and local funding bodies including The Big Lottery, BBC Children in Need, Community Chest Fund, NHS Health as well as by voluntary donation of faith groups and individuals.

1. REMEC Saturday School and REMEC After School Homework Club

Started in year 2000

Before it stopped in 2012, it had helped over five hundred children and young people

Teaching Maths, English, Science and ICT and preparing young people for GCSE and SATS

2. The Homework Club has helped over 600 hundred children and young people, after school,

teaching Maths, English, Science, and ICT and preparing young people for GCSE and SATS.

This project is still on-going helping children of the poor and the marginalised, majority of them Lewisham children and young people.

3. REMEC Holiday & Summer Activities –

This is still on going and has helped over 500 children and young people in North Lewisham since the year 2000. Every holiday, we provide activities that educate, occupy and help the

children and young people to socialise and have fun and live safely together. We have supported local schools as teachers have commented to parents on the progress and attainment of the children who attended the Saturday schools/homework clubs. Past students have successfully gained places in local apprenticeships, colleges and Universities including top ranking Universities.

4. REMEC Youth Club

The REMEC Youth club started in 2006. It has been a great gathering for children and young people in this area of North Lewisham. It provides social, cultural, health and well-being facilities for this youth between the ages of 10 to 18 years. In recent years young people- many whose parents are unable to afford holidays, have relied on this provision especially during the summer period. Some activities have included, health awareness, relationships and sexual health, food and healthy eating, educational outings, museums, places of interest and sporting activities from ices skating to canoeing. REMEC Youth Club has recently engaged in some health awareness initiative sponsored by the Lewisham/Greenwich NHS Trust and REMEC was voted first among over 30 bidding organisations as a service of the highest value, both in its projects and presentation (2014).

Since it started the youth club has helped hundreds of children from the estate and other parts of the borough socialise, extend their education, stay out of crime and develop skills that have led them to further or higher education and enter employment.

We provide in-door and out-door sports & games and the youth club has also provided employment and training for adults in youth-work. Our current youth-worker leader started as a volunteer and has now become a qualified youth worker. She is among several that have gained Youth Work skills/qualification since joining the group.

6. REMEC Online IT centre

REMEC has over 15 computers in its suite which we use to teach computer and information technology to the children and young people in the area. We have also given tailor made computer classes for the elderly, especially those at Lewis Silkin House, near Scotney Hall. We also serve as the only internet café in the whole of the WIndslade and Tustin area.

7. Language classes – including English For Speakers of Other languages classes

In all these years and in all the activities above, REMEC has helped a lot of volunteers who have moved on in life to bigger and better jobs. This is in accordance with the Governments strategy to tackle unemployment and include marginalised groups into society. A recent example being a Polish lady who volunteered with REMEC as a book keeper improved her ESOL skills, completed a course in accounting while volunteering with REMEC and in the summer of 2015 secured a job in a top accountancy firm. Other volunteers went on to complete Teaching /childcare courses taking up work in these fields. Other volunteers now work in public sector, some have gone to university, others have graduated.

8. REMEC Media Training Group (audio, video and radio) We have facilities that are set up to train, not only young people but for everyone in the community to learn about the media, whether it be audio editing, video editing of broadcasting on radio. These are skills that are transferable and can be applied to other areas of work.

9. Reconcilers Songwriting Academy

The aim of our song-writing programme is to train and prepare individuals who have identified music as a gift. Students who undertake this course receive instructions in the following areas.

The theoretical and practical aspects of music (The building blocks of music)

The task of organising musical events

As well as practise writing their own songs

Pre Recording audios and demos

Editing techniques

Access to professional musicians

As well as the learning in the activity, individuals are supported to work together, interact with the whole group, solve problems together, communicate in a number of different ways and develop their confidence and self-esteem. These skills support our service users to increase their social mobility, develop employability skills, thus creating confident, informed and communicative individuals who can actively resolve any problems and issues in order to become contributory members of the community. These activities help break down the sense of loneliness and isolation and create opportunity for interactions that encourages friendliness and community cohesiveness.

OTHER ACTIVITIES OF COMMUNITY VALUE (present and potential)

Previous users of Scotney Hall have all been included

1. 2. Karate Club

3. Windslade Estate Tenants and Residents Association 4. Women and Toddler Group

Mount Carmel Apostolic Church – faith group

5. Community Counselling & Advice

6. Security Certificate Training

7. Training Resources & facilities (generally)

8. Election (Polling Station)

Other regular community activities include

9. Birthday Parties

10. Renting the Kitchen for Caterers or trainers

11. Christening or naming ceremonies

12. Wedding receptions

13. Funeral receptions

14. MP/Councillors surgery

The estate would be at a great loss if it was deprived of the use of Scotney Hall which even geographically stands in a very prominent position at the entrance of the estate. In a neighbourhood which is already marginalised its loss would lead to the loss of social cohesion, increased crime and an increase in anti-social behaviour or even depression.

We feel that the Council would greatly reduce its cost by allowing us to manage this building and we can assure you that we would be able to restore it to its former use and manage it to full capacity.

Kind Regards
VincentOAOnwukanjo
Dr Vincent Onwukanjo
Director, REMEC

Sedgehill Community Centre

Hello Liz

Thank you for meeting with us the other day.

Further to our email sent to you on 1 June 2015, of which a copy can be re forwarded to you, if need be.

We would like to reiterate that we have worked extremely hard with the local community to include not only local residents but also local professionals i.e. Health Visitors, Children's centres, Lewisham Early Years department, Social Services, GP's, Speech & Language, Family Support agencies and schools, to mention a few, to run a reliable, professional and successful breakfast, full day, after school and play scheme facility from Sedgehill community centre for 21 years and would endeavour to continue this for many years to come. We pride ourselves on having built an excellent working relationships with these agencies and being a very reliable tenant to Lewisham Council ourselves.

At present we cater for approximately 100 families per day. These families are either accessing the 2 or 3 year education grant and are studying or working and on whom, the effects of Happy Days having to close for even 1 day would have a completely devastating effect. Indeed, when Sedgehill is not available to us on Polling Day each year, our parents are aggrieved, as they are fully reliant upon us.

The area where the community centre is based is very convenient for all our families as there is ample parking and it is conveniently located for older siblings attend the local surrounding schools.

With the new build in mind we would request that you would seriously consider making provisions for us to be able to continue running our services for the local community.

In view of the scale of the site, we would like to put forward purchasing or leasing a set area, ie existing car park area, for Happy Days or Lewisham council to build. We would be happy to have this conversation with you at your earliest convenience.

On a separate concern, will you please give us reassurance that you will provide us with facilities to continue with our services once Sedgehill is shut down and building works commence.

Please feel free to contact Paul Yiannakou, 2 year grant manager in Lewisham early years dept, as a reference for us.

We look forward to your response

Kind regards

Mrs Julie St Hilaire

Senior Manager

Venner Road Community Centre

Voluntary Sector Accommodation Proposal Response by Venner Road Hall Community Association

Thank you for meeting with the Association's representatives on July 8 and September 18, 2015. We are grateful for the clarifications you have put forward regarding the Council's proposals in connection with the Borough's community centres.

The Venner Road Hall Community Association's Premises Management Committee has consulted widely with the User Groups and community residents and the unanimous feeling is that the halls, at the very least, Venner Road Hall, should still be available for use by the community. Provisions proposed by the council falls short of the needs of the community.

Venner Road hall is widely used by the local community, in providing affordable premises for various elderly groups, residents and community groups, church groups, education, extensive childcare, weekend children's parties and the provision of employment for local residents.

Essentially the premises is not been sold to raise funds for the council. The council is proposing to change its use by marketing it as a nursery. As the council is aware the premises is used mainly as a childcare centre.

At both meetings we asked that if the exercise is purely financial, then the council should indicate the level of income it hopes to realise by marketing the hall as nursery. This is because the PMC and the principal users of the hall would like to propose that they be given the opportunity to continue to use the hall under a leasing arrangement which will give the council the income it desires and more importantly keeping the premises for use by the community.

You agreed at our meeting in July that this was a feasible proposal and that you will get back to us about what income the council will be expecting. As we did not get the information you promised, we raised the issue at the last meeting on 18th September 2015. We also asked whether as current users we will be given the first option or whether it will be put to public tender straight away.

We were pleased when both you and Councillor Best confirmed that we will be given the chance to consider an arrangement to pay rent to the council subject to valuation.

In your letter of 28th September, you stated that it was taking longer than you anticipated to get the rent valuation. Therefore as you suggested, we are making our initial response to the consultation with in principle proposal of taking on a lease for Venner Road Hall subject to the rent valuation being provided.

Once the figures are available we will be in a better position to make a more meaningful proposal and we welcome the opportunity you have afforded us to update our response before the final report goes to Mayor and Cabinet on 11th November.

I look forward to receiving the information about the rent valuation.

Yours sincerely

Tony Mensah
Chair – Venner Road hall Community Association

Wesley Halls Community Centre

REPORT regarding the Downham (Wesley Halls) Community Centre to be presented to the Mayor and cabinet as part of their community assets review.

Downham (Wesley Halls) Community Centre is one of Lewisham's community assets that have been earmarked for redevelopment or disposal. It would seem that since our space has been included into the development proposal there is a view that some of our current space can be reallocated for the use of community housing, leaving us with less space. We would like to offer our thoughts on the proposal as we understand them.

Our view is that the existing halls should be retained and the housing development should be built adjacent to with an L-shape design fronting onto Bankfoot and Downham Way. Ideally this would be for specialist accommodation housing adults with disabilities or elderly people so that they could use the community space during the day.

1. Downham (Wesley Halls) Community Association is a registered charity number 275373. The association manages and develops the programme at the community centre. It is managed by seven trustees who also liaise and work in partnership with local providers such as the Goldsmiths community association, Ringway Community Association, Adult Learning Lewisham, The Irish Centre, Lewisham Mencap, Lewisham Disability Coalition, London Probation and local primary schools. Unfortunately, despite our suggestions to Phoenix that they work in partnership with us; to-date they have dismissed our offer.
2. Downham is one of the most deprived wards in Lewisham, it has a large proportion of aging population, with higher levels of poverty, lower average incomes, more people living with disabilities and more people with caring responsibilities than most of the rest of the borough as evidenced by the returns of the 2011 census.
3. Over a thousand people attend the centre weekly to partake in activities for their mental and physical wellbeing. That number does not include those who attend the centre for one-off events and social gatherings.
4. The Downham (Wesley Halls) Community Association is generally self-financing supported by a subsidised rent grant from the LBL.
5. There are three large halls within the centre. A sports hall, a hall with a stage and a hall that has direct access to a kitchen. Therefore the premises can be used for wide range of activities and events such as sport, performing arts, crafts, lunch clubs and as function rooms.
6. Phoenix Community Housing state that their vision is "to work together to build a better future for our Phoenix community" therefore they develop services for people who live in their social housing. So far we have had very little contact from Phoenix to discuss what is being proposed. However, we have had experiences where Phoenix ignored our provision and our invites to cooperate with our association, and we have witnessed on two occasions that when Phoenix provide activities they offer them at no cost to Phoenix residents whilst non-Phoenix local people have to pay. Our association works with all local people for the benefit of all members of the local community to improve people's lives – rather than just for the benefit to people from within a particular housing association. We recognise the needs of everyone within our local community and work in partnership with other local providers.

7. Area 3 of Lewisham has no council led youth service provision. At our community centre we have an extensive programme for young people.
8. Downham (Wesley Halls) Community Centre is an intrinsic part of the Downham Estate and is a local landmark. It is an attractive and distinctive building that was built in 1929-30 at the same time as the estate. It was originally built as a Wesleyan Church and during the 2nd world war it served as a mortuary. After the war the Wesleyan Church joined with the United Church and they did not require the building anymore therefore they sold the site to the Greater London Council.
9. When the GLC was abolished the building was transferred to Lewisham Council. Lewisham Council wanted to demolish the church to make way for housing but local people proved that there were as many empty houses within the locality as the Council were proposing to build. Cllr Norman Smith and Cllr Tom Bradley led a campaign to develop the church into a community centre. The Inner London Education Authority invested financially in the building thus enabling it to be used for the current purposes. In 1978 the church started to be used by the Lewisham Youth Service who established a boys club. Many developments followed throughout the following years and it is now a thriving community centre for local people regardless of their faiths, gender, sexuality, ethnicity, ages and social standing.
10. The association meets all of Lewisham's core sustainability strategy principles.
11. The building is fit for purpose and has full disability access. It is secure, with secure door entry and CCTV. The external grounds are fenced off from the road thus providing a secure environment for children and vulnerable adults.
12. By being located centrally it enables local people to walk, cycle or travel by public transport to the centre.
13. We ensure an effective protection of the environment (solar panels, various electrical devices to reduce the energy costs)
14. We endeavour to maintain a stable level of economic growth and employment. We employ one full-time worker and four part-time workers.
15. The Centre is open seven days a week and up to 13 hours a day. From time-to-time we also hold all-night sittings, which is an awareness campaign for young people organised by SHELTER to fundraise for homeless people.
16. The function rooms are let out with self-catering facilities thus minimising the cost of hire for local people.
17. There are no other local centres or halls that can accommodate large events at a cost affordable to Downham families. Our halls are available for hire as function rooms and they are regularly used by local people for wedding receptions, funeral wakes, children's parties, exhibitions, training seminars, traveller's forums and faith gatherings.
18. The fact that there are three halls of varying sizes means we are able to offer a varied programme of activities (not available elsewhere) for people's physical and mental well-being.
19. We are currently working on a business plan to establish a Community-Heart provision for people with disabilities called Wider Horizons. This will commence in December 2015.
20. As requested we attach a timetable of regular activities within our centre. This timetable, does not, however, take account of one-off lettings for private functions such as wedding receptions, funeral wakes, children's parties, exhibitions, pantomimes, training seminars and faith gatherings and graduations.
21. We have no objection to Phoenix housing being built on the land behind our Centre and between the large hall and Downham Way but would argue strongly that the loss of the existing buildings and its grounds would be detrimental to the local area and its people.

Lastly, can you please let us have answers to the following questions?

Questions:

- a. How would the local council benefit by redeveloping what the community association has already in place?
- b. How would the local people benefit by the centre being rebuilt?
- c. What studies and costings have to date been undertaken?
- d. When was the decision taken that the land should be taken over by Phoenix?
- e. Currently the land and the building belong to all Lewisham people – what would the benefit be for transferring its assets to Phoenix (a private organisation) whose sole purpose is to manage and develop provision for social housing.
- f. If it is not broken why fix it?

Kristina Green

Chair of the Management Committee

Downham (Wesley Halls) Community Centre regular programme

Day	Group/ user	Type of session/activity	# of users/ attendees	Types of users	Session fees/ charges	Notes
Monday	ALL Yoga	Fitness/Education	10	Mainstream	£ 40.00	
	London Probation	Payback to Community	3	Adults and Young People	£ -	
	Parent & Toddler Group	Learn through play	24	Parents/Carers with Young People	£ 9.00	
	Wider Horizons	Community Hub	25	PWLD	tbd	Start Dec 2015
Tuesday	ALL Dance Experience - PWLD	Education	12	PWLD	£ 40.00	
	ALL Parent and Toddler Yoga	Education	14	Parents/Carers with Young People	£ 40.00	
	ALL Personal skills - Sports Fitness - PWLD	Education	13	PWLD	£ 40.00	
	Cooper School of Dance	Education	50	Children	£ 79.56	
	Millinery	Education	9	Seniors	£ 8.46	
	Shekinah House of Praise Ministry	Faith worship	63	Mainstream + Young People	£ 36.25	
	Tai Kwan Do	Fitness/Education	23	Adults	£ 29.38	
	Wider Horizons	Community Hub	25	PWLD	tbd	Start Dec 2015

Wednesday	ALL Performance - Music of the World - PWLD	Education	13	PWLD	£ 40.00	
	ALL Performance arts - Drumming workshop - PWLD	Education	15	PWLD	£ 40.00	
	ALL Personal skills - Music - PWLD (High Dependency)	Education	12	PWLD (High Dependency)	£ 40.00	
	ALL Pilates - Intermediate	Education	19	Adults	£ 30.00	
	Cheerleading	Fitness/Education	35	Young People	£ 40.00	
	Martial Arts	Fitness/Education	25	Adults and Young People	£ 17.63	
	Youth Soccer	Fitness/Education	12	Young People	£ 26.00	
	Wider Horizons	Community Hub	25	PWLD	TBA	Start Dec 2015
Thursday	ALL Creative 3D toys	Education	10	Young People	£ 40.00	
	ALL Painting & Drawing - PWLD	Education	16	PWLD (Mental Health)	£ 40.00	
	ALL Personal skills - Shortmat Bowls - PWLD	Education	15	PWLD	£ 40.00	
	Cheerleading	Fitness/Education	37	Young People	£ 40.00	
	Elderly Health Group	Fitness/Education	9	Seniors	£ 9.50	
	Lewisham Disability Coalition Advice & Support Group	Welfare Advice	11	Disabled	£ 45.00	

	London Probation	Payback to Community	13	Adults and Young People	£ -	
	Martial Arts	Fitness/Education	35	Young People	£ 23.50	
	Parent & Toddler Group	Learn through play	22	Parents/Carers with Young People	£ 9.00	
	Wider Horizons	Community Hub	25	PWLD	tbd	Start Dec 2015
Friday	Welcome Lunch Club - pool, darts and board games	Social Gathering	39	Mainstream + PWLD	£ -	
	Table Sale/Market	Community Activity	tbd	All	tbd	Start Oct 2015
	Wider Horizons	Community Hub	25	PWLD	tbd	Start Dec 2015
Saturday	7th Day Adventists	Faith worship	92	Mainstream + Young People	£ 112.00	
	Downham Community Choir	Faith worship education	14	Mainstream + Young People	£ 15.00	
	Lewisham Sports Club - PWLD	Fitness/Education	35	PWLD	£ 30.00	
	Phoenix Exercise Class	Fitness/Education	14	Mainstream + Young People	tbd	
	Yoga	Fitness/Education	11	Mainstream + Young People	£ 9.00	
Sunday	7th Day Adventists	Faith worship	117	Mainstream + Young People	£ 42.00	
	Ju Jitsu	Fitness/Education	25	Parents/Carers with Young People	£ 37.50	

Martial Arts	Fitness/Education	29	Parents/Carers with Young People	£ 29.38	
Sacred Africa Church	Faith worship	35	Mainstream + Young People	£ 84.00	
Shekinah House of Praise Ministry	Faith worship	79	Mainstream + Young People	£ 100.00	
Tai Kwan Do	Fitness/Education	25	Mainstream	£ 29.38	

Officer Comments:

By redeveloping the Wesley Halls site, the size of the new community facility could be maximised along with the number of new homes provided. The new facilities and homes can be designed to complement each other and provide a sustainable community focussed development for the long term benefit of local residents.

Only an initial feasibility/capacity study has been conducted which has enabled high level financial appraisal of a number development options.

The decision was made to work with Phoenix Housing as they are a local housing provider with a reputation for working with the community on projects such as these and those identified below.

Response from Phoenix Community Housing:

Phoenix Community Housing provides a range of activities and events for all residents that live in the neighbourhoods where they have housing. Phoenix Community Link Events, which are held three times a year and are open to all residents living in Downham Whitefoot and Bellingham, allowing residents to come together, to identify what the key issues are in the neighbourhoods and establish Community Action Plans. Through Phoenix £100,000 Community Chest funding, organisations and individuals are encouraged to bid to deliver projects that will improve residents lives or the neighbourhoods. Through the Phoenix Job Club and Roots into Work programme over 70 residents were supported. Some of the key residents projects that have been delivered by Phoenix:

Space Invaders – reduced flytipping on vacant site by working with residents to develop these sites into colourful flowerbeds and seating area's.

Summer Fun - These events are held annually in Downham and across the Phoenix area 3 days per week in the School holidays all residents living in the neighbourhoods are invited to attend these.

Phoenix Festival - Over 6,000 residents per year attend this free fun and informative event.

Job Club – held weekly in the Green Man to enable them to gain employment and 300 were provided with training




Woodpecker Community Centre

Milton Court TRA

Submission on Woodpecker Community Centre Issue.

Milton Court TRA (MCTRA) on behalf of the Community of Milton Court Estate, wish to make a very strong submission regarding London Borough of Lewisham's proposal to close Woodpecker Community Centre, at 101 Woodpecker Road, London SE14.

Firstly, the community at large are dismayed about the news of the demolition of the Centre an icon of the Estate more than 30 years now. Madam, you're tearing out the heart of the Estate from itself. This is a very deprived community. It beggars' believe that you're demolishing the only Centre for social events/activities - How cruel it would be to the residents in the estate.

		
Woodpecker Community Centre	Disused Pub (abandoned for 20yrs)	5 Desmond Street, SE14 (Unused for 15yrs)
SITE-ONE	SITE-TWO	SITE-THREE
There are three sites in Milton Court Estate, depicted above as (Site1), (Site2) and (Site3). Originally, Lewisham Council was not aware of the abandoned sites(2&3) until MCTRA told them.		
Since Lewisham Council wanted to demolished site(1) for housing; it could be reprieved/spared from closure while sites(2&3) are developed for housing. This is fair and it makes a lot of sense.		

Following from 7 September, 2015 consultation meeting between Lewisham Council Officers, and MCTRA and the Community, we say the criteria(s) employed by the Council were very vague, irrational and subjective without a proper yardstick (threshold) set to prove beyond all reasonable doubt that Woodpecker Community Centre should be closed.

1. Lewisham Council Set of Criteria

The Head of Culture and Community Development, Liz Dart of Lewisham Council set out her criteria for closing the Centre as below:

- (a). Reduction of funding from the Central Government, UK.
- (b). Lewisham Council want spaces to provide affordable homes for the inhabitants in Lewisham. (There are three sites(1,2&3) pictures shown above; leave site(1) and build on sites(2&3))
- (c). Under usage of the Community Centre (no figures of expected usage threshold was ever given to qualify the word "under usage" by Lewisham Council).
- (d). Realized Revenue was very low (again no budgeted amount was mentioned to qualify the "low revenue in take").
- (e). Other amenities within the Estate (in Milton Court Estate, Woodpecker Community Centre is the only accessible Council's or public provided centre and affordable to all deprived people living in this ward).

2. MCTRA Cross Examining Lewisham Council Official

In his inquisition of Liz Dart's consultation and explanations given earlier, the MCTRA Chair politely demanded answers to many questions and follow up questions regarding the Woodpecker Community Centre and the Community wellbeing taken into consideration thus:

A. When did London Borough of Lewisham decided to closed the Woodpecker Community Centre? (Liz answer - "in May 2015").

B. If LBL is short of funds hence, closing Woodpecker Community Centre, Can the MCTRA and Other users takeover the Centre and run it to the benefit of the Milton Court Estate and sundries? (Liz answer - "No!"). **Why?** (Liz answer - "No! No by shaking off her head with light laughter!").

C. Can LBL build on both 5 Desmond Street SE14 (abandoned for over 15years) and the Pub opposite the Woodpecker Community Centre (abandoned for 20years) instead of closing the Centre? (Liz answer - "No! However, LBL Development Manager is aware of the two sites and they are going to take the 'Pub' back from the owner for non-usage as contracted for a long time for re-development").

D. When did LBL gave occupancy to 5 Desmond Street, SE14 this year (2015)? (Liz answer - "It was on and about July 2015 it become occupied").

E. If you know about the closure of Woodpecker Community Centre in May 2015, why did Lewisham Council rented/leased 5 Desmond Street, SE14 in the months of July, after your decision on the Centre's faith? (Liz answer - "5 Desmond Street, SE14 refurbishment cost a lot of money!").

F. What are you going to do to the School situated in Woodpecker Community Centre as they have nowhere to go to - Do you think about the disadvantage children wellbeing in the first instant? (Liz answer - "As a private school or organization, they have to find somewhere else").

G. Do you know that 5 Desmond Street, SE14 is a storey building which could have housed the said 'School at Woodpecker Community Centre' upstairs while the Community used the Ground floor for their events/activities before you lent it? (Liz answer - "The Development Manager is looking into the possibility of *5 Desmond Street and the Pub* being developed into affordable housing and the Centre too").

H. Why do Lewisham Council want to leave the Milton Court Estate over 1000 homes without a public space or a facility to all residents in this troubled Estate? (Liz answer - "We need more affordable houses in the Borough of Lewisham").

I. Can the Council build houses without proper public amenities for the residents? There a lot of empty spaces to build on in the park (Fordham)? (Liz answer - "Not the parks! The day I embark on such exercise my job will be on a chop")

J. MCTRA can get funding from Europe and other Agencies to upgrade and convert the Centre into a storey building allowing the School to move upstairs while the Ground floor is used by

the community activities with full marketing strategy for surplus revenue. Do you agree to this offer to keep the Centre opened? (Liz answer -"Sorry, No! It has low usage").

K. What is the threshold figure used by LBL to determine "low usage" ? (Liz answer - "You said the school does not make other activities possible when in session"). **[With due respect - This answer does not say what constituted "low usage" of Woodpecker Community Centre. The Council and (Liz Dart) based their decisions on subjective opinions rather than factual and objective reasoning.]**

3. The Case for Woodpecker Community Centre to be Reprived from Demolition

After close review of the Lewisham Council's consultation criteria(s) (**see Section 1 (items (a) - (e); page 1 above)**) put to the Milton Court Community on the 7 September, 2015 by Liz Dart (Head of Culture and Community Development Directorate) was revealing and ambiguous. MCTRA cross examination (**see Section 2 (items (A) - (K); page 2&3 above)**) of the Head of Culture and Community Development Directorate, Liz Dart and the replies given thereafter confirmed our fears that decisions to close Woodpecker Community Centre was in a bit of a rush.

The criteria(s) were very simplistic without any historical data or set of thresholds to qualify a success or failure for the Centre to meet/improve their performances over years. No threshold figures for so-called "low usage of the Centre (**see criteria Section 1 item (c); page 1 above)**" was given. MCTRA tried in their cross-examination (**see Section 2 items (K); page 3 above)**" to the Council Officials did not explain or present further evidence to prove that indeed Woodpecker Community Centre is "under used".

It should also, be noted that the Community is not the people running the Centre but, the Lewisham Council. They are the body who make the bookings. There are greater demand for the Woodpecker Community Centre usage, if there is a room during the day time. The Community sort alternative places like "Deptford Green School" and others as far as Peckham, Old Kent Road, Camberwell Green and many such halls for hire to hold their burial activities; due to lack of proper usage/booking planning by the Centre management. Therefore, the fault is the Lewisham Council not the Community. *However, many residents cannot get enough of the Centre usage in the day hence Council's expressed "under used" terminology is not justified to close Woodpecker Community Centre.*

In the same token "revenue in take from the Centre is low" (**see criteria Section 1 item (d); page 1 above)**" purported by the Council was as a result of lower booking by the Centre management and lack of appraisal on targeted marketing acumen. From the MCTRA cross-examination (**see Section 2 item (J); page 2 above)** was in evident that Lewisham Council major aim is to demolish the Centre for housing but, no other suggestion will do. An offer to sort funding from Europe and Grants from other Agencies to keep the Centre viable was rejected. The fact that the ideas to closed all but, just few Community Centre opened in London Borough of Lewisham at first glance without consultation and proper risk assessments say it all. As for Woodpecker Community Centre our position is "Extraordinary" for the fact that this Centre is unique to the Community wellbeing and cohesion (*the only one public free space accessible to all people both fable and strong and affordable in money wise*) proved our case for a reprieve.

The Woodpecker Community Centre serves the community well based on the pledges and covenant made between Lewisham Council and Senior Citizens to keep the property as Community Centre. This covenant has never been broken for over 30years by successive Council Officers, Mayors and Cabinets - It should not be the Honourable Liz Dart to force the hands of Mr. Mayor and Cabinet of 2015 to sweep the covenant aside. What a dangerous precedent to set for this new generation and your office to the Community at large.

The houses to be built would not be social housing. These will be in excess of £400,000 per apartment of one bed room or more which are **neither** built for the homeless **nor** the deprived residents in the Estate, Said MCTRA Vice (Stella). However, (**site2&3; page1 above**) can be developed into housing while leave (**site1**), the Centre open for the Community use.

MCTRA think there is a need (obligatory) for Lewisham Council to provide their residents of over 7,000 to 10,000 people living in an Estate, a public free space to hold their social events/activities at affordable price. Madam, this will increase safer and stronger community bounds which the Council and Mr. Mayor advocated for in his term in office. We humbly requested that Woodpecker community Centre is considered in a different circumstances; being a more deprived place and problematic compared to all others centre.

An able body person may take less than 10minutes to walk from Moon Shot to Woodpecker Community Centre, however, Milton Court Estate residents are full of **senior citizens** who are over 80years and some with mobility problems. Seniors of upper ages cannot walk from Milton Court Estate with their disabilities status to the Moon Shot? Some people may never attempt it at all.

4. Conclusions

Finally, we have made our submission to Lewisham Council to reconsider Woodpecker Community Centre from closing and demolition. Because, it usage have been hampered by its unavailability to the public for the day time activities. This supposed to be righted if the Council had relocated the school to *5 Desmond Street when in May 2015*, when they were looking into Centre closure in Lewisham. Simple intervention like this could tremendously impacted on the Centre to increase bookings and revenue for the Council. **Whose fault is it?** Certainly, the Community has no hands in it. Now the school has nowhere to go. The pupils are left in state of uncertain future.

As opinions may vary on the reprieve of Woodpecker Community Centre, the reality of the world always dictate good decisions which seem beneficial to everybody and those people coming after us. It could be noted that Moon Shot is outside the Milton Court Estate. This poses danger to those impaired and hard hearing or with sight problems among other disabilities to cross the very busy road to get to Moon shot in the dark for meetings/activities.

The responses to cross examination questions (**see Section 2 (items (A) - (I); page 2 above**)) speaks volume. Lewisham Council has tactically blocked all options and remedies to keep Woodpecker Community Centre closed. Even the obligatory precedence to have **assets transfer** of the Centre to the MCTRA (Community and Other Users) was changed by the Lewisham Council prior to Liz Dart consultation with the MCTRA and Other Users on 7 September 2015. This changes was communicated to Justus (MCTRA) after he proposed to Lewisham Council to have the Community run the Centre. Please, think about **Senior Citizens covenant** and helpless school pupils using the Centre. Think about **Community cohesion and public free space accessible to all**. Think about the 7,000 to 10,000 people in an Estate without public amenity if

the Centre is closed. **Think about Voters using the Centre to keep Councillors and Mayors elected.**

More importantly the integrity and fairness of the Council Officers, Councillors and Mr. Mayor and Cabinet deliberating fairly with a plausible verdicts worthy of their good offices and public acceptance.

The first (primary) and (last) duties of people holding public office is to play fair and do not be manipulative of the systems and instruments available to them to do their work. They should not obstruct the progress of the Community, they are put in charge to develop safer and stronger communities. Such Officials should not seek the interest of individuals or cooperation against the community which they are members too.

This is a very sad day, if Woodpecker Community Centre is closed due to unfounded criteria (Section(1)) above. Replies to MCTRA cross examination (Section (2)) above refers have shown that Lewisham Council has made their mind up before the consultation process.

The Community are ever hopeful that Lewisham Council and Mr. Mayor and Cabinet including the Safer and Stronger Community Committee with their infinite wisdoms shall review Woodpecker Community Centre issue carefully with a favourable outcomes. **Keep Woodpecker Community Centre open!**

Your Voters are watching and waiting for the outcome before **they act** because, they do not want to cause no shame/bother to either the Officers, Councillors and Mr. Mayor and Cabinet in protest. The Centre is the only [**life and Soul**] the Council has left in the Estate for the Community use. Responsibility is yours. I thank God. I have done my duty in calm and civilized manner. Therefore, I committed this submission unto your hands for your consideration.

Thank you.

Justus Mugbeh

MCTRA Chair, London
30 September, 2015

Private Bookings 2014-15			
Hirer Name	Booking Date	Purpose of Booking	Comment
Adekemi Awotungase	12 April 2014	Cancelled	Booking cancelled by office
Mrs Ufuoma Awarieta	17 May 2014	Memorial Service	
Mrs Vivian Esoko	20 September 2014	Cancelled	email chase for deposit payment 02/06/14. Booking cancelled (16/06/14) as hirer
Tessa Gooding	07 July 2014	Residents Meeting	
Dolly Coker	13 September 2014	80th Birthday	
Nicole Richards	05 October 2014	Birthday Party	
Sade Dairo	15 November 2014	Birthday Party	
Candy Brooks	06 December 2014	Cancelled	booking cancelled by hirer - no refund due as nothing paid
Milton Court TRA	27 November 2014	AGM Milton Court Meeting	
Tina Ngozi Enahoro	21 March 2015	Birthday Party	
Milton Court TRA	13 December 2014	Christmas Party	
Andrew Atkinson	28 February 2015	Birthday Party	
Private Bookings 2015-16			
Hirer Name	Booking Date	Purpose of Booking	Comment
Tina Enahoro	23 March 2015	Birthday Party	
Justus Mugbeh, Milton court TRA	18 May 2015	TRA Meeting	
Mary Adeagbo	15 August 2015	Christening Party	
	Cancelled Bookings		
	Paid Bookings		

WOODPECKER REGULAR USERS 2014-16

Centre Name	Name of Organisation/Group	Facility Used	Activity	Contact Name 1	Contact Name 2	Contact Name 2
Woodpecker Community Centre	Christ Above All Gospel Church	Main Hall	Church Group	Ms	Mary	Adeagbo
Woodpecker Community Centre	Kings Kid Christian School	Project Rooms 1 & 2 & Man Hall	Christian School	Ms	Mary	Okenwa
Woodpecker Community Centre	Unity in Our Community	Main Hall	Information & Awareness session	Mr	Emmanuel	Kormi
Woodpecker Community Centre	Lewisham Vietnamese Women & Families Association	Main Hall	Supplementary school	Ms	Phung	Nguyen

WOODPECKER REGULAR USERS ADDITIONAL 2014-16

Centre Name	Name of Organistiaon/Group	Date of Booking	Purpose of Booking	Contact Name 1	Contact Name 2	
Woodpecker Community Centre	Kings Kid Christian School	01/08/2014 - 29/08/2015	Summer Playscheme	Ms	Mary	Okenwa
Woodpecker Community Centre	Kings Kid Christian School	Dates to be confirmed	Summer Playscheme	Ms	Mary	Okenwa

Officer Comments:

The other sites mentioned will be looked at as part of the feasibility study for new housing on the Milton Court Estate.

The centre is mainly used by a private, fee paying school that caters for twenty pupils. The centre is also used by Christ Above All Gospel Church. In terms of casual hires for events and meetings there were 2 meetings of the TRA, 1 other residents meeting and 6 private hires during the financial year 2014/15 and there have been 3 bookings to date in 2015/16.

In addition to the community centre the council also owns and manages a youth centre located opposite the Woodpecker Community Centre. This building is available for community hire outside of youth club operating hours. There is also St Michaels Community Centre which is 300ft away from the Woodpecker Community Centre that is not owned or operated by Lewisham but which has a wide range of community facilities. In addition the council owns and operates the Moonshot Centre which is close to the Milton Court Estate and only 1 mile from the Woodpecker Community Centre.

The council is not aware of any covenants on the title deeds for the Woodpecker Community Centre.

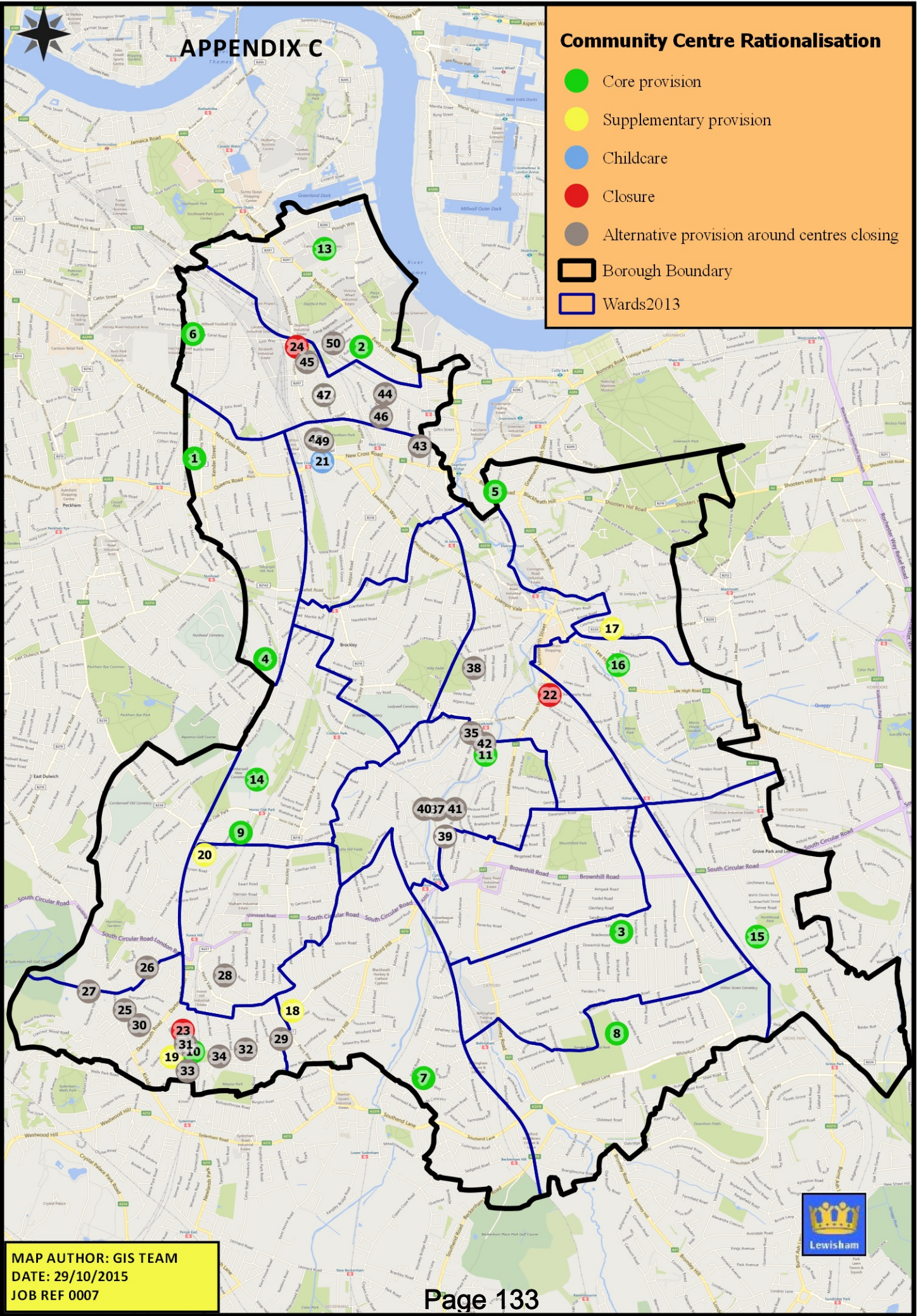
Consideration is being given to allowing the private school to remain in the centre until the site is needed for development, subject to suitable terms being negotiated.

The council adopted an asset transfer framework in 2008 which was updated in July 2015. It lays out how the council considers proposals for community asset transfers. One of the key considerations at the beginning of that process is whether the asset is required for another priority use. In this case the proposal is that the site is required for housing and the asset would therefore not be available for a transfer.

APPENDIX C

Community Centre Rationalisation

- Core provision
- Supplementary provision
- Childcare
- Closure
- Alternative provision around centres closing
- ▭ Borough Boundary
- ▭ Wards2013



MAP AUTHOR: GIS TEAM
DATE: 29/10/2015
JOB REF 0007



Ref_No	Centre_Provision name	Type of provision
1	Barnes Wallis Community Centre	Core provision
2	Evelyn Community Centre	Core provision
3	Goldsmiths	Core provision
4	Honor Oak Community Centre	Core provision
5	Lethbridge Close Clubroom	Core provision
6	Scotney Hall	Core provision
7	Sedgehill Community Centre	Core provision
8	Wesley Halls	Core provision
9	Ewart Road Clubroom	Core provision
10	Sydenham Centre	Core provision
11	Lewisham Irish Community Centre	Core provision
12	Moonshot	Core provision
13	2000 Community Centre	Core provision
14	Ackroyd Community Centre	Core provision
15	The Ringway Centre	Core provision
16	Lochaber Hall	Core provision
17	Brandram Road Community Centre	Supplementary provision
18	Champion Hall	Supplementary provision
19	Venner Road Hall	Supplementary provision
20	Rockbourne Youth Club	Supplementary provision
21	Clare Hall	Childcare
22	The Saville Centre	Closure
23	Silverdale Hall	Closure
24	Woodpecker Community Centre	Closure
25	The Grove Centre	Alternative provision around centres closing
26	Holy Trinity	Alternative provision around centres closing
27	TNG	Alternative provision around centres closing
28	Forest Hill School	Alternative provision around centres closing
29	Sydenham Library	Alternative provision around centres closing
30	St Bartholomew's Church	Alternative provision around centres closing
31	Here for Good	Alternative provision around centres closing
32	Wesley Hall Methodist Church	Alternative provision around centres closing
33	Sydenham New Testament Church of God Hall	Alternative provision around centres closing
34	Golden Lion Pub	Alternative provision around centres closing
35	The Point	Alternative provision around centres closing
36	St Laurence Centre	Alternative provision around centres closing
37	Broadway Theatre	Alternative provision around centres closing
38	St Mary's Centre	Alternative provision around centres closing
39	Lewisham Unitarian Meeting House	Alternative provision around centres closing
40	Age UK	Alternative provision around centres closing
41	Mecca Bingo Catford	Alternative provision around centres closing
42	Calabash Day Centre	Alternative provision around centres closing
43	Deptford Lounge	Alternative provision around centres closing
44	Albany	Alternative provision around centres closing
45	St Michael's Community Centre	Alternative provision around centres closing
46	Midi Music Company	Alternative provision around centres closing
47	Samaritans of Lewisham Greenwich & Southwark	Alternative provision around centres closing
48	Deptford Green School	Alternative provision around centres closing
49	Goldsmiths University	Alternative provision around centres closing
50	House of Hope, Jesus Glorified Church	Alternative provision around centres closing

Appendix D - Sample timeline for site redevelopment

Phase	Months	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15
1. Draft brief, tender for and appoint consultants	2	█	█													
2. Initial feasibility, design iteration, early consultation	2			█	█											
3. Arrive at preferred option, formal consultation, Mayor & Cabinet decision to proceed	2					█	█									
4. Detailed design, consultation, preparation of submission to Planning Service	3							█	█	█						
5. Planning consideration and approval	3										█	█	█			
6. Procurement of contractor, evaluation and contract award	3												█	█	█	
7. Mobilisation [1], site handover	1												█	█	█	
8. Formal start on site [2]	1													█	█	█

[1] Vacant possession required 12 - 14 months from start

[2] Start on site 13 - 15 months from start

Appendix E - Equalities impact of affected centre users

Centre	Protective characteristic	Mitigation / impact reduction
<p>Barnes Wallis Community Centre</p>	<p>Age: JOY who are current users of the Barnes Wallis centre run activities for older adults such as seated exercise, zumba gold, crafts, singing and dancing.</p> <p>There is a new nursery recently registered at the Barnes Wallis site that is likely to be ready to take children from the January 2016 term.</p> <p>Religion or Belief: Barnes Wallis centre is used twice a week by a church group for worship.</p>	<p>The council recognises the need to ensure that community activity is able to continue on the Somerville Estate and will ensure that any redevelopment of the site makes provision for community space.</p> <p>The council acknowledges that any redevelopment is likely to cause disruption to centre users and will work with the community as part of the planning process to try and minimise this disruption.</p>
<p>Brandram Road Community Hall</p>	<p>Age: Brandram currently run a drop in club for the over 60's to meet their neighbours, share interests and meet new friends.</p> <p>The Brandram Road hall is also used for numerous sessions aimed at the 0-18 demographic, including ballet & tap dance, drama classes, Theatre Tots and for hosting children's parties. They also accommodate home education for a minimum of 10 families age 0-11.</p> <p>Religion or Belief: Brandram road is used by a number of Faith groups for worship and prayer meetings</p> <p>Pregnancy and Maternity: This centre runs several sessions aimed at this demographic including Mummy & Baby Yoga, Pregnancy Yoga and an Active Birthing Workshop with partners.</p>	<p>The council recognises the value of the community activities that take place at Brandram Rd Hall but feel that there are a number of possible alternative venues in the locality. Lochaber Hall which is just across the ward boundary has a main hall, small hall and crèche and could accommodate some users from Brandram Road. There is also St Margaret's Church nearby that can be hired out for up to 50 users in the crypt and a maximum of 300 seated; and Kingswood Halls which has a large hall (130 seated) and annexe (40 seated), available at £20-£40ph. Manor House Library offers five meeting rooms, ranging from small (10 seated) to large (30 seated); prices range from £12ph to £38ph as a subsidised rate. For this reason we believe that no particular group should be disproportionately affected by the closure of Brandram road.</p> <p>The proposal is to negotiate terms for the Brandram Road Management Association to continue to operate the hall until such time as it is needed for development. This will allow time for alternative arrangements to be considered.</p>

Champion Hall	<p>Age Champions hall provides a pre-school and after school and Kumon centre teaching for under 10s.</p> <p>Champions Hall also offer a tea dance drop in session for senior citizens.</p> <p>Religion or Belief: The hall is used by a church group twice a week for worship and prayer meetings</p>	The proposal is to seek to negotiate a lease with the Champion Hall Management Committee that would safeguard the childcare offer at the hall and still accommodate other community users.
Clare Hall	<p>Age Clare hall is used by a nursery caring for 12 under 2's</p>	The Council plans to designate the hall as a nursery
Evelyn Community Centre	<p>Age: Evelyn community centre has a nursery that caters for children aged 2yrs -5yrs, 50 weeks of the year. At present there are 36 children and families attending the nursery.</p> <p>Race: Evelyn community centre is used by a service group that caters for the Vietnamese and Chinese community, offering health checks, education and advice as well as running activities. The community centre is also used by the Nnewi and Somali communities who run sessions from the centre.</p> <p>Religion or Belief: The Evelyn centre is used four times a week by church groups.</p>	The council recognises the need for community activity on the Evelyn Estate. It is for this reason that the council intends to retain Evelyn Community Centre and if any redevelopment was to take place in the future that community space would be reprovided.
Ewart Road Club Room	<p>Age: The clubhouse is used for coffee mornings for elderly residents and childrens activities.</p> <p>Religion or Belief: The Ewart Road Club Room road is used by six different Faith groups</p>	The proposal is to transfer the Ewart Rd Club Room to the Housing Co-op to be retained for community use.

Goldsmith	<p>Age: Goldsmiths Dance Academy offers classes in ballet and musical theatre to children aged 3+</p> <p>The centre is also used for activities for older people.</p>	<p>The proposal is to retain Goldsmiths Community Centre</p>
Honor Oak Youth and Community centres	<p>Age: Honor Oak community centre caters for both young and older residents, running a Thursday club and providing assisted digital support for over 55s, as well as a number of toddler and parenting groups.</p> <p>The consultation feedback demonstrated the importance to residents of youth provision on the estate.</p> <p>Religion or Belief: The centre is used by a church group three times a week for worship, Sunday school, an alpha course, choir practice and to provide a food bank.</p>	<p>The proposal is to redevelop the community centre site for housing and reprovide community space as part of the development.</p> <p>The council plans to continue the consultation and design process, alongside the users of the facilities and Honor Oak Estate residents, in order to draw on their knowledge and experience of the local area; with the view to deliver new homes and new and improved community facilities that meet the needs of the local community.</p>
Lethbridge Clubroom	<p>Age: Age Concern Lewisham & Southwark run an older people craft group from the Lethbridge clubroom</p> <p>There is a Supplementary School that use the clubroom five days a week and a youth project during term time.</p>	<p>The proposal is to close the Lethbridge Club room when the new community centre that is being provided as part of the redevelopment of the Heathside and Lethbridge Estate is completed. For this reason it is felt that no particular group should be disproportionately affected by the closure of the Clubroom.</p>
Saville Centre	<p>Age: Lewisham’s pensioners forum are currently based at the Saville centre and run a number of sessions for older people including the Saville lunch club, digital exclusion “buddy” sessions and Knit and Knatter</p> <p>Disability: The centre is used all day on Fridays by Providence LINC United Services who run a drop in for adults with learning disabilities, including those with limited mobility, visual impairment and health</p>	<p>The council recognises that a number of the user groups at the Saville centre have particular needs that will have to be taken into account when looking for alternative spaces. However, there are a number of spaces in the area with spare capacity some of which are used to accommodating vulnerable adults. These include the Point community centre on Rushey Green which has a main room with seated capacity for 30. Calabash Day Centre with a community hall for hire and fully equipped kitchen (Hall A - capacity 200, Hall B – capacity 200), Lewisham Irish centre with a main Hall with capacity for 150 standing</p>

	<p>support needs. There is also a visual impairment group that use the centre once a month.</p> <p>Race: Pensioners Action Group use the Saville Centre twice a year to host an interest and campaign group to target issues of concern to Black and Minority Ethnic Elders, consequently they have a majority BME membership .</p> <p>Religion or Belief: The centre is used twice a week by a church group for worship and prayer meetings.</p>	<p>and three offices, open 8:30am - 10:30 pm 7 days a week, Mecca Bingo Ltd, Unit 4, Plassy Road, have a meeting room for hire in the mornings before 11:30 and lounge area with capacity for 70 users and the St Laurence Centre. There is also the new community hub at Leemore that will be modified for service users with disabilities and may provide a more accessible venue as well as help cut down on the travel required for service users, as they will find complementary services co-located. For this reason it is felt that the impact on any particular protected characteristic can be mitigated.</p>
Scotney Hall	<p>Age: Scotney Hall runs a Youth Club on Friday evenings.</p> <p>Religion or Belief: The centre is used by a church group and for prayer meetings.</p>	<p>The proposal is for the Scotney Hall site to be designated for future housing development with reprovision of community space but that it be retained in the meantime.</p>
Sedgehill Community Centre	<p>Age: Sedgehill community centre is used by a nursery that also provides a breakfast and afterschool club. If the decision is made to redevelop the site for a school expansion with community provision, it is unknown whether the new provision will be able to accommodate the nursery.</p> <p>Religion or Belief: There is a church group that uses the centre three times a week.</p>	<p>Any plans to redevelop this site for additional school places would include a community use agreement and the council will engage with the community to ensure that the best use of the space could be achieved.</p> <p>The Council has a statutory duty to ensure there are enough nursery places available across the Borough and as part of the plan for Sedgehill will be looking at where the nursery could be relocated, if they are unable to be accommodated, and what other provision there is in the area to ensure that families are not negatively affected by this proposal.</p> <p>Sedgehill School currently opens for community use after school hours until 7pm Monday to Friday and from 10am to 6pm on Sundays and could be considered as an alternative venue.</p>

Silverdale Hall	<p>Religion or Belief: The centre is used four times a week by church groups.</p>	<p>The council will seek to relocate users to alternative provision where possible including the new community space at the Sydenham Centre. There is also alternative community premises provision at Here for Good-Community Centre which has a hall for 30 to 40 people. TNG Youth and Community Centre offers meeting and event space with a main hall which has capacity for up to 100 people and is equipped with a sprung floor and blackout blinds; and the Golden Lion Pub, 116 Sydenham Rd, has a function room for hire for up to 50 people</p>
Venner Rd Hall	<p>Age: Venner Road hall is used for a breakfast and after school club and to run a music and movement session for toddlers and parents.</p> <p>Race: South London Turkish Elders and Amman Asian Elders both use the Venner Road hall for their meetings</p> <p>Religion or Belief: A number of Faith groups use the hall for worship and bible studies</p>	<p>The proposal is to negotiate a lease with the Venner Road Management Association that would safeguard the childcare offer at the hall and still accommodate other community users.</p>
Wesley Halls	<p>Age: Downham has a large proportion of aging population. Wesley Halls deliver an exercise and lunch club for senior citizens and an Elderly Health Group</p> <p>Wesley Halls also have an extensive programme for young people, including a school of dance, cheerleading and youth soccer.</p> <p>Disability: Downham has more people living with disabilities and more people with caring responsibilities than most of the rest of the borough (Census 2011). There are a number of sessions run at Wesley Halls for people with learning disabilities including dance, sport, fitness and music. The centre is also used by Lewisham Disability Coalition Advice and Support group. Wesley Halls Community Association are currently</p>	<p>The proposal is to retain community space at the Wesley Halls site but to work with the Downham Community Association to explore how the site and adjoining land can be best used to provide both housing and community facilities in the future. In addition Saint Barnabas Church nearby has a community hall for hire, with stage and kitchen and capacity for 120.</p>

	<p>working on a business plan to establish a Community-Heart provision for people with disabilities called Wider Horizons, commencing in December 2015.</p> <p>Pregnancy and Maternity: There are groups run from Wesley Halls that are aimed at users from this demographic including a parent and toddler play group and parent and toddler yoga</p> <p>Religion or Belief: There are a number of Faith and worship groups that use Wesley Halls</p>	
<p>Woodpecker Community Centre</p>	<p>Religion or Belief: The community centre is used five days a week by a Christian school and on a Sunday by a church group</p>	<p>The following alternative provision is located near the Woodpecker Community Centre: St Michaels Community Centre has a large hall (capacity up to 200), kitchen and outside space for hire for £30ph (with a £250 refundable deposit). The Samaritans of Lewisham Greenwich and Southwark have a small seminar and large seminar room for hire for up to 40 seated; available 9am to 11pm for a minimum charge of £30 per session. Deptford Green School have classrooms and dance/drama studios for hire on Saturdays between 10am and 5pm, prices range between 15ph and £25ph depending on number of users and size of classroom/ studio. Moonshot Centre offers an atrium, two dance studios, lecture room, library, two offices, drama room and three activity rooms for hire. For this reason we believe that no particular group should be disproportionately affected by the closure of the Woodpecker Community Centre.</p> <p>The proposal is to negotiate suitable terms with the Christian School to remain in the centre until it is required for development. This will allow time for the school to consider alternative accommodation.</p>

Agenda Item 6

Mayor and Cabinet			
Title	Matters referred by the Public Accounts Select Committee – Income Generation Review		
Key Decision	No	Item No.	
Contributors	Public Accounts Select Committee		
Class	Part 1	Date	11 November 2015

1. Purpose

- 1.1 This report presents the final report and recommendations arising from the Public Accounts Select Committee's Income Generation review, which is attached at Appendix A.

2. Recommendations

- 2.1 The Mayor is recommended to:
- (a) Note the views and recommendations of the Committee set out in the main report at Appendix A.
 - (b) Agree that the Executive Director for Resources and Regeneration be asked to respond to the Review's recommendations.
 - (c) Ensure that a response is provided to the Public Accounts Select Committee.

3. Context

- 3.1 The review was scoped in March 2015 and evidence gathering sessions were held in April, June and July 2015. The Committee agreed the final report and recommendations at its meeting held on the 28 October 2015.

4. Financial Implications

- 4.1 There are no financial implications arising out of this report per se, although the financial implications of the recommendations will need to be considered in due course.

5. Legal Implications

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

6. Equalities Implications

- 6.1 The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community and recognise and take account of people's differences.

7. Crime and Disorder/Environmental implications

- 7.1 There are no specific implications.

BACKGROUND INFORMATION

If you have any queries on this report, please contact Katie Wood, Scrutiny Manager (020 8314 9446).

Overview and Scrutiny

Income Generation Public Accounts Select Committee

October 2015



Membership of the Public Accounts Select Committee in 2015/16:

Councillor Jamie Milne (Chair)

Councillor Mark Ingleby (Vice-Chair)

Councillor Abdeslam Amrani

Councillor Chris Barnham

Councillor Maya Hilton

Councillor Ami Ibitson

Councillor Roy Kennedy

Councillor Helen Klier

Councillor Jim Mallory

Councillor Crada Onuegbu

Contents

	Page
Chair's introduction	2
1. Executive summary	3
2. Recommendations	4
3. Purpose and structure of review	6
4. Context and Legislative background	7
The Findings	
5. Income Generation Strategies – initiatives from Local Authorities	9
6. Wireless Concession – London Borough of Camden	12
7. Commercialisation Strategies – Hammersmith & Fulham	16
8. Trading Companies – LB Brent, Shropshire Council	22
Overview of London Borough of Lewisham	
9. Lewisham Future Programme	27
10. Future Income Proposals	31
11. Conclusion	38
12. Monitoring and on-going scrutiny	38

Chair's Introduction

With Local Government under unprecedented stress the need for new thinking has never been greater. Nowhere is this truer than in the stewardship of the ever-decreasing funding received from Central Government. With significant savings already achieved since 2010, the Medium Term Financial Strategy, reported to Mayor & Cabinet in July 2014, estimated that £85m of savings were still required over the period 2015/16 to 2017/18. This report looks towards income generation as a means of saving services and insulating Lewisham from the whims of an austerity government.



Identifying and realising new sources of income is not easy and is no silver bullet. It will require a change of culture across the Council to maximise income generating opportunities whilst maintaining our public service ethos. Nevertheless, our committee was firm in the view that enhancing our commercialisation methods and strategies would be highly beneficial.

This review hopes to remedy a problem rather than merely describe a problem and offers practical help on income generation. Our committee was delighted to have identified a potential source of income - a concession licensing the use of street furniture or other Council assets to install wireless networking equipment in exchange for income to the Council. The income that could be generated by the Council is substantial and could be in the region of £1 - £2 million over a 5 year period with a continuing revenue stream of up to £100,000 /annum over the duration of the contract. In identifying this income we hope this may be one of few reviews read by Mayor & Cabinet that brings in money rather than costing money.

Finally, we hold that while change must be embraced across the Council it should be led politically and administratively by people with an enthusiasm for income generation and a willingness to take tough decisions. Ideally, this would involve the creation of a new cabinet post with a sole focus on income generation and commercialisation, but with that option unavailable it should fall to the member with the most similar brief.

I hope this review can be the beginning of a process that sees Lewisham leading the way in Local Government in income generation and allows us to protect much-needed services that our residents rely on.

Councillor Jamie Milne
Chair of the Public Accounts Select Committee

1 Executive summary

- 1.1 Local Government is facing an increasingly challenging financial situation with funding significantly cut in recent years. London in particular has been hit hard partly due to demographic pressures, the high cost of accommodation and the disproportionate impact of the welfare cuts. Councils have already made substantial savings through efficiencies but the extent of the cuts now requires more fundamental shifts in how services are delivered and a much greater emphasis on income generation.
- 1.2 Changes introduced in the Localism Act 2011 such as the General Power of Competence have given councils greater powers but there are still substantial constraints on their ability to generate “profit”. Many Local Authorities are working in innovative ways to protect services to residents including setting up wholly owned companies and trading arms. Cultural shifts to more commercial methods are becoming increasingly common and strategies increasingly developed with an ideology of protecting services by cutting costs, promoting full cost recovery and changing behaviour within councils to be more focused on profit and quality of service delivery.
- 1.3 The review considers examples of good practice and evidence from a number of councils and research on methods of income generation used with the aim of finding strategies and techniques that could be successfully replicated or adapted to use in a Lewisham context to help protect services in Lewisham.
- 1.4 One of the major strategies identified is the potential income from the Council setting up a wireless concession where Council assets can be used to house “small cells” as a method of increasing network coverage and generating substantial income. The report highlights the evidence from the London borough of Camden and the research around this which has led to the Committee strongly recommending that work on this is continued as a matter of urgency to secure the potential income identified.
- 1.5 The review also focuses strongly on commercialisation strategies and the sections on evidence received from the London boroughs of Hammersmith and Fulham and Brent and from Shropshire Council all provide information on this. Becoming increasingly sales focused and considering the full costs of services as well as questioning assumptions and focusing on customer experience were all highlighted. The Committee’s recommendations on commercialisation emphasise the extent to which it feels this is an area of substantial importance.
- 1.6 The last section of the report highlights the Lewisham Future Programme and on-going work by the London Borough of Lewisham in this field. It highlights the fees and charges strategy and the focus on full cost recovery which the Committee strongly endorsed. It also highlights future areas of work that are being undertaken by Lewisham and strongly encourages the continual review of good practice to ensure that Lewisham maximises potential for income generation and protects services to residents.

Recommendations

The Committee would like to make the following recommendations:

1. That the work undertaken by this committee to identify an income stream and potential partner through a wireless concession be endorsed and secured as soon as possible to ensure that the high level of potential income identified by this review is realised.
2. That a commercialisation ethos be endorsed and embedded throughout the Council as a method of protecting services to residents whilst maintaining a public sector ethos. Generating income should be seen as a means of protecting services and reducing further cuts. The more self-funding a service can be, the greater the resilience it has to withstand further reductions in funding.
3. That a commercialisation specialist be appointed at senior officer level as soon as possible, to lead and develop the organisational changes needed to deliver this new commercial approach.
4. That the portfolio of one cabinet post be amended to include specific responsibility and accountability for commercialisation and income generation and all cabinet posts portfolios include considering income generation options.
5. That support for staff be embedded in any process or culture change within the Council. The Committee note that commercialisation can feel challenging and staff, managers and elected members need to be guided and supported through the process.
6. That all Heads of Service be engaged in the process of moving to an increasingly commercial culture and in identifying income streams.
7. That in addition to a “top down” approach to identifying commercial strategies and income streams, a “bottom up” approach be encouraged for front line staff to report areas where they feel fee levels are wrong and to identify new areas of potential income streams. A platform for staff to do this should be created with clear feedback provided.
8. That the true costs of Council services be understood to ensure that when full cost recovery is sought, it is based on accurate cost figures.
9. That any restructures within the Council ensure the right grade of staff for the work. It is costly to have the wrong grade of staff carrying out certain tasks and management structures should be studied closely with analysis based on

role breakdowns and not just title and grade. This is to ensure that services can be profitable or cost neutral by making as efficient use of all skills as possible.

10. That the Council's "Contributions" to non-statutory services be thoroughly analysed to help make difficult choices. Some services are routinely being subsidised at higher rates than others purely due to annual and historic price rises affecting costs differently across services. If there is subsidy from the Council it needs to be properly assessed and based on policy not applied randomly from historic price uplifts and ineffective cost analysis of inflationary increases.
11. That examples of best practice from other local authorities be continued to be studied as routine to ensure that the Council is considering all potential options to help protect services.

3 Purpose and structure of review

- 3.1 As a result of the severe financial pressures faced by Local Government, the Public Accounts Select Committee decided, as part of its work programme, to carry out an in-depth review into Income Generation. The Committee wished to consider ways of maximising income generation to help protect the services to residents in the borough.
- 3.2 At its meeting on 10th March 2015, the Committee received and agreed a scoping paper that set out the background and key lines of enquiry for the review. The key areas proposed to be considered were:

Fees and charges

- What is the role of the Fees and Charges Working Group?
- How regularly are regulated and non-regulated fees and charges (including parking fines and charges for road closures) reviewed?
- What steps is the Council taking to improve customer insight and use relevant information and data to understand demand and its drivers and set fees and charges accordingly?
- How is the non-payment of fines, fees and charges dealt with?
- What steps are being taken to improve the way services work with the central Debtors team?

Assets

- What methodology has been followed in relation to the rationalisation of the operational estate?
- Is the Council realising the full rental value of its commercial assets? What are the constraints?
- How is the non-payment of rent dealt with?

Investment income

- How successful have the changes made to the balance of investments been?
- Is the balance of investments right or is there any scope to change it further?

Other proposals and workforce development

- What other work is taking place across the Council, beyond the key work around fees and charges; assets and investments?
- Are any steps being taken to assess and develop the commercial expertise of Council staff?

Good practice

- What are other councils doing to maximise the generation of income and would any of these initiatives be suitable for implementation in Lewisham?

3.3 The Committee requested that there be an increased focus on good practice and innovative ideas from other Councils and there be three evidence sessions: the first of which would highlight good practice from other Councils; the second would expand on this and hear from expert witnesses in other Councils and the third would look at current proposals from Lewisham on maximising its income generation as well as looking at fees and charges and asset management strategies.

3.4 The timetable for the Review was as follows:

14 April 2015 – First evidence session to receive a report from officers highlighting good practice from other Councils in respect of maximising income generation and inviting discussion on the potential for replication in Lewisham.

5 June 2015 – Meeting with the London Borough of Camden to discuss Wireless Network Concessions in public spaces.

11 June 2015 – Meeting with the London Borough of Hammersmith & Fulham to discuss commercialisation and income generation strategies.

14 July 2015 – Second evidence session to hear evidence from Shropshire Council and IP and E Ltd on setting up a trading company wholly owned by Shropshire Council; and to hear evidence from the London Borough of Brent.

29 September 2015 – Third evidence session to receive a report and evidence from officers at the London Borough of Lewisham including details of the Council's fees and charges strategy. At this meeting the committee also received a paper tabled by the Vice-Chair of the Public Accounts Select Committee outlining further discussions he had undertaken around some of the ideas covered in the review...

28 October 2015 – Meeting of the Committee to consider its final report presenting all the evidence taken and to agree recommendations for submission to Mayor & Cabinet.

4 Policy Context and Legislative Background

4.1 The Council has an overarching vision, enshrined in the Sustainable Community Strategy, that "together we will make Lewisham the best place in London to live, work and learn". The Council's ten corporate priorities and the overarching Sustainable Community Strategy drive budgetary decisions. Lewisham's corporate priorities were agreed by full Council and they remain the principal mechanism through which the Council's performance is reported and through which the impact of saving and spending decisions are assessed.

4.2 The Council's current financial situation is exceptionally challenging. The funding available to local authorities has fallen sharply in recent years, with councils just over half way through a scheduled 40 per cent cut in funding from central government. Having delivered £10 billion of savings in the three

years from 2011/12, local authorities have to find the same savings again by the end of 2015/16¹. London, in particular, has been hit hard, taking a 33 per cent real terms cut in funding for service provision from central government between 2009/10 and 2013/14² with further cuts in funding expected until at least 2018. Although councils across the country have seen substantial cuts to their budgets, the situation is particularly acute in London due to the rapidly rising population, demographic complexity, rising housing costs and the disproportionate impact of welfare reforms. Boroughs have tried to make the large savings required without cutting front line services, focussing on achieving efficiencies; withdrawing or reducing discretionary services; paring back how statutory services are provided, targeting those most in need; and looking to maximise income.

- 4.3 Lewisham Council has made savings of £120m to meet its revenue budget requirements since May 2010 and the non-schools workforce has reduced from nearly 4,000 employees to 2,500 over the same period.³ The Medium Term Financial Strategy, reported to Mayor & Cabinet in July 2014, estimated that £85m of savings were still required over the period 2015/16 to 2017/18. As a result, very severe financial constraints will continue to be imposed on Council services, with cuts to be made year on year. The Lewisham Future Programme Board was established to progress cross-cutting and thematic reviews to deliver required savings and one of these reviews is focussed on income generation.
- 4.4 The recent Local Government Association (LGA) report *Under Pressure* suggests that one of the most common budget strategies being followed by local authorities for 2015/16 is maximising income from investments, fees and charges⁴. The report states that some of the strategies being adopted include:
- Ensuring investments generate the maximum possible income.
 - Changing fee charging structures to ensure that, while remaining equitable, service charges move closer to recovering the full costs of providing those services.
 - Maximising the income generated by assets.
- 4.5 Specific powers to charge for services are contained in a variety of local government statutes. Under the Local Authorities (Goods and Services) Act 1970 councils were given powers to enter into agreements with each other and with a long list of other designated public bodies. The Local Government Act 2003 added further possibilities. It enables councils to trade in activities related to their functions on a commercial basis with a view to profit through a company. In addition, the 2003 Act empowers councils to charge for any discretionary services on a cost recovery basis. Originally, trading through a

¹ LGA (2014), *Under Pressure, how councils are planning for future cuts*, p3

² A Fitzgerald, R Lupton, R Smyth, P Vizard (2013), *Hard Times, New Directions? The Impact of the Local Government Spending Cuts in London*, P4

³ <http://www.lewisham.gov.uk/mayorandcouncil/aboutthecouncil/equality-and-diversity/Pages/Monitoring-equality-within-the-workforce.aspx> Lewisham Council Employment Profile 2009-2010 and 2014-15

⁴ LGA (2014), *Under Pressure, how councils are planning for future cuts*, p9

company was confined to certain categories of councils but a Trading Order, in force since October 2009, removed such restrictions.⁵.

- 4.6 The new General Power of Competence (GPC) contained in the Localism Act 2011 now sits alongside local government's existing powers to trade and charge. The General Power of Competency states that councils have the power to do anything an individual may do unless specifically prohibited.⁶ This has allowed councils additional flexibility but there are still substantial constraints as under the GPC they are only allowed to charge for discretionary services and fees must be limited to recovering costs and not to generate a profit or surplus. These limitations to the ability of councils to generate profit have meant that many have set up trading arms or limited companies in order to generate a profit that can affectively be fed back into a council's general fund.

The Findings

5 Overview of Other Local Authorities

- 5.1 At its meeting on the 14th April 2015, the Committee looked at examples of innovative practice from other councils with the aim of committee members being able to draw out examples where external witnesses and additional information would add value to the review. These examples focussed on the key lines of enquiry in particular: fees and charges, looking at the LB Croydon and the LB Westminster; the commercialisation of staff, looking at the example of Hammersmith and Fulham; mutuals, looking at Oldham Council; generating income through wireless concessions, looking at the example of the LB of Camden; and generating income through website advertising, considering Birmingham Council's activity in this area; and setting up trading arms looking at an example from the LB Brent. Following the meeting of the Committee, further evidence was sought on the wireless concession at LB Camden; commercialisation strategies at the LB Hammersmith and Fulham; and on trading arms, hearing from the LB Brent, so these have their own respective sections in this report.

Fees and Charges – Croydon

- 5.2 Like many councils, the London Borough of Croydon has changed its approach to setting fees and charges. It is now following a new income policy based on moving away from the use of historical prices to inform fees and charges, to understanding the true cost of providing or commissioning services and pricing accordingly, whilst recognising the service user's need for the services being charged for, and their ability to pay⁷. As part of this, Croydon is striving to develop a more commercial / entrepreneurial culture within the Council. Croydon's review of fees and charges has resulted in an increase in income generation in 2014/15 of £1.162m.

⁵ Enterprising Councils – Getting the most from trading and Charging, LGA, 2012

⁶ http://www.local.gov.uk/c/document_library/get_file?uuid=f8aaa25f-81d6-45c9-aa84-535793384085&groupId=10180

⁷ http://www.local.gov.uk/c/document_library/get_file?uuid=83fe251c-d96e-44e0-ab41-224bb0cdf0e

⁷ For further information see: <https://www.croydon.gov.uk/democracy/budgets/2014-15>

- 5.3 However, a major barrier regarding the setting of fees and charges remains regulation. Even if it was determined, that an increase in fees and charges above the costs of providing the service would not reduce demand, many fees and charges (such as those levied by Highways and Building Control) are heavily regulated and can only be charged on the basis of cost recovery, offering no scope for generating a profit. In their evidence to the 2013 London Finance Commission, London Councils encouraged that body ‘to press for deregulation’ and ‘the freedom to set in some cases market rate’ fees in areas such as ‘planning applications, building control, land searches and licensing.’ London Councils argued that, ‘there are many services that local government has a statutory duty to deliver, but is required to charge for at a level determined by central government. The result is that there are a number of services which leave councils with an overall net loss each year.’⁸ Westminster City Council also called for, in its evidence to the Commission, the ability ‘to offer price-differentiated levels of service in order to recoup costs and to offer innovative services.’⁹
- 5.4 Westminster Council recently faced a legal challenge against the fees it charged for licensing sex establishments. The Court of Appeal ruled that the fees set must not exceed the costs of administering the licensing regime. This meant that the council was no longer able to include the cost of enforcement against unlicensed sex establishment operators when setting the licence fee, although the cost of visits to licensed premises to monitor compliance could be recovered through fees. Westminster City Council has since appealed to the Supreme Court but a final determination is still to be made¹⁰.

Mutuals – Oldham Council

- 5.5 Oldham Council has developed a trading arm for adult social care that is building new business from self-funders and people with personal budgets¹¹. Adult Social Care provider services transferred from the Council into the new wholly-owned company – Oldham Care and Support Ltd. – on 1st October 2013 following the drawing up of a detailed Service Level Agreement between the Council and the Company, to ensure the Company will continue to deliver against Oldham’s key Adult Social Care outcomes and support the Council to achieve its priorities and Co-operative ambitions.
- 5.6 Around 450 staff were transferred over to the company, who were reassured that the new company would retain its public sector ethos whilst developing its commercial capacity to effectively compete in the adult social care market, thereby safeguarding both jobs and quality services. The Council owned company delivered its required efficiency savings of £1.2m for 2013/14 three months ahead of time, and financial forecasts indicate that it is on track to achieve further savings for 2014/15 amounting to £1.3m. The Council reports

⁸ For further information see: http://www.london.gov.uk/sites/default/files/London_per_cent20Councils.pdf

⁹ For further information see: http://www.london.gov.uk/sites/default/files/Summary_per_cent20of_per_cent20written_per_cent20evidence.pdf

¹⁰ For further information see: <https://www.supremecourt.uk/cases/uksc-2013-0146.html>

¹¹ For further information see: http://committees.oldham.gov.uk/documents/s42561/Trading_per_cent20Arm_per_cent20for_per_cent20Adult_per_cent20Social_per_cent20Care_per_cent20Services_per_cent20Jan_per_cent202014.pdf

that financial sustainability is looking very promising, with growth plans for a second wholly-owned “start-up” company, Oldham Care and Support at Home Ltd.

- 5.7 The Committee felt that the Oldham model of a trading arm for adult social care was interesting but there was concern as to whether it could be defined as a mutual and uncertainty about the potential benefits of such a proposal. In his paper tabled to the Committee – Councillor Ingleby highlighted issues with the transfer of staff via TUPE and changes to their terms and conditions. In addition to this there was scepticism as to the achievability of the predicted profit levels.

Advertising - Birmingham City Council

- 5.8 Birmingham City Council is generating income through advertising on the Council’s website. This is an interesting and potentially controversial method of income generation, but according to Birmingham Council, they are predicted to receive significant income through this stream. The Council is a member of “Capacity Grid” the Council Advertising Network¹² and it uses this economy of scale to sell to a wider network, generating increased income. The Council argues that it can generate significant income from its website without detracting from the user experience. Birmingham has set income targets based on the number of views per page but has stated that income can fluctuate from what was originally predicted.
- 5.9 There are two methods of generating income through advertising on a Council website: Councils can either sell direct to advertisers or agencies; or (as is the case in Birmingham), or can partner with an ad-network who put code into the Council website and automatically sell this on to advertisers and agencies who buy against the use of key words.
- 5.10 There are a lot of issues to consider here and two of the key factors are the appropriateness of any adverts and consumer protection. There would need to be sufficient controls in place to ensure that adverts appearing next to content are appropriate and the technologies and systems in place to ensure this would have to be developed. There would also have to be a balance between the actual predicted revenue and any detriment to the user experience of accessing content on the Council website. By allowing an ad-network to put code into the website, it can be very difficult to stop inappropriate juxtaposition of adverts and content. For example, an advert for a local restaurant may seem perfectly acceptable until for example, a picture of say a chocolate cake appears next to pages on obesity and healthy eating. It would be very difficult to ensure that content was always appropriate as individual adverts would be different based on user viewing habits. There could also be issues of competition with Council services. For example, an advert for a private gym next to details of the Council’s leisure centre activities or for a private fostering agency or charity next to the Council’s own pages on fostering.

¹² For further information see: <http://capacitygrid.com/services-2/council-advertising-network/>

- 5.11 In Birmingham's case the partner ad-network have put code directly into the website. This allows a third party to place cookies on the Council browser which track the user. Adverts are sold on the basis of either amounts of views or can be targeted "i.e. female; aged 20-30; lives in Birmingham". The amount of income generated would very much depend on the amount of traffic and number of pages of the website as targets would be set by impressions.
- 5.12 If generating income in this way was pursued there are factors that needed to be considered, namely:
- privacy for website users
 - procurement – ensuring that there was significant expertise in digital advertising and IT to ensure the process was to the greatest advantage to the Council
 - Cost-benefit analysis – a clear understanding of the amounts of views the website generates and the amount of income this would be likely to generate versus the potential conflicts of interest and possible reduced quality of the user experience.
- 5.14 There are real concerns that advertising on the Council website could be highly detrimental to the user experience. It is also likely to only generate income if website usage was sufficiently high. Other sources of advertising income including identifying potential sites for place advertising is also being investigated and are likely to be more profitable. This is explored in more detail later in this report.

6 Wireless Concession

- 6.1 Alec Hartopp, Programme Manager for Digital Connectivity and Ben Pass, ICT Programme Manager at the LB Camden gave evidence to members of the Committee on Friday 5th June 2015 on Collaborative Procurement for Wireless Networks in Public Spaces.
- 6.2 The LB of Camden led and initiated a collaborative IT procurement project for wireless services, essentially a concession licensing the use of street furniture to install wireless networking equipment in exchange for income to the council. The aims of this included accelerating the take-up of Wi-Fi in areas where no coverage existed, stimulating the market, and generating income which was then ring-fenced for Economic Development and Social/Digital Inclusion projects.
- 6.3 The collaboration initially took place with 16 other London boroughs which helped to make the appeal very strong to the service providers. Sharing resources and expertise in legal services, ICT and procurement helped to save an estimated £30,000 per authority. The procurement model used required no capital or revenue investment for the local authorities other than officer time and the maintenance, installation and removal costs were all taken on by the supplier. In addition to this the fixed legal and consultancy costs for procurement were off-set by the income generated.

- 6.4 Success criteria for local authorities collaborating in the procurement process included: better identification and ownership of risk; increased leverage through the collaborative competitive dialogue process; shared knowledge and expertise; mitigation of risk through adoption of common approach to evaluation and management of the procurement process; and pooling of expertise.
- 6.5 The procurement process¹³ resulted in a concession contract that is currently providing a minimum of 30 minutes free internet access per day to Camden residents and businesses and 24 hour free access to the Camden Council website and related online services via a council branded Wi-Fi network deployed in areas of highest footfall in the borough. Currently the concessionaire in Camden (Arqiva) has installed 112 access points on council owned assets (lampposts and CCTV columns) as part of the contract. They have approximately 40 additional access points of their own across the borough.
- 6.6 In Camden, areas of high footfall were targeted by the suppliers but different suppliers can have different need for coverage in particular areas. This means that it can be very challenging to assess value on a site by site case. Generally speaking areas with high footfall or tourist destinations are often the most sought after. The suppliers can use different models to generate their own income and any individual Council's assets and procurement process can favour one model over another.
- 6.7 There are different income models for suppliers but one is that they can sell on targeted (and non-targeted) advertising and anonymised data of users or it can lease the mobile bases on to another supplier. They can also generate income by selling additional Wi-Fi to residents and businesses after the free allocation has been used. In Camden it was not possible to base the contract on a price per column so it used a model based on a concession fee for exclusive rights to specified assets with additional percentage shares of gross revenue year on year. The prediction is for £3.5 million income over ten years.
- 6.8 The "small cells"¹⁴ can be useful to the big mobile phone networks who are having coverage and capacity issues with 3G and 4G networks. It is estimated that an Operator (e.g. Vodafone) can rent the small cells for up to £4-7000 per annum from the concessionaire.
- 6.9 In addition to the increased revenue directly from the contract, Camden is anticipating some reductions in costs from increased use of online services by residents and businesses and reduction in costs for staff who could use the network whilst working away from the office. Currently the statistics in

¹³ LB Camden did not specifically procure a Wi-Fi service. As it was a concession, they were not able to procure services. Instead they expressed their aspirations which included the desire to provide free Wi-Fi. The bidders chose to include a Wi-Fi offer in their bid. This was not evaluated under procurement criteria so did not affect the outcome but was a benefit of the approach taken.

¹⁴ "Small cells" is an umbrella term for operator-controlled, low-powered radio access nodes, including those that operate in licensed spectrum and unlicensed carrier-grade Wi-Fi. Small cells typically have a range from 10 meters to several hundred meters. With mobile operators struggling to support the growth of mobile data traffic, some are increasingly using small cells to maintain capacity.

Camden show approximately 600 users per week on the network but it is believed that there is higher usage than this and that this will be captured by the analysis as it gets more detailed.

- 6.10 The contract and procurement process was technical and mitigating risks of State Aid¹⁵, Telecom Code Powers¹⁶ and liability for Business Rates was essential. The contract is for 10 years and Camden included an exclusivity clause in order to safeguard its assets. The contract also ensured that Business Rates were paid by the concessionaire. This was particularly pertinent as there were changes in legislation around business rates for internet providers.
- 6.11 There are other models available for installing small cells and generating income in this way. Alternative assets can be identified such as buildings or some providers will install stealth designed equipment and then pay a one off capital sum and recurring revenue for the duration of the contract.
- 6.12 In addition to generating income through small cells, Camden is pursuing the possibility of income generation through installing mobile phone masts on suitable tall buildings in the borough. Clauses are being drafted for potential contracts to ensure that the risk from the Telecom Code Powers were mitigated such as adding wording to ensure that “at the end of the term of lease apparatus remaining on our assets transfer to us.” There was a need for specialists to ensure that the terms and conditions provided adequate protection for the council and residents to ensure the return of assets to the borough. Contracts also ensured that Business Rates were paid by the concessionaire. This was particularly pertinent as there were changes in legislation around business rates for internet providers as mentioned above.
- 6.13 Statistics from the company “Point Topic” can be used to assess broadband coverage and connectivity in a locality helping to highlight areas to focus on in order to increase connectivity. In Camden there is a correlation between areas with low connectivity and high footfall meaning that there is demand from providers for rooftop masts in those areas.
- 6.14 Housing estates are a controversial choice for phone masts and residents’ concerns over matters such as health always need to be addressed. The LB Camden proposes to ring-fence any income for social and digital inclusion projects and put the positives outcomes in place upfront (such as free / subsidised Wi-Fi for the estate/free Wi-Fi for Tenants and Resident Association halls/ training for those who currently do not use the internet etc).

¹⁵ Using taxpayer-funded resources to provide assistance to one or more organizations in a way that gives an advantage over others may be state aid. <https://www.gov.uk/state-aid>

¹⁶ The Electronic Communications Code (‘the Code’) enables electronic communications network providers to construct electronic communications networks. The Code enables these providers to construct infrastructure on public land (streets), to take rights over private land, either with the agreement with the landowner or applying to the County Court or the Sheriff in Scotland. It also conveys certain immunities from the Town and Country Planning legislation in the form of Permitted Development. <http://www.ofcom.org.uk/>

These could also have the added effect of increasing channel shift to online Council services helping to further reduce council costs.

- 6.15 This scrutiny review has identified that the potential for income generation in Lewisham from wireless concessions is substantial. However, the Camden model has caveats from a Lewisham context, in particular due to existing PFI contracts on much of the street furniture which would limit the negotiation options and also add a far greater complexity to them which could substantially reduce any potential income. The review did identify other Councils who had worked through PFI contracts such as the London Borough of Islington so acknowledges that it is still possible for this to be an income stream but still feels the evidence shows the increased complexity and reduction in profits makes it a less appealing model.
- 6.16 However, further investigations as part of the scrutiny review process and research has now highlighted a different model for installing small cells and generating income. The review discovered a different approach with companies who were interested in working with Lewisham but using existing buildings and stealth designed equipment for the purpose of housing small cells and macros. This review has now identified that the potential income that could be generated by the Council is substantial and that it could be in the region of £1 - £2 million over a 5 year period with a continuing revenue stream of up to £100,000 /annum over the duration of the contract.
- 6.17 Another recent development to this is that National Government in a recent letter from The Department for Communities and Local Government, the Cabinet Office and the Department for Culture, Media and Sport to all Council Leaders, has also noted the benefits of income through wireless concessions and endorsed the approach both as a service to residents in improving digital connectivity and in a substantial income stream to Councils.¹⁷
- 6.18 As part of the review, additional information was sought on any potential health risks as a result of exposure to small cells and macros. The government research indicates that the most substantial health risk from mobile phones remains their use whilst driving. Following this, it is usage of individual handsets and there is currently no research that has identified a risk from proximity to small cells¹⁸
- 6.19 Picture 1 below shows an example of small cells and shows the potential for them to be blended with a building and have minimal impact on the appearance of buildings.

¹⁷ <https://www.gov.uk/government/publications/the-digital-communications-infrastructure-strategy/the-digital-communications-infrastructure-strategy>

¹⁸ <http://www.nhs.uk/Conditions/Mobile-phone-safety/Pages/QA.aspx#research-on-health-risks>



Examples of Ericsson small cells

6.20 The Committee felt strongly that the potential for a substantial revenue and capital income stream to the Council was very important and the momentum on investigations needed to be maintained to ensure this potential was realised. This was a substantial capital and revenue income stream discovered and developed through this review and a company had now been identified as a potential partner to achieve this income.

RECOMMENDATION: That the work undertaken by this committee to identify an income stream and potential partner through a wireless concession be endorsed and secured as soon as possible to ensure that the high level of potential income identified by this review is realised.

7 Commercialisation Strategies

7.1 Members of the Public Accounts Select Committee felt strongly that additional evidence on commercialisation methods and strategies would be highly beneficial to the review. The Committee heard evidence from Lyn Carpenter, Executive Director Environment, Leisure and Residents Services Department, Hammersmith and Fulham on commercialisation and income generation strategies at an informal meeting on 11th June 2015.

- 7.2 Commercialisation could be defined as developing an organisation that was customer oriented and keen to enhance the customer experience each and every time. Ensuring that service interactions were easy for the customer and enhanced the customer experience and were responsive to their needs. LB Hammersmith and Fulham felt strongly that developing a commercial culture helped to maximise income generating opportunities whilst developing innovative service delivery models.
- 7.3 At Hammersmith and Fulham, commercialisation was seen as a positive way of generating income to protect services. It could feel challenging at times and staff and managers needed to be supported through the process but the benefits to the organisation were substantial in terms of cross funding back into the general fund.

RECOMMENDATION: That a commercialisation ethos be endorsed and embedded throughout the Council as a method of protecting services to residents whilst maintaining a public sector ethos. Generating income should be seen as a means of protecting services and reducing further cuts. The more self-funding a service can be, the greater the resilience it has to withstand further reductions in funding.

- 7.4 In order to develop a successful commercial strategy it was important to identify and examine income generating services, ensuring a thorough understanding of costs and service levels as well as competition and value. Proactively cross-selling of services by staff was key.
- 7.5 It was essential to properly assess “contributions” of non-statutory services and use thorough analysis to help make difficult choices. For example some services were routinely being subsidised at higher rates than others purely due to annual price rises effecting costs across services differently. If there was subsidy from the Council it needed to be properly assessed and be based on policy rather than being applied randomly from historic price uplifts and ineffective cost analysis of inflationary increases.

RECOMMENDATION: That the Council’s “Contributions” to non-statutory services be thoroughly analysed to help make difficult choices. Some services are routinely being subsidised at higher rates than others purely due to annual and historic price rises affecting costs differently across services. If there is subsidy from the Council it needs to be properly assessed and based on policy not applied randomly from historic price uplifts and ineffective cost analysis of inflationary increases.

- 7.6 The evidence from Hammersmith and Fulham stressed that better segmentation of the Council’s customer base was required to move away from the assumption that “one sized fitted all” to a comprehensive understanding of different customers and service areas needing different arrangements and staff needing different skills. For example – increasing

income from Registrars verses income from Trade Waste would need very different skills-sets amongst staff and different approaches. There also needed to be an effective understanding of debt and debt recovery to ensure cost efficiencies and sensible service provision decisions.

7.7 There needed to be a shift across the whole organisation ensuring an entrepreneurial and commercially minded staff. Key features of the changes at Hammersmith and Fulham included introducing a simple approach to sales and marketing. Namely:

1. Identifying and maximising external income opportunities across all areas. This involved a mix of retention, acquisition and win-back strategies to increase then maintain customers. It also involved effective debt management strategies.
2. Creating a sales service ethic amongst officers. Engaging and motivating as well as incentivising via performance related pay and sales targets.
3. Ensuring that this was all underpinned with an appropriate and fit for purpose commercial infrastructure.
4. Ensuring there was a focus on customer experience. Customer Loyalty and lifetime customers were valued highly.

7.8 An example of the success of the Hammersmith and Fulham strategy was Commercial Waste - income from this has now grown by 30 per cent in 4 years and their market share had increased by 20 per cent in this time to over 40 per cent. Profits were returned to the corporate budget and £0.5 million has been returned to the general fund over this time. Kensington and Chelsea were also pursuing a similar approach and had secured around 70 per cent of the market share in Commercial Waste. Targeting high value customers had been one of the changes that had helped to secure this increase. Staff needed to understand the balance between focussing on high value customers verses overall customer numbers and be flexible to adapt to changing markets as they happened.

7.9 Another example listed was a change of mind-set in the events and lettings team, which had meant that over the last four years they became entirely self-funded by the income they generated and in addition to this had made a contribution of £0.4 million to the central fund. This represented a 25 per cent growth in external income over the period.

7.10 A change of mind-set beyond covering costs to generating profit to feed back into the general fund was encouraged.

RECOMMENDATION: That a commercialisation specialist be appointed at senior officer level as soon as possible, to lead and develop the organisational changes needed to deliver this new commercial approach.

RECOMMENDATION: That the portfolio of one cabinet post be amended to include specific responsibility and accountability for commercialisation and income generation and all cabinet posts portfolios include considering income generation options.

- 7.11 Hammersmith and Fulham reported that traditionally there had been problems understanding markets and fully understanding the strengths of services. A top down analysis helped to identify key income generating activities for the Council including high level income and expenditure comparisons with other London boroughs and comparisons with private sector providers. Managers needed to engage services to carry out diagnostics of skills and capabilities – including understanding: current and potential customer base; the true costs of generating income (i.e. is there a real surplus after all costs met); understanding the market and customer requirements; understanding churn including rates of acquisition, retention, win-back, and conversion of customers.
- 7.12 It was recognised that commercial skills were not necessarily inherent in public sector workforce and it was important to teach staff selling techniques and maintain engagement to help with the transition. Staff needed to have high energy, work hard have qualitative and quantitative focus, be results orientated, work to targets and be focussed on the needs of the customer. They also needed to be credible, have a thorough understanding of the product and be able to sell and close on a sale.
- 7.13 In order for this to be successful, sales targets were introduced and new performance indicators were created and monitored such as the conversion rates for new customers. Staff were rewarded through performance related pay; there was an increased focus on ensuring performance of any sub-contractors. There was training for officers to understand the importance of customer loyalty and how this linked into increasing the market share of a service. Net Promoter Scores¹⁹ were compiled to measure customer loyalty and benchmarked against the private sector. Staff were encouraged to think about levels of service (Gold, Silver, Bronze) and matching the requirements of the customer with the level of service. Thinking about branding was important and exploiting the power of the brand of a good council – increased levels of trust and confidence from customers. Managers had to ensure they recognised success and rewarded and praised excellence to keep staff positive and motivated.
- 7.14 There was also an increased focus on customer interfaces. For example, the first point of contact for many customers is the reception staff and they needed to have the right skillset to match the customer focussed culture change. Hammersmith & Fulham introduced a strong ethos of focusing on the customer and customer experience across the whole Council. Phones had to be answered within three rings and messages followed up on promptly. In addition to this a “Customer and Business Development Officer” with a private

¹⁹ The Net Promoter Score is based on the fundamental perspective that every company/business’s customers can be divided into three categories: Promoters, Passives, and Detractors. By asking the question — *How likely is it that you would recommend [this service] to a friend or colleague?* — you can track these groups and get a clear measure of your company’s performance through the customers’ eyes. Customers respond on a 0-to-10 point rating scale and are categorized as follows:

- **Promoters** (score 9-10) are loyal enthusiasts who will keep buying and refer others, fuelling growth.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors** (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

To calculate your company’s NPS, take the percentage of customers who are Promoters and subtract the percentage who are Detractors. Work can then be targeted to increase number of promoters and reduce number of detractors.

sector background was employed to help with the transition. No consultants were used during the process; all expertise was built up in-house.

- 7.15 There were challenges experienced and in addition to those already listed these included: understanding the true costs of services as the information could be very difficult to obtain in some circumstances; helping and supporting staff to understand the technical concepts and the shift to a more commercial outlook; and the time and energy needed to make the changes. The need for the right people, right skills and right approach.
- 7.16 Hammersmith and Fulham believe that their change in focus to a more commercial strategy has been able to protect service provision across the Council by covering costs in non-statutory areas and bringing in profit to the general fund to protect other services.
- 7.17 In analysing the evidence, the committee highlighted that Cross-selling services and a commercial culture within the Council needed to be looked at carefully as there could be negative aspects if staff were not fully engaged with the changes or if the customer experience was negatively affected. How the change was managed was of vital importance and helping to create a cultural shift to accept that commercialisation was a way in which essential services could be protected for residents.

RECOMMENDATION: That support for staff be embedded in any process or culture change within the Council. The Committee note that commercialisation can feel challenging and staff, managers and elected members need to be guided and supported through the process.

- 7.18 The table below lists other ideas that had been considered by Hammersmith & Fulham as having the potential to increase income generation and shows questions raised to ensure a thorough understanding the market place and to balance service level, quality and price.

Hammersmith & Fulham Presentation

Service Area	Ideas/opportunities/queries
Adult Social Care	<ul style="list-style-type: none"> • Could a pricing structure be created that would mean that self-funders subsidise those with less ability to pay to reduce costs overall? • Should we continue to provide a meals service- does it achieve cost recovery? • Should we providing a removals service? • Should we be charging for other services that are currently free at the point of access and have we considered the links and implications of Personal Budgets? • What do we take into account when financially assessing for home/residential care- how do we interpret FACS and what are the implications for income?
Adult Education	<ul style="list-style-type: none"> • All fees have been inflated by 5 per cent- why? Need more customer intelligence including take up to inform future strategy and associated pricing points.
Housing	<ul style="list-style-type: none"> • Do we have a Landlord accreditation scheme? • Do we charge Housing Associations/estate agents to publicise via Choice Based Lettings?
Play Service	<ul style="list-style-type: none"> • Which groups attract a concessionary rate? • How do prices compare with the external market and what is our cost recovery level for the service?
Traded services to schools	<ul style="list-style-type: none"> • Do we have visibility of the range of services provided to schools under SLA arrangements, who buys back which services, how much income they generate etc? • How do we price and do we know whether we cost recover?
Street trading	<ul style="list-style-type: none"> • Should we consider differential rates for different areas of the borough e.g. a higher price for prime sites of footfall? • Should we introduce a more comprehensive pricing structure that reflects different trading activities e.g. do we charge shops for trading fruit and veg on the highway? Burger vans? Newspaper stands?
Cemeteries	<ul style="list-style-type: none"> • Is pricing consistent? • Could the Council introduce memorial schemes which have proved very lucrative in other authorities Pet cemetery? Multi faith burial site?
Pest control	<ul style="list-style-type: none"> • Does the service achieve cost recovery? • Could the commercial offer be packaged with other services such as trade waste and offer contracts to ensure guaranteed income?
Licensing	<ul style="list-style-type: none"> • Does table and chair licensing achieve cost recovery levels? • Income seems very low for tables and chairs- have we got the right pricing point? • Do we charge for A boards on the highway?
Highways	<ul style="list-style-type: none"> • Do we enforce against unauthorised crossings? • Do we charge for street naming and numbering?
Planning	<ul style="list-style-type: none"> • Do we charge for a dedicated officer for large new developments? Croydon have previously done this to provide a single point of contact.

8 Trading Companies

- 8.1 As cited in paragraph 4.6 above, the Localism Act 2011 still places restraints on local authorities' abilities to generate profit for non-statutory services. Many councils are working in innovative ways to create limited companies or trading arms in order to get round these constraints and help to create income for the authorities.
- 8.2 At their meeting of 14 July 2015 the Committee heard from Aktar Choudhury, LB Brent, Tim Smith, Finance and Commercial Director, IP & E Ltd, and Martin Key, Operations Manager, IP & E Ltd/Shropshire Council. The following paragraphs summarise the evidence provided to the Committee.

London Borough of Brent

- 8.3 The LB Brent is looking at a proposal to create an independent trading arm for building control. The aim is to maximise non-ring-fenced income to the local authority so that the planning & regeneration service is a net contributor to the general fund. The same trading arm could be used to generate net income in other regulatory functions, so it is important that the articles of association are set up in such a way as to allow the flexibility to achieve this. As part of this they are looking to gain "Approved Inspection" status for their Building Regulation team to enable them to undertake work throughout England without needing to obtain the host local authority's agreement to work within their area. This ability will allow Brent to market their building regulation services in the same way as private sector companies and compete with private sector Approved Inspectors. In taking forward this model, Brent is reviewing its charges to reflect market rates, whilst ensuring that they remain competitive; and developing mechanisms whereby inspection of works can be effectively resourced and undertaken.
- 8.4 The LB Brent commissioned a thorough review of regulatory services looking at the full range of services, what was being done and why and how efficient they were. This was with the aim of creating a savings target to make the service self-funding and with the aspiration of becoming a net contributor to the general fund. The Council needs to make budget savings of £54m over the next two years whilst meeting its statutory requirements and continuing to provide quality services. They are hoping to achieve savings, or generate increased income of minimum £300,000 from the net operating cost of the Regulatory Services functions that have historically sat within Environment & Neighbourhoods Division. An aim is to identify a realistic way that this group of services can become a net contributor to the council, whilst improving the quality of service provided to residents and businesses within the borough.
- 8.5 There are already some areas where the council has chosen to provide regulation over and above their statutory obligations, such as in private housing regulation. From 1 January 2015, all houses in multiple occupation (HMOs) within the borough, and all privately rented properties in Willesden, Harlesden and Wembley Central became obliged to hold a licence, regardless of whether they met the Government's national mandatory licensing criteria.

Whilst the Council is prohibited from generating income through this activity to cross-subsidise statutory activities, they are able to recover their costs. LB Brent believe that implementing this additional and selective licensing should have a number of wider benefits to the council, such as improving the standard of privately rented stock throughout the borough, whilst also building stronger relationships with over 6,000 landlords, who own a significant proportion of the private privately rented properties in Brent.

- 8.6 IP&E were appointed by Brent Council to undertake phase 1 of the review in April 2015, through a competitive tender process. They provided a frank analysis, looking at customer experiences. The focus was on generating more income; staff and the organisation becoming increasingly commercially aware; and focussing on areas where there was most commercial potential. The IP & E Ltd contract was to do a thorough audit and review of regulatory services but they were not employed as contractors to actually deliver the review's suggestions, as this was undertaken by LB Brent itself.
- 8.7 Within the review process all methods of streamlining costs including reanalysing management structures and the level of skills needed across work areas were considered. An example given was the planning department: It was much more cost effective for administration staff and junior planners to be doing the lower-level and more routine work with the higher paid senior planners working on the larger and potentially more profitable projects. Management structures needed to be studied very closely with analysis based on role breakdowns rather than just the title and grade of a post. Highly qualified professionals were effectively doing low skilled tasks and there needed to be process redesign to improve capacity and resilience and increase cost effectiveness.

RECOMMENDATION: That any restructures within the Council ensure the right grade of staff for the work. It is costly to have the wrong grade of staff carrying out certain tasks and management structures should be studied closely with analysis based on role breakdowns and not just title and grade. This is to ensure that services can be profitable or cost neutral by making as efficient use of all skills as possible.

IP & E Ltd and Shropshire Council

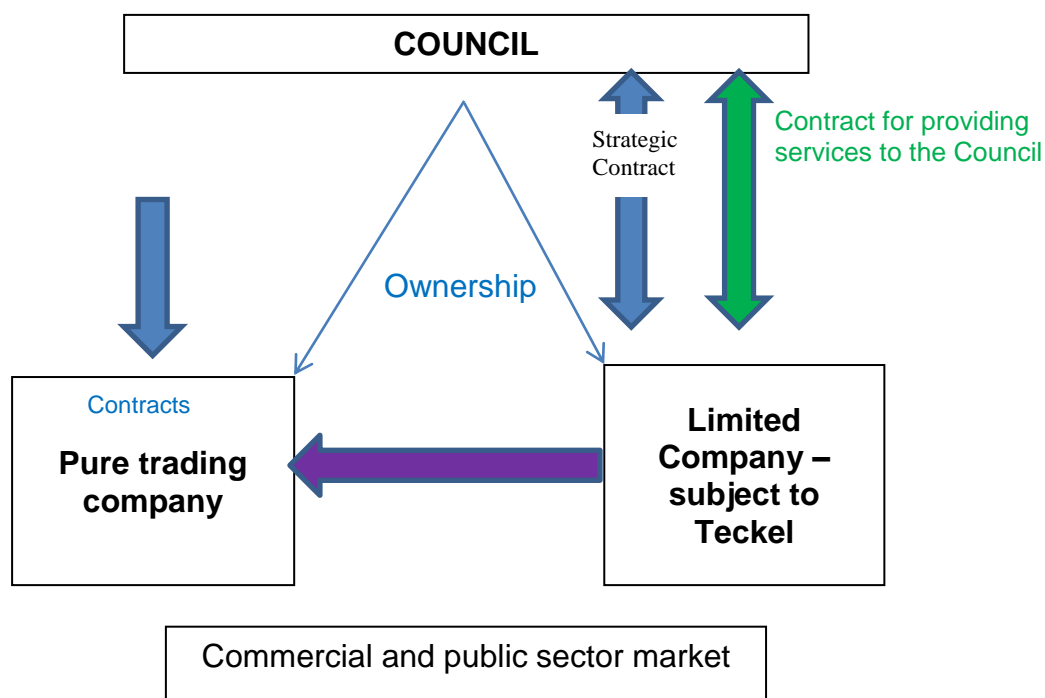
- 8.8 IP & E Ltd is a limited company wholly owned by Shropshire Council. It was set up as an alternative structure to outsourcing with all profit invested back into public services. They do not pay dividends to private individuals and this was a key feature that appealed to public sector and third sector clients. The Grant Thornton Report "Spreading their wings – Building a successful local authority trading company"²⁰ had cited this as a good practice case study.
- 8.9 The company was set-up using statutory powers in the Localism Act 2011 to enable profit to be generated by trading with a view to creating "public profit."

²⁰ See: <http://www.grant-thornton.co.uk/Global/spreading-their-wings-LATC-report-2015.pdf>

Commercialisation was at the heart of the company but whilst maintaining a public sector ethos and focus on customer experience. There were limitations within the contract to ensure that IP & E Ltd was only able to work in a way that was felt by Shropshire Council to be compatible with their own aims and objectives. The company did not work in isolation and worked closely with Shropshire Council, sharing policy aims, objectives and priorities. There was a public sector ethos within the company which was combined with a very strong customer focus based on fully evaluating needs and objectives.

- 8.10 Shropshire Council set up two styles of companies within the IP & E branding – a trading company and a limited “Teckal” company. Currently the trading company was dormant and all work was being conducted through the Teckal Company. Set up costs for IP & E Ltd had included the option of a loan from Shropshire Council of £500,000 and an agreement with the local authority to use some of the IT infrastructure and office accommodation on a charged basis.

Overview of company structure of IP and E Ltd



- 8.11 The Teckal exemption enabled Shropshire Council to contract with the company in a way which enabled any contract award to be treated as “in house” and therefore not subject to the standard procurement processes. To qualify for Teckal exemption, a company must be wholly owned by public bodies including by the public body contracting with the company and the “essential part” of the company’s activities being undertaken for the members of the company. This “essential part” has been reduced from 90 per cent to 80 per cent following a European Directive.²¹

²¹ EU Directive 2014/24 <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:32014L0024>

Teckal exemption criteria:

1. The company is wholly controlled by public bodies (without any private ownership) including by the public body contracting with the company (the 'control test'); and
2. The "essential part" of the company's activities must be undertaken for the member(s) of the company (the "function test").

'Essential part' is currently interpreted by case law to mean 80 per cent of the turnover of the company.

- 8.12 In the case of IP and E Ltd, should the external demand for services start to impact on the minimum 80 per cent council trading income, these services could be transferred to the 'trading' business arm thus preserving the Teckal exemption. This was the reason for setting up the two companies.
- 8.13 The company is also able to trade successfully with private and public sector clients across Shropshire and beyond, including schools and other public bodies. IP & E Ltd.'s not for profit nature appealed to other public sector companies as well as private individuals and companies as all profits return to the public sector for further investment in the services provided.
- 8.14 Examples of services traded included: communications; business design; public health initiatives; business support and regulatory services; and schools traded services. For example, communications and media support was provided back to Shropshire Council but also to external customers and partner organisations such as the Police and the Fire Brigade.
- 8.15 Within Adult Social Care the model allowed staff to reassess care packages in partnership with clients and carers to prioritise actual needs and eliminate unnecessary expenditure. Eligibility criteria had not been raised, but costs had been reduced by having a different focus on what the customer actually needed. In terms of reducing costs in Adult Social Care, analysis of call centre patterns and behaviours were undertaken. Previously all related calls to the call centre had been put through to adult social care. This was costly and inefficient and through better understanding of the nature of calls a triage process was now being done. Call centre staff were being trained to answer additional queries and now 73 per cent of calls were dealt with at first point of call or by being transferred to a relevant third sector organisation meaning significant cost reductions were being made.
- 8.16 In terms of the reassessments of service users for adult social care, there had been a different focus asking about the full details of existing care paths to ensure that every element added value and if it didn't then changing the path to better reflect needs and abilities of the client. Users and Carers were central to the discussion and this enable improved care packages whilst reducing overall expenditure.

- 8.17 Shropshire Council became a unitary authority in 2009. Planning and Regulatory Services faced significant savings pressures including £4 million taken out of front line services. Different models were assessed for continuing to provide these services to residents in the most cost-effective way. These included: staff mutuals; shared services; outsourcing; and a stand-alone trading company.
- 8.18 There were challenges with a staff mutual in terms of staff motivation and relevant skill sets. Outsourcing was less appealing as there was often no cost saving involved and profits were going to private companies rather than being reinvested in the service and community.
- 8.19 Setting up a trading company meant that there would be freedom to trade and generate a profit to be reinvested back into services. In 2014/15, business support and regulatory services functions within IP & E Ltd had £400,000 external trading income which was predicted to double by the end of 2015/16.
- 8.20 The primary aims were to sell locally to the private sector or individual consumers but selling to other public sector organisations was also successful. For example a pest control contract had been won with a large public sector organisation. IP & E Ltd had been able to significantly undercut the previous contract with a private provider saving the client money, whilst still generating profit on the contract.
- 8.21 Part of the model for success was about changing the culture and leadership strategy within the organisation and amongst staff. Placing an additional focus on customer experience, quality and performance, in addition to this, commercialisation of staff and delivering a marketing plan with income targets. In this respect the culture shift very much mirrored that of the evidence provided by Hammersmith and Fulham.
- 8.22 There had also been a reduction in tiers of management and a focus on front line delivery staff. Staff were focussed on partnership working and client liaison face to face, online and on the telephone.

RECOMMENDATION: That in addition to a “top down” approach to identifying commercial strategies and income streams, a “bottom up” approach be encouraged for front line staff to report areas where they feel fee levels are wrong and to identify new areas of potential income streams. A platform for staff to do this should be created with clear feedback provided.

- 8.23 The State Aid rules were an important consideration in setting up a publicly funded body. There needed to be a transparent funding arrangement and a “true” profit in the trading of services or there could be potential for this to be considered as “State Aid” thus unfairly distorting the commercial market.
- 8.24 Governance was also an important issue and IP & E Ltd had an “open book” approach to ensure that Shropshire County Council were able to monitor all

aspects of trading and accounts. In the running of IP & E Ltd, there were times when tensions had arisen with the partnership with Shropshire Council but these generally had positive outcomes and ensured shared priorities. The contract output specifications and performance framework had been important when setting up the company but both partners felt that it was important not to make the performance framework so comprehensive and onerous that it created a substantial additional workload as this would make the company less competitive and divert resources away from frontline services.

- 8.25 Currently the company was generating a modest profit but it was seen as much more important that setting it up had protected services.
- 8.26 It is important to note that the risks associated with councils setting up trading arms are also considerable. The Grant Thornton Report cited above²² notes that a number of adult social care service Local Authority Trading Companies (LATC) have slipped into deficit or have been brought back in-house following concerns over service delivery and value for money. Examples of LATCs that have failed include a trading company entering into a large catering contract resulting in a substantial loss that required funding by the council. A supplier of council house windows did not have a business plan outside of the 'decent homes' standards requirements. When this ended, the company required significant levels of interim financial support and restructure. Another example cited a company set up to tender for a large contract which did not win the work. With no other strands to its business plan, it eventually became dormant and never managed to repay the initial capital investment.²³
- 8.27 When considering a LATC option, Grant Thornton recommends the following:
- Consider the strategic fit – undertake a strategic review at the start of the process.
 - Appraise options thoroughly – look at all alternative service delivery models
 - Develop an outline business case – including commercial strategies and business, financial and marketing plans.²⁴

9 Overview from the London Borough of Lewisham

The Lewisham Future Programme

- 9.1 The Lewisham Future Programme is the Council's organisational approach to meeting the financial pressures placed on it by central government. The Council is now in the sixth year of an expected ten year long period of resource reduction. In the period 2010 to 2015, the Council made savings of over £120m. A number of proposals are being pursued by Lewisham Council as part of the Lewisham Future Programme income generation strategy. Current proposals include:

²² <http://www.grant-thornton.co.uk/Global/spreading-their-wings-LATC-report-2015.pdf>

²³ *ibid*

²⁴ *ibid*

- Increasing the amount of Council tax collected
 - Generating more income from School Service Level Agreements
 - Maximising investment income
 - Increasing income from advertising
 - Reviewing fees and charges with a view to increasing income.
- 9.2 At the meeting of the Public Accounts Select Committee on 29th September the Committee received information prepared by the Lewisham Future Board. This board drives the Lewisham Future programme forward, is officer led and has the aim of highlighting work being currently undertaken by Lewisham Council in the field of income generation and future strategies.
- 9.3 Theoretically the Council can generate income where it is able to sell a service at a cost greater than that spent on delivering it. The main areas the Council can look to do this are through:
- Fees and charges.
 - Identifying areas where the council excels in performance and cost effectiveness and sell our core services to other councils through the use of trading companies for instance.
 - Selling the use of our assets particularly street assets (some will be covered by the fees and charges policy, but the council could explore other commercial areas).
 - Using our assets to generate income, particularly revenue income.
 - Improving treasury management to ensure that we generate as much income as possible (within prudential risk criteria).
- 9.4 In 2013/14 Lewisham generated £118.3m of income, from fees, charges and other service income. This was from a variety of sources from Adult Social Care to Leisure Centres. This revenue is increasingly important with Government budget reductions meaning that the Council is required to save £85m between 2015/16 and 2017/18 to balance its budget. While income will play a critical role in meeting this challenge, it must be undertaken in a clear, transparent and consistent way.
- 9.5 Income can be a means by which to ensure a service is sustainable in the longer term but if not implemented in a fair and transparent way it can lead to a lack of engagement and distrust in the service and Council as a whole. The Lewisham Income Strategy is intended to ensure that where the Council has in place fees, charges and sources of income they are guided by certain principles and managed in a thoughtful and consistent way.
- 9.6 In addition to working up specific proposals, the analysis has resulted in the development of a comprehensive income strategy. The strategy is intended to ensure that the management of the fees and charges levied by the Council, and other sources of income that the Council receives, is consistent and guided by agreed principles. The adoption of the new strategy in May 2015 means that the Council will adhere to the following principles when setting or introducing fees and charges:

- **Full Cost** – Any fees and charges should cover, at a minimum, the full costs of the service (including capital and revenue investment and overheads) unless there are contrary policies, strategy, legal or contractual reasons.
- **Market Rates** – Where fees and charges are in place they should reflect market rates subject to meeting full cost. Any charges that are significantly lower than the market rate must be agreed by the Fees and Charges Working Group.
- **Inflation Rise** – All fees and charges will rise in line with inflation in order to avoid sharp increases in prices.
- **Benchmarking** – All fees and charges should be benchmarked with neighbouring local authorities and the voluntary and private sector delivering similar services. Charges should not be significantly below comparator councils.
- **Agreeing Subsidy** – The Fees and Charges Working Group must agree any decision to subsidise a service through lower fees. A business case must be presented setting out the rationale behind the subsidy and the full costs of the subsidy (including annual and whole life revenue, overheads and capital costs).
- **Understanding Demand** – Demand analysis must be undertaken to understand the impact of fees and charges on service and non-service users. This should include the elasticity of demand.
- **Concessions** – Any concessionary scheme should be based on ability to pay or promote a strategic objective and be applied in a consistent and transparent way across all council services.
- **Collection** – All fees and charges should be collected in the most efficient form. All fees and charges should be collected through automated electronic means and prior to the service being delivered.
- **Targeting Charges** – Managers should actively consider the use of alternative pricing structures to take advantage of opportunities to segment markets, and to target and promote take-up of services to specific target groups as appropriate to strategy objectives.

9.7 The strategy provides a guide for service managers and helps ensure that fees, charges and other income sources are guided by specific principles and managed in a consistent way. A fees and charges working group has also been established which includes the Head of Finance, three additional Heads of Service and the Cabinet Member for Resources.

RECOMMENDATION: That all Heads of Service be engaged in the process of moving to an increasingly commercial culture and in identifying income streams.

Fees and charges to our residents

- 9.8 The Council has undertaken significant work in this area as listed in the paragraphs above. It is therefore important to assess whether existing policies have been implemented, or whether the Council needs to explore wholly new approaches.
- 9.9 Being a public body there are of course limitations on where money can be generated and in many of administrative functions such as licensing, planning, some areas of regulation, a nationally determined fee is prescribed or a local fee can be set at a level that recovers cost (but does not make the council a profit).
- 9.10 Fees and charges are important because the council does not want to have to subsidise from the General Fund administrative functions for which the Government determines the fee. The Council therefore needs to attempt to reduce administrative costs to match the fee structure - otherwise the council tax payer is subsidising an activity that is supposedly paid for by the applicant.
- 9.11 Income generation through fees and charges to residents delivers relatively low levels of income. As a council it is only possible to charge the competitive rate. To overcharge will have the potential to reduce demand. High charges can cause perverse consequences. It may drive people to avoid the charge and thereby reduce the council's scope to raise additional income. It may also generate behaviours that are not wanted, and stop people using services that would benefit them. Therefore, increases in fees and charges are likely to be marginal.
- 9.12 The fees and charges policy has a principle of full cost recovery. This is not achieved in all services and so these areas should be reviewed again. If it is not possible to increase the fee, consideration should be given to the alternative approach of reducing costs to bring them in line with the fee. If this was achieved in the Planning service for instance, the Council could achieve notable savings. In planning, there are also additional fees that can be charged for pre-application advice and Planning Performance Agreements. These are set locally and give more flexibility in income generation.

RECOMMENDATION: That the true costs of Council services be understood to ensure that when full cost recovery is sought, it is based on accurate cost figures.

- 9.13 Individual Services and Departments are also considering where they can go beyond their current offer to offer additional services. This would not be to make a profit from residents but to be able to contribute to the fixed costs of services. Examples include: Selling green waste services which is currently out to consultation.

10 Future Proposals

- 10.1 Proposals currently identified by the Lewisham Future Programme have identified potential proposals to generate sustainable income of £1.050m for 2016/17 and a further £0.250m in 2017/18. This is excluding the ongoing review of fees and charges which officers are continuing to progress and excluding the evidence and findings from this scrutiny review highlighting the income potential from the wireless concession.

Advertising Income

- 10.2 This proposal seeks to exploit advertisement opportunities in the borough. A piece of work from advertising specialists was commissioned to undertake an audit of the borough. This work sought to identify key locations in the borough where it is felt that increases in advertising activity would work well. It provided some reasoned indications that sustainable income of some £0.300m per annum could be achieved by a mixture of large format digital and non-digital advertising at various sites in the borough. This level of income is based on the likely guaranteed fixed rents payable to the Council and reflects assumptions regarding commissions, discounts, voids and capital amortisation.
- 10.3 The Council is currently examining design option for the advertising scheme which involves the final identification of the sites on which to focus and how the advertising offer will be marketed.

Finance and Accounting Policies

- 10.4 This proposal is centred on the review of regulatory restrictions for the Housing Revenue Account (HRA), Dedicated Schools Grant (DSG) and the Capital Programme and review of treasury management. In the latter half of the current financial year, the regulation restrictions pertaining to these areas of business will be further examined. This is to ascertain what is charged to these accounts thereby providing the potential to release general fund resources.
- 10.5 This detailed desktop exercise has begun and a target for this element of £0.200m on going would appear realistic for 2016/17. For treasury management, the first year proposal focused on achieving greater gains from investments on treasury management activity. This proposal looks at a comprehensive review of the long term debts the Council has to assess options for debt rescheduling and debt redemption. This will be dependent upon market conditions and the willingness of counterparties to enter negotiations on revising their loan books. An annualised equivalent saving target of approximately £0.100m is being estimated.

Review of sundry debtor collection

- 10.6 A review of sundry debtor collection is being carried out with a target to improve collection by at least 1 per cent which is equivalent to £0.250m. The

review, led by the Head of Public Services, will look at the end to end process for sundry debtor collection and review the use of technology and the staffing arrangements. The current arrangements are that services raise invoices and where these remain unpaid they are followed up by the central sundry debt collection team using the new Oracle system. These arrangements will be comprehensively reviewed using external expertise to ensure we have the best structure in place and are following an effective process making the most of the technology available.

Review of the impact of the Controlled Parking Zones Programme £0.250m 2017/18

- 10.7 The Council reviewed its parking policy in 2012/13. On the 10th April 2013, Mayor and Cabinet agreed 37 recommendations which led to a revised parking policy. Recommendation 10 set out that the Council would freeze parking charges at the current levels until 2015/16 and review annually thereafter. Recommendation 11 set out that the Council would consult on any future charge increases that exceeded inflation.
- 10.8 The Council's parking policy has to balance the needs of those living, working, visiting and trading in the borough as well as ensuring that the cost of parking controls is met. The increase in car ownership and demand for parking spaces need to be balanced against the need to reduce the harmful effects of car use on the environment. The Council's parking charges reflect the need to not only cover the costs of delivering parking controls but also managing these issues.
- 10.9 The parking charges are fixed in accordance with the requirements of the Road Traffic Regulation Act 1984. Section 122 of the Act imposes a duty on the Council to use them to 'secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians and the provision of suitable and adequate parking facilities on and off the highway'.
- 10.10 Charges were set at a level which was in line with the median level in London. Setting charges at that level ensured that the borough did not become a 'car park' for those travelling into London. It also ensured the Council continued to meet the objectives set out above and comply with the requirements of Section 122 Road Traffic Regulations Act 1984.
- 10.11 The Council's fear of becoming a 'car park' for commuters is very real. The introduction of the congestion charge in 2003 saw the number of commuters driving into central London reduce, but the risk was and remains that they park in the surrounding areas. The Council has multiple transport links into central London which makes this a risk. This is especially the case as Lewisham is just inside zone 2 and at the end of the Docklands Light Railway. Added to this is the fact that access to Lewisham is relatively easy for commuters driving into London, but becomes more difficult the further into London they travel as travel times' increase.

Lewisham's potential Youth Service mutual

Investigations into the potential creation of an Employee Led Mutual (ELM) for the Youth Service are taking place.

The potential for income generation will be a key element of the planning process as it is envisaged that, should a mutual be created, it would be self-sustaining within three years.

The service is already generating income by renting space to private and community sector users and bidding for relevant available grants. Based on current projections the Service is projected to generate £100k by the end of 2015/16

However, by spinning out of Council control, it is felt that greater commercial and entrepreneurial activity could be engendered, as well as the ability to access funding streams unavailable to local authorities, such as Children In Need funding.

10.12 The charges were last increased in 2011. The parking policy review also led to a controlled parking zone programme of reviews of existing arrangements and the implementation of new zones. Whilst the review of existing zones is likely in some cases to lead to a loss of income and there is a cost of reviewing and implementing zones overall, there is likely to be an increase in income overall.

10.13 It is estimated that increased charges and the controlled parking zone programme will lead to an additional income of £0.25m.

Selling services to other councils and organisations

10.14 The evidence the Committee received from the Lewisham Income Board stated that very few councils successfully sold services and made a 'profit' that could be returned to the General Fund and cited the largest and arguably most successful traded service as being the Norse Group, a trading company set up by Norfolk county council. The Norse Group is a holding company providing services to a number of local authorities across the UK. It was established in April 2006. The holding company contains:

- NPS Property Consultants Group
- Norse Commercial Services Limited (facility management)
- NorseCare (a care provider)

10.15 Norse Group is wholly owned by Norfolk County Council. In 2014, the group's turnover amounted to £248m with pre-tax profit of £6.8m. However, the Norse Group is a business, with all the attendant risk, and so much of the profit is needed to be reinvested into the business or used for pension liabilities (from the TUPE and Joint Venture (JV) arrangements entered into with local authorities), This means that monies returning to the General Fund are less than £1m.

10.16 Although such levels of profit returning to the Council may not be a significant driver to sell services (considering it has taken Norse nine years to generate profit), one of the major benefits of doing so is the ability to 'subsidise' the overhead costs within the Council. As the Council gets smaller the relative contribution of overheads (governance, HR, policy, finance etc.) gets bigger as there are significant fixed costs.

10.17 The Council is already selling its services to partner organisations. The main area is the services provided to schools that are above the statutory service and which schools are not obliged to purchase through the local authority. As long as the local authority is charging enough to cover both the direct costs and the overheads, then it makes sense to do so. In financial terms, it is the subsidisation of the central overheads that is the

gain from selling such services rather than direct revenue. There is a market and schools would go elsewhere if costs were disproportionate to market costs. The Council also provide services to the ALMO and have further proposals on services such as lumber collection.

10.18 Lewisham has explored other areas where there is potential to sell a service. There are two examples of where this may happen. One is an energy consultancy (with limited income potential circa £50k to £100k) and the other is the potential from the shared IT service with Brent, but this is still in development and as yet unknown potential.

Potential Sustainability Consultancy at the London Borough of Lewisham.

An initial proposal for a sustainability consultancy was put forward by members of staff as a way to use the expertise within the Council to maintain a service, generate income and return additional funds to the Council's general fund. The annual turnover of this proposed consultancy was anticipated as being £100,000.

Whilst investigating methodology it became clear that, as there is no overarching Council trading arm established, setting up one purely for the purpose of running the Sustainability Consultancy, would not be profitable.

The common legal and financial issues for any trading / income generation activity on a commercial basis and seeking clients beyond the remit/mandate of the local authority are that:

- Costs of overheads such as HR, finance and accounting, banking charges, payroll, legal, governance and contract support, insurances, property/asset services, technology support etc need to be recharged.
- Cost of business development activities such as staff time for market making, relationship management and selling, product development, branding and communication etc need to be costed in.
- Staff would need to transfer across (usually under TUPE) to new body. Terms and conditions, including pension arrangements, and ability to ride out peaks and troughs in workload depending on scale of business activities need to be considered and budgeted for.
- Tax affairs need to be managed to include VAT, corporation tax, capital gains, treatment of dividends etc.

The exact scale and impact for each of these is considered on an individual business case.

The end additional income generated is only the net profit after tax - in any mature business this will typically be in the region of 5 per cent on average so one needs a turnover of £2m to generate a profit of £100k.

On this basis, there was felt to be more scope to trade from within the Council within the constraints of current legislation. Increasing the revenue generated by the service to cover all overheads would be permitted under current legislation and services could therefore be protected.

10.19 In order to be worth developing options in this area it would need to be identified that:

- A service is high performing
- Other organisations/individuals would wish to purchase these services
- Services can be provided at a competitive cost and make a net and cashable profit after paying direct and indirect overheads and costs,
- The management of the service has the capability and mind-set to operate commercially
- The council is willing to bear the risks involved of delivering other council's services.

Using Council assets to generate income

10.20 The Regeneration and Asset Management Division has undertaken considerable work over the last few years on improving the performance of the operation of Council assets and estate (including the commercial performance). Out of all the income generating areas that could be focused on, managing, developing and maximising the use of our assets has the greatest potential to generate significant income.

10.21 Income generation opportunities have been identified and developed within the council's Strategic Asset Management Plan 2015-2020. They focus on better operating and increasing the efficiency of existing Council functions and include:

- Classifying Council assets into the operational, third sector assets and commercial assets
- Ensuring that rents and lease arrangements are clear and up to date, and that rents are collected and voids reduced in the commercial estate
- More efficient use of the operational estate
- Better use of community facilities and schools estates
- Transfer of the non-housing stock (garages and commercial estate) from the HRA to the General Fund.

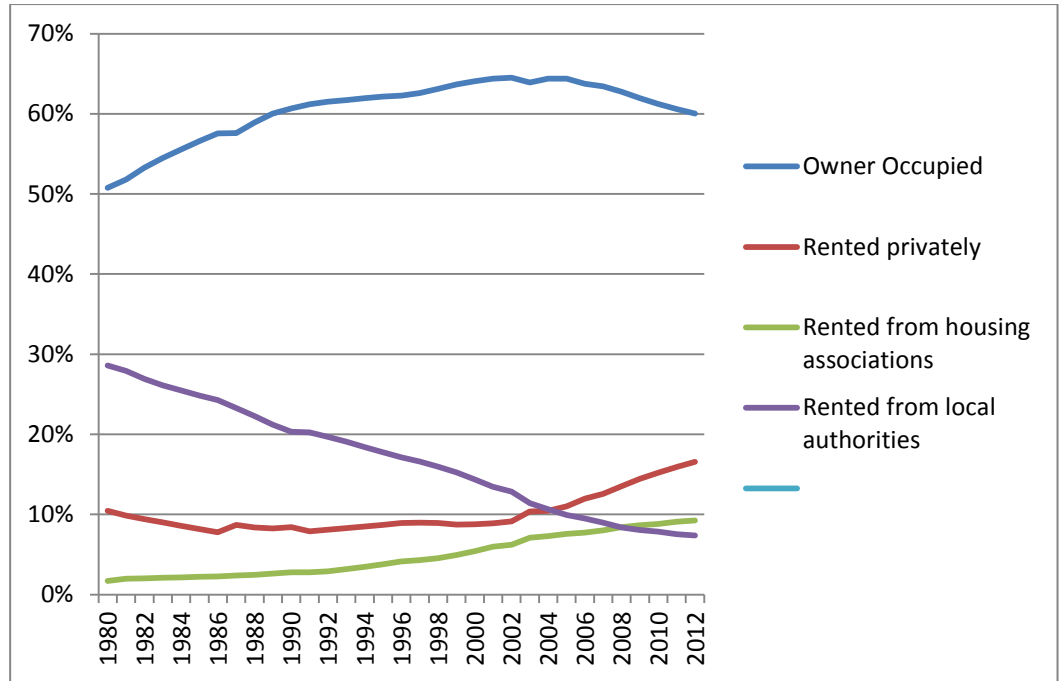
10.22 The area with the greatest potential to create additional revenue is by being creative with the Council asset base. With this potential for increased profit, there are, however, associated risks. Proposals will need to be fully developed and tested. The risk includes legal, financial and governance issues.

10.23 The Council's Strategic Housing Team and Regeneration and Asset Management Division are developing a property investment and development strand within the council's asset portfolio which has the potential to generate both economic and social benefits. The main opportunities relate to the private rented sector (PRS) with the Council retaining some or all ownership and therefore the opportunity to generate income. The graph below shows UK dwelling stock by tenure from ONS statistics. The current predictions estimate that going forward to 2020 the trends will continue with the private rental sector increasing on the same trajectory.

Red Door Ventures – LB Newham

LB Newham have set up a wholly owned Council trading company - Red Door Ventures. Over the next 13 years, Red Door Ventures aims to build at least 3,000 new homes in Newham and will also acquire a further 500 existing properties. All the homes will be available for residents at market rent or below with a third of the homes set at affordable rent subsidised by the council with plans to increase this. The current business model proposes 69% available at market value and 31% for affordable homes.

This company will make Newham Council the first local authority to deliver a large programme of private rented homes for residents. To finance the early stages of the programme of development, the council will provide loans to the company as a commercial investment.



Data from ONS – UK dwelling stock by tenure²⁵

10.24 Work is on-going to identify suitable sites for high quality well managed private sector rented housing, and to research options for how these programmes will be delivered. Soft market testing amongst potential partners is also currently being carried out. Options for delivery include:

- Lewisham Homes, the Arms-Length Management Organisation (ALMO) (not recommended as a route to income generating PRS, but might work for some mixed sites)
- Setting up a commercial Special Purpose Vehicle (SPV) or limited company – similar to Catford Regeneration Partnership Ltd, but with dedicated purpose
- Entering a joint venture with a development or investment partner (likely that the council would be the investor so more likely to be a development partner)
- Procuring a development partner.

A Special Purpose Vehicle is normally created as a wholly owned subsidiary of a council with a separate asset/liability structure and legal status. SPVs allow a council, for example, to build through the General Fund (rather than the capped Housing Revenue Account). An SPV can borrow money from a council and use it to pay a developer to build properties. The SPV therefore serves as a mechanism that can enable a council to intervene in the market to deliver new homes.

²⁵ <http://visual.ons.gov.uk/uk-perspectives-housing-and-home-ownership-in-the-uk/>

- 10.25 Each of these routes (apart from the ALMO route that looks more problematic) are viable options for moving forward but it is likely that different sites, with different requirements will require different delivery routes. Apart from building the stock, there is also the issue of the best option for the commercial operation of running PRS stock. Further analysis of the market needs to take place. Managing large scale PRS is a specialist operation and may be best done by the private sector. The Regeneration Team are working on a site by site basis to explore possibilities. Across the wider programme there are opportunities for us to establish SPVs to support income generation through PRS, student / hotel bed spaces and other commercial investments.
- 10.26 Considerable work is needed including site by site feasibility studies, and on planning commercial operations. Developing the site is part of the issue but one that the Council has considerable experience in managing: developing and potentially running profit-making businesses is a crucial part of the equation and one where the Council is less likely to have all the skills needed.
- 10.27 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.
- 10.28 Initial modelling conducted for the council identifies yields of about 4.5 per cent on any development. Significant development would be required to generate significant income, and would take time and resources to deliver.
- 10.29 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 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.
- 10.30 Further work may need to be undertaken to ensure consensus on the Nature of the commercial development, i.e. are the PRSs being built to use instead of temporary accommodation (which will mean a social housing delivery/ management may be sufficient to deliver) or is it aiming to maximise income with commercial PRS management (which would lead to commercial delivery and management). If the above is decided on a case by case basis in relation to sites, then that site specific business case is needed now in order to set up delivery structures.

Improving treasury management

- 10.31 This area is one of generating the maximum income from the Council's considerable balance sheets. Proposals for 2016/17 include reviewing finance strategies for debt management. Other opportunities include more

aggressively managing the balance sheet. However this will expose the council to higher levels of risk, and the risk appetite within the council would need to be fully understood, and considered decisions taken on financial management going forward.

11 Conclusion

- 11.1 The financial landscape of local government has changed and with the extensive financial cuts from central government funding, councils are having to adapt to a new norm and work in different ways in order to protect services to residents.
- 11.2 The review has assessed the information and evidence received from evidence sessions and meetings and proposes recommendations to the Mayor as listed in section 2 of the report. The review has collated a substantial amount of evidence on looking at good practice from other Councils and a large part of its recommendations have been shaped by this evidence. For continuous improvement to, and protection of, service delivery it is important to continue monitoring good practice from within the Council and externally in order to emulate success and reduce the risks associated with poor decision-making.

RECOMMENDATION: That examples of best practice from other local authorities be continued to be studied as routine to ensure that the Council is considering all potential options to help protect services.

12 Monitoring and on-going scrutiny

- 12.1 The recommendations from the review will be referred for consideration by the Mayor and Cabinet at their meeting on 11th November 2015 and their response reported back to the Public Accounts Select Committee within two months of that meeting. In order to monitor the implementation of the review recommendations, the Committee will receive a progress update in six months' time.

Agenda Item 7

Chief Officer Confirmation of Report Submission		<input type="checkbox"/>
Cabinet Member Confirmation of Briefing		<input checked="" type="checkbox"/>
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 type="checkbox"/>

Date of Meeting	11 th November 2015
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Title of Report	Lewisham 2020
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Originator of Report	Robyn Fairman	Ext.46635
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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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal Comments from the Head of Law	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Crime & Disorder Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Environmental Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality Implications/Impact Assessment (as appropriate)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Confirmed Adherence to Budget & Policy Framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk Assessment Comments (as appropriate)	<input type="checkbox"/>	<input type="checkbox"/>
Reason for Urgency (as appropriate)	<input type="checkbox"/>	<input type="checkbox"/>

Signed: [Signature] Executive Member

Date: 2/10/15

Signed: [Signature] Director/Head of Service

Date: 3rd Nov 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	Lewisham 2020: the Council's 5 year forward view	
Key Decision	Yes	Item
Ward	All	
Contributors	Chief Executive Head of Strategy	
Class	Part 1	11 November 2015

1. Purpose of the Report

This report outlines the development of the five year forward view for Lewisham the place and for the Lewisham, the council- Lewisham 2020. This forward view will help shape the approach the council takes to meet the challenges facing the council over the next five years.

2. Recommendation

- 2.1 That the Mayor approves the council's five year forward view summary in Appendix One.

3. Policy Context

3.1 Lewisham's long standing vision is: 'Together, we will make Lewisham the best place in London to live, work and learn'. This vision was developed following extensive consultation with Lewisham residents, public sector agencies, local business, voluntary and community sector organisations. This vision has been adopted by all our partners. It continues to be a bold ambition that stretches and motivates the Council and its partners to set priorities and deliver services in ways that achieve the vision.

3.2 The key strategic document for Lewisham and our partners is the Sustainable Community Strategy 2008-2020. "Shaping our Future" is Lewisham's Community Strategy 2008 - 2020. This contains the shared priorities for the borough. The Lewisham Strategic Partnership agreed a set of six key priority outcomes which form the basis for public action locally.

3.3 The Council's ten enduring corporate priorities determine what contribution the Council will make towards delivery of the Shaping our Future. The priorities focus on the needs of local people and are geared towards ensuring that, in delivering services, the Council focuses on its citizens, is transparent and responds to changing needs and demands.

4. Lewisham 2020: the Council's five year forward view

4.1 The Council is facing considerable external change. Lewisham's community is changing radically. The local population is increasing rapidly and the nature and type of demands placed upon the Council and its services are also changing. What's more, Lewisham is changing as a place - investment, regeneration and redevelopment is bringing opportunities to Lewisham as well as challenges.

4.2 The financial position of the Council has been tightening for the last five years. At present, we are half-way through a decade of public sector austerity. This is forcing the Council to re-evaluate the scope and scale of the services we provide. It is also forcing us to change the way we work.

4.3 In 2010, with the onset of the then Coalition Government, the Chief Executive outlined the fiscal and policy background to these issues in a "New Directions" paper. At that point in 2010, the expectation – based on commitments by the Coalition Government – was that the deficit and the spending reductions would be dealt with in that Parliament. At that time, we did not know that the reductions in public spending would extend beyond that Parliament (2010-2105), and become the key theme of this Parliament.

4.4 The Conservative Government have instituted public sector austerity as a "new normal" for public services. Added to this, the overall pace of population change and growth, and regeneration within the borough have increased since 2010. At the same time as public spending that supports services is reducing drastically in the Borough (our Revenue budget), investment is increasing in housing and regeneration schemes (mainly through private sector investment but including public sector housing and public realm capital schemes). In short, the Council is squeezed between harsh public spending cuts to local government and substantial investment in the borough as a place.

4.5 The approach outlined in New Directions paper has largely been implemented, and has shaped the way that the Council has approached budget savings over the past period. It recommended exploring:

- How services are delivered - identifying the most efficient and effective delivery mechanism (including outsourcing to the private, community and voluntary sector, or exploring mutuals and "spin outs")
- Sharing functions and services with other Councils and public agencies such as the health service

- Radical service redesign to reduce costs and meet new service needs
- Reducing management costs and overheads

4.6 The core values and guiding principles to the budget strategy outlined in the New Directions paper are as relevant now as they were then, and still guide our approach. Our core values are:

- We put service to the public first
- We invest in employees
- We respect all people and all communities
- We are open, honest fair in all we do.

And in making decisions about service change and cost reductions we will:

- Consider the social impact of the proposed changes
- Avoid short- term fixes
- Consolidate action across the whole Council
- Encourage self-reliance, mutualism and cooperation
- Prioritise support for those in greatest need
- Not favour one locality over others
- Involve service users, staff and other service users in service redesign
- Co-ordinate action with other public agencies and the voluntary sector and consider shared solutions
- Listen to all voices, take account of all views and then move forward to implement.

4.7 The election of the new Council in May 2014 established a new local mandate for the Mayor and Councillors. The Future Lewisham Programme is the corporate programme through which the Council's budget savings are identified, options developed and challenged, and consolidated into a cohesive programme including the totality of Council activity. Before this approach, the Council largely approached budget savings on a directorate basis. By contrast, the Future Lewisham Programme contains a number of cross-cutting projects and programmes, and service by service budget options.

4.8 Over the next five years we face severe financial challenges. We need to make further substantial savings in our net revenue budget (on top of the £120m savings made over the past 5 years). The Conservative Government's major policy change on encouraging city-regional (or in London's case sub-regional) "devolution deals" is challenging us to raise our ambitions in respect of joint working with other Councils. Together, these factors require us look again at our approach to developing savings. Members have been engaged in a discussion on the impact of another five years of

spending reductions, as well as the detailed and thorough scrutiny of individual savings proposals. A number of issues are clear:

- Although it is vital to scrutinise each savings proposal; by focussing on individual savings proposals, the Council can lose sight of the whole budget and the resource that is available to shape services for the future
- That we need to consider what services will look like a number of years ahead, and allow this to shape how we approach annual budget savings
- That the analysis and principles developed in the New Directions paper still holds true but the scale of the further savings now required means that the Council will have to explore even more radical service change, reductions and transfers.

4.9 The Lewisham 2020 report attached as Appendix One, outlines what the Council wants Lewisham to be in 2020, and explores the approaches that the Council will take in achieving these aims within the severely challenging financial climate.

4.10 A number of themes have been identified:

- Creating the conditions where communities will be able to support themselves
- Actively exploring all opportunities to share services
- Digitising our services and our interactions with residents
- Developing entrepreneurial approaches to income generation, particularly in relation to assets.

In developing the budget going forward, these themes will be used as a way of generating additional savings proposals. Officers will use these in considering the options being generated.

4.10.1 Creating the conditions where communities will be more able to support themselves

The Council has a long and successful history of working alongside our diverse communities as well as with our more formal community and voluntary sector. The community libraries are an example of small organisations stepping in and mixing library provision with other community activity. The Council works closely with the voluntary and community sector to support their future development and ensure they are resilient in the face of the realities of public sector cuts. Community hubs are being developed for small groups to work together and share costs.

When asked, very many individuals and communities are willing to step in and help out solve social problems and public issues locally. Two-thirds of respondents to the residents' survey say they are confident that the community will step in to run services. However far fewer are willing to give up

their own time to support their community, and any community solution needs to be sustainable in the long term.

The Council will prepare the ground and create the conditions for communities to act for themselves building on existing community groups and related areas of community activity. The scale of action required is an important consideration here. The organisations need to be close enough to the communities served so that they can mobilise volunteering and engagement; but not so small that they lack capability and resilience. They need to be close to the community but have robust governance to ensure they do not become a 'private members club' that excludes the wider public. The Council will play an essential role in ensuring that public interest considerations help to inform community action and help us ensure services remain accountable and accessible.

The Council should work with existing community organisations with sufficient scale to enable the delivery of outcomes important to the Council and the community itself. With a move to a more collaborative way of working there may also be an opportunity for ward assemblies to be re-assessed to see if there could be a greater role for them to play in their local areas.

We ultimately want to help our voluntary and community sector to be capable, confident and resilient in what will be an increasingly difficult financial climate.

4.10.2 Exploring all opportunities to share services

The Council will investigate the sharing of services with other boroughs where appropriate opportunities present themselves, particularly where there are clear financial savings to be identified. There are some areas where sharing makes real sense to lower overheads and management costs, share expertise, and increase scale for purchasing. For other areas the considerable work in developing shared services will not deliver significant savings..

Existing work on shared services will be further developed e.g. the work with Lambeth and Southwark on a joint offer and service on work and skills, ready for any potential London devolution deal, work with Brent on shared IT services, and integration and sharing work in adult social care, where wider changes to health service provision in south east London are likely to initiate new ways of working together across borough boundaries.

While London boroughs are unique and have different needs and demographics, it may also be the case that there could be scope for some services to be run on a pan London level from the Greater London Authority (GLA), and as such we will contribute to and influence the ongoing debate around devolution.

4.10.3 Digitising our services and our interactions with residents

The world is increasingly more digital in every aspect of our daily lives, and many services are already available online. This allows for residents to

interact in a way which is easy and convenient for them, and cost-effective for the Council.

By digitising and modernising our systems and services the Council can ensure that as much of our customer contact as possible is done digitally. This will not only help reduce costs but will also offer the opportunity for services that are more interactive and accessible, that better meet the needs and expectations of our residents. The vast benefits of switching services to digital platforms should mitigate any fear we have about doing so in the first place.

The design of our digital services must be done with the users in mind, and where possible developed with their input. Our digital services need to be effective, and this in turn will ensure the public have the confidence to use them.

Accessibility is vital to ensuring wide usage and this will mean optimising many of our services for use across mobile platforms, including phones and tablets. Lewisham's digital offer will be integrated across departments, thereby ensuring a degree of uniformity so as to make the user experience consistent.

The vast majority of residents are computer and web-literate, and for members of the community that need extra support the Council has partnered with the digital skills charity Go-On to increase digital access and skills in the community. The Council will identify particular groups in the community that may require assistance, such as the elderly, disabled, those with learning difficulties or those without easy access to IT hardware.

Ultimately, digitising our services will enable the Council to transform the way we work by:

- Front line officers using technology to cut out a lot of the administrative activities they have to perform
- Making back office self-service, thus reducing the cost of IT, HR and finance
- Providing much better web based information and advice about how people can use Council services
- Reducing the burden of governance, and eliminating paper in Council meetings
- Using data we collect to generate insight to allow better targeting and decision-making

4.10.4 Entrepreneurial approaches to income generation, particularly in relation to assets

The Council is exploring how best to increase income in order to support services. Reviews of fees and charges are important and officers are looking at this, and for some services self-financing should be the goal.

The Council own considerable assets and a more entrepreneurial and innovative approach to generating revenue income from our assets is being explored. The Council is improving the running of the Council's estate, and addressing the issues that this has inevitably raised with the voluntary and community sector that are often dependent on Council-owned buildings. Our community hubs are part of the solution.

The Council is using our larger sites more innovatively while we wait for development to begin – by establishing a business incubator centre in the Old Town Hall, for example, or by building the Ladywell “pop-up village”.

The Council will continue to promote Lewisham as borough for people to come and set up new businesses as this will help to bring income into the borough through business rates, increasing employment, and developing a sustainable night time economy in our regenerated town centres. The Council is supporting new business with the creation of enterprise hubs and business incubation spaces in the old Town Hall and within the commercial units of our revolutionary ‘pop-up housing’ development.

4.11 These four themes of community, sharing, digital and income generation will be incorporated into the Future Lewisham Programme ensuring that management attention is focused on generating options within these areas. It is clear however that many other approaches will have to be used to reduce spending and generating budget options.

4.12 Approaches such as sharing services, transferring to the community, using digital approaches and service redesign and raising income will go some way to delivering budget savings, but may not be able to be applied in some service areas. Other approaches such as demand management will be crucial in some of the large spending areas such as children's and adults social care. In other areas different delivery options such as mutuals may be a more appropriate mechanism. For some areas, service reductions or removals will be the only feasible option given the Council's harsh budgetary position.

4.13 The Public Accounts Committee has conducted a number of relevant reviews that support the approaches outlined in Lewisham 2020, and these will be used to develop further the work of officers in developing budget options.

5. Legal Implications

5.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited (subject to the limitations in the Act).

5.2 The Appendix sets out the broad direction for change over the next 5 years. As specific proposals are brought forward detailed legal implications will be provided at that time.

5.3 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.

5.4 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.

5.5 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.

5.6 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:

5.7 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

5.8 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/>

6. Financial Implications

6.1 There are no direct financial implications arising from this report.

7. Crime and Disorder Implications

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

8. Environmental Implications

8.1 There are no immediate environmental implications arising from this report.

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 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.

9.3 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.
- increase participation and engagement.
- Take reasonable steps to remove barriers that may exist to engagement and help residents (especially those who are under-

represented) to participate in local decision making and influence local decisions.

10. Background Papers

10.1 New Directions

10.2 If you would like further information on this report please contact Robyn Fairman, Head of Strategy, on 0208 314 6635.

Appendix One

Lewisham 2020: Connected to our residents, our communities, our city and our partners **Five year forward view for the place and the Council**

A changing place

Lewisham is changing. Our population is growing by 3,500 people every year, making our communities even more diverse and vibrant. Lewisham is getting younger and more connected. Our residents live in a thriving global city, with enviable transport, employment, cultural and leisure opportunities.

We can see our town centres changing. The level of investment in housing and new business space in the borough over the next 10 years will be greater than at any time in the last 40 years. This is bringing new housing, new schools and new leisure facilities. The Council is committed to delivering a minimum of 2,000 new affordable homes, building at least 500 Council homes by 2018 and supporting the creation of 3,000 new jobs over seven years.

Change brings challenges as well as opportunities.

- A growing population increases pressure on key public services.
- In Lewisham and across London demand for housing far outstrips our current ability to meet it
- We have lots of great local employers, but also a lot of small businesses that are not growing, a lack of local jobs and a high proportion of jobs paying below the Living Wage.
- Our people are competing for jobs in an increasingly competitive market with people from across the world, and they need the skills, capabilities and confidence to succeed.

We need to be prepared both for the challenges but also be ready to take advantage of the opportunities these changes bring.

- We are ambitious for Lewisham, by 2020 we want Lewisham to be a place...
- With mixed and cohesive communities, enough decent homes for people to live in, and green and open spaces for residents to enjoy
- Connected to central London, and the economic growth and jobs generated there but with a dynamic, prosperous and growing local economy to support growing communities
- Where communities and individuals are enabled and supported to help themselves, and helped to develop their capabilities so they can thrive
- Where our residents and communities have equality of opportunity, and barriers to them achieving equality of outcome are removed.

A changing Council

But we are half way through a decade of declining public spending. Since 2010 Lewisham Council has saved more than £120million. We cannot predict the future but prudent planning estimates are that it will need to cut a further £68-£116 million by 2020.

To be able to achieve our ambitions, the Council will change the way we work. We will:

1. **Take a longer term view on cuts and budget decisions:** we will think about what the budget and service will look like in 2020, and take a strategic approach.
2. **Encourage private investment and use private money for public good:** regeneration and private investment is happening in Lewisham and in London. We want good relationships with developers and private enterprise to encourage greater investment in our borough. We want this investment to deliver public good for our community and we need to grow our business base in order to help provide sustainable funding for the Council.
3. **Be willing to share or transfer control:** where possible, we will share services with other Councils to reduce overheads, achieve economies of scale and share expertise. We will also be open to community organisations taking control of some services, such as community services, libraries and parks.
4. **Look beyond the budget confines of the Council:** as public spending in total continues to fall, public agencies in Lewisham need to work together to maximise overall benefit to the community. We will consider how, for instance, schools, housing associations or community groups can help deliver the outcomes we all want for Lewisham people.
5. **Protect as much as possible services for those with the highest needs:** we will prioritise the services that support those with the greatest need, particularly social care need, while making all services as efficient as they can be. We will focus on strategies that will prevent people needing intensive social care by intervening earlier with more effective integrated solutions, providing information and advice on self-help, community support and self-management, and through innovative use of new technologies.
6. **Develop a bolder approach to risk:** we will need to be more radical in our thinking and be willing to allow more space for the community and employees to innovate.
7. **Have to stop delivering some services:** if the Council simply spreads spending cuts across all our services over several years, this will make some services unsafe and others simply not viable. Limited spending needs greater focus. If the Council withdraws from delivering a service it doesn't necessarily mean it will disappear – as shown by our thriving community libraries. We will be creative in the way we work with the community to help them step in to ensure ongoing provision where it is most needed.

Finally, as we make these changes to the way we work, we will follow a consistent approach that:

- creates the conditions where communities will be able to support themselves
- actively explores all opportunities to share services
- digitises our services and our interactions with residents
- develops entrepreneurial approaches to income generation, particularly in relation to assets.

Lewisham in 2020 will have a growing vibrant young population and regenerated town centres with new housing and business opportunities. The council and the public sector will have less resources. By changing the way we work, listening to our communities and being honest in our engagement, we can ensure we provide relevant, modern and effective services meeting the needs of our communities for the decade to come.

Agenda Item 8

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 type="checkbox"/>

Date of Meeting	11 TH November 2015
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Title of Report	Children and Young People's Plan 2015 - 2018
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Originator of Report	Warwick Tomsett	Ext. 48362
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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		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed: 

Executive Member

Date: 27th October 2015

Signed: 

Executive Director

Date: 28th October 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	Children and Young People's Plan 2015-2018		
Key decision	Yes	Item no.	
Ward	All		
Contributors	Executive Director for Children and Young People		
Class	Part 1	Date	11 November 2015

1. Purpose of the Report

1.1 This report gives the Mayor and Cabinet the opportunity to comment on the new Children and Young People's Plan 2015-18, outlining how it has been developed, key changes from the previous plan and highlights from its content.

2. Recommendations

That the Mayor :

2.1 notes and comments on the Children and Young People's Plan 2015-18 and agrees that it be submitted to full Council for approval.

2.2 delegates authority to the Executive Director for Children and Young People to make amendments to the Plan in the light of further comments and data received, prior to it being placed before full Council.

3. Background

3.1 The Children and Young People's Plan (CYPP) sets out the high-level aims of the partnership of agencies working for children and young people in Lewisham. This is the fifth plan which has been developed by the Lewisham Children's Partnership. Whilst the local authority has responsibility for the CYPP, it has been developed with the full involvement of all partners on the Children and Young People's Strategic Partnership Board.

3.2 Although the production of the plan is no longer a statutory requirement, it continues to provide a useful vehicle to reconfirm our strategic ambitions and how we will work together to ensure we achieve our vision to improve the lives and life chances of children and young people in Lewisham.

4. Policy context

4.1 The 2015-18 Children and Young People's Plan underpins Shaping Our Future – Lewisham's Sustainable Community Strategy 2008-2020. The CYPP sets out how partnership agencies working with children, young people and their families will support the delivery of the borough's priorities for the wider community which are set out in the Sustainable Community Strategy:

- Ambitious and achieving – where people are inspired and supported to fulfil their potential.
- Safer – where people feel safe and live free from crime, antisocial behaviour and abuse.
- Empowered and responsible - where people are 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 communities and town centres, well connected to London and beyond.

5. The development of the CYPP 2015-18

5.1 The plan has been developed in collaboration with all key partners including health, schools, the police and the voluntary and community sector. Our regular engagement with children and young people, particularly through our youth led commissioning groups through our HeadStart Project, have generated insights which have been used to shape this plan. This engagement process has continued throughout the development of the Plan and therefore has shaped the CYPP at every stage of its progression. The engagement and consultation was further enhanced on 3rd July 2015 with a multi-agency stakeholder conference, attended by over 50 professionals from across partnerships, providing the opportunity to discuss and to ensure the Plan reflected collective ambition and commitment to work together and deliver seamless, effective services for our children and young people.

5.2 In addition to this engagement, the Children and Young People's Plan has been developed through the Children and Young People's Partnership Board, Joint Commissioning Group and the Children's and Young People's Select Committee. Members of each of these groups have seen and commented on earlier versions of the plan and were invited to attend our stakeholder conference in July.

6. Content of the new CYPP

6.1 The CYPP sets out the vision, values and culture which will underpin our approach to working with children and young people across the partnership. The document also critically sets out our priority outcome areas, our action plans and joint commissioning intentions linked to these and how we will go about monitoring the impact of our work.

6.2 For 2015-18 updates the plan significantly. The new priority outcomes, whilst similar in many ways to the previous plan, have enabled us to focus more closely on the particular local circumstances and the priorities articulated by the partnership.

6.3 In particular, the 2015-18 plan has an increased focus on mental health and emotional resilience in young people which, as an area of increasing focus for local agencies, has enormous potential to improve the health and life chances of children across all our priority areas.

6.4 The 2015-18 plan identifies the following key priorities:

- Building child and family resilience:
 - BR1: Optimising the outcomes of pregnancy and the first 1001 days, including reducing toxic stress for children and securing attachment
 - BR2: Preventing poor outcomes and escalation of need, including for children in families at risk of crisis through early intervention
 - BR3: Promoting healthy relationships throughout childhood and adolescence
 - BR4: Mitigating the negative impact of insecure or unsuitable housing for children, young people and families
 - BR5: Providing stable and consistent support for our Looked After Children

- Be healthy and active:
 - HA1: Improving our rate of immunisations
 - HA2: Ensuring our children and young people are a healthy weight
 - HA3: Improving mental and emotional wellbeing
 - HA4: Improving sexual health
 - HA5: Reducing the prevalence and impact of alcohol, smoking and substance misuse
 - HA6: Encouraging access to and usage of culture, sport, leisure and play activities
 - HA7: Ensuring our Looked After Children are healthy

- Raise achievement and attainment:
 - AA1: Ensuring there are sufficient school places for every Lewisham child
 - AA2: Ensuring all our children are ready to participate fully in school
 - AA3: Improving and maintaining attendance and engagement in school at all key stages, including at transition points
 - AA4: Raising participation in education and training, reducing the number of young people who are NEET at 16-19
 - AA5: Raising achievement and progress for all our children at key stages 1-4 and closing the gaps between under-achieving groups at primary and secondary school
 - AA6: Raising achievement and progress for all our children and closing the gaps between under-achieving groups at KS5 and post 16 so that all young

people are well prepared for adulthood and able to access the best education and employment opportunities for them

- AA7: Raising achievement and attainment for our Looked After Children at all key stages and Post 16
- Stay safe:
 - SS1: Identifying and protect children and young people at risk of harm and ensure they feel safe, especially from:
 - SS1a: Domestic violence and abuse
 - SS1b: Child sexual exploitation
 - SS1c: Serious youth violence
 - SS1d: Child abuse and neglect
 - SS1e: Deliberate and accidental injury
 - SS2: Reducing anti-social behaviour and youth offending.
 - SS3: Ensuring that our Looked After Children are safe

6.5 Under each of the priority areas, a set of key performance indicators has been developed which will be used by the partnership to track the impact we are having against our key outcome areas. Each indicator has a specific oversight group with responsibility for tracking performance. Collectively the management of performance against the plan is the responsibility of the Children and Young People Strategic Partnership Board.

7. Key pressures

7.1 The Children and Young People's Plan 2015-18 is being developed at a time where there is increased pressure on services and expenditure from a rapidly growing population as well as public sector austerity. This has added implications on services for Lewisham's children and young people and increases the need to ensure services are targeted appropriately and with a clear focus on outcomes.

8. Access and availability of the plan

8.1 We will endeavour to ensure the plan is fully accessible to all through a range of mediums. In addition to traditional methods of published documents and online version, the plan will have its own web page on the Council website, which will be interactive, more user friendly and provide options and choice in which area of the plan the reader would like to focus on. It is also envisaged that the Review Process which happens annually will also benefit from this new online format.

9. Conclusion

9.1 The new CYPP 2015-18 will continue to focus on priorities we had in the previous plan which require attention and further improvements, there are exceptions to these which reflect the changes in our demographics and the current financial climate.

10. Financial implications

10.1 There are no financial implications to consider as part of this report. The actions proposed in the plan would be funded from the planned revenue budget for the Children and Young People's Directorate.

11. Legal implications

11.1 There is no longer a legal requirement for a local authority to prepare a Children and Young People's Plan such a requirement having been removed by the Children's Trust Board (Children and Young People's Plan) (England) (Revocation) Regulations 2010 which took effect on the 31st October 2010.

12. Equalities implications

Equalities Analysis Assessment has been completed and is attached (appendix 2).

Background Documents

- Children and Young People's Plan 2015-18 (appendix 1)
- Equality Analysis Assessment (appendix 2)

If there are any queries arising from this report, please contact:

Justine Roberts, Service Manager CYP Joint Commissioning on 0208 314 7051

'It's Everybody's Business'

Lewisham's Children and Young People's Plan 2015 - 2018



Introduction

This is Lewisham's fifth Children and Young People's Plan (CYPP). It sets out the strategic aims and priorities for all agencies working with children and young people across Lewisham from 2015 to 2018. The plan strengthens the foundations established by our previous plans for improving outcomes for children and young people in Lewisham and builds on what has been achieved over the lifetime of our 2012-2015 plan.

The plan reaffirms how partner agencies will work together to improve outcomes and make significant improvements to the lives and life-chances of our children and young people. It gives further emphasis to our commitment to joint commissioning of services to achieve better value for money and ensure our resources are aligned to achieve the greatest impact for our children and young people.

Lewisham has a strong history of partnership arrangements and these have led to significant improvements across every outcome area. This plan demonstrates the continued commitment of partners to work together to ensure our services are of the highest quality, continually improving to make more of a difference to our children, young people and their families. It focuses the Children and Young People's Strategic Partnership's future work on improving a number of key outcomes where our evidence shows we need to continue to improve and, in particular, where partnership action is required to improve the lives and life chances of our children and young people.

The need to work together to make every penny of public money work as hard as it possibly can for children and young people has never been more pressing. The government cuts to funding for public services have impacted greatly on the resources and capacity available across the partnership. The pressures resulting from reductions in resources are also matched by population growth and rising demand. In practical terms, to meet the needs of our growing population we will need to increase the number of school places during the life of this plan. We will also need to respond strategically to managing the rising demands across a range of areas, including increased numbers of children's social care referrals and child protection plans and by reducing the number of Accident and Emergency presentations.

Responding to growing demand and reducing budgets only increases the importance of collaboration. This means that across the partnership we will continue to seek out innovative ways of working together and ensuring that we are better at targeting support for the children, young people and families who need it most and working even more closely to look at how resources are used across the partnership to deliver more specialist support services. It also means ensuring that children, young people and their families receive the intervention they need early, to prevent their needs escalating and needing these specialist services.

This plan shares a number of themes in common with previous partnership plans. One particular area of development is the increased focus in this plan on building resilience and independence amongst children, young people and their families. The impact of the economic downturn has affected both public institutions and our residents. In order for our children and young people to thrive in this new climate they will need the tools to cope with change and respond proactively to adverse situations. It is the role of the partnership to equip families and children with the skills they need to do this.

Partnership signatures

Our partnership vision and values remain the same

Vision

Together with families, we will improve the lives and life chances of the children and young people in Lewisham

We will

have the highest aspirations and ambition for all our children and young people

We will

put children and young people first every time

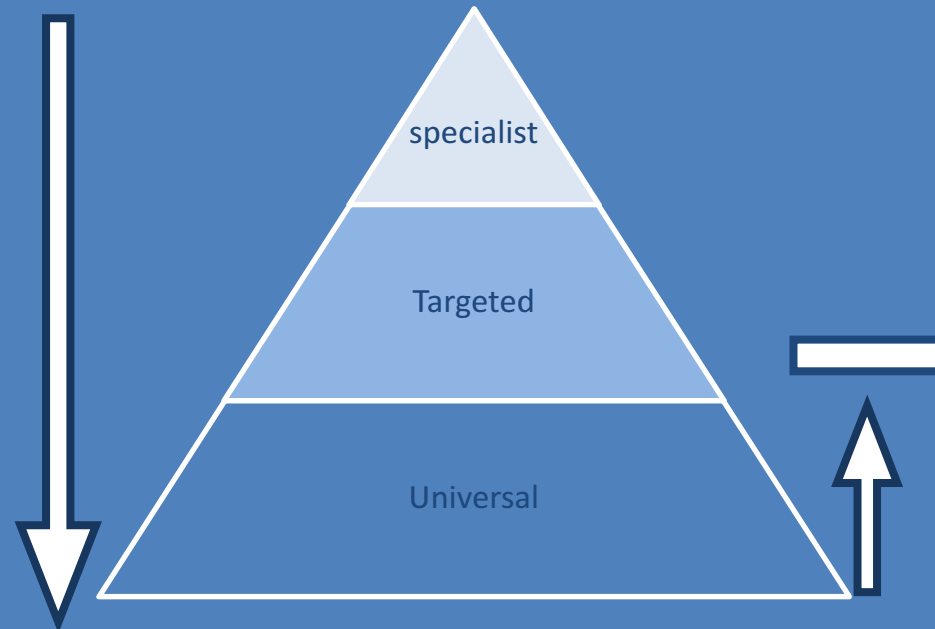
We will

will make a positive difference to the lives of children and young people

Values

The way we work

Lewisham has a strong history of partnership working and well embedded Children's Partnership arrangements. All partners have agreed to work against our three stage model: universal, targeted and specialist within a single framework in which services will deliver the vision for our children and young people.



All Lewisham children and young people must benefit from excellent universal services. Within those services we continue to embed high quality targeted services for those children and young people who may have additional needs, so that support can be provided quickly to ensure that these needs do not escalate and eventually require specialist services.

Our approach to early intervention – including through our Children's Centres and family support services – ensures that children, young people and their families needing targeted services are identified effectively and early and receive the co-ordinated support they need across all relevant agencies, and that we are therefore improving outcomes by making the best use of our resources.

Page 207

Our partnership culture

- ✓ We work as a team around Lewisham's children and we take individual responsibility for delivering the outcomes in this plan
- ✓ We work with whole families because strong and stable families are the foundation for achieving the outcomes we want for children and young people
- ✓ We identify and target children at risk of poor outcomes and intervene early to make a difference
- ✓ We involve and listen to children, young people and their families and work hard to ensure that our services are accessible to all our communities
- ✓ We use our funding collaboratively to make every penny work as hard as it possibly can for children and young people in Lewisham

As before, we will continue to demonstrate across the partnership that we will:

1. **Be outcome focused** – We must be able to demonstrate that we are making a difference to outcomes for children. When services are designed and commissioned there is a clear understanding of what success will look like. That success is always in terms of improved outcomes for children and young people and their families.
1. **Collaborate** – There is a real effort made across all partners to ensure that services are seamless and that our children and young people receive tailored, evidence-based support to meet their needs regardless of which agency they have engaged with. The Common Assessment Framework is integral to ensuring children and young people are assessed correctly and that the right services are put into place through one contact or 'lead professional' instead of families trying to manage different agencies. The Team Around a Child approach is an important mechanism to ensure that all front line services work together to support the family.
2. **Be evidence based** – The work of the partnership is supported by a strong evidence base which is shared across all agencies. Each of the outcomes and actions outlined in this Plan are underpinned by detailed analysis of need, and the partnership works within a well established performance management framework which closely monitors activity, especially those outcomes where progress is not on track to meet targets. This enables the partnership to reviews its targets and where necessary take corrective action to improve outcomes. We will stop if something is not working.
3. **Be efficient** – The partnership's commitment to the delivery of improved outcomes includes a commitment to use all our resources efficiently and effectively, providing value for money. We are committed to using funding collaboratively to make every penny work as hard as it possibly can for children and young people in Lewisham.
4. **Be inclusive** - The partnership is committed to ensuring that every single one of Lewisham's children and young people is able to access those services that will improve their life chances and choices. Lewisham offers sustained support to those children who are vulnerable, particularly our Looked After Children, children and young people with learning difficulties and/or disabilities, young carers and those in the youth justice system. Equally, our attitude is always on closing the gaps where there are inequalities and we will work proactively with communities to target poor outcome areas.
5. **Listen** - The views of children and young people and their parent/ carers are vital to improved well-being. It is only by listening that services can understand how to meet the needs of the people we serve.
6. **Be innovative** – Lewisham's Children and Young People's Partnership has a good track record of developing innovative solutions to address complex and entrenched issues. Our young people have an annual budget to commission services though our Young Mayor Scheme as well as being actively involved in shaping commissioning priorities and the delivery of the actions set within this Plan.

How we have developed this plan

This plan is a partnership plan. It has been informed by our work over many years with agencies supporting young people in the borough. It is influenced by the strategies and action plans we have developed together, the needs assessments underpinning each of these plans and our ongoing engagement with young people through forums such as the Children in Care Council and the Young Mayor and advisors.

The plan sets out the broad overarching objectives for the partnership and some of the high level performance indicators we will use to track progress strategically. The detailed action plans and strategies linked to delivery against each of the priority actions in this report are included on page 31 of this plan.

The remainder of the plan identifies four outcomes and the priority actions which support them. Against each action we summarise the needs we need to meet and our partnership commissioning intentions to delivering these. We also identify who will be responsible for holding the partnership to account over its progress towards achieving these outcomes.

At the end of this plan we describe how the partnership structure works as a whole and some of the wider enablers which will help us achieve our ambitions.

Our priority outcome areas

Build child and family resilience

- ❑ In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- ❑ Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Be healthy and active

- ❑ We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.
- ❑ Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.

Raise achievement and attainment

- ❑ We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility.
- ❑ We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.

Stay safe

- ❑ We will work across the partnership to ensure that the right of every child to live in a safe and secure environment, free from abuse, neglect and harm is protected.
- ❑ We will identify and protect children and young people at risk of harm and ensure that they feel safe.

Our Priorities

Build Child and Family Resilience	Be Healthy and Active	Raise Achievement and Attainment	Stay Safe
<p>BR1: Optimising the outcomes of pregnancy and the first 1001 days, including reducing toxic stress for children and securing attachment</p> <p>BR2: Preventing poor outcomes and escalation of need, including for children in families at risk of crisis through early intervention</p> <p>BR3: Promoting healthy relationships throughout childhood and adolescence</p> <p>BR4: Mitigating the negative impact of insecure or unsuitable housing for children, young people and families</p>	<p>HA1: Improving our rate of immunisations</p> <p>HA2: Ensuring our children and young people are a healthy weight</p> <p>HA3: Improving mental and emotional wellbeing</p> <p>HA4: Improving sexual health</p> <p>HA5: Reducing the prevalence and impact of alcohol, smoking and substance misuse</p> <p>HA6: Encouraging access to and usage of culture, sport, leisure and play activities</p>	<p>AA1: Ensuring there are sufficient school places for every Lewisham child</p> <p>AA2: Ensuring all our children are ready to participate fully in school</p> <p>AA3: Improving and maintaining attendance and engagement in school at all key stages, including at transition points</p> <p>AA4: Raising participation in education and training, reducing the number of young people who are NEET at 16-19</p> <p>AA5: Raising achievement and progress for all our children at key stages 1-4 and closing the gaps between under-achieving groups at primary and secondary school</p> <p>AA6: Raising achievement and progress for all our children and closing the gaps between under-achieving groups at KS5 and post 16 so that all young people are well prepared for adulthood and able to access the best education and employment opportunities for them</p>	<p>SS1: Identifying and protecting children and young people at risk of harm and ensure they feel safe, especially from:</p> <ul style="list-style-type: none"> • SS1a: Domestic violence and abuse • SS1b: Child sexual exploitation • SS1c: Serious youth violence • SS1d: Child abuse and neglect • SS1e: Deliberate and accidental injury <p>SS2: Reducing anti-social behaviour and youth offending.</p>
<p>BR5: Providing stable and consistent support for our Looked After Children</p>	<p>HA7: Ensuring our Looked After Children are healthy</p>	<p>AA7: Raising achievement and attainment for our Looked After Children at all key stages and Post 16</p>	<p>SS3: Ensuring that our Looked After Children are safe</p>

Partnership commissioning Intentions 2015-18

Outcome Area

Build child and family resilience

Priority Aim

BR1: Optimising the outcomes of pregnancy and the first 1001 days, including reducing toxic stress for children and securing attachment

- ❑ In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- ❑ Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Why this is a priority

Deprivation is associated with increased rates of stillbirth, premature delivery, low birth weight babies, neonatal deaths and infant mortality. Lewisham is amongst the 20% of all local authority areas in England that are the most deprived. This means that, whilst improvements have been made in all of these areas, women in Lewisham are at a greater risk of these outcomes.

Perinatal and parental mental health are also a national and local priority. It is estimated that 20% of women in the UK develop a mental health problem in pregnancy or within a year of giving birth. In Lewisham this would equate to approx 1,019 affected women. Nationally it is estimated that perinatal mental health costs £8.1bn each year with 72% of those costs being related to the impact on children. The longer term impacts of prolonged adversity such as physical or emotional abuse, neglect or mental illness can create 'toxic' stress for children which can disrupt the architecture of the brain architecture well into the adult years.

The importance of addressing these risk factors during the first 1001 days from conception are now widely recognised for the achievement of longer term outcomes.

What we are doing

- Prioritising the early take up of maternity services in our arrangements for maternity services to enable the early identification of child health issues and mothers at risk. Through our maternity and health visiting services, ensuring that targeted services via FNP and MECSH are available to support women at greatest risk of poor outcomes.
- Emphasising the importance of attachment and the health benefits associated with breastfeeding. The partnership will continue to support this objective in the delivery of maternity services.
- Delivering our mental health and emotional well-being strategy including using our CAMHS transformation funding to support the development of effective perinatal mental health support. We will promote high quality and integrated pathways in the community for maternity and health visiting services to deliver against our shared outcomes framework for the under 5's.
- Working across adult and children services to opportunities to co-commission provision for children and their parents.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 2017/18	Desired direction of travel	Who is monitoring this?
% of women seen by 12 weeks and 6 days of pregnancy	92.8%	90%	96%	↑	Clinical Commissioning Group
% women booked for maternity appointments within 10 weeks	NEW	NEW	>50%	↑	Clinical Commissioning Group
% births where birth weight is less than 2500g	7.8%	7.9%	7.2%	↓	Clinical Commissioning Group
% breastfeeding initiated	86.5%	85.6%	89.3%	↑	Clinical Commissioning Group
% infants totally or partially breastfed at 6-8 weeks	73.9%	45.2%	80%	↑	0-5 Steering Group
% eligible women enrolled on FNP programme	TBC	N/A	75%	↑	0-5 Steering Group 9

Partnership commissioning Intentions 2015-18

Outcome Area

Build child and family resilience

Priority Aim

BR2: Preventing poor outcomes and escalation of need, including for children in families at risk of crisis through early intervention

- In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Why this is a priority

A key overarching objective throughout this plan is that our partnership adopts an early intervention approach to meeting the needs of children, young people and their families. Some families who experience personal or social problems such as relationship breakdown, unemployment, ill health or homelessness may need access to other services and additional support to help them through a difficult time.

Although crisis can hit any family, poverty is a relevant predictor. Whilst the number of children living in poverty in Lewisham has decreased over recent years, a significantly greater population of Lewisham's children live in poverty than is the case in England as a whole. The government estimates that there are c. 900 troubled families living in Lewisham. The 2011 census identified that there were 7,599 families where no adult was in employment.

16.2% of the school aged population have a disability or learning need which means they need additional support from us, for 2.7% of children have needs so complex that they require individualised Education, Health and Care Plans to respond to their needs. Early intervention to manage these needs in universal settings and at home is critical to achieving our aims.

What we are doing

- Continuing to embed Lewisham's early intervention approach ensuring that more families will receive timely and appropriate advice and support and to ensure faster and more efficient links between Early Intervention and Children's Social Care. We will build upon the work of phase one of the government's troubled families programme by implementing the second phase which covers a broader range of target areas including children who need help; families affected by domestic violence and abuse; and families with a range of health problems.
- Using our Big Lottery funded HeadStart project to ensure that professionals across our partnership are equipped to identify the signs of crisis and respond with a particular focus on building resilience in children and families so that they are better able to cope with adversity and take proactive steps to resolving issues.
- Through the delivery of our SEND strategy, ensuring that children with additional learning needs and disabilities receive support and school and in the home) to enable them to remain with their families and to achieve, where possible, within universal settings.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% of families who access the MESCH programme and are satisfied with the outcomes at 24 months	NEW	N/A	100%	↑	0-5 Steering Group
Numbers of families receiving services via our Family Intervention Project following referral to social care	77	N/A	95 <small>*based on current operational model</small>	↑	Troubled Families Steering Group
% of target families worked with via government's troubled families programme with positive outcomes	100% of 910 families <small>(between 2012-2015)</small>	85.1%	100% of 1372 families	↑	Troubled Families Steering Group 10
Number of children with SEND who require a short break in order to meet their need outside universal settings	573 <small>(August 2015)</small>	N/A	N/A	→	SEND Board

Partnership commissioning Intentions 2015-18

Outcome Area

Build child and family resilience

Priority Aim

BR3: Promoting healthy and safe relationships throughout childhood and adolescence

- ❑ In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- ❑ Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Why this is a priority

The ability to develop and sustain healthy relationships is an important component of health and wellbeing for all children and young people. This begins from birth with the relationship between the child and caregiver and continues throughout childhood to relationships in the home to with peers in school and the wider community.

Domestic and sexual violence are key priorities for the partnership. Historically, Lewisham has one of the highest rates of reported domestic violence, 717 children in Lewisham were identified as being exposed to high risk domestic violence in the home in 2013-2014, with up to a third of all children in the borough exposed to any domestic violence in any one year. The Crime Survey England & Wales indicates females aged between 16 and 19 were at the highest risk of being a victim of a sexual offence (8.2 per cent). Since January 2013, there have been 37 identified cases of child sexual exploitation in Lewisham.

Alongside this, bullying continues to be a concern for children in Lewisham. It's impact can be significant affecting young people's wellbeing and social development into adulthood. Whilst young people are reporting increasingly positive attitudes to how schools deal with bullying, 29% of young people say they have been bullied in the last year (LSCB anti-bullying resource).

What we are doing

- Ensuring that all professional, particularly in maternity and health visiting settings are equipped to identify risks to attachment and that more intensive support is available to children affected by this through our FNP and MECSH programmes.
- Continuing to implement the actions outlined in the Safer Lewisham Partnership's 'Reducing violence against women and girls plan'
- Ongoing implementation of the Safeguarding Children' Board's action plan arising from our Child Sexual Exploitation Strategy in relation to prevention, protection, support, enforcement and accountability.
- Working proactively with schools to continue to ensure that effective measures are put in place for identifying and dealing with bullying as outlined in the Safeguarding Children Board's Anti-bullying Resource.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of victims identified and safeguarded through referrals to MARAC (single annual figure)	26 (2014/2015)	19 (2014/2015)	40	↑ (identification)	Safer Lewisham Partnership
Number of identified cases of cases of children identified as at risk of child sexual exploitation being managed by the partnership	28	N/A	N/A	↑ (identification)	Safeguarding Children Board
% schools receiving good of outstanding ratings from OFSTED for personal development, behaviour and welfare	90.7%	N/A	100%	↑	School Improvement Board

Partnership commissioning Intentions 2015-18

Outcome Area

Build child and family resilience

Priority Aim

BR4: Mitigating the negative impact of insecure or unsuitable housing for children, young people and families

- ❑ In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- ❑ Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Why this is a priority

Safe and suitable housing is an important foundation for the health and wellbeing of children. Lewisham, as with London as a whole, has been impacted greatly by the impact of welfare reform and the rising cost of renting in the private rented sector (PRS). Recent analysis of available properties in the PRS identified that approx. 5% of properties in Lewisham were within local housing allowance rates. Alongside this, a number of larger families have been impacted by the total cap on benefits as a result of the benefit cap which affected 825 Lewisham families when it was introduced in 2013.

The number of homelessness presentations to the council has increased significantly, there has been a 76% increase in the number of households in temporary accommodation in the last five years (now almost 1,800 people). At the same time the number of affordable properties to let has decreased by 44%. The Council has 8,500 individuals and families on the Housing Register and the average wait for a four bedroom property is 4 years.

In addition to homelessness, the quality of PRS housing is also a key concern. This is particularly relevant for houses in multiple occupation (HMO) which are often houses converted into flats with more than one family living in them. In Lewisham there are an estimated 13,410 HMOs.

What we are doing

- Continue to implement our housing strategy focusing on:
 - Addressing the availability of homes in the longer term through maximising opportunities for building new homes
 - Prevention approaches to stop families from becoming homeless including:
 - supporting tenancy sustainment
 - working proactively with landlords
 - putting in place mediation between friends and family
 - Developing resettlement approaches to the private rented sector which enable families to have supported moves to affordable homes
 - Tackling poor quality PRS accommodation through HMO licensing and enforcement action
- Building the knowledge and capability of professionals across the children's partnership to respond appropriately to housing issues and give good quality advice on where and how to seek further support.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number homelessness applications	338	176*	176	↓	Strategic Housing
Number of families where homelessness is prevented	237	358*	358	↑	Strategic Housing
Numbers in B&B accommodation	460	214* *SE London region	214	↓	Strategic Housing
Number of licensed HMOs	200	363 *neighbouring borough	275	↑	Strategic Housing

Partnership commissioning Intentions 2015-18

Outcome Area

Build child and family resilience

Priority Aim

BR5: Providing stable and consistent support for our Looked After Children

- ❑ In order to maximise outcomes, we want all our children and young people to be resilient, knowing when and where to go for help and support when faced with challenges and adversities as they arise.
- ❑ Secondly, we want our parents/ carers and young people's workforce to be equipped to identify and respond to mental health emotional well-being needs amongst children and young people, intervening early and preventing needs from escalating.

Why this is a priority

In recent years, the number of looked after children in Lewisham has remained stable. At any one time, there are about 500 children in this group. The proportion of those under 18 in Lewisham who are looked after is about 77 in every 10,000, a rate higher than the national average and our statistical neighbours. It is estimated that 80% of children come into care because of abuse, neglect or family dysfunction.

Looked after children are cared for in a range of environments. More than 70% of them are cared for in foster placements. With approximately 16% in residential care settings, which is higher than our target of 10%.

Maintaining the stability of placements for looked after children is a key priority for the partnership. Stable placements enable continuity of positive relationships, community and education and provide the right conditions for maximising potential. Since our last children and young people plan, placement stability has improved, In March 2012 67.5% of children who had been looked after for more two and a half years had been in their placement for more than two years. In July 2015 this was 72%. However, there is still more to be done and we will continue to focus on increasing further the stability of placements for children.

What we are doing

- Our Looked After Children Commissioning Plan sets out the actions we will take to support us to achieve better outcomes for children and young people by making sure that there are sufficient services available locally. This sets the following priorities:
 - Ensure that we have a high quality in-house fostering service
 - Maximising the involvement of LAC and Care Leavers in the commissioning process
 - Continue to improve our understanding of the need for LAC placements
 - Increased choice and focus on placement matching
- Implementing the action plan from this strategy will be a key priority for the partnership.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Total numbers of looked after children	514	392 (national)	477	↓	Lewisham Safeguarding Children Board
% children who have had three or more placements within last 12 months	11.3%	11.0% (national)	9.0%	↓	Lewisham Safeguarding Children Board
% children aged under 16, who have been looked after for more than two and a half years and have been in their placement for more than 2 years	67.7%	67.0% (national)	74.0%	↑	Lewisham Safeguarding Children Board

Partnership commissioning Intentions 2015-18

Outcome Area	Be healthy and active	Priority Aim	HA1: Improving our rate of immunisations	<p>☐ We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.</p> <p>☐ Through the delivery of our CYP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.</p>
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Why this is a priority

Active immunisation using modern vaccines remains one of the most cost effective healthcare interventions. This year sees some major changes to the national immunisation schedule. The Influenza immunisation programme is being extended to all children in Reception and in Years 1 & 2. This year also sees the introduction of a vaccine against group B meningococcal disease.

In Lewisham, uptake of immunisation has been poor in the past, but in recent years, increasing uptake has been secured by concerted local efforts. Lewisham, once the worst borough in London, is now at or above the London average uptake for all vaccines of childhood, except for the second dose of MMR at five years of age. Challenges remain; however, both in getting uptake to levels that are as good as possible, and high enough to ensure what is known as herd immunity – or the levels of uptake that will prevent significant spread of an organism within a population. Immunisation, therefore, remains a priority for the whole children's partnership.

What we are doing

- Implementing of the NHS England Action Plan for Immunisation in Lewisham.
- Improving uptake of MMR2 at five in Lewisham, with an emphasis on supporting and encouraging GP practices through new co-commissioning arrangements and commissioning on a population basis through the new care networks
- Increasing efforts to sustain and improve uptake of HPV vaccine
- Continuing efforts to improve uptake of all vaccines, again with an emphasis on utilising new commissioning opportunities. .
- Introducing vaccines against group B meningococcal disease and against group W disease.
- Introducing of a programme to immunise all children in Reception year and in Years 1 and 2 against influenza.
- Systems changes in relation to neonatal BCG programme

How we will know if we have been successful

Performance measure	July 2014 baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% MMR 1 by 2 nd birthday	85.5%	92.4% (London)	92%	↑	Healthy Child Programme Board
% MMR 2 by 5 th birthday	70.8%	88.5% (London)	91%	↑	Healthy Child Programme Board
% Diphtheria (D3) at year 1	92.8%	95.8% (London)	95%	↑	Healthy Child Programme Board
% females aged 12-13 who have received all three doses of HPV Vaccine	82.9%	86.7% (London)	92%	↑	Healthy Child Programme Board

Partnership commissioning Intentions 2015-18

Outcome Area

Be healthy and active

Priority Aim

HA2: Ensuring our children and young people are a healthy weight

- We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.
- Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.

Why this is a priority

Overweight and obesity, lack of physical activity and poor nutrition present a major challenge to the current and future health and wellbeing of children and young people in Lewisham. Obese children are more likely to be ill, be absent from school due to illness, experience health-related limitations and require more medical care than normal weight children.

Maternal obesity increases the risk of poor pregnancy outcomes and is a risk factor for childhood obesity. Data obtained from Lewisham and Greenwich NHS Trust (LGT) for 2013 - 2014 indicates 43.5% of women at their booking appointment are overweight or obese.

Childhood obesity rates remain significantly higher than the average for England. In 2013/14 Lewisham was again in the top quintile of Local Authority obesity prevalence rates for Year 6. Rates in Reception have improved and Lewisham is now in the second quintile. As in previous years the proportion of obese children in Year 6 (24.3%) was more than double that of Reception year children (10.8%). This is similar to the national results. It is important that children have a healthy balanced diet. National surveys show that children's diets include a high level of added sugars and less than 20% eat the recommended five portions of fruit and vegetables per day.

Over the next five years Lewisham Children's Partnership seeks to achieve a sustained downward trend in the prevalence of unhealthy weight in children by taking a life course approach to prevention, early intervention and weight management.

What we are doing

- Lewisham has a high number of children with excess weight. Prevention and early intervention is crucial. A partnership approach is necessary to minimise the impact of an obesogenic environment. Maintenance and development of the following elements are important in local strategy to address this issue:
 - Maternal Obesity Programme
 - Achievement and Maintenance of UNICEF Baby Friendly status
 - Improving uptake of School Meals
 - Continuing to implement a systematic programme of intervention and policies to help children and families tackle problems of overweight and obesity, and to reduce the impact of the obesogenic environment.

How we will know if we have been successful

Performance measure	July 2014 baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% women who are obese or overweight at their maternity booking appointment	43.5%	N/A	40%	↓	Promoting Healthy Weight group
% infants totally or partially breastfed at 6-8 weeks	73.4%	51.6%	77%	↓	0-5 steering group
% children who are obese at reception	10.9%	9.3%	10.6%	↓	Promoting Healthy Weight group
% children who are obese at year 6	24.9%	18.9%	23.5%	↓	Promoting Healthy Weight group
Take up of school lunches at primary school	56.8%	N/A	68%	↑	Promoting Healthy Weight group
Take up of school lunches at secondary school	28.0%	N/A	44%	↑	Promoting Healthy Weight group

Partnership commissioning Intentions 2015-18

Outcome Area	Be healthy and active	Priority Aim	HA3: Improving mental and emotional wellbeing	<input type="checkbox"/> We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing. <input type="checkbox"/> Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.
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Why this is a priority

According to previous British Child and Adolescent Mental Health Surveys, one in ten children under the age of 16 has a diagnosed mental health problem, the equivalent of three children in every school class. Lifelong mental health problems begin early. By 14 years old 50% of those who will have mental health problems in adulthood have already had problems.

Some groups of young people are at a higher risk: 72% of looked after children have behavioural or emotional problems and 95% of imprisoned young offenders have mental health problems. Poverty, exposure to trauma and insecure housing are also all contributing risk factors. Parental mental health or substance misuse also has an impact, in Lewisham 1.24% of people on Lewisham GPs registers have a serious mental health disorder compared to 0.84% for England as a whole. In every 1,000 people in Lewisham, 12.4 are opiate or crack cocaine users compared to 8.4 nationally and 9.55 in London.

In March 2015 Lewisham's Community Child and Adolescent Mental Health Service (CAHMS) had a caseload of 1,375 (approximately 2% of the young person population). In the first quarter of 2015/16 there were 345 referrals to CAMHS services, an increase on the previous quarter and 63% were accepted as requiring further intervention.

What we are doing

- Lewisham's Mental Health and Emotional Wellbeing strategy outlines the priority areas of action for the partnership. Our approach is underpinned by our objective to ensure that mental health and emotional wellbeing can be better integrated into community and universal settings. Lewisham is one of 12 local authorities nationally delivering the Big Lottery's Head Start programme to support the mainstreaming of emotional wellbeing support for young people. Through HeadStart and the delivery of our mental health and emotional wellbeing strategy we will be focusing on:
 - Increasing support for perinatal and early years mental health support
 - Developing and implementing our transition curriculum and support to schools to enable better responses to emotional wellbeing
 - Harnessing opportunities to deliver mental health and emotional wellbeing support via our youth service provision
 - Developing online tools to enable young people to access mental health support
 - Improving pathways between acute and community mental health provision to ensure that access to clinic based case is timely and appropriately targeted.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of mothers reporting post-natal depression at New Birth Visits	NEW	N/A	N/A	↓	Clinical Commissioning Group
Mean score for 'happiness with life as a whole' amongst CYP as part of Children's Society annual survey	7.6	7.9 (national)	7.9	↑	Mental Health and Emotional Wellbeing Steering Board
No CAMHS referrals received per quarter	345 (Q1 2015/16)	N/A	N/A	→	Mental Health and Emotional Wellbeing Steering Board
% CAMHS referrals accepted	63.4% (Q1 2015/16)	N/A	90%	↑	Mental Health and Emotional Wellbeing Steering Board

Partnership commissioning Intentions 2015-18

Outcome Area

Be healthy and active

Priority Aim

HA4: Improving sexual health

- We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.
- Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.

Why this is a priority

Lewisham has a young population experiencing high levels of sexual health need. In 2013 Lewisham had the second highest teenage pregnancy rate in London (152 conceptions in 15-17 year olds). Whilst rates have fallen this reflects a national trend, and Lewisham rates have not fallen as fast or as far as other similar boroughs. The under 16 conception rate is also second highest in London. In London, Lewisham has the highest under 18 years birth rate through a combination of a high teenage conception rate and lower than average abortion rate in this age group.

STI rates are highest amongst young people. In Lewisham in 2013, young people aged 15 to 24 accounted for 44% of all new STIs. Chlamydia, the most common STI is particularly prevalent with 10% of all Lewisham 15 to 25 year olds screened testing positive. Young people are also more likely to become re-infected with STIs. In Lewisham, an estimated 9.5% of 15-19 year old women and 12.5% of 15-19 year old men presenting with a new STI at a GUM clinic during the five year period from 2009 to 2013 became reinfected with an STI within twelve months.

There were 3,760 attendances by young people under 18 to Lewisham sexual health services in 2014/15. In addition to this a further 4,648 young people aged 18-19 attended local services. These figures are a reduction of 19% and 12% respectively on the previous year.

What we are doing

- Despite the significant gains made in improving access to services through the teenage pregnancy and Chlamydia screening programmes, these are now showing signs of stalling. Targeted sexual health promotion and SRE programmes will be vital to maintain and build on the success of these initiatives.
- Improved access and information about contraception, particularly for young women and women from BME groups is important to increase the number and proportion of planned pregnancies which can optimise outcomes for mother and child.
- Over the next few years sexual health services will be reconfigured to improve access. It is important that young people, especially the most vulnerable, receive specialist support to equip them to maintain and protect their own sexual health and develop healthy physical relationships.

How we will know if we have been successful

Performance measure	July 2014 baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Quarterly conceptions amongst women aged 15-17 per 1,000 of the population	33.1	21.8 (London)	22	↓	Sexual health commissioning board
Under 16 conception rate per 1,000 of the population	7.2	4.3 (London)	4.8	↓	Sexual health commissioning board
% resident population 15-24 screened for Chlamydia and Gonorrhoea	34.6%	27.9% (London)	35%	↑	Sexual health commissioning board
Chlamydia diagnostic rate per 100,000	3504	2178 (London)	3500	→	Sexual health commissioning board

Partnership commissioning Intentions 2015-18

Outcome Area	Be healthy and active	Priority Aim	HA5: Reducing the prevalence and impact of alcohol, smoking and substance misuse	Why this is a priority	What we are doing
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While most young people do not smoke and are not dependent on alcohol nor drugs, they have long been seen as key public health concerns.

Smoking, drinking alcohol and the misuse of drugs by parents and others caring for children can cause high levels of harm to children.

It is important to reduce the number of young people who start smoking, as it is an addiction largely taken up in childhood and adolescence. Most smokers start smoking before they are 18 and 50% of all smokers die prematurely. 7% of 15 year olds were smokers in Lewisham in 2014/15

Living with an adult smoker is the major influence on the uptake of smoking in young people. 43% of school aged children in Lewisham said an adult smoked in their home

Problematic parental substance misuse affects the emotional, physical, psychological and behavioural wellbeing of children, as it can adversely affect parenting capacity. In Lewisham in 2013/14, 58 of the 234 alcohol dependent drinkers in treatment reported living with children and 234 of the 1214 in treatment for drug use reported living with children.

In Lewisham it is estimated that we have 385 children under the age of 11 who have ever consumed alcohol, with 32 reporting use in the last week. Just over 200 young people under 18 receive specialist misuse services, many of whom have a range of complex.

- We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.
- Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.

- Continuing to protect children and young people by reducing the supply of cheap tobacco and preventing the illegal sale of cigarettes and alcohol through a sustained focus on the enforcement of statutory regulations
- Continuing to use evidence based interventions, such as peer education, in schools and other settings to reduce smoking and substance misuse
- Optimising the use of social media, working in partnership with young people, to get key messages across to young people about smoking, drinking alcohol and using drugs
- Continue a focus on addressing binge drinking and high alcohol consumption rates in young people, especially young women.
- Promoting smoke free homes, cars & playgrounds to protect children from second-hand smoke
- Ensuring that those who need it can access specialist substance misuse services early

How we will know if we have been successful

Performance measure	2014/15 baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% Lewisham 15 year olds classified as smokers (regular & occasional)	8%	8% (national)	7%	↓	Smoke Free Future Delivery Group
No. of young people under 18 in substance misuse services	199	N/A	275	↑	Safer Lewisham Partnership Board
% of Lewisham young people under 18 accessing substance misuse services with positive outcomes	62%	80%	85%	↑	Safer Lewisham Partnership Board

Partnership commissioning Intentions 2015-18

Outcome Area	Be healthy and active	Priority Aim	<p>HA6: Encouraging access to and usage of culture, sport, leisure and play activities</p> <p>☐ We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing.</p> <p>☐ Through the delivery of our CYP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.</p>
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Why this is a priority

All children and young people deserve an enjoyable childhood – no matter what constraints they face. Research shows that play and access to the music and the arts has many benefits for children and young people in terms of social, cognitive and behavioural development. Advantages associated include the development of problem-solving skills, supporting their language development and literacy, developing their social skills, expressing emotions, developing imagination and creative interests and abilities.

It is known that physical activity is important for good health throughout life, and should be encouraged from birth. Inactivity contributes to obesity, long term health conditions and premature death. Local data is not available on activity patterns of children but national surveys show that only a small proportion (20%) of children aged 5 to 15 years meet the Government recommendation for physical activity. Children are leading increasingly sedentary lifestyles and low levels of physical activity in children are related to household income, with those in the lowest income bracket more likely to report low levels of activity.

What we are doing

- Supporting access to leisure facilities for young people including encouraging accessing swimming through the universal school offer.
- Working in partnership with providers to ensure access to a wide range of music services for all children aged 5-18 through our music hub.
- Continuing to promote take up of the arts and physical activity through creative programmes delivered via our youth provision across the borough.
- Encouraging use of library services through their design and our engagement with young people and schools.
- Working in partnership with the voluntary sector and the Lewisham Arts in Education Network (LEAN) to improve access to the arts via schools. Continuing to use arts tools to improve intergenerational communication and engagement with public sector agencies like the police.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of CYP who have regular instrumental or vocal lessons in or out of school	7,692	N/A	9,500	↑	Music Hub
% of 5-12 year olds who have used their library card	66%	63.3%	69.5%	↑	Culture and Community Services
Number of young people regularly (3* or more) accessing council funded youth service provision	3,200	N/A	3,400	↑	Youth Service

Partnership commissioning Intentions 2015-18

Outcome Area	Be healthy and active	Priority Aim	HA7: Ensuring our looked after children are healthy	<ul style="list-style-type: none"> ☐ We want our children, young people and their families to be healthy and active, confident and able to make healthy choices and to understand how this can improve their development and wellbeing. ☐ Through the delivery of our CYPP, we will improve and maintain the health and wellbeing of our children and young people, reducing health inequalities.
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Why this is a priority

A detailed assessment of the healthcare needs of Lewisham's looked after children was conducted in 2013. Amongst the key findings were: the following is a summary of its findings:

- The burden of physical ill health in looked after children in Lewisham was not large, but was greater than would be expected in a cohort of children in Lewisham.
- The burden of mental health problems appeared as bad, but not worse than in looked after children in neighbouring boroughs, and in London and the country as a whole.
- The needs assessment revealed a substantial burden of potential and/or actual emotional and behavioural morbidity.
- Lewisham reported numbers of looked after children who had substance misuse problems that were double that of Southwark and Lambeth, but fewer than the London average. Small numbers complicate this picture, but given the issues around detection of substance misuse, high levels are not necessarily indicative of poor processes, instead they may reflect better detection.
- Uptake of immunisation and the dental health of Lewisham's looked after children can be favourably compared to regional and national averages. Performance is, however, below target, and there is room for improvement.

What we are doing

Lewisham's Children and Young People's Strategic Partnership will continue its focus on meeting the healthcare needs of this vulnerable group of children and young people. Statutory Health Assessments are valuable in ensuring the health of individual children and the focus on improving coverage and timeliness of these assessments is justified and will continue. This will include:

- Progress on the 2014 Health Care Needs Assessment, which examined related needs of looked after children and young people will now be reviewed.
- Ongoing monitoring of our performance against key statutory health checks to ensure that our Looked After Children receive the services they need.
- Working proactively with social care and health colleagues to improve joint working processes and ensure that timeframes for health checks are met.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% LAC who have had an initial health assessment within 28 days	100%	N/A	98%	↑	Lewisham Safeguarding Children Board
% LAC who have had an annual health assessment in the last 12 months	92.6%	88.4% (national)	97.5%	↑	Lewisham Safeguarding Children Board
% LAC who have had a teeth check in the last 12 months	90.0%	84.4% (national)	93.5%	↑	Lewisham Safeguarding Children Board
% LAC who have had routine immunisations	91.4%	87.1% (national)	95.2%	↑	Lewisham Safeguarding Children Board

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA1: Ensuring there are sufficient school places for every Lewisham child	<input type="checkbox"/> We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility. <input type="checkbox"/> We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.
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Why this is a priority

The council is responsible for ensuring that the right numbers of school places are in the right areas at the right time in order to meet changing demand. It is also responsible for ensuring that there is sufficient finance is available to secure school places in high quality environments.

This continues to be a challenging area for the authority. Demand has exceeded supply since 2009/10 and is forecast to continue at this higher level until at least the end of this decade. This includes demand for places for children with disabilities and special educational needs (SEND).

Alongside ensuring that there are sufficient places overall, the council is responsible for ensuring that there is an accessible and fair admissions system in place to place children in schools. As overall demand for school places increases, meeting parental preference for schools also becomes more challenging. In 2015 92.8% of parents were allocated their first school preference at primary and secondary school. This is below national and London averages.

What we are doing

Putting in place a mixed programme of temporary additional classes to ensure that additional needs can be met in the short-term and implementing long term enlargement plans in our existing schools estate. To date 2 secondary schools have become "all through" each opening 2 form entry primary provision, 17 primary schools have been permanently enlarged by between 0.5 and 1.5 form entry.

The borough has undertaken a further study of all school sites to identify those which can be expanded further to meet future demand. It is also working to identify sites for future new provision and this will be underpinned by a capital financing plan to facilitate the building of a new secondary school and special school by the end of the decade.

We will continue to work with boroughs across London to ensure that systems for the administration of school admissions are seamless and timely and increase the take up of electronic applications.

We will continue to publish annual policies built on good practice and engagement with parents and schools which set out how admissions decisions and establish clear and fair guidelines for appeals enabling parents to make informed choices during the admissions process.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of additional school places created	645 (in 2014)	N/A	120	↑	Pupil Places Strategic Board
% parents allocated a preferred school at reception	92.8%	96.5%		↑	Pupil Places Strategic Board
% parents allocated a preferred school at secondary transfer	92.8%	96.4%		↑	Pupil Places Strategic Board

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA2: Ensuring all our children are ready to participate fully in school
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- We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility.
- We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.

Why this is a priority

Every child deserves the best possible start in life and the support that enables them to fulfil their potential. Children develop quickly in the early years and a child's experiences between birth and age five have a major impact on their future life chances.

A growing body of evidence shows that high quality early years provision is the key to improving life-long outcomes for children and their families. Research shows that those children from the most deprived families who access high quality early years provision, combined with a good home learning environment, see real developmental benefits.

Lewisham's Early Years Foundation Stage (EYFS) partners have a strong track record of excellence, with performance for children achieving a good level of development at this age the highest in the whole country for the last two years. Fundamental to these achievements to date is the strong partnership between, schools, children's centres and early years providers and the Council. Our commitment to sustaining this excellence will continue and our partnerships will be critical to achieving this so that expertise can be shared, leadership embedded and professional development for all practitioners supported.

What we are doing

- We will continue to work with children's centres, schools and all other registered Early Years providers to ensure that the EYFS framework is embedded into practice. This will focus on ensuring that children are ready for school through the delivery of varied and evidence based programmes covering the core development areas:
 - Communication and language development
 - Physical development
 - Personal, social and emotional development
 - Literacy development
 - Mathematics
 - Understanding the world
 - Expressive arts and design
- We will explore opportunities to maximise the impact of our Early Years provision through further integration of service models and co-location of services across the partnership.
- We will ensure that early intervention approaches are embedded into our early years provision so that young children at risk of poor outcomes receive the targeted interventions they need, for example through the delivery of our Maternal Early Childhood Sustained Home-Visiting programme.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% of children achieving a good level of development at EYFS	77.5%	66.3%	83%	↑	School Improvement Board
EYFS Free School Meals gap	8.7%	N/A	5.2%	↓	School Improvement Board
% of children who have attended children centres 6 or more times with good level of development at EYFS	70.1%	N/A	75%	↑	0-5 Steering Group

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA3: Improving and maintaining attendance and engagement in school at all key stages, including at transition points	<input type="checkbox"/> We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility.
				<input type="checkbox"/> We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.
Why this is a priority			What we are doing	

School absence is a major factor in low attainment, poor wellbeing and lack of progression. Research indicates that low attendance in early years frequently leads to poor school attendance later on. Persistence absence, defined as 15% or more absenteeism during an academic year, is a particular concern for ongoing attainment.

Primary school attendance in Lewisham continues to improve, the persistent absence rate was 2.6% in 2013/14, up 0.1% from 2012/13 and down to 2.0% in 2014 which is better than the national average. The focus remains on reducing secondary school absence, particularly persistent absence. Our persistent absence rate in secondary schools has reduced from 6.3% 2012/13 to 6% in 2013/14, and although improving, it is 1.1% worse than both statistical neighbours and national in 2014.

Although we had a reducing trend for exclusions, this has recently become more variable, with recent increases in fixed and permanent exclusions. Permanent exclusions from all Lewisham schools in 2013/14 was 0.15%, up from 0.07% in 2012/13 and above the 0.05% target.

- All Lewisham schools are working hard to improve attendance and engagement in school. The authority will continue to work proactively with schools to support and monitor attendance levels and through working across the range of agencies ensure that vulnerable children and young people with entrenched poor attendance are supported are barriers are removed to improve their overall attendance so they can achieve.
- We will ensure that a range of statutory and non-statutory interventions are used to support and challenge entrenched poor attendance. This will include taking a holistic approach to issues of poor attendance and those associated factors impacting on children and young people.
- The Attendance, Welfare and Inclusion Team has undergone significant changes in the way they provide support to schools. This includes a targeted approach to tackling poor attendance across primary and secondary schools, particularly those with higher levels of persistent absence.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Overall attendance – primary schools in Lewisham	96%	96% (national)	97%	↑	School Improvement Board
Persistent Absence – primary schools in Lewisham	3.2%	2.7% (national)	2.6%	↓	School Improvement Board
Overall attendance – secondary schools in Lewisham	94.7%	94% (national)	95%	↑	School Improvement Board
Persistent Absence – secondary school in Lewisham	6.2%	5.5%	5.4%	↓	School Improvement Board
% pupils permanently excluded from primary and secondary school	0.15%	N/A		↓	School Improvement Board

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA4: Raise participation in education and training, reducing the number of young people who are NEET at 16-19
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- We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility.
- We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.

Why this is a priority

Young people who remain in education and training until at least 18 are more likely to improve their qualifications and skills with resulting enhanced employment prospects along with social and economic rewards. Lewisham young people who are NEET, at 4.3% (at the end of May 2015), is relatively low compared with national benchmarks but above London benchmarks: London NEET 3.8%, young people nationally who are NEET 4.6%. Since December 2011 the number of 16-18 year olds who are NEET has consistently fallen. For most young people, being NEET is temporary as they move between different education and training options.

Current Lewisham 16 to 18-year-olds who were 'unknown' (i.e. we do not know whether they are in education or training) are 8.1%. Rates vary considerably with age – 0.5% of 16-year-olds, 1.5% of 17-year-olds and 6.1% of 18-year-olds. This is compared to national and local benchmarks: statistical neighbours 'unknowns' 11.1%, London 'unknown' 7.5% and young people who are 'unknown' nationally 7.1%.

In 2013/14, Lewisham had 76.3% of care leavers in education, employment or training, up 6.3% from March 2010 but down from 80% in 2012/13. In addition, Lewisham had 82% of its young offenders in education, employment or training in March 2011 but given that the number of young offenders classified as NEET is 19.2% it would be reasonable to estimate this figure is closer to 80% now. This is also better than the national average of 73% and better than our statistical neighbours at 76%.

What we are doing

Our strategies to reduce the number of 'unknowns' are under constant review and proposals are in place to consider other strategies to reduce the number of 'unknowns' and these include:

- Working with Lewisham Electoral Services to canvas young people through existing communication methods.
- Formalising data sharing agreements with various national agencies including Job Centre Plus and other Department for Work and Pensions agencies and the Probation Service for example.
- Being involved in LGA and ADCS sector-led action learning sets to reduce 'unknown' rates.

We will work collaboratively across the partnership to support the ongoing engagement of 16-24 year olds in education, employment and training for example by introducing or further embedding the following interventions:

- 14-19 Team resource to track and monitor NEET young people and their outcomes and destinations.
- A Youth Support Service keyworker support offer
- Get Young People Working – The Youth Offer: Application for funding to City Bridge Trust to support NEET young carers, teenage parents and looked after children (LAC).
- Job Centre Plus – Work Coach support.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% 16-18 years old not in employment/Edu/Training (NEET) – end Jan 15)	4.6%	4.7% (national)	>5%	➔	Participation and Engagement Strategy Group & 14-19 Forum
% 16-18 year old unknowns – Quarter (end Jan 15)	9.5%	7.2%	>10%	➔	Participation and Engagement Strategy Group & 14-19 Forum

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA5: Raising achievement and progress for all our children at key stages 1-4 and closing the gaps between under-achieving groups at primary and secondary school	<input type="checkbox"/> We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility. <input type="checkbox"/> We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.
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Why this is a priority

Education is one of the key factors in determining and transforming young people's life chances. By raising standards in our primary and secondary schools, more of our children and young people can reach their full potential.

In 2012, the number of children achieving results at KS2 in line or above age related expected attainment was 85%, this rose slightly in 2013 to 86% but has since reduced and for 2014, the number of children achieving at least age related expected attainment was 83.4%. In 2014, 51.3% of our young people achieved five A*-C including maths and English. The Lewisham average was 2% below the national average of 53.0%, although six out of 14 schools were above this figure. Provisional 2015 outcomes suggest the gap to national has remained at a similar level, but with eight schools now above the provisional national average.

In 2014, two major GCSE reforms were introduced following Professor Alison Wolf's Review and an early entry policy to only count a pupils first attempt at a GCSE examination. Comparisons between outcomes after 2014 and those before 2014 should not be made. In 2014, although Lewisham showed a gap of 21% on the 5 A*-C including English and maths measure at GCSE between the achievement of disadvantaged pupils and the wider population, this gap was less than the equivalent national gap of 27% (2014 DfE Performance Tables). From 2016 onwards, the threshold measure at GCSE of 5 or more A*-C including English and maths will be replaced by two new measures, Attainment 8 and progress 8.

What we are doing

To secure school improvement and school effectiveness we have the following principles:

- Taking a holistic and evidence based approach to school improvement
- Demonstrating equity and a targeted approach – meaning that we target the limited school improvement resources to meet need
- Being inclusive through championing the most vulnerable and disadvantaged children and young people including: looked after children (LAC); young carers; those with special educational needs and disability (SEND); those who are underperforming; those at risk of child sexual exploitation (CSE); those at risk of becoming a young offender, those at risk of witnessing or being a victim of domestic violence, children missing education (CME), those at risk of exclusion and those at risk of becoming not in education, employment or training (NEET)
- Being accountable and transparent by focusing on school leadership, management and governance
- Collaborating and working towards a school-led system of self-improvement which is based on peer to peer support, partnership working and school autonomy

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
KS2 In line or above age related expected attainment	83.4% level 4+ combined reading, writing and maths	82.0%	89.0%	↑	School Improvement Board
KS2 FSM in line or above age related attainment	76.8% level 4+ combined reading writing and maths	64.0%	86.0%	↑	School Improvement Board
Gap between FSM at KS2 and non FSM for reading, writing and maths combined at the national expectation	6%	19%	3%	↓	School Improvement Board
Progress 8 Score	0 (2014)	0 (All Years)	At or above national avg & closing the gap with London avg	NEW	School Improvement Board
Attainment 8	46.4 (2014), 46.6 (provisional 2015)	47 (2015)	Exceeds zero and closing the gap with the local non-disadvantaged average	NEW	School Improvement Board
Progress 8 for Disadvantaged Pupils	New	New		NEW	School Improvement Board
KS4 FSM gap (5A*-C including English and maths)	27%	14%	15.0%	↓	School Improvement Board

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA6: Raising achievement and progress for all our children and closing the gaps between under-achieving groups at KS5 and post 16 so that all young people are well prepared for adulthood and able to access the best education and employment opportunities for them	<input type="checkbox"/> We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility. <input type="checkbox"/> We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.
Why this is a priority			What we are doing	

We need to make sure that all young people start adult life with the skills, qualities and attributes they will need to access the best employment opportunities. Ensuring that young people are prepared for work relies upon good quality education opportunities for children beyond age 16. The council has a statutory obligation to ensure there are sufficient school places, promote the participation of young people in education and training and track those who are not participating.

The vast majority of 16-19 year olds in Lewisham are participating 'in learning' (84.6%) and 42.1% of our young people study in borough. For those who study out of borough, significant numbers travel to Bromley, Greenwich and Southwark. The percentage of young people educated in Lewisham post-16 institutions, who achieve Level 3 by 19 was at 56% in 2014.

Based on Lewisham residents (aged 16-19) who currently stay in borough for post-16 study (3085) and imported learners (2195) there are sufficient places in Lewisham institutions to meet these learner needs (5260 against 7523 places). This spare capacity could absorb growth in the 16-19 population, changes in travel to study patterns and any in or out of borough changes to the post-16 landscape.

Of the 11 current post-16 providers, eight are graded by Ofsted as good and better.

- The Local Authority will continue to support and monitor Lewisham schools and colleges to deliver the duty and will work with school to focus on the transitions throughout secondary education and into post-16 education to ensure informed choices for Lewisham young people and prevent the risk of becoming NEET or dropping out.
- In addition to our work with schools we will continue to collaborate with professionals across our partnership who interact with young people who will be making choices about ongoing education and skills (i.e. Youth Service/ JobCentre Plus) to ensure that we have a coherent and joined up message and approach to encouraging participation.
- The local authority monitors closely attainment of those pupils eligible for Pupil Premium to ensure that their aspirations are high and that they follow pathways that are commensurate with their potential.

How we will know if we have been successful

Performance measure	Baseline	Comparator Baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
A Level grades A*-E	98%	98.5%	Above national avg	↑	14-19 Strategic Forum
A Level grades A*-B	36.9%	52.2%	51.9%	↑	14-19 Strategic Forum
% young people educated in post-16 institutions achieving level 3 by 19	56%	57% (national)	59%	↑	14-19 Strategic Forum
% of post 16 providers graded as good/outstanding by OFSTED	73%	N/A	81%	↑	14-19 Strategic Forum

Partnership commissioning Intentions 2015-18

Outcome Area	Raise Achievement and Attainment	Priority Aim	AA7: Raising achievement and attainment for our Looked After Children at all key stages and Post 16	<input type="checkbox"/> We will promote the highest aspirations and ambition for all our children and young people across the partnership, particularly to close gaps and secure social mobility. <input type="checkbox"/> We want all of our children and young people to achieve highly, supported by the best education, employment and training opportunities.
Why this is a priority			What we are doing	

Looked After Children (LAC) have a right to expect the outcomes we want for every child. To achieve these five outcomes for looked after children, local authorities as their 'corporate parents' must demonstrate the strongest commitment to helping every child they look after, wherever the child is placed, to achieve the highest educational standards he or she possibly can.

Ensuring that Looked After Children are actively engaged in school and supporting good attendance is critical for their achievement. Currently, the overall % of school sessions lost due to absence for our LAC is 7% which is in line with the national average.

At a national level, there is a significant gap between the educational achievement of looked after children and the young person population as a whole. The current data on GCSE results for our virtual school provisionally shows that 19% of our LAC achieved 5 A*-C at GCSE. Whilst this is a 58% increase on the previous year and above the national average, it is still significantly lower than the school population as a whole which was 56.2%.

In 2015, 6.6% of our care leavers were NEET, this is a significant reduction on previous years but still higher than the figure for the young person population as a whole which is 3.5%. A key priority for us will be ensuring that we work proactively with young people, not only to enrol them into education but also to support the ongoing retention in further education.

Our Virtual School for Looked After Children has the responsibility for supporting the overall educational development and achievement of our Looked After Children. We will continue to work proactively across all settings to drive the commitment to educational outcomes for our LAC. As part of this, some specific areas of improvement have also been identified including:

- Ensuring that schools supporting our LAC across the country comply with their duties in relation to LAC and develop inclusive school communities in which they can thrive.
- Improving the quality of our Personal Education Plans so that they are more easily accessible to young people and the professionals that support them
- Supporting our LAC to be more work ready through our education provision as well as through work experience programmes
- Building the capacity of our workforce to identify and respond to the needs of Looked After Children in education.
- Embedding a dedicated CAMHS worker to provide bespoke and targeted support for our LAC to ensure that they can access targeted support quickly if it is needed.

How we will know if we have been successful

Performance measure	Baseline	Comparator Baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
% LAC school sessions lost to overall absence	7%	3.9% (national)	6%	↓	LAC Virtual School Governing Board
% LAC achieving A*-C (inc. Eng & Maths)	19% (provisional)	N/A	20%	↑	LAC Virtual School Governing Board
% Care Leavers age 19 in Employment/Edu/Training	66.7%	66%	80%	↑	LAC Virtual School Governing Board

Partnership commissioning Intentions 2015-18

Outcome Area

Stay Safe

Priority Aim

SS1: Identifying and protecting children and young people at risk of harm and ensure they feel safe, especially from: domestic violence, child sexual exploitation, radicalisation and extremism, serious youth violence, child abuse and neglect and deliberate and accidental injury.

- We will work across the partnership to ensure that the right of every child to live in a safe and secure environment, free from abuse, neglect and harm is protected.
- We will identify and protect children and young people at risk of harm and ensure that they feel safe.

Why this is a priority

Ensuring children are safe from all types of abuse, neglect and injury is a key priority for the partnership.

Lewisham has one of the highest rates of reported domestic violence, 555 children in Lewisham were identified as being exposed to high risk domestic violence in the home in 2013-2014, with up to a third of all children in the borough exposed to any domestic violence in any one year. Since January 2013, there have been 37 identified cases of child sexual exploitation in Lewisham and it is a key priority for the partnership to intervene early and take decisive action on these cases. In common with other local authorities, Lewisham has seen an increasing demand for Children's Social Care Services. The number of contacts in March 2015 was 2257 which is 15% higher than the same point the previous year. In March 2015, there were 377 children subject to a child protection plan an increase of 73 cases on the previous year.

In general rates of accidents and injuries in children in Lewisham are lower than is the case for the country as a whole. Hospital admissions rates caused by injuries in children up to the age of 15 and in young people aged between 15 and 24 are lower than average. Road traffic accidents have been the focus of particular attention in Lewisham. The numbers of children killed or seriously injured in road traffic accidents is significantly lower than the national average as a result.

The Counter-Terrorism and Security Act 2015 placed a duty on specified authorities including implementing the Prevent Strategy in educational establishments. While individual instances of radicalisation remain relatively low in Lewisham, this remains an area of concern for the partnership.

What we are doing

- Delivering our Violence Against Women and Girls Action Plan which sets out a series of approaches the partnership will take towards reducing incidences of domestic violence and supporting women who experience domestic violence.
- Ongoing implementation of the Safeguarding Children' Board's action plan arising from our Child Sexual Exploitation Strategy in relation to prevention, protection, support, enforcement and accountability
- Adopting early intervention approaches to reduce the number of children suffering abuse and neglect and continuing to provide timely assessment of children in need of services and those services being provided.
- Working proactively across the partnership to ensure information sharing on all cases of children at risk of harm continues to be shared and acted upon.
- Keeping children safe from accidental injury including through work on promoting road safety.
- Embedding an extensive training programme for teaching staff and frontline professionals from various sectors is in progress raising awareness of the Prevent strategy and safeguarding approaches.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of children on CPP per 10,000 Lewisham population under 18	61.4	41.8	40	↓	Safeguarding Children Board
% children subject to a CPP for a second or subsequent time	13.5%	13.9%	9%	↓	Safeguarding Children Board
Number of victims identified and safeguarded through referrals to MARAC (single annual figure)	26 (2014/2015)	19 (London avg 2014/2015)	40	↑ (identification)	Safer Lewisham Partnership
Number of cases of cases of children identified as at risk of child sexual exploitation being managed by the partnership	28	N/A	N/A	↑ (identification)	Safeguarding Children Board
Hospital admissions caused by unintentional and deliberate injuries in children aged 0-14 years. Rate/10,000	101.6	84.6	84.6	↓	Clinical Commissioning Group

Partnership commissioning Intentions 2015-18

Outcome Area

Stay Safe

Priority Aim

SS2: Reducing anti-social behaviour and youth offending.

- We will work across the partnership to ensure that the right of every child to live in a safe and secure environment, free from abuse, neglect and harm is protected.
- We will identify and protect children and young people at risk of harm and ensure that they feel safe.

Why this is a priority

Youth offending and serious youth violence are important issues to address in the borough. For the 12 months to September 2015 there were 255 incidents of Serious Youth Violence and 81 incidents of knife crime with injury for individuals under the age of 25. In the case of the latter offence this is a significant rise from 62 counts in the previous year.

Lewisham experienced a sharp decline in the number of First Time Entrants (FTE) to the Youth Justice System prior to 2012 when a range of alternative options to formal disposals were introduced. First time entrants (aged 10-17) to the youth justice system dropped from 2,601 (per 100,000) in March 2009 to 968 in March 2011 which compared favourably to the national rate. The rate at which this decline was experienced reduced and we are now seeing an increase in FTE rates. There is a mixed pattern emerging across London and Lewisham has in place an action plan to address this increase, underpinned by a strong partnership with the Police and prevention and early intervention services.

Lewisham's reoffending rate has varied across the last year with a low number of young people committing crime but a high number reoffending. Lewisham's reducing reoffending strategy aims to target the most prolific offenders and provide them with intensive programmes that will address reoffending while managing them in the community.

What we are doing

The Lewisham Youth Justice Strategic Plan sets out the partnership approaches which will be taken to addressing youth crime in Lewisham. These include:

- Ensuring compliance with National Standards and meeting the actions as set out in the Lewisham YOS National Standards Audit Action Plan
- Improving sentence planning, risk management and safeguarding practices when young people are placed in any secure setting
- Improving the timeliness and quality of assessments and intervention plans, using the Integrated Assessment Plan (IAP) tool
- Ensuring that appropriate plans are put in place to safeguard young people at the start of their Order and that approaches are made in partnership with other relevant agencies, responding to new information as it emerges
- Increasing the range of alternative education provision available for young people to access as an alternative to custody or post custody
- Further developing the out of court disposal interventions that are provided and to link this to a systemic family approach.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
First time entrants to the Youth Justice System (per 100,000 age 10-17)	636	550	550	↓	Safer Lewisham Partnership
Proportion of offenders who re-offend after 12 months	1.24	1.29	>1.24	↓	Safer Lewisham Partnership
No. of young people receiving a custodial sentence (per 1,000 sentenced)	1.64	0.96	0.96	↓	Safer Lewisham Partnership

Partnership commissioning Intentions 2015-18

Outcome Area

Stay Safe

Priority Aim

SS3: Ensuring our Looked After Children are safe

- We will work across the partnership to ensure that the right of every child to live in a safe and secure environment, free from abuse, neglect and harm is protected.
- We will identify and protect children and young people at risk of harm and ensure that they feel safe.

Why this is a priority

Children entering care have often experienced difficult childhoods, some will have been victims of crime themselves. Ensuring their safety whilst they are in our care and enabling them to transition safely into adulthood are key priorities for the partnership.

To do this, we need to ensure that all our looked after children are in high quality stable placements and that we carefully monitor the outcomes of these placements for their overall achievement and wellbeing. We also need to work proactively with young people in care to reduce the number of missing or unauthorised absence episodes which are associated nationally with a greater risk for children of becoming victims of sexual exploitation or other crimes. There are no exact figures nationally for the number of children who run away, but estimates suggest that the figure is in the region of 100,000 missing per year. Nationally, there are particular concerns about the links between children running away and the risks of sexual exploitation.

In 2014/15 there were 71 recorded episodes of a child being missing from care. Although most of the majority of these children (66%) were returned to care within 5 days of going missing (83% within 10 days), every absence from care is a concern for the authority and we will work towards reducing both the number of missing episodes and the duration of these.

Currently Lewisham's single list of children at risk of sexual exploitation includes 28 children. However, this is a dynamic list which is active managed by our Children's Social Care. Identifying children at risk is also a complex issue and requires the active engagement of all partners to ensure that we can effectively prevent crime, keep young people safe and prioritise criminal justice processes. This is a priority for our partnership.

What we are doing

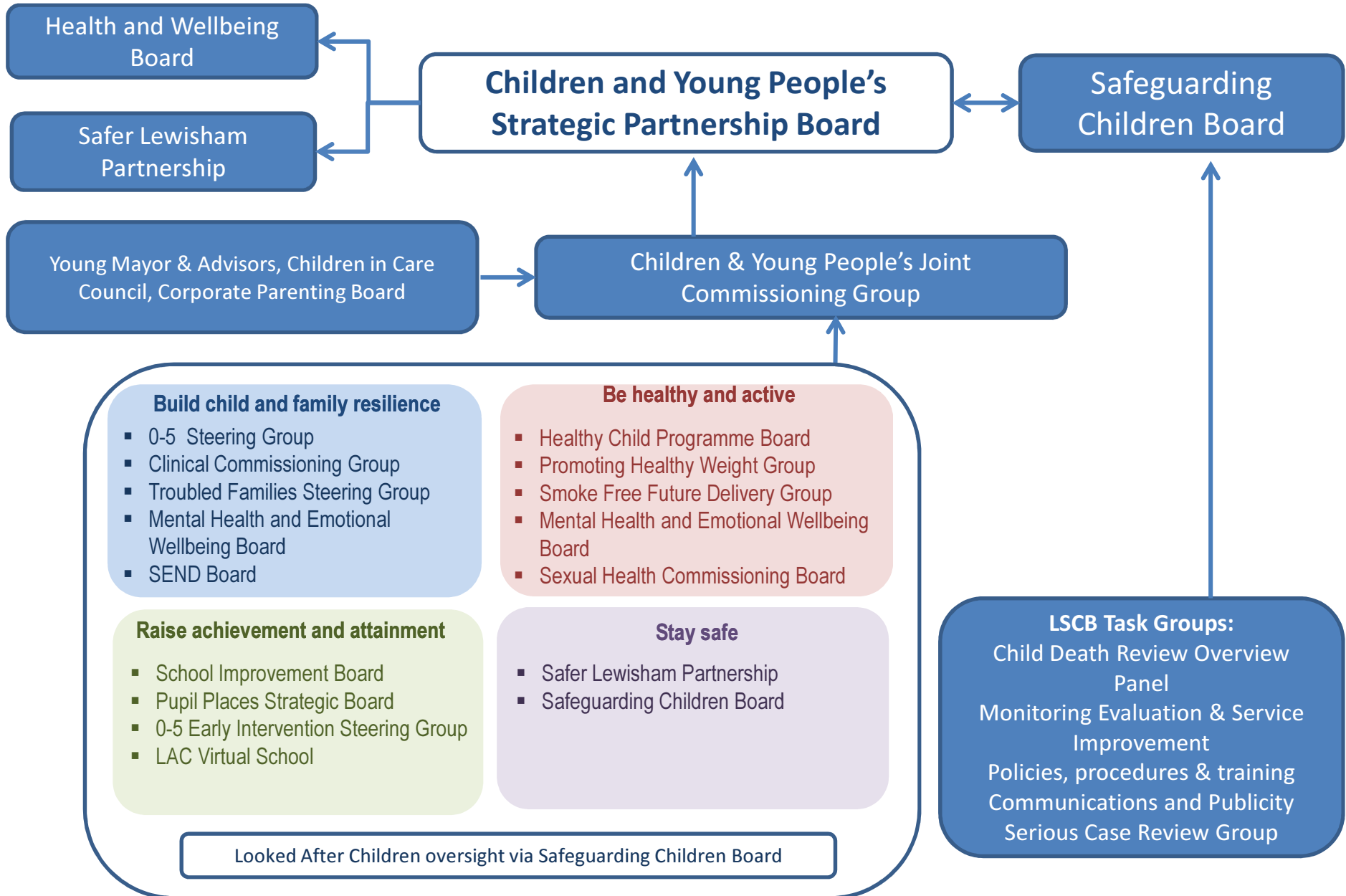
- A Missing from Care Protocol is in place between Lewisham and agencies with processes in place to ensure that there is active oversight of children missing from care to ensure that all actions are being taken to find and safeguard the child.
- Lewisham's Safeguarding Children Board has developed a Child Sexual Exploitation (CSE) Strategy, action plan and operating protocol which is accepted by all partners. As part of this strategy Children's Social Care compiles a single list of children missing from home or care; or school or at risk of sexual exploitation. This single list is reviewed and refreshed each week to ensure that appropriate action has been taken.
- We have developed robust sexual exploitation procedures so that all our social workers and managers are aware of how to respond in light of concerns.
- The council have appointed a specialist CSE social worker and a Missing Children liaison officer. Working jointly across the partnership, they deliver a proactive service for children and young people at risk of being missing or sexually exploited.
- Our Safeguarding Children Board is also responsible for identifying trends and themes arising from individual cases and developing borough wide approaches for tackling the factors contributing to risk for our looked after children.

How we will know if we have been successful

Performance measure	Baseline	Comparator baseline	Target 17/18	Desired direction of travel	Who is monitoring this?
Number of episodes of unauthorised absence/ missing from care for more than 24 hours	71	N/A	Pending (December performance release)	↓	Safeguarding Children Board
Number of cases of cases of children identified as at risk of child sexual exploitation being managed by the partnership	28	N/A	N/A	↑ (identification)	Safeguarding Children Board

Our partnership are responsible for overseeing the plan

Democratic oversight and Partnership Governance Structures



Needs analysis and strategies underpinning this plan

- Lewisham Sustainable Community Strategy 2008-2020
- Violence Against Women and Girls Plan
- Youth Justice Plan
- Anti-bullying Resource
- Mental Health and Emotional Wellbeing Strategy
- Children's Social Care Placements & Procurement Strategy
- Lewisham Participation Strategy
- Annual Public Health Report 2015-16
- Lewisham Safeguarding Children Board Annual Reports
- Safer Lewisham Strategy and annual plan
- Lewisham Child Sexual Exploitation Strategy



Equality Analysis Assessment

Name of proposal	Equalities Analysis Assessment for Children and Young People's Plan 2015-18
Lead officer	Warwick Tomsett, Head of Targeted Services and Joint Commissioning
Other stakeholders	Children and Young People's Strategic Partnership
Start date of Equality Analysis	August 2015
End date of Equality Analysis	October 2015
Identify why you are undertaking an Equality Analysis	
<p>The This Equality Analysis Assessment is being undertaken in line with the Council's Public Sector Equality Duty to identify whether the Children and Young People's Plan 2015-18 will adversely affect Lewisham's children, young people and their families and if it will negatively impact upon protected characteristics¹. The assessment will also look at whether the Children and Young People's Plan has endeavoured to promote the following through its aims and actions:</p> <ol style="list-style-type: none"> I. eliminate unlawful discrimination, harassment, victimisation; II. advance equality of opportunity; and III. foster good relations. 	
Needs analysis	
<p>1. General local demographics</p> <p>Lewisham is the second largest inner London borough and in 2014 was home to approximately 291,900 people (GLA population estimates) which is set to grow by around 15,000 by 2018. Lewisham has a slightly younger age profile than the rest of the UK: children and young people aged 0-19 years make up 24% of our residents, compared to 22.4% for inner London and 23.7% nationally. Males comprise 49% of Lewisham's population, females 51%. These proportions are not expected to change in the next few years.</p>	

Lewisham is the 15th most ethnically diverse local authority in England, and two out of every five residents are from a black and minority ethnic (BME) background. The largest BME groups are Black African and Black Caribbean: Black ethnic groups are estimated to comprise 30% of the total population of Lewisham. The BME population in our schools population rises to 74%.

Christianity was the most common religion in Lewisham (53%), followed by Islam (6%). About 27% of people stated they had no religion and 9% did not state their religion or belief.

There are no accurate statistics available regarding the profile of the lesbian, gay, bisexual and transgender (LGBT) population either in Lewisham, London or Britain as a whole. Sexuality is not incorporated into the census or most other official statistics. The Greater London Authority based its Sexual Orientation Equality Scheme on an estimate that the lesbian and gay population comprises roughly 10% of the total population. This would make the lesbian and gay population of the borough roughly 30,000. About 0.4% of Lewisham households comprise same sex couples in civil partnerships. This is more than double the average for England.

The birth rate in Lewisham (per 10,000 people) in 2014 was 16.3, compared with 14.9 in London and 12.2 nationally, and has been steadily rising for several years. This rise is expected to level out and possibly decline over the next decade, although the number of children locally will continue to rise for many years.

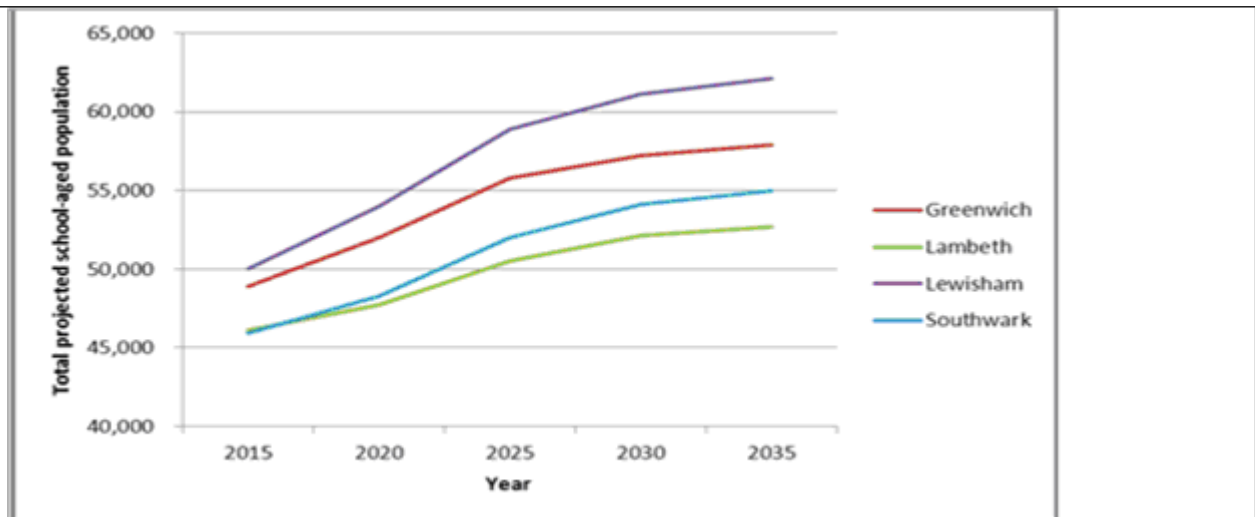
New births by ward, 2009 – 2013

Ward	2009	2010	2011	2012	2013
Bellingham	269	270	268	291	267
Blackheath	237	260	216	233	252
Brockley	294	308	273	296	300
Catford South	213	203	248	231	248
Crofton Park	296	286	329	317	311
Downham	265	255	230	244	236
Evelyn	312	310	321	344	313
Forest Hill	253	269	274	285	275
Grove Park	223	250	229	249	238
Ladywell	240	249	229	227	210
Lee Green	259	242	269	258	257
Lewisham Central	328	346	327	401	413
New Cross	286	321	326	319	275
Perry Vale	278	308	294	285	288
Rushey Green	317	295	301	300	288
Sydenham	327	293	280	285	282
Telegraph Hill	287	284	250	287	271
Whitefoot	204	233	232	243	231

Total:	4888	4982	4896	5095	4955
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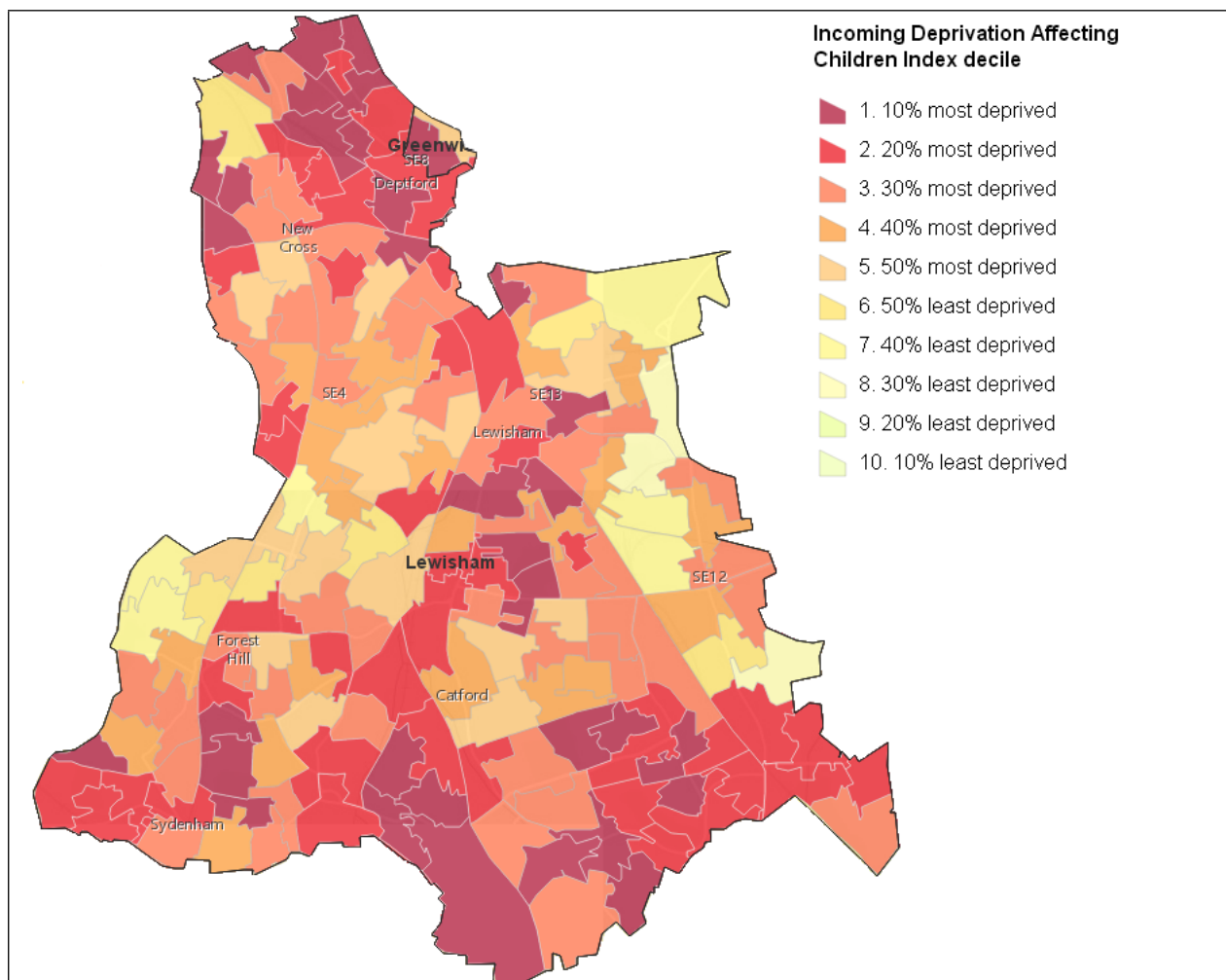
School Aged Population Projections (5-19 year olds)

¹ Protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership



Deprivation in Lewisham has decreased slightly since 2010. The 2010 Index of Multiple Deprivation ranked Lewisham 38th out of 354 local authorities (LAs) in England compared to a rank of 31 in 2010. On the specific indicator of income deprivation affecting children, 32 (out of 169) of Lewisham's super output areas are in the 10% most deprived in the country. In 2013 Lewisham's child poverty rate was estimated at 28%, compared with a rate of 37% in London as a whole.

2015 Index of Multiple Deprivation: Lewisham



Priority Outcome Area: Build Child and Family Resilience

Families and children at risk

One of the distinctive features of Lewisham's social profile is the number of lone parent families locally. Across England as a whole 7.2% of all households are lone parent families. In London the figure is 9.7% and for Inner London it is 11.6%. In Lewisham, 17.8% of all households are lone parent families - the highest rate in London¹. Although not a risk factor in itself, children in lone parent families are around twice as likely to live in relative poverty compared with children in couple families.²

According to 2014 figures, 19% of individuals in families with at least one disabled member live in relative income poverty, on a before housing costs basis, compared to 15% of individuals in families with no disabled member. 21% of children in families with at least one disabled member are in poverty, a significantly higher proportion than the 16% of children in families with no disabled member³.

Housing and homelessness

Lewisham like all other London boroughs has high levels of residents in temporary accommodation as a result of the housing crisis and the shortage of housing supply. Overcrowding in Lewisham, like most other London boroughs, has increased since 2001 when

17.6% of local households were in accommodation deemed overcrowded to 22.2% in 2011. In 2013/2014 a total of 640 Lewisham households including dependent children or a pregnant woman were homeless⁴.

Pregnancy and mental health

It is estimated that up to 20% of women in the UK develop a mental health problem in pregnancy or within a year of giving birth, which would equate to approximately 1,019 affected women in Lewisham⁵. NICE guidance identifies a number of risk factors associated with the development of mental health problems in pregnancy and postnatally including: social isolation, economic status, ethnicity, cultural issues and housing and personal history (including drug and alcohol use, domestic violence, childhood sexual and physical abuse), family history, past psychiatric history and previous maternal history. The guidance also recognises that women with complex social factors may be less likely to access or maintain contact with antenatal care services, which can affect outcomes for both mothers and babies.⁶

Priority Outcome Area: Be Healthy and Active

Weight

National data show a higher prevalence of overweight (including obesity) in Black African and Caribbean children and obesity is almost four times more common in Asian children than in white children. Local analysis of the NCMP results shows that there is no statistically significant difference in the prevalence of obesity between ethnic groups in Lewisham. However, obesity prevalence in children is linked to socio-economic status with higher obesity prevalence in more deprived areas. Analysis of the national NCMP2 (2008/09) revealed that the prevalence of obesity for Reception children in the most deprived group was almost double that of the least deprived group. In year 6 children the prevalence was almost two-thirds higher in the deprived group.⁷

Immunisation

Evidence shows that the following groups of children and young people are at risk of not being fully immunised: children and young people who have missed previous vaccinations; looked after children; children with physical or learning difficulties; children of teenage or lone parents; children not registered with a general practitioner; younger children from large families; children who are hospitalised; minority ethnic groups; vulnerable children, such as those whose families are travellers, asylum seekers or homeless.⁸

Alcohol, smoking and substance misuse

Lewisham has the fifth highest rate of smoking attributable deaths in London. People on low incomes are twice as likely to smoke as the more affluent, to have started younger, and to be more heavily addicted, and more than 40% of tobacco consumption is by those with mental illness. 6% of school pupils said they smoke at least once a week; girls are more likely than boys to have ever smoked or be regular smokers, however those who describe their ethnicity as mixed or black are less likely to smoke than white pupils.⁹

In 2013/14 there were 211 people under 18 receiving specialist substance misuse services in Lewisham. When it comes to attending treatment for substance misuse, males are significantly over-represented, forming 72% of clients in 2013/14. Lewisham has a higher percentage of 18

² Child obesity and socioeconomic status. National Obesity Observatory data briefing. October 2010

and 19 year olds in treatment compared with the England average, at 4% of total adults in treatment.¹⁰ According to the Health and Social Care Information Centre, prevalence of drug dependence varies with ethnicity. In men, black men were most likely (12.4%) and South Asian men were least likely (1.5%) to report symptoms of dependence. In women dependence ranged from 4.8% of Black women to 0.2% of South Asian women. Drug dependence was also found to be related to household income. In men, the prevalence of drug dependence increased as equalised household income decreased, ranging from 2.1% of those in the highest income quintile to 9.6% of those in the lowest quintile. A similar pattern was seen in women.¹¹

Sexual health

Young people under the age of 25 years experience the highest STI rates. Ethnicity has an effect on the level of risk of poor sexual health between particular groups of people. For example, there is a higher prevalence of STIs among African and Caribbean communities and a lower prevalence among Asian communities, when compared with the white British. National data also shows wide variations in the rates of abortion and conception amongst women from more deprived areas in England. The most deprived areas also have the highest overall rates of abortion for women of all ages, even when the high conception rates are considered.¹²

Mental and emotional wellbeing

1.1% of the population registered with a Lewisham GP was on an Severe Mental Illness (SMI) register. In London the figure is 1% and England 0.8%. Mental health is closely related to a broad range of determinants and pre-determinants of health, affecting individuals at the biological, psychological and sociological levels.

There is a linear relationship with increasing prevalence of Common Mental Illness (CMI) as household income declines. The most recent JSNA identified that the mental and behavioural disorders incapacity benefit claimant rate is 3.2% in Lewisham, higher than the London and England averages (2.7% and 2.8% respectively).

The Department of Health has highlighted ethnicity as the major inequality in Serious Mental Illness (SMI). The last psychiatric morbidity survey in 2007 found psychotic disorder is also much higher in Black men, 3.1% compared to 0.2% in other men. Minimal variation in CMI between ethnic groups in men was observed, but CMI was more common in South-Asian women⁴.

A 2014 survey found that 42% of young LGBT people sought medical help for depression or anxiety compared to 29% of non-LGBT youths; 52% had self-harmed (compared to 35%) and 44% had considered suicide compared to 26% of non-LGBT respondents.¹³

Most mental disorder begins before adulthood with 50% of lifetime cases of diagnosable mental illnesses beginning by age 14.¹⁴ Studies suggest that one in ten children between the ages of one and 15 has a mental health disorder and rates of mental health problems among children increase as they reach adolescence. Disorders affect 10.4% of boys aged 5-10, rising to 12.8% of boys aged 11-15, and 5.9% of girls aged 5-10, rising to 9.65% of girls aged 11-15.¹⁵

Priority Outcome Area: Raise Achievement and Attainment

School demographics

Lewisham has 42,390 pupils within its 98 schools, including 5 special schools. 22.7% of Lewisham's primary school pupils and 24.0% of secondary school pupils receive free school meals, compared to a London average of 18.5% and 19.6% respectively.¹⁶

Whilst 46.5% of our residents are from black and minority ethnic backgrounds this rises to 74% within our school population, with over 170 different languages being spoken by our pupils.

Attainment and engagement at school

Lewisham continues to improve its educational attainment and is closing in on the gap on the national average and statistical neighbours. In 2014, 51.3% of all pupils achieved 5 or more GCSEs including Maths and English. This compares to the national average of 53.0%.

Girls are still outperforming boys, with 61.7% of girls achieving 5 A*-C GCSEs country wide compared to 51.6% of boys in 2014. Pupils from a BME background and pupils eligible for free school meals are also underperforming, and just 36.5% of disadvantaged pupils achieved 5 A*-C GCSEs in 2014. The figure is lower for pupils with Special Educational Needs, with only 20.5% achieving 5 or more GCSEs at A*-C grades, and only 19% of looked after children achieved at this level.

Nationwide, boys are over three times as likely as girls to be excluded, and pupils with SEN account for 7 out of 10 permanent exclusions. Pupils eligible for Free School Meals are around four times as likely to receive a permanent or fixed period exclusion than those who are not eligible.

Post-16 participation

The number of young people classed as NEET in Lewisham (4.3%) is lower than in England as a whole (4.6%), but slightly higher than the London rate of 3.8%. Nationwide, females made up 54.0% of 16-24 year olds classified as NEET, according to a 2015 Houses of Parliament briefing paper. Young people more likely to be classed as NEET include: those eligible for free school meals; those who achieve less than 5 GCSEs at A*-C; those who have been excluded/suspended from school; those with a disability; those with a child. Those who self-classify as Black Caribbean are more likely (at 21%) to be NEET than White (15%), Pakistani (18%) or Bangladeshi (17%) young people.¹⁷

Priority Outcome Area: Stay Safe

Children and young people at risk of harm

Lewisham has one of the highest rates of reported domestic violence, 555 children in Lewisham were identified as being exposed to high risk domestic violence in the home in 2013-2014, with up to a third of all children in the borough exposed to any domestic violence in any one year.

Nationally, women aged between 16 and 34 are most likely to be victims of domestic violence, and in 2011/12 7.3% of women and 5.0% of men reported having experienced domestic violence.

The 2014 Crime Survey estimated that 810,000 crimes were experienced by children aged 10 to 15 in the year ending March 2014. Of this number, 55% were categorised as violent crimes (445,000), while most of the remaining crimes were thefts of personal property (332,000; 40%).

The proportions of violent, personal property theft and criminal damage crimes experienced by children aged 10 to 15 are similar to the previous year (59%, 37% and 4% respectively).

Nationally, there were 13,610 sexual offences involving a child under the age of 13 in the year to March 2014, the highest reported total for these offence categories since the introduction of the NCRS in 2002/03 and an increase of 26% on the previous 12 months. This is attributed in part to a number of high profile cases in the media which may have affected reporting levels.¹⁸

Anti-social behaviour and youth offending

The 2014 Youth Offending Service JSNA identified that boys aged 11-17 were more likely to come into contact with the criminal justice system than girls, in 2013 9.2% of the population of 11-17 year old boys had been compared with 2.3% of girls. The rate of arrests rises with age with a rate of 0.3% at age 11 rising to 12.2% at age 17.

Whilst the largest group ethnic group overall for arrests amongst young people are for those categorising themselves as 'white', figures show that young people classifying themselves as 'Black Caribbean' or 'Black other' are overrepresented. Individuals classified as 'Black Caribbean' make up 23.6% of arrests against 16.4% of the population and 'Black Other' make up 26% of arrests against 12.1% of the population.¹⁹

Cross Cutting Priority: Looked After Children

The proportion of those under 18 in Lewisham who are looked after is about 77 in every 10,000, a rate higher than the national average and our statistical neighbours. Nationwide, the ethnic breakdown for children looked after has varied little since 2011. The majority of children looked after at 31 March 2015 (73%) are from a White British background: similar to the general population of all children. Children of mixed ethnicity continue to be slightly over-represented, and children of Asian ethnicity slightly underrepresented in the looked after children population. In terms of nationality, the vast majority of children in care are British 73.4%, the next largest groups are Nigerian (5.49%), Jamaican (2.80%), Sri Lankan (2.24%), Albanian (2.35%) and German (1.77%).

Males represent 52.2% of our looked after children compared to 47.8% who are female. This represents a slightly higher percentage of males compared to the total child population in which there are 51% male and 49% female.

When compared to England data demonstrates that Lewisham has higher than the national percentage of looked after children in the 10- 15 and over 16. It is lower for the 1 – and 5 -9 age categories and in line with national figures for the under 1 year age category.

At 31st March 2014, 43 (8.6%) looked after children were recorded as having a disability. This is a slight increase on 7.25% in 2012-13. 7.2 The largest recorded category of disability for a second year were those with Autism or Asperger's Syndrome.²⁰

Impact Assessment

The purpose of the Children and Young People's Plan is to set the strategic direction for the partnership and reconfirm our priority outcomes for young people. Central to the plan, as with previous plans, are our values to have high aspirations for all children, to put young people first and to make a positive difference to their lives. Our plan emphasises the importance of inclusivity in the way in which we design and deliver services and the importance of ensuring

that attention is focused on those most in need of support. Prevention and early intervention are critical to our approach and we will take evidence based approaches to identifying risk factors and designing interventions which will have a measurable impact for young people and stop needs escalating.

The plan is an extension and reconfirmation of our objectives and much of the work is already in place, is being received and in terms of delivery will not change significantly. Included within the breadth of the work of the children's partnership, as outlined in the plan, are a range of approaches designed specifically to target disadvantaged groups and those who by virtue of social or demographic characteristics might be at risk of poorer outcomes.

Decision/ Result

The Children and Young People Plan contributes positively towards meeting our Public Sector Equality Duty to:

- i. eliminate unlawful discrimination, harassment, victimisation;
- ii. advance equality of opportunity; and
- iii. foster good relations.

It is therefore recommended that the partnership continues with the implementation of this plan.

Equality Analysis Action Plan

Ensure the actions within existing EAAs are completed and if there are any changes that impact upon the work contained with the Children and Young People's Plan 2012-15, that is communicated clearly within the CYPP Reviews.

¹ 2011 census data.

² <http://www.gingerbread.org.uk/content/365/Statistics>

³ Gov.uk Family Resources Survey 2011 to 2012

⁴ Lewisham Housing Register

⁵ Lewisham JSNA

⁶ <https://www.nice.org.uk/guidance/gid-qsd125/documents/antenatal-and-postnatal-mental-health-equality-analysis-12>

⁷ <http://www.lewishamsna.org.uk/children-and-young-people/childhood-obesity>

⁸ <http://www.lewishamsna.org.uk/home/priority-outcomes/immunisations>

⁹ Lewisham Annual Public Health Report, 2015 (draft)

¹⁰ Lewisham JSNA

¹¹ <http://www.hscic.gov.uk/catalogue/PUB15943/drug-misu-eng-2014-rep.pdf>

¹² <https://www.lambeth.gov.uk/sites/default/files/SexuaHealthStrategyv28%20160414.pdf>

¹³ http://www.youthchances.org/wp-content/uploads/2014/01/YC_REPORT_FirstFindings_2014.pdf

¹⁴ <http://www.lewishamsna.org.uk/adults/mental-health/what-do-we-know/facts-and-figures>

¹⁵ <http://www.mentalhealth.org.uk/help-information/mental-health-statistics/children-young-people/>

¹⁶ Department of Education statistics, 2015

¹⁷ <https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>

¹⁸ http://www.ons.gov.uk/ons/dcp171778_371127.pdf

¹⁹

<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0CCwQFjACahUKewjctTVy-riAhXHWwhoKHQeHDrY&url=http%3A%2F%2Fwww.lewishamsna.org.uk%2FReports%2FYOS%2520JSNA%252>

Agenda Item 9

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 type="checkbox"/>	


Date of Meeting	11 th November 2015
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Title of Report	Annual Complaints Report 2014/15
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Originator of Report	Ralph Wilkinson	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: ___3rd November 2015___

Signed:  Director/Head of Service

Date ___3rd November 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			
Title	Annual Complaints Report 2014 -15		
Key decision	No	Item no	
Wards	All wards		
Contributors	Executive Director for Customer Services		
Class	Part 1	11 November 2015	

1 Executive Summary

- 1.1 The report provides performance information on complaints dealt with by the Council and its partners at stages 1 and 2 of the Corporate Complaints procedure as well as complaints and enquiries to the Mayor and Councillors and complaints and enquiries from Members of Parliament (MP's) that are logged in the Council's complaints management system iCasework, during 2014/15. Accordingly, there was a total of 5242 complaints and enquiries received in 2014/15. This represents a 10% increase when compared to 2013/14. Other than Stage 2 and Mayoral enquiries there has been an increase in all types of complaints and enquiries.
- 1.2 The report does not include complaints or enquiries about the provision of adult and children's social care, both of which are reported individually and publicised according to statutory guidance.
- 1.3 The Independent Adjudicator's (IA) reports are attached at Appendix 1. The IA dealt with 83 complaints between 1 April 2014 and 31 March 2015, of which she upheld or partly upheld 29 (35%). The IA responded to 94% within the 30-day response standard and identified a number of issues from the complaints and makes recommendations for improvement.
- 1.4 The Local Government Ombudsman (LGO) report is attached at Appendix 2. In 2014/15, the LGO made decisions in a total of 32 cases – the figures are attached at Appendix 3. (Note that the Housing Ombudsman Service took over some of the LGO's jurisdiction in April 2013.)

2 Purpose of Report

- 2.1 To update the Mayor on the Council's complaints performance for 2014/15 at all stages including the Independent Adjudicator's report and the Local Government Ombudsman Annual Review.

3. Recommendations

The Mayor is recommended to:

- 3.1 Note the contents of the report.
- 3.2 Make any amendments to the Council's complaints policy felt necessary following the contents of the report or concerns raised by the IA.

4 Introduction

- 4.1 This report summarises how the Council and its partners performed when dealing with complaints and how it is using the feedback from complaints to improve services. The report does not cover statutory complaints received for adult and children's social care that are subject to separate reports.
- 4.2 Also included is a summary of the Independent Adjudicator's report and a summary of the LGO's Annual Review with the full reports attached as appendices.

5. Stage 1 and Stage 2 complaints, MP, Mayor and Councillor enquiries

- 5.1 The standard response times and responsibilities for responding to complaints at each stage are:

Stage 1 – 10 days by the Service Manager

Stage 2 – 20 days by the Head of Service or Executive Director

Stage 3 – 30 days by the Independent Adjudicator

MP/Mayor/Councillor – 10 days by the Head of Service or Executive Director

- 5.2 The tables below show the number of complaints and enquiries dealt with by the Council in the last financial year. The tables are broken down by directorate and shows the percentage dealt with in the standard response time. The statistics are for cases logged into iCasework between 1 April 2014 and 31 March 2015 compared with performance over the same period in 1 April 2013 and 31 March 2014.

Table 1 – total volume of complaints and enquires by directorate

	Total Complaints and Enquiries		
Directorate	2013/14	2014/15	Variance
Children and Young People	183	240	+57
Community Services	288	239	-49
Customer Services	2489	2609	+120
Lewisham Homes	1097	1302	+205
Resources & Regeneration	715	852	+137
Total	4772	5242	+470

Table 2 – stage 1 and stage 2 complaints by directorate

Directorate	Stage 1					Stage 2				
	2013/14	%	2014/15	%	Variance	2013/14	%	2014/15	%	Variance
CYP	46	89	67	90	+21	3	100	6	99	+3
Community Services	87	78	83	88	-4	11	73	8	78	-3
Customer Services	994	91	825	85	-169	96	80	77	80	-19
Lewisham Homes	451	86	619	89	+168	104	87	110	88	+6
Resources & Regeneration	143	88	158	87	+15	29	90	27	89	-2
Total	1721	88	1752	88	+31	243	84	228	86	-15

*(percentage figures are the cases responded to within the specified target)

Table 3 - MP, Mayor and Members enquiries by directorate

Directorate	MP			Mayor			Members		
	2013/14	2014/15	Variance	2013/14	2014/15	Variance	2013/14	2014/15	Variance
CYP	120 (93)	140 (92)	+20	4 (100)	7 (98)	+3	10 (100)	14 (98)	+4
Community Services	69 (67)	67 (65)	-2	30 (80)	11 (85)	-19	91 (78)	85 (78)	-6
Customer Services	664 (92)	829 (90)	+165	205 (88)	213 (85)	+8	530 (93)	559 (91)	+29
Lewisham Homes	320 (98)	294 (98)	-26	61 (95)	57 (96)	-4	161(90)	182 (91)	+21
Resources & Regeneration	150(92)	165 (90)	+15	110 (87)	83 (86)	-27	283(95)	387 (93)	+104
Total	1323 (88)	1495 (87)	+172	410 (89)	371 (90)	-39	1075 (93)	1227 (90)	+152

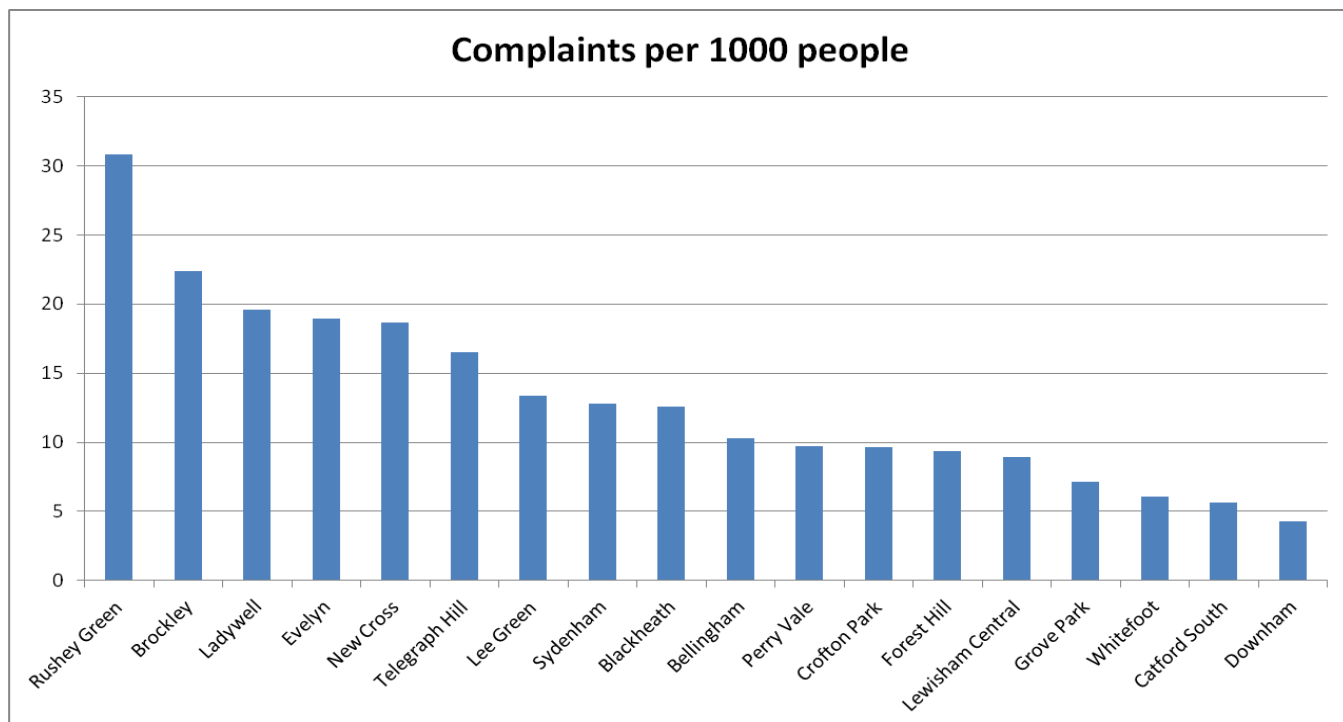
*figures in brackets denotes the percentage of cases dealt with within the specified targets

5.3 The total number of complaints and enquiries received in 2014/15 was 5242. This was an increase of 470 cases (10%) on the previous year when a total of 4772 were received. There was an increase in all types of complaints and enquiries, save for Stage 2 and Mayoral enquiries.

5.4 Complaints and enquiries by ward

The distribution of complaints received by Ward is shown below. The highest number of complaints received per 1,000 population were received from residents in the Rushey Green Ward. In 2013-14 the joint top highest were in the New Cross and Brockley wards, whilst the lowest number of complaints (in both financial years) were received by residents in the Downham ward.

Chart 1 Distribution of Complaints by Ward



Source: Mid-2012 Population Estimates for 2012 Wards in England and Wales by Single Year of Age and Sex, Office for National Statistics

Table 4 – Distribution of complaints by Ward

Ward	Complaints per 1000 population
Rushey Green	31
Brockley	22
Ladywell	20
Evelyn	19
New Cross	19
Telegraph Hill	17
Lee Green	13
Sydenham	13
Blackheath	13
Bellingham	10
Perry Vale	10
Crofton Park	10
Forest Hill	9
Lewisham Central	9
Grove Park	7
Whitefoot	6
Catford South	6
Downham	4

5.5 The top three wards to receive the highest level of complaints and enquires were: Rushey Green, Brockley and Ladywell.

5.5.1 The ward to receive the highest level of complaints and enquiries was Rushey Green. Highways was the top reason why customers complained, followed by Housing Needs and Lewisham Homes. In 2013-14, Housing management was

the top reason why customers complained, followed by Council Tax, then Highways.

5.5.2 The second highest ward to receive complaints and enquiries was Brockley. The top reason why customers complained was Housing management, followed by Lewisham Homes and Environmental Enforcement. (For clarity it should be noted that under the Brockley PFI (Regenter) umbrella, Pinnacle PSG are responsible for Housing Management, and Rydon are responsible for a day to day repairs. Regenter received 54 stage 1 complaints in 2014/15 and of those; only 13 were for Pinnacle PSG. In 2013/14 the top reason why customers complained was Housing management, followed by Council Tax, Environmental Enforcement, and Housing.

5.5.3 The third highest ward to receive complaints and enquiries is Ladywell. The top reason why customers complained was Housing, Highways and Council Tax.

5.5.4 Downham received the lowest level of complaints and enquiries in both financial years. Appendix 5 provides a breakdown of all complaints and enquiries across all the wards.

5.6 Trends

On analysing the reasons for complaints, the top three issues identified are as follows:

- Highways
- Lewisham Homes Property Services
- Lewisham Homes Housing Management

Services with the top three issues provided comments on their complaints and highlighted any learning points that arose from those complaints.

Highways

5.6.1 Highway maintenance and implementation of Control Parking Zones (CPZ) are the greatest source of enquiries in this service. Most relate to defects on the highway and are ultimately dealt with as service requests. 2014/15 has seen an increase in requests for enforcement such as overhanging vegetation, illegal crossovers etc. It is anticipated that the complaint numbers here may reduce in 2015/16 as Highways try to move more of the routine defects onto the CRM system which will assist in their timely action.

5.6.2 Parking enquiries mainly cover requests for parking controls. It is considered that there has been an increase in these complaints due to some delays in introducing some of the CPZs that the Council has been consulting on.

Lewisham Homes Property Services & Housing Management

5.6.3 Lewisham Homes (LH) have noted complaints relating to Anti-Social Behaviour. Complaints have related to:

- LH only provided a reactive 9-5 service
- Perception that one officer dealing with the case often showed bias towards one party or another.
- Not being kept informed as they would have liked.

5.6.4 To address these core issues, LH comprehensively reformed its ASB service provision and launched a brand new model in June 2015. Seeking advice and

tutelage from some of the best providers in the country, its new service:

- Now operates up to 10pm on a Thurs, Fri & Sat night
- Assigns two officers to each case – one to deal with the investigation and another to work with the victim or complainant
- Agrees with each individual reporting ASB how they would like to be kept informed, and how often. This in particular is monitored by Team Leaders and Managers.

5.6.5 Complaints relating to Home Ownership (Leasehold) has resulted in a new process to ensure LH get evidence from Major Works that request for access has been duly served before it sends out warning letters or any letter requesting access.

5.6.6 In relation to complaints about leaks – LH now endeavours to keep customers updated regularly regardless of progress or even if there is no progress. This way the customer is always kept in the loop. LH have now put a more robust system in place to ensure there is regular update.

5.6.7 As a result of feedback relating to Income from garage complaints, LH have amended the license wording to make it clear that the garage agreement does not include the provision to park in the area surrounding the garage.

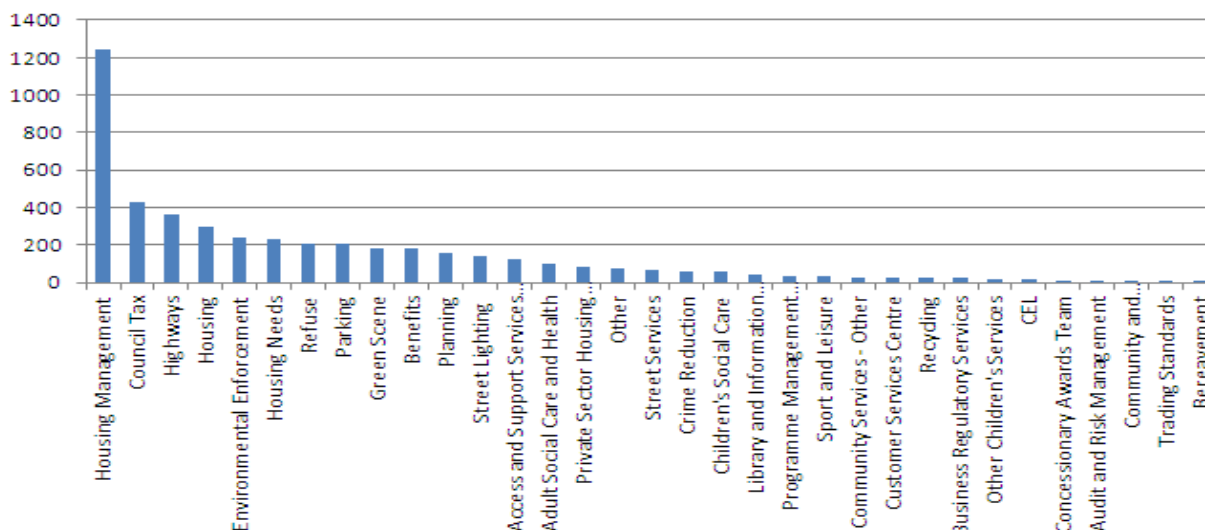
5.6.8 Complaints were generated relating to Tenancy, particularly neighbour disputes after LH had written to both parties in the summer and wrongly assumed that the issue had been resolved as it had had no further contact. Consequently all teams are now to follow up queries to avoid escalations and complaints.

5.6.9 As a result of Ombudsman enquiries officers have been reminded to put notes on relevant systems with any action or contact with residents. So there is evidence on the system should it later be required to be included in an enquiry response.

5.6.10 The feedback that LH received from complaints on Major Works was that residents would like to have more direct contact with Lewisham Homes rather than through its contractors, MITIE and Breyer. In response LH brought 3 additional Customer Services Officers into the Major Works Team in order to release our Project Officers to work out on site. That enabled the Project Officer to respond quickly to complaints by going to visit the resident. LH also put in place a call tracking spreadsheet so that it could keep a record of all calls and not just those that were logged on iCasework as complaints. That enabled LH to resolve a significant number of queries before they escalated into complaints.

5.7 Services receiving 10 or more complaints or enquiries

Chart 3 - A breakdown of services receiving 10 or more complaints or enquiries



Appendix 4 provides a breakdown of the top three complaint reasons, by ward.

5.9 Complaints and service improvement

5.9.1 Each directorate has responsibility for managing its own complaints and enquiries.

5.9.2 Throughout the year directorates have worked to improve the quality of the complaints handling. Each directorate has used complaints received to identify areas of improvement and undertook changes to improve the way the service is delivered. Examples of these improvements are outlined below:

- The Community Services Customer Relations team has administered 625 representations during the reporting period, 79% within established timeframes maintaining its quality record.
- The Customer Services Casework team worked with the Homeless Options Service. The team highlighted that a number of complaints received indicated that an audit of all those in temporary accommodation was necessary in order to ensure records were accurate.
- Lewisham Homes implemented a new complaints process in order to improve customer satisfaction levels with complaint handling and outcome, increase the proportion of complaints dealt with informally and reduce formal complaint levels. The new process and new complaint response template letters were put together in collaboration with the LBL independent Adjudicator, Linzi Banks to ensure they were in line with current best practice. Highlights of this new process include:
 - Increased phone contact with customers who have made a complaint to ensure understanding of the complaint issue and the action required to resolve as well as regular progress updates.
 - The Customer Relations team (CRT) now case manage complaints from logging to closing
 - All customers receive a follow up phone call from CRT once a response is sent to check if they feel their issue has been addressed.
 - New response template letters for all complaints and enquiries
 - All responses are quality checked centrally by CRT

- The CYP casework team has implemented a change to practice by way of strict enforcement of the service specific casework bulletins, and the action plans/audit forms. These now have to be signed off by senior management to create an audit trail from which to ensure that the complaints cycle is closed, recommendations carried out, and necessary learning from complaints absorbed into the service.

5.9.4 In previous years a complaints action plan including recommendations by the Independent Adjudicator, was developed to ensure continued good practice and implement necessary actions. This year the Council will await the outcome of the complaints and casework review details of which are noted at paragraph 9.

6 Independent Adjudicator

6.1 The Independent Adjudicator (IA) deals with stage 3 complaints on behalf of the Council. This section summarises the IA's report and the action being taken in response to the issues raised. The report covers the period 1 April 2014 to 31 March 2015.

6.2 The IA received 83 complaints during the year, one more complaint than in 2013/14. This breaks down to 61 (73%) against the Council and Regenter (an increase of six from last year) and 22 (27%) against Lewisham Homes (down by five). The number of complaints against the Council and Regenter stayed almost the same for three years: 47 in 2011/12, 44 in 2012/13 and 44 in 2013/14 (if we remove the complaints that were out of jurisdiction or withdrawn). The number this year has increased to 52 (when those complaints with an alternative right of appeal, or with insufficient injustice to warrant the IA's involvement, are excluded). But, the IA is not unduly concerned indicating that she was expecting a surge in complaints given these challenging times, and with the trial of a two stage process in some Council areas, and this has not materialised.

6.3 The IA has highlighted the fact that significant changes within the Council and Regenter continued this year. Notwithstanding, the numbers of stage three complaints has not increased as might have been expected and the IA welcomed this and hopes that this continues in the face of even greater changes that the Council will face in the coming year.

6.4 The IA also welcomes the generally helpful approach taken by the Council and Regenter in dealing with complaints at stage three: it suggests that they understand the importance of good complaint handling not just because it helps them learn lessons and prevent future complaints, but also because it is an essential part of good customer service.

6.5 The IA responded to 94% of cases within the 30-day standard, which is above the 85% target and only a slight decrease on the previous year's performance of 97%.

6.6 Cases by directorate/partner

The table below sets out the number of Stage 3 complaints against each directorate and each partner (*withdrawn/out of jurisdiction complaints in brackets cases in brackets*).

Table 6 - Total number of stage three complaints against each directorate and each partner

Customer Services	Resources and Regeneration	Community Services	Children and Young People	Regenter	Lewisham Homes	TOTAL
31 (3)	17 (2)	3 (1)	2 (1)*	8 (1)	22 (2)	83

*A second complaint was withdrawn but recorded as received in 2013/14

6.7 Compensation

Compensation was awarded in 20 cases ranging from £100 to £500+. The total amount of compensation paid was £9241, of which £4625 was for Lewisham Homes.

Table 7 - Amount of Compensation

	Up to and including £100	£100-£500	More than £500	TOTAL	
2014/15	n/a	13	6	20*	£9241
2013/14	4	8	4	16*	£6542
2012/13	2	8	2	12	£4,259.75
2011/12	2	9	1	12	£3,614

*Compensation awarded in 20 cases including those against Lewisham Homes

6.8 Key issues highlighted by the Independent Adjudicator

6.8.1 Record keeping and communication

- The IA continued to see a failure by officers to update complainants. The IA urges officers to keep good records to provide a smooth transition from one officer to another, and a seamless service to residents no matter who is dealing with them.
- In one complaint, the IA found it necessary to request the intervention of a Head of Housing to find out what action officers had taken. The IA also experienced late responses and general lack of comment to her enquiries. As a result the IA is monitoring the service carefully to ensure that standards improve.

6.8.2 Complaint administration and Service Improvements

- The IA asks the Council to encourage contractors to keep good records and the Council to keep a record of *all* contact with a complainant.
- The IA also asks the Council to provide timely information to residents about the insurance process; and to monitor and chase insurance claims and to continue discussing what has gone wrong in repairs complaints, and possible lessons and improvements.

6.8.3 Overall complaints handling

The IA's report for the Council is attached at Appendix 1. The IA has prepared a separate annual report for Lewisham Homes which deals specifically with any issues relating to them. The IA will attend their management team to present the report and the Council will monitor any actions arising from it.

6.9 The Council's response to the IA's comments

6.9.1 The Council thanks the Independent Adjudicator for her comments. The Council is undertaking a corporate wide review of its current casework and complaint processes as a part of the wider Business Support review. It is anticipated that the outcome of this review will highlight areas that require change and improvement which will go some way to addressing some of the concerns raised by the IA.

6.9.2 With regard the failure by officers to update complainants officers are now required to ensure that they keep adequate and appropriate records and to ensure that reminders are in place to contact complainants as and when promised. Additionally officers are required to ensure an appropriate handover takes place between one officer to another for a consistent approach to a case for an improved customer experience.

6.9.3 The Housing Service has recently undergone a substantial restructure. The transition has seen a drop in performance, however significant service improvement is now expected. Updated processes and training will strengthen and improve officer performance and standards.

6.9.4 The Council's work with its contractors is ongoing. Following the IA's comments the Council will work hard to see that the contractors improve record keeping across the board. Communication with claimants about the insurance process will be improved and analysis undertaken of insurance claims to highlight valuable lessons and areas for improvement.

7 Local Government Ombudsman Annual Letter 2014/15

7.1 An annual review letter is produced by the LGO each year. This gives a summary of statistics relating to complaints made against local authorities over the year. A copy of the LGO's annual letter is attached at Appendix 2

7.2 The Council views this as a useful exercise, which gives it the opportunity to reflect on the types of complaints made and consider where improvements might be made.

7.3 The LGO publish final decisions on all complaints on their website, as they consider this as an important step in increasing transparency and accountability. There have been no published reports made against the Council.

8 Achievements in 2014/15

8.1 The Community Services casework team remained focussed on its work to resolve people's concerns early and satisfactorily. This is reflected in a continued low level of escalation across Corporate Complaints.

8.2 The Customer Services team have continued to maintain successful working relationships with the Council's internal and external partners. Maintaining a mutually co-operative attitude when there has been limited resources has helped

the team when working with services to find appropriate complaint resolutions.

8.3 The CYP Complaints team worked towards ensuring that lessons learnt from upheld and partially upheld complaints are highlighted and fed back to improve service delivery. The complaints team monitor implementation of agreed actions and recommendations.

- Service specific bulletins have been produced, and will continue to be produced to senior managers, for their consideration and action. In managing trends and detailed complaint in this manner, it is hoped that the broader picture can be influenced by addressing the smaller, frequent issues found within individual services.
- Audit forms are kept outlining upheld complaints, and recommendations arising. These forms are compiled and revisited periodically with senior management, to ensure implementation of recommendations.
- Organisational learning from the upheld and/or partially upheld complaints are fed back to staff by the Complaints Team through team meetings and bulletins distributed for the attention of all staff.

8.4 Lewisham Homes implemented a new complaints process in September 2015 following a training programme for all staff who respond to complaints. The new process also gives Lewisham Homes more and better feedback from customers who have complained. This allows to feedback to be quickly fed back to service areas to allow better 'learning from' complaints and reduce complaint numbers by designing out repeat complaints.

9 Future improvements for 2015/2016

9.1 The council is part way through a savings programme which will see our budget reduce by £95m by 2018. As part of the savings programme, the council's casework and complaints services have been identified as an area for review – both to identify opportunities to reduce our budget and also to re-design and improve our current ways of working. The review is being led by Ralph Wilkinson, Head of Public Services.

9.2 The dedicated casework and complaint teams in each directorate have provided information on the work currently undertaken and contributed comments on where there are opportunities for change or improvement.

9.3 The scope of the review is detailed below:

- Stage 1 & 2 complaints
- Stage 3 complaints
- Statutory social care complaints (adults & children's) including requirement and best practice expectations
- MP, Mayor & Councillor enquiries
- General enquiries/comments/compliments
- FOI enquiries
- Subject Access Requests
- Ombudsman complaints (LGO & Housing)
- 'Designated Persons' process
- Demands of new legislation e.g. Care Act appeals

9.4 The estimated timescales for the review, and the high level phases of work are outlined in the table below but may be subject to change.

Phase	Broad Timeframe
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Discovery – the aim of this phase is to better understand how things work currently in Lewisham, and what could we learn from the way other organisations manage their casework functions.	Sept- October
Define – the aim of this phase is to draw on the learning from the ‘Discovery’ phase and to define areas of service delivery that could be changed or improved.	By the end of October
Develop – the aim of this phase is to develop proposals for new ways of working/change.	From November
Deliver – the aim of this phase is to consult on and progress and proposed changes for implementation by April 2016. (If applicable, formal consultation as set out in the Council's Management of Change policy would take place as part of this phase.)	December- March

- 9.5 Subject to the outcome of the Complaints and Casework review, the Customer Services/Resources and Regeneration Team will be seeking to stabilise its resources and working to re-build its previous high performance levels. It will seek to work on providing additional support to service areas and the organisation as a whole by providing detailed trend analysis in order to better understand why complaints may continue and thereby seek to inform and support policy change where necessary for an improved customer experience. The team will work to maintain internal and external working relationships with as well as looking at the management and liaison between teams in dealing with cross-departmental complaints and tailoring support to Lewisham's external partners to ensure consistent, timely and quality responses.
- 9.6 The 2015/2016 objectives for Lewisham Homes are to increase the proportion of complaints dealt with informally to 75%, improve customer satisfaction with complaint handling and outcome to 50% whilst continuing to ensure 90% of all complaints are responded to within timescales.
- 9.7 In 2015/16, the CYP Complaints team will be meeting with staff at team meetings to ensure social workers and managers are aware that all complaints and representations need to be forwarded to the Complaints Manager as a matter of urgency to ensure timeliness of responses. The Complaints team keep a log of instances where complaints have not been forwarded in a timely manner, and this list will be sent to Service Managers to be followed up.
- 9.8 Where learning from complaints is shared with senior managers, there is a broader directive to communicate learning to front line staff, social workers in particular. Learning from complaints posters are displayed for social work teams to see and read, and the Complaints Manager visits team meetings on a regular basis. The intention is to continue to embed the mindset that complaints are the beginning of a learning process; a service improvement tool. The message is clear - complaints should be dealt with integrity and transparency so that they can appropriately shape and influence continuous service improvement.
- 9.9 Continuing work with Healthwatch colleagues who access many different groups within the borough will promote the complaints process to under represented groups, and will hopefully help to communicate with all young people within the

demographic of the borough. The team's continued high profile presence on the London Complaints Manager's Group maintains sharing of good practise amongst complaints peers, and will continue to be a source of inspiration when seeking to reach out to this underrepresented young people. The group is affiliated with the National Complaints Manger's Group, and the broader scope provided by that group will inform the borough when endeavouring to reach those groups who remain underrepresented in the statutory complaints.

- 9.10 The publicity of the complaints process, and of the team itself, is high on the agenda for 2015/16. A new, updated complaints leaflet was produced in 2014/15, and the complaints internet page is to be developed accordingly. The Complaints team will continue to carry out customer satisfaction exercises to gauge feedback on those service users who used the statutory complaints process. This feedback will be analysed and potentially used to shape the service going forward.
- 9.11 The Complaints team will continue to work with service users to reach satisfactory conclusions through agreed methods. We are dedicated to ensuring the complainant is aware of their rights to escalate complaints through the procedure, and will support all requests to do so, should alternative resolution methods not be agreed.

10 Legal Implications

- 10.1 There are no specific legal implications directly arising from this report aside from noting that it is recommended good practice from the Local Government's Ombudsman's Office to make full and specific reference to handling complaints within a management agreement entered into under section 27 of the Housing Act 1985.
- 10.2 Given the subject and nature of this report, it is relevant here to noted that 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.
- 10.3 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.
- 10.4 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.
- 10.5 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/>

10.6 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

10.7 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/>

11 Financial Implications

11.1 There are no financial implications arising from this report.

12 Crime and Disorder Implications

12.1 There are no crime and disorder implications arising from this report.

13 Equalities Implications

13.1 The iCasework system enables the Council to collect equalities monitoring information which is used to ensure the complaints process remains accessible and that no particular parts of the community suffer inequity in service delivery.

13.2 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.

13.3 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.

- 13.4 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.
- 13.5 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/>.
- 13.6 The Corporate Complaints team will continue to work with voluntary community groups to ensure no one is disadvantaged from using the complaints process.

14 Environmental Implications

- 14.1 There are no environmental implications arising from this report.

15 Conclusion

- 15.1 The Council has been continually improving its complaints process in response to feedback and best practice. However, there is still a lot more to do to ensure customers receive excellent services. The outcomes from the casework and complaints review will ensure continuous improvement is achieved.

16 Background Documents and Report Author

- 16.1 There are no background documents to this report.
- 16.2 If you would like more information on this report please contact Angelique Golding, Service Manager – Programme Management on 0208 314 6029.

**Ninth Annual Report of the
Independent Adjudicator
for the London Borough of Lewisham
1 April 2014 – 31 March 2015**

Dear Mayor Bullock

I am writing with my annual review of the complaints I have received this year against the Council and Regenter at stage three of the Council’s complaints process.* I highlight lessons learned about the authorities’ performance and complaint-handling arrangements, so that these might then be fed back into service improvement.

I hope that the letter will be a useful addition to other information the Council/Regenter holds on how people experience or perceive their services.

There are two attachments which form an integral part of this letter: statistical data for the Council/Regenter, and separately for Lewisham Homes, covering the period 1 April 2014 to 31 March 2015.

Complaints received

Volume

1. I have received 83 complaints during the year, one more complaint than in 2013/14. This breaks down to 61 (73%) against the Council/Regenter (an increase of six from last year) and 22 (27%) against Lewisham Homes (down by five).
2. The number of complaints against the Council/Regenter stayed almost the same for three years: 47 in 2011/12, 44 in 2012/13 and 44 in 2013/14 (if we remove the complaints that were out of jurisdiction or withdrawn). The number this year has increased to 52 (when those complaints with an alternative right of appeal, or with insufficient injustice to warrant my involvement, are excluded). But, I am not unduly concerned as I was expecting a surge in complaints given these challenging times, and with the trial of a two stage process in some Council areas, and this has not materialised. Of course, a reduction in stage three complaints would be welcome, but it seems to me that some complainants will always want, or need, to escalate their complaint; the number of stage three complaints is tiny for the size of the Borough and the functions it carries out; and I anticipate some fluctuation in complaint numbers from year to year.
3. The number of complaints against Lewisham Homes went down by five to 22. Two of these complaints were out of jurisdiction; contained insufficient injustice to warrant my involvement; or were withdrawn by the complainant. So, the actual figure is 20: demonstrating that the authority has been able to sustain the much improved performance I welcomed in 2012/13.
4. Although I cannot be sure of the exact reasons for this excellent performance, I think that, in part, it comes from good complaint handling with the Council and Regenter trying, wherever possible, to remedy a complaint early on thus avoiding the need for my involvement. I welcome this, and I hope that it is something that Lewisham Homes continues.

5. Overall, the number of stage three complaints is very low, comprising only 1.5% of the 5242 complaints and enquiries received against the Council and its partners in 2014/15.

Character

6. The number of complaints received about Resources and Regeneration has increased this year: from nine complaints in 2013/14 to 17 in 2014/15 (with two complaints not investigated). This is disappointing, but I think that it results in part from the implementation of the new street lighting scheme: a scheme that has generated three complaints as opposed to none previously; and a scheme that would always cause concern for some residents. I also think that major changes in the planning team have had a knock on effect, with complaints going up from five to six (though each complaint is different, and there is no evidence of a systemic breakdown). In addition, there were four highways complaints (an increase of three); two building control complaints; and one complaint about programme management, and miscellaneous issues. None of these figures causes me serious concern given that the service covers major areas of the Council's work; I hope, though, that the downwards trend that I noted in 2013/14 is restored in the coming months.
7. There was an increase too in complaints about Regenter (up from five to eight, with one not investigated): the second increase I have seen in two years, and comprising five complaints about repairs, and one complaint about leasehold, and a tenancy. Although I would want the numbers to stabilise and hopefully go down, they are still low, and, pleasingly, there was only one complaint about anti-social behaviour (ASB): an area that has caused me concern in the past.
8. Complaints about Children and Young people went up from one to two (though only one was in jurisdiction); but complaints about Customer Services (mainly council tax and re-housing), and about Community Services, dropped from 34 to 31, and six to three, respectively. I welcome these improved numbers.

Decisions on complaints

Complaints that were settled by remedy

9. Thirteen of the 21 complaints upheld or partly upheld against the Council/Regenter were settled by compensation – either suggested by me or by officers - and payments totalling £4616 were made: significantly less than last year (£6542), but reflecting three complaints – a planning case, a repairs complaint, and a complaint about Private Sector Leasing (PSL) - where I concluded that a high remedy was justified (£1150, £600, and £566 respectively). I proposed compensation in all 13 complaints because I believed that some financial redress was due given the seriousness of the injustice suffered by the complainant.
10. My approach to compensation has always been that it should be proportionate, it should reflect the injustice a complainant has suffered, and it should recognise that it is taxpayers' money. However, where possible, I much prefer practical, responsive and creative remedies, believing that this better addresses what has gone wrong for a complainant.
11. In one case, there were failings and delays in dealing with a resident's pre-application, and he was given flawed and premature advice to submit full plans: I proposed the payment of £1150 to cover the avoidable cost of drawing up these plans. In a second case (against Regenter), I decided that £600 was due because of serious omissions in dealing with the repair, and eventual replacement, of a

boiler. In a third case, PSL mismanaged the handover of the complainant's property, and the injustice suffered – unnecessary expenditure and serious stress and frustration – prompted me to propose £566.

12. Non-compensation remedies comprised, for example, apologies; action to address outstanding disrepair, with monthly updates to me and the complainant until all the work was done; a review of a decision to refuse a market trader a licence; help under the Rent Incentive Scheme; reference to the Valuation Tribunal in a council tax complaint; and the provision of screening to protect a complainant's amenity from the nearby newly developed school. I welcome these practical and imaginative ways of addressing complaints.
13. I find that the Council/Regenter readily provide appropriate redress to complainants once it can be shown that things have gone wrong. I also find that officers are often prepared to take action even though there have been no failings: so, for example, in one case, the Council considered if there were any steps it could take to protect the complainant's security following the installation of a lamppost close to his home. In addition, in a number of complaints that have come to me this year, officers have already proposed compensation that is responsive to the circumstances of the complaint and reflects Ombudsman guidance. I welcome this good customer care.

Service improvements

14. In some of the complaints, not only did the Council/Regenter provide a remedy, they also reviewed their procedures at my request to determine if there were lessons to be learned and improvements to be made to prevent the same problems occurring in the future. So:
 - The Council will:
 - In council tax complaints, consider carefully when the complaint is really about liability and refer the complainant to the Valuation Tribunal. It will also look at whether council tax bills might be better worded, and might contain combined information to avoid the need for a further bill.
 - Consider communication and updates to residents during large highways projects.
 - Ensure that local residents are notified in good time about works to street lighting; and it will review scaffolding licences and the use of deposits in particular to protect public amenity, when it next reviews its policies.
 - In complaints about Special Educational Needs (SEN), work with interested parties to see if it can co-produce just one primary to secondary transfer booklet that includes SEN, and is parent friendly in terms of the process. The Council will also review the Transfer from Primary to Secondary Education 2015 Pupils with Statements of Special Educational Needs form so that it is made clear why the school must sign it.
 - Ensure that residents suffering from noise nuisance are advised about taking their own action under environmental protection legislation; and, where a licensed premise is involved, they can ask for a review of the licence.
 - Consider whether there is any way of ensuring that all resident contact with Skanska is recorded and linked so that officers are fully informed.
 - Put in place measures to ensure that any bin in the Borough that is missed due to a service standard violation is photographed and checked by managers for accuracy.
 - In damp and mould complaints, continue to deal with cases on an individual basis as and when they arise, but use one flat to pilot full installation of thermal boarding, and to monitor its effectiveness.
 - Ensure that officers check that there is authorisation from the complainant for someone to act on their behalf.

- Consider guidance on the Local Government Ombudsman's website about partnership working and, especially, dealing with complaints against partners.
 - Ensure that, when referring a complaint to me and missing out stage two, the complainant is aware of what is happening and that my investigation is in their best interests.
 - Visit building sites subject to complaints to discuss regulated hours of work and noise.
 - Train officers newly taking on housing applications for single people.
 - Review the process for dealing with a report commissioned by Regenter that then needs to be considered by the Council.
 - In multi-service area complaints, consider whether one service area should take the lead.
- Regenter will:
 - In repairs complaints, discuss what has gone wrong, and possible lessons and improvements.
 - Work on repairs standards, and publicise those standards to residents.
 - Provide residents with timely information about its insurance process.
 - Encourage its contractors to keep good records.
15. I welcome the steps that the Council/Regenter are taking, and also their willingness to review and improve policies and procedures.

Other findings

16. Forty nine complaints against the Council and Regenter were decided during the year. Of these, I upheld seven in full (14%), and partly upheld 14 (29%): the remaining 28 (57%) were not pursued further because no evidence of maladministration was seen.
17. Last year, I upheld/partly upheld a third of complaints (33%) determined against the Council/Regenter: this year, the figure has increased to 43%. I think that this is because complaints at stage three are now more complex (as they should be), so perhaps it is inevitable that I find that something has gone wrong. But, there has also been an increase in complaints against both bodies; and I have noted some major problems below in the partner, in the Housing Options Centre (HOC), and with the pre-application advice service, leading to findings of maladministration.
18. Although the uphold rate stands at 43%, just seven (or 14%) of the 21 cases were fully upheld – cases where the maladministration and injustice were, in my view, especially significant. In the remaining 14 cases (or 29%) I identified only some errors (ranging from failing to provide diary sheets in a noise nuisance complaint, through to the informative on a planning decision letter being wrong), with the rest of the complaint having no merit. It seems to me, however, that I should bring to the authorities' attention all mistakes so that they can spot complaint trends; they can identify and remedy any breakdowns in service thus preventing more complaints; and they can learn lessons.
19. Complaints upheld/partly upheld stand at 43%, but it is still the case that I do not uphold the majority of those that are coming through (57%). Of those that do come through, some are complex (as I say) and require investigation by me, but many have no merit and the complainant is simply unhappy with the decisions at stages one and two of the process and wants a definitive reply from the IA.
20. Finally, this year as in other years, I have chosen not to investigate a number of complaints either because an alternative way existed for achieving a remedy and it

was not unreasonable to expect the complainant to pursue that alternative (such as a planning appeal); or the injustice suffered by the complainant was not such as to justify the use of my limited resources (for example, the complainant was not affected by the noise from a building site about which he had complained). I record these complaints so that the Council and Regenter have a complete picture of complaints received and determined.

Liaison with the Independent Adjudicator and complaint handling

21. I made enquiries on most of the complaints I received this year, with the exception of those mentioned above in paragraph 20 or where it was clear that the Council/Regenter could add little to what had already been said to the complainant in the stage one and two replies. The target for responding to my enquiries was five days and this was generally met. This is pleasing. It suggests that officers are giving complaints a high priority despite the demands made of them in these challenging times.
22. When replies are received, they usually provide a detailed response to the complaint. This is helpful and assists me in coming to robust conclusions on a complaint, keeping the need for further enquiries to a minimum. Where I do have to make such enquiries – often by speaking to an officer – I am usually able to secure quickly the information that I need to reach my decision.
23. Although most other complaints raised no particular issues, there were some notable exceptions:

Regenter

- In the early part of the year, I had significant concerns about Regenter:
 - In one complaint, it offered compensation, but it was too low in my view and this is why I investigated at stage three. The complaints officer did a lot of work on the response to the stage three, but she seemed to have serious problems securing the information/records she needed. Also, she needed a lot of help in drafting that response. In addition, she seemed to experience problems securing additional compensation even though there was fault. I raised this with the Council, and I proposed a meeting with Regenter's officers to talk through the issues here wanting to ensure: easy access to records when necessary; an understanding of how to reply to complaints; and consideration of remedies when clearly appropriate.
 - In a second complaint, I noted that there were problems (as last year) when staff left the organisation: there was no handover and records were deficient. This led to the officer taking over the file to make a decision contrary to his predecessor; and it meant that there was difficulty understanding action taken so far.
 - In a third complaint particularly, but in others too, I noted Regenter's poor communication: a lack of updates and a failure to reply to some emails.
- I urged Regenter to keep good records to provide a smooth transition from one officer to another, and a seamless service to residents no matter who is dealing with them. I also urged updates and better communication. As for the meeting, it did not go ahead because I began to see great improvement in the way that Regenter handles complaints to me.

HOC

- In a homelessness complaint, there was insufficient chasing of information by the Council's medical advisor and by homelessness officers – I would normally have

expected more given the complainant's vulnerability, and the fact that this was a homelessness assessment with a three working days target; the absence of such chasing may have contributed to the delay in determining the complainant's homelessness application; and I would ordinarily be critical as a result.

- However, on this occasion, I was not minded to criticise given the reason for this lack of chasing: staffing problems in the Medical Advisor Service. It seemed to me that the problems arose through no fault of the Council; the Medical Advisor was able to meet target (at least until recently); officers have taken reasonable and fairly timely steps to address the problems (given the funding and people available); and they are trying to put in place long term plans.
- There may be other options and I suggested these to the Council, but I am conscious that money is very tight throughout the public sector. I am also conscious that my remit does not allow me to criticise the way that the Council spends its budget and prioritises its resources. I am conscious too that the Local Government Ombudsman has said that authorities should make strenuous efforts to recruit professionals, or it should take other steps, to try to make up for deficiencies in a crucial service; and she has been critical if this hasn't happened. However, she has not been critical if the Council is ultimately unsuccessful, which seems to have been the case here.
- There was a lack of chasing too in other homelessness complaints; and the absence of a decision on a review of suitability of temporary accommodation, and the homelessness application itself.
- In one case, there were no updates at all to the complainant. It is a point of practice, officers told me, that they should be mindful of with complicated cases (of which Single Homeless Intervention and Prevention – SHIP - has many), and an area where officers think they can improve practice through monthly casework management. Also, officers suggested a template holding letter for clients so that they can provide a brief monthly update in such cases. I welcomed these initiatives.
- In another case, I was forced to ask the Head of Housing to intervene to find out what action officers had taken in response to a solicitor's letter written on behalf of a homeless applicant.
- I am finding that, although HOC does eventually respond to my enquiries on complaints (though not all of the time), the replies are late and have to be chased. I also get no comments on my draft decision letters even though I make a finding (though this doesn't just apply to HOC).
- This not to say that I do not appreciate the pressures under which officers are working. It is also not to say that HOC is not helpful: it definitely is when I make contact with individual managers and I speak to them, and when they finally do provide written comments and supporting information. It is simply to flag up concerns and the additional work me and my assistant experience in chasing.
- Though the need to chase and the issues I mention above have been brought to the attention of the Head of Housing; though I welcome the Head of Housing's intervention; and though I note the action taken by officers to ensure updates, I am monitoring homelessness complaints for evidence of systemic breakdown. I am also liaising with senior managers, noting that they are aware of the issues, that steps are being put in place to address them long term, and that a review of the complaints process should lead to significant improvement in complaint handling.

Planning – pre-application advice service

- In one case about a pre-application and the planning process, officers did not record their meetings and discussions with the complainant - they were only recorded in emails that the complainant sent to the Council; these emails were not on file until the complainant subsequently provided them in support of his complaint; in the absence of any records, the complainant was forced to address the same issues a number of times; he experienced difficulties in getting hold of

officers; he was not regularly updated; the stage two complaint reply was late; and he received no acknowledgement of, or response to, a key letter.

- All of this suggested poor supervision of the temporary staff involved at the time that fell below the standard that the Council should reasonably expect. It also suggested inadequate file management. It called into question, too, the decisions that were reached on the pre-application and the subsequent full plans.
- In a second complaint, there was a long delay between submission of the pre-application and initial comments; and the complainant never actually received a formal response. It was questionable, therefore, that, in the absence of such a response and no indication when it would be forthcoming, the Council then advised the complainant to submit full plans. It seemed to me that it was reasonable for the complainant to pursue a pre-application as advised; it was in the Council's best interests too; and it was right that the complainant should expect an outcome and poor practice not to provide one. Instead, the Council proposed a way forward that, though no doubt suggested in good faith, caused the complainant an injustice: drawing up full plans at extra cost, and submitting a planning application and paying the fee.
- In the same case, the timescale for seeking the conservation officer's (CO) views was too long – they were paramount and they should have been sought straightaway; the overall timescale was too long; and I believed that the complainant should have been advised earlier that the CO's professional comments were imminent. It seemed to me that, if the complainant had known this, he would have waited an extra two weeks before submitting full plans; he would have been able to reach a decision on how to proceed much sooner; and, as subsequently happened, he would have walked away, but this time without incurring the additional costs of the plans that he did incur.
- The Council told me that the pre-application process in these instances was free and so not a priority. The Council also told me that there is an increased demand on its very limited resources. The Council explained too that it advised the complainant in the second case how he might secure a view on his application – by submitting full plans – and he could then have negotiated changes and possibly have achieved planning permission.
- Although I am very sympathetic to the situation that the Council finds itself in through no fault of its own - suffering huge budget cuts and facing an ever increasing call on its officers' time - it seems to me that, if it offers a pre-application advice service (or indeed any service) – free or otherwise – it must be fit for purpose and administered properly. I was not so persuaded here, noting that pre-application advice will be a fee based service in the future.

Repairs

- In a repairs complaint, I noted that a contractor did not keep a detailed record of work carried out to the complainant's boiler and how they had handled the resident's concerns. This made my investigation difficult, and I urge officers to encourage contractors to keep good records.

Communication

- I am still seeing complaints where an insurance claim might be pursued, but no information is given to residents by officers about the process. I urge that this information is provided where appropriate and as quickly as possible.
- In a number of complaints, there continues to be an absence of updates. In my view these are required when there is a delay in doing work, or carrying out any other steps, so that the resident is reassured that something is happening and is spared chasing or making a complaint.

Complaints, apologies and remedies

- In some cases, officer comments to me on the stage three complaint have been late or they are deficient: this could mean that I am late writing to the complainant with my final decision. I urge timely comments, or a telephone call to me to agree an extension.
- In one complaint, an officer asked how I might respond if a remedy was given to a complainant as “a full and final settlement”. My view is that this is not legally binding as it might be if applied by the courts or insurers, and it could not stop someone escalating their complaint. However, it would inform my response to a complaint: specifically, I would want to know why the complainant accepted the remedy but still came to me.
- In a second complaint involving a number of service areas, I felt that one service area should have taken the lead.
- In a number of complaints, the Council claimed that it could not pay compensation because of the budget cuts. It seems to me, however, that, if maladministration occurs and it causes injustice, that injustice should be remedied, ideally in some practical way, but sometimes with the payment of money: service improvements may be required too to prevent further complaints.

My performance

24. Over the year, I have:

- Responded to 94% of complaints within 30 days (target: 85%).
- Had no decisions overturned on complaints referred to the Local Government Ombudsman or Housing Ombudsman.
- Met with a record number of complainants and visited their homes where this would aid my investigation.
- Provided advice to officers on many occasions about complaint handling, specific complaints, and remedies.
- Explained my approach to street lighting complaints, complaints about a partner running a service on behalf of the Council, and insurance complaints, so that officers can manage complainant expectations about my role.
- Produced a quarterly digest of cases for Members and officers so that they can see the kinds of cases I uphold, remedies I suggest and lessons learned from complaints.
- Taken part in a national complaints seminar, providing feedback to senior officers on complaints handling.
- Written a regular newsletter for senior officers highlighting any concerns and suggested service improvements.

Conclusions and general observations

25. Significant changes within the Council and Regenter and to resources have continued this year. Notwithstanding, the numbers of stage three complaints has not increased as might have been expected and I welcome this. I also welcome the generally helpful approach taken by the Council and Regenter in dealing with complaints at stage three: it suggests that they understand the importance of good complaint handling not just because it helps them learn lessons and prevent future complaints, but also because it is an essential part of good customer service. I hope that this continues in the face of even greater changes that we all face in the coming year.

Summary of recommendations

- Complaints and complaint handling:
 - Regenter to monitor its complaints numbers, taking steps (such as service improvements) to prevent any increase.
 - Regenter to continue with its improved complaints handling, and especially in responding to my enquiries.
 - Resources and Regeneration to monitor its complaints numbers, taking steps (such as service improvement) to prevent any increase and to restore the downwards trend I noted in 2013/14.
 - HOC to provide timely responses to my enquiries on complaints, and to comment on my draft decision letters: something I would ask of all service areas.
 - The Council to monitor with me complaints about HOC for evidence of systemic breakdown and problems in complaint handling, and to address the difficulties there as soon as possible.
 - In a multi service area complaint, the Council to appoint one service area to take the lead.
 - The authorities generally to let me have timely comments on a stage three complaint; or to call me to agree an extension.
 - The authorities to consider the payment of compensation where maladministration occurs and it causes injustice, but ideally thinking about some practical, proportionate and imaginative remedy – liaising with me if required: making service improvements too to prevent further complaints.
 - Officers to contact Corporate Complaints if they have doubts about how they might respond to my enquiries.

- Administration:
 - Regenter to keep good records to provide a smooth transition from one officer to another, and a seamless service to residents (and me) no matter who is dealing with them.
 - For the pre-application advice service (or indeed any service) – free or otherwise – to be fit for purpose and administered properly
 - The authorities to encourage contractors to keep good records.
 - The authorities to keep a record of all contact with a complainant.
 - The authorities to provide updates to complainants where repairs or some other action is protracted: noting SHIP's monthly casework management; and its suggested template holding letter for clients ensuring a brief monthly update in such cases.

- Service improvements:
 - Regenter to provide timely information to residents about the insurance process; and to monitor and chase insurance claims.
 - Regenter to continue discussing what has gone wrong in repairs complaints, and possible lessons and improvements.

For the future

26. I have talked in the past about managing complainant expectations and I think that this will be even more of an imperative for me in the coming year. I have also talked about changes and there are some major changes coming up both inside and outside the Council. So, I am proposing:
- To consider practical, proportionate and imaginative remedies, before turning to compensation to address a complaint; and to keep that compensation as fair and reasonable as possible, and in line with Ombudsmen guidance.

- To manage effectively right from the start complainant expectations about what the IA can and cannot achieve for them: doing this with a telephone call where appropriate, and with an early decision letter if I cannot help.
- To signpost more complainants to sources of advice and support and, when required, to alternative ways of pursuing their complaint.
- To meet all complainants with complex complaints, and to conduct site visits where a practical remedy such as a repair is possible: helping my understanding, and achieving quick resolution.
- To identify those complaints that can be speedily and effectively resolved without a detailed investigation and to approach the authorities with proposals for settlement.
- To provide guidance to officers on injustice so that they can deal more effectively with complaints, target resources at those most significantly affected, and reject early on those not significantly affected
- To work with officers on good administration to avoid complaints in the first place.
- To work with officers on complaint handling, and providing quick, effective, and imaginative remedies.

Acknowledgements

I would like to thank Rebecca Goodman and Rachael Phillips (Corporate Complaints Officers), and officers generally, for the help and support they have given me this year.

Finally, I welcome this opportunity to give you my reflections about the complaints I have dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to the Council's and Regenter's services.

Yours sincerely

Linzi Banks
Independent Adjudicator

Enc: statistical data

The Independent Adjudicator (IA) deals with complaints at stage three of the Council's complaints process and provides a free, independent and impartial service. The IA considers complaints about the administrative actions of the Council and its partners, for example, Lewisham Homes and Regenter. She cannot question what actions these organisations have taken simply because someone does not agree with it. But, if she finds something has gone wrong, such as poor service, service failure, delay or bad advice and that a person has suffered as a result, the IA aims to get it put right by recommending a suitable remedy.

*This review covers stage three complaints against the London Borough of Lewisham and Regenter. I have written a separate review on stage three complaints against Lewisham Homes, though the figures for all authorities are included and attached, and some crossover issues are mentioned.

Appendix 2
LGO letter

Local Government
OMBUDSMAN

18 June 2015

Mr Barry Quirk
Chief Executive
Lewisham London Borough Council

Dear Mr Quirk

Annual Review Letter 2015

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2015. This year's statistics can be found in the table attached.

The data we have provided shows the complaints and enquiries we have recorded, along with the decisions we have made. We know that these numbers will not necessarily match the complaints data that your authority holds. For example, our numbers include people who we signpost back to the council but who may never contact you. I hope that this information, set alongside the data sets you hold about local complaints, will help you to assess your authority's performance.

We recognise that the total number of complaints will not, by itself, give a clear picture of how well those complaints are being responded to. Over the coming year we will be gathering more comprehensive information about the way complaints are being remedied so that in the future our annual letter focuses less on the total numbers and more on the outcomes of those complaints.

Supporting local scrutiny

One of the purposes of the annual letter to councils is to help ensure that learning from complaints informs scrutiny at the local level. Supporting local scrutiny is one of our key business plan objectives for this year and we will continue to work with elected members in all councils to help them understand how they can contribute to the complaints process.

We have recently worked in partnership with the Local Government Association to produce a workbook for councillors which explains how they can support local people with their complaints and identifies opportunities for using complaints data as part of their scrutiny tool kit. This can be found [here](#) and I would be grateful if you could encourage your elected members to make use of this helpful resource.

Last year we established a new Councillors Forum. This group, which meets three times a year, brings together councillors from across the political spectrum and from all types of local authorities. The aims of the Forum are to help us to better understand the needs of councillors when scrutinising local services and for members to act as champions for learning from complaints in their scrutiny roles. I value this direct engagement with elected members and believe it will further ensure LGO investigations have wider public value.

Encouraging effective local complaints handling

In November 2014, in partnership with the Parliamentary and Health Service Ombudsman and Healthwatch England, we published *'My Expectations'* a service standards framework document describing what good outcomes for people look like if complaints are handled well.

Following extensive research with users of services, front line complaints handlers and other stakeholders, we have been able to articulate more clearly what people need and want when they raise a complaint.

This framework has been adopted by the Care Quality Commission and will be used as part of their inspection regime for both health and social care. Whilst they were written with those two sectors in mind, the principles of *'My Expectations'* are of relevance to all aspects of local authority complaints. We have shared them with link officers at a series of seminars earlier this year and would encourage chief executives and councillors to review their authority's approach to complaints against this user-led vision. A copy of the report can be found [here](#).

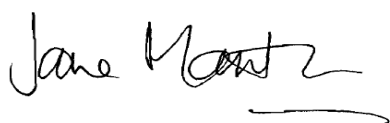
Future developments at LGO

My recent annual letters have highlighted the significant levels of change we have experienced at LGO over the last few years. Following the recent general election I expect further change.

Most significantly, the government published a review of public sector ombudsmen in March of this year. A copy of that report can be found [here](#). That review, along with a related consultation document, has proposed that a single ombudsman scheme should be created for all public services in England mirroring the position in the other nations of the United Kingdom. We are supportive of this proposal on the basis that it would provide the public with clearer routes to redress in an increasingly complex public service landscape. We will advise that such a scheme should recognise the unique roles and accountabilities of local authorities and should maintain the expertise and understanding of local government that exists at LGO. We will continue to work with government as they bring forward further proposals and would encourage local government to take a keen and active interest in this important area of reform in support of strong local accountability.

The Government has also recently consulted on a proposal to extend the jurisdiction of the LGO to some town and parish councils. We currently await the outcome of the consultation but we are pleased that the Government has recognised that there are some aspects of local service delivery that do not currently offer the public access to an independent ombudsman. We hope that these proposals will be the start of a wider debate about how we can all work together to ensure clear access to redress in an increasingly varied and complex system of local service delivery.

Yours sincerely



Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Appendix 3 - Breakdown of LGO cases

Local authority report – Lewisham LB

For the period ending – 31/03/2015

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local Authority	Adult Care Services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection	Highways and transport	Housing	Planning and development	Total
Lewisham LB	19	31	5	31	14	15	45	5	165

Page 274

Decisions made

Local Authority	Detailed investigations carried out		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not Upheld					
Lewisham LB	15	17	7	26	8	80	153

Appendix 4 – top 3 complaint reasons by ward.

Ward	Highways	Lewisham Homes	Council Tax	Housing	Housing Needs	Housing and Council Tax Benefit	Parking	Environment Enforcement	Corporate complaints
Bellingham		2	1		3				
Blackheath	3	1					2		
Brockley		2		1				3	
Catford South				1	3	2			
Crofton Park	1		2		3				
Downham	2		1			3			
Evelyn	2	1				3			
Forest Hill	1	3			2				
Grove Park	1		3		2				
Ladywell	2		3	1					
Lee Green	1	2	3						
Lewisham Central		2	1			3			
New Cross		1	2		3				
Perry Vale	1		2		3				
Rushey Green	1	3			2				
Sydenham	2	1			3				
Telegraph Hill	2	1							3
Whitefoot	1				2	3			

* Based on the post code of the complainant

Appendix 5 – Breakdown of all complaints and enquiries for each ward
 Number of Complaints by Service by Ward (Bellingham, Blackheath, Brockley, Catford South,
 Downham, Evelyn, Forest Hill, Grove Park

Service	Bellingham	Blackheath	Brockley	Catford South	Crofton Park	Downham	Evelyn	Forest Hill	Grove Park
Maintenance	42	68	63	2	22		108	25	1
Estate and housing management	10	29	12		3		56	16	
Other	7	5	7	7	15	6	10	11	11
Roads and highways	5	7	12	9	10	4	16	19	9
Advice and Reviews	10	9	17	13	10	7	16	9	14
Council Tax	15	5	10	5	11	6	9	8	10
HB	5	3	13	9	5	5	14	4	7
Response Repairs			55		8				2
Leasehold			68	1	5				
Anti-social behaviour	5	4	20	9	3	3	2	1	3
Road Safety	2	4			9		2	6	5
Tenancy			38		6		1		
Allocations	3	5	2				26	2	
Environmental health	4	2	9			2	3	1	1
Lighting	2		7	1	4	3		1	
Domestic		3	10		3	1	3	1	5
Development Control		4	4	4	4	3	3	5	1
Rents and service charges	2	5	5		2		14	5	
Road markings and signage	2						3	1	3
Parks and Open Spaces	4	4	2	1	1		1		1
Arboriculture services	1	1	3	2	1	3	3	1	2
Rehousing development	3		2	1		1	4		
Estate and housing management	1	1	1				4	1	
Cleansing			4	1	3		1	1	1
Concessionary Awards		1		2		3		1	2
On-street parking		1	1	1	1	1	1		2
Building Regulatory Services	2	1	3		2	1	1	1	
Permits		5							1
Hostels					3			3	
Recycling		3	1			2		1	
Finance / Income			6		1				
Private sector leasing	2			1		2		2	
Contractors	1	4			1			1	
Facilities								1	
Pollution Control	1				1	2	1		1
Estates			4						
PCNs		1	1			1			
Learning disabilities				1					3
Public Health		1			1				
Abandoned vehicles			2					1	1
CallPoint			1			1		1	

Number of Complaints by Service by Ward (Bellingham, Blackheath, Brockley, Catford South, Downham, Evelyn, Forest Hill, Grove Park cont

Service	Bellingham	Blackheath	Brockley	Catford South	Crofton Park	Downham	Evelyn	Forest Hill	Grove Park
Car Parks		2			1				
Electoral Services			1						1
Insurance and Risk			1	1					
Pest control	1					1			
Supporting People	1		1		1				
Corporate			1	1			1		
Financial services	1			2					
Health and Safety					1				1
Health and Safety					1				1
Secretariat									2
Animal Welfare	1								1
Assessments				1					
Asset Strategy & Development									
Bed and breakfast									1
Business Rates			1						1
Conservation Advice				1					
F2F L/Hse	1				2				
Finance and Property					1				
Hall/Venue bookings							1		
Home to School Travel Support					1				
Lewisham Library		1	1						
Marriages			1				1		
Private sector renewals	1								
Telephones									
Wavelengths Library			3						
Adult therapy									
Building Cleaning and Security									
Cemeteries							1		
Commercial		1							
Corporate Technology									
Infrastructure									
Lewisham Enforcement Service				1					
National Checking Service									
Planned Maintenance				1					
Planning - Business									
Property, Planning and Environment									
Resident involvement									
Urban Design, Conservation and Heritage				1					
AccessPoint									
Admissions and access									
Blind									
Building and Landscape Design									1
Catford Library				1					
Commercial Lettings							1		
Complaints									
Contracts, Education and Employment		1							
Corporate Communications									

Deaf and hard of hearing			1						
Demolitions									
Economic Development									
Finance									
Food and Food Hygiene									
Forest Hill Library									
Home to School Travel Support									
ICT			1						
Pensions				1					
Planning - Residential									
Property Services									
Regeneration								1	
Regeneration / Economic Development									
Register Office			1						
Registry Office									
Service development	1								
Sheltered housing									1
Social Care									
Special Educational Needs									
Valuers							1		
Very sheltered housing									
Grand Total	136	181	396	81	142	58	308	131	95

Appendix 5 – Breakdown of all complaints and enquiries for each ward - cont

Number of Complaints by Service by Ward (Ladywell, Lee Green, Lewisham Central, New Cross, Perry Vale, Rushey Green, Sydenham, Telegraph Hill, Whitefoot)

Service	Ladywell	Lee Green	Lewisham Central	New Cross	Perry Vale	Rushey Green	Sydenham	Telegraph Hill	White foot	Grand Total
Maintenance	9	34	55	137	35	27	75	105		808
Estate and housing management	1	17	14	29	16	23	29	53		308
Other	13	12	4	6	21	84	14	17	7	257
Roads and highways	13	24	4	2	16	70	8	13	9	250
Advice and Reviews	8	13	11	15	15	38	8	7	14	234
Council Tax	14	12	18	22	17	13	9	6	7	197
HB	7	9	11	5	5	15		9	10	136
Response.Repairs	48		2			5		1	4	125
Leasehold	41		1					1		117
Anti-social behaviour	28	1	2	6	1	20	2		3	113
Road Safety	1	8	1	3		40	5	3	5	94
Tenancy	43			1		1		1		91
Allocations	3	2		15	4	4	7	15		88
Environmental health	3	7		7	7	15		2	4	67
Lighting	7	4	4	1		10	1	13	5	63
Domestic	2	4	4	4	5	5	3	5		58
Development Control	3	6	2	3		12				54
Rents and service charges		1	3	4	1	1	1	6		50
Road markings and signage	1	1	1	1		19	4	1	1	38
Parks and Open Spaces	2	1		3		11	1		1	33
Arboriculture services		2		2		5	2		2	30
Rehousing development	1		1	6	1	3	2		3	28
Estate and housing management			1	4	2		3	4		22
Cleansing	1	3		2		3		1	1	22
Concessionary Awards	4	2	1	3		1	1			21
On-street parking	1	4	2	1	1	2		2		21
Building Regulatory Services	1	1		1		3				17
Permits	4	1				4				15
Hostels			1		1	2	3		1	14
Recycling		3				1	1	1		13
Finance / Income	4				1					12
Private sector leasing			1	1				2	1	12
Contractors	1		1				2			11
Facilities	1			2		5				9
Pollution Control			1	1		1				9
Estates	4									8
PCNs	1	1	2					1		8
Learning disabilities	1					2				7
Public Health	1		1	2		1				7

Abandoned vehicles			1	1					6
CallPoint		1			2				6
Car Parks						2	1		6
Electoral Services					2	1		1	6
Insurance and Risk	1		1					1	6
Pest control	1			1		1			6
Supporting People		1		1				1	6
Corporate							1	1	5
Financial services							1		4
Health and Safety				1		1			4
Secretariat				1		1			4
Animal Welfare		1							3
Assessments			2						3
Asset Strategy & Development				1			1	1	3
Bed and breakfast						1		1	3
Business Rates		1							3
Conservation Advice	1					1			3
F2F L/Hse									3
Finance and Property					1			1	3
Hall/Venue bookings							1	1	3
Home to School Travel Support!							1		3
Lewisham Library				1					3
Marriages	1								3
Private sector renewals								1	3
Telephones	2				1				3
Wavelengths Library									3
Adult therapy							2		2
Building Cleaning and Security	2								2
Cemeteries	1								2
Commercial				1					2
Corporate Technology		1				1			2
Infrastructure			1		1				2
Lewisham Enforcement Service							1		2
National Checking Service	1							1	2
Planned Maintenance								1	2
Planning - Business						2			2
Property, Planning and Environment	1							1	2
Resident involvement						1		1	2
Urban Design, Conservation and Heritage		1							2
AccessPoint			1						1
Admissions and access		1							1
Blind					1				1
Building and Landscape Design									1
Catford Library									1

Commercial Lettings										1
Complaints		1								1
Contracts, Education and Employment										1
Corporate Communications		1								1
Deaf and hard of hearing										1
Demolitions		1								1
Economic Development						1				1
Finance							1			1
Food and Food Hygiene						1				1
Forest Hill Library				1						1
Home to School Travel Support	1									1
ICT										1
Pensions										1
Planning - Residential						1				1
Property Services					1					1
Regeneration										1
Regeneration / Economic Development						1				1
Registry Office						1				1
Service development										1
Sheltered housing										1
Social Care		1								1
Special Educational Needs			1							1
Valuers										1
Very sheltered housing								1		1
Grand Total	284	184	155	298	159	463	191	278	87	3627

Agenda Item 10

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 type="checkbox"/>	

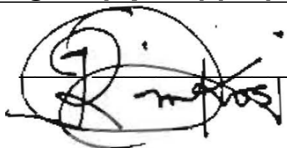
Date of Meeting	11 th November 2015
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Title of Report	Parking – Annual Report for 2014/15
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Originator of Report	Ralph Wilkinson	Ext. 46040
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At the 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: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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	Parking – Annual Report for 2014/15		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director for Customer Services Head of Public Services		
Class	Part 1	Date:	11 November 2015

1. Summary

- 1.1. The report describes the rationale for managing parking demand across the borough. In some areas demand exceeds available kerbside parking space. To address this controlled zones have been implemented to offer residents some protection from intrusive parking, to ensure safe and sustainable access, balance the needs of all road users and to meet environmental policy objectives. Parking charges are set at an appropriate level to achieve this aim.
- 1.2. The Council's overall parking policy was reviewed in 2013. The updated policy document is now available on the Lewisham website and is reviewed every 3 years.
- 1.3. Year 2 of the CPZ consultation is now underway and this report provides a programme update. In 2014, the Council carried out consultations that identified four new parking zones and reviewed three existing zones
- 1.4. The parking contract with NSL is performing well and the annual performance update is set out in this report.
- 1.5. The Council has made a commitment to provide transparency in relation to the financial position of the Council's parking account. The report sets out the parking income received and how this has been spent.

2. Purpose

- 2.1. To provide an update on the CPZ programme, to give an overview of the parking contract performance and to provide details of the overall parking income and expenditure.
- 2.2. To highlight matters arising.

3. Recommendations

The Mayor is recommended to:

- 3.1. Note the progress of the 2014/15 CPZ programme in section 9.
- 3.2. Note the priority list for 2015/16 CPZ programme in section 10.
- 3.3. Note the annual financial performance as set out in section 13.
- 3.4. Note contractor performance as set out in section 14

4. Policy Context

4.1. Parking regulation is governed by the Road Traffic Regulation Act 1984. The Council's local transport and parking policy objectives comply with this legislation and are set out in the Local Implementation Plan (LIP). The goals, objectives, and outcomes for the LIP have been developed within the framework provided by the Mayor of London's Transport Strategy, but they also reflect local policies and priorities and as such are aligned with the Council's Corporate Priorities and the Sustainable Community Strategy objectives such as:

- Empowered and responsible
- Clean, green and liveable
- Dynamic & Prosperous

4.2. The new parking policy is placed within this broader policy framework. Parking has a borough-wide impact, and has particular relevance to the many economic, environmental and social objectives of a modern transport system. To varying degrees, parking impacts on all 8 of the objectives in the Council's LIP:

- Reduce the number of road traffic collisions and improve safety and security on the public transport network;
- Enhance Lewisham's natural environment and open spaces;
- Create a low emissions transport system and a resilient transport network;
- Support and promote healthier and more physically active lifestyles;
- Improve the quality and connectivity in and around town centres;
- Reduce congestion and maximise efficiency of the transport network;
- Improve access to jobs, training and services, regardless of social background and physical and mental health;
- Improve the urban environment, including the design and condition of highways and footways.

5. Background

5.1. The Council, like most local authorities in London, levies a charge for a permit to park in areas of the borough that have been designated Controlled Parking Zones (CPZs). These CPZs are a function of transport policy and are used to:

- Ensure safe and sustainable access
- Achieve effective parking management

- Balance the needs of all road users
 - Meet environmental objectives
 - Focus on customer needs
- 5.2. The Council's parking policy has to balance the needs of those living, working, visiting and trading in the borough as well as ensuring that the cost of parking controls is met. Complicating matters further is the increase in car ownership and the insatiable demand for parking spaces along with the need to reduce the harmful effects of car use on the environment. The Council's parking charges reflect the need to not only cover the costs of delivering parking controls but also managing these issues.
- 5.3. The parking charges are fixed in accordance with the requirements of the Road Traffic Regulation Act 1984. Section 122 of the Act imposes a duty on the Council to use them to *'secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians and the provision of suitable and adequate parking facilities on and off the highway'*.
- 5.4. This year all parking charges have remained at their current levels. Setting appropriate charges ensures that the borough does not become a 'car park' for those travelling into London from the south east. It also ensures the Council continues to meet the objectives set out above and comply with the requirements of Section 122 Road Traffic Regulations Act 1984. It has been agreed that a review of charges will not take place until at least 2015 and will be reviewed annually thereafter.
- 5.5. The Council's fear of becoming a 'car park' for commuters is very real. The introduction of the congestion charge in 2003 saw the number of commuters driving into central London reduce but the risk was and remains that they park in car parks in the surrounding areas. The Borough has multiple transport links into central London which makes it a very real risk. This is especially the case as Lewisham is just inside zone 2 with cheaper fares and at the end of the Docklands Light Railway. Added to this is the fact that access to Lewisham and its car parks is relatively easy for commuters driving into London but becomes more difficult the further into London they travel as travel times increase.
- 5.6. Using the power awarded to the Council under Section 122 of the Road Traffic Regulation Act 1984 we have established a range of CPZ's where resident demand was evident and where there was clear evidence to suggest a need for one existed.
- 5.7. In line with the policy review recommendations the Council has refreshed all parking policies and collated them into an integrated and accessible parking policy document which is now available on the Lewisham website.
- 5.8. Contract efficiency savings of £250k remain unachieved. This saving was identified from the borough wide removal of the pay & display equipment. The cost savings were associated with the machine cash collection and machine maintenance. The saving was proposed by moving to a totally cashless option for short-term parking payments.

- 5.9. Before moving to a totally cashless option the Council ran a pilot that offered a cashless only option in Holbeach car park. The pilot ran for 6 months and the Council realised that there were some customers that were unable to access the cashless system. The results of which identified a need to keep pay & display machines across the borough alongside the cashless option at least in the short term.
- 5.10. This channel shift to on-line servicing highlighted the need to consider those residents that had no, or limited access to, the on-line services. The Council reviewed this position and introduced an option to purchase permits over the telephone or by post and extended the sale of visitor permits to the Lewisham central library.
- 5.11. In view of the Mayor's commitment to review pricing in support of local businesses the Council will undertake a review of the car park pricing structure in line with the Mayor's manifesto.

6. The Borough

- 6.1. The borough is made up of 412.8 miles of road of which 23 miles are red routes controlled by Transport for London and 389.8 miles are local roads maintained by the Council.
- 6.2. At the last Census in 2011 there are 116,100 households within the borough. This represents an 8% increase (from 2001 census) with a total population of 275,900 living within those households.
- 6.3. In 2011, 51.5% of households (60,158) had access to 1 or more vehicles. This represents a decrease from 2001 where 57.2% of households (61,471) had access to 1 or more vehicles. The total vehicle ownership across the borough has fallen from 79,270 in 2001 to 76,507 in 2011 representing a 3.5% decrease.
- 6.4. The Council has introduced a number of policies over recent years in support of a reduction in car ownership and the use of sustainable modes of transport including the use of car clubs that provide a good substitute for car ownership and assists in managing kerbside parking spaces.
- 6.5. As a Council we are looking to upgrade the existing electric vehicle charging points across the borough and agree a realistic increase to the number of points currently provided. The expansion is in collaboration with Source London who provided funding. Largely, the expansion will take place in the Council car parks where spare capacity exists. On street we have agreed to upgrade the charging points but have not agreed to increase the number of dedicated bays. Instead we have agreed to introduce flexible bays that can be utilised by other road users. These flexible bays will be implemented adjacent to the existing electric charging points. Should the utilisation of these bays increase officers will review the on street capacity.

7. Parking in the borough

- 7.1. There are a variety of parking places in the borough, including 1,441 parking spaces in the Council's off street public car parks and 21,500 on street parking bays designated for specific purposes, such as disabled parking, loading, short-term use and streets without parking controls.
- 7.2. There are also a variety of parking restrictions, including yellow lines, restricted parking zones and controlled parking zones which rely on a permit system.
- 7.3. Currently there are 18 CPZ's located within the borough which are designed to protect residents and businesses from commuter parking. The number of CPZs will increase to 21 as part of the CPZ implementation programme and are mainly centred around major destinations such as town centres, railway stations and the hospital.

8. Review of 2014/15

- 8.1. The parking contract with NSL Ltd has operated now for 2 years of a 6 year contract. There is an option to extend for a further 4 years after the initial term.
- 8.2. In 2014/15 a total of 9,021 resident and business parking permits were issued, an increase from the previous year of 11%. Resident permits issued to lower emission vehicles are sold at a concessionary rate and represent 0.7% of the total issued. Resident permits issued to blue badge holders free of charge represent 4.7% of the total. Visitor permits sales exceeded 99,000, 65% of which were purchased on line.
- 8.3. The majority of paper permits have been phased out. All our resident and business permits are now held on the virtual permit system. Carers' permits continue to be provided as paper permits that are placed in the carers' vehicle. This ensures greater flexibility for those residents who rely on support from a number of carers. As this type of permit is not provided to a dedicated vehicle it cannot be included on the virtual permit system and is issued free of charge.
- 8.4. Parking restrictions across the borough are enforced to help maintain a safe and effective road network. In 2014/15 the Penalty Charge Notice (PCN) issue was 60,106. This represents a 5.8% drop from those issued in the previous year. London Councils have reported that across London a quarter of a million less PCNs were issued which represents on average a 5% decrease for all London Boroughs. Lewisham's decrease is slightly higher than the London average however it should be noted that recovery rates have improved from 68% to 70%.
- 8.5. The shared service with Southwark for the delivery of the Borough's CPZ consultation and design enters its second year. Good working relationships have been established and the quality and delivery of the programme continues to meet Lewisham's expectations. Year 2 of the programme has started and a programme update is set out below:

9 CPZ Programme 2014/15 – Year 1

9.1 During 2014, the Council carried out consultations to determine the need for four new parking zones and to review three existing parking zones. These areas were identified as high priority and were delivered in two phases:

9.2 Phase 1 - Consultations for Summer 2014

- Review of existing CPZs in Old Road and Bankwell (F) Hither Green East (P) Lee (L), including options to reduce operational hours
- Proposed new CPZ Lee Green West

9.3 Phase 2 - Consultations for Autumn 2014

- Proposed CPZ extension in Ladywell
- Proposed new CPZ in Perry Vale East
- Proposed new CPZ in Mountsfield Park

9.4 Phase 3 – Implementation 2015

All 2014/15 consultations are now complete and results have been publicised. With the exception of Perry Vale East (Catford Stations), all consultations resulted in support to implement proposals across a significant proportion of the study area. Implementation of the zones is now being progressed as follows:

- Review of existing Lee Green CPZs – implementation October 2015
- New Lee Green West CPZ – implementation October 2015
- CPZ extension in Ladywell – implementation December 2015
- New CPZ in Mountsfield Park – implementation December 2015

10 CPZ Programme 2015/16 – Year 2

10.1 In order to assess the many requests for CPZs across the borough, a methodology has been developed to appraise and select schemes for consultation. The CPZ Programme has been scored and prioritised on the basis of selected criteria to ensure that the most urgent problems are addressed first. Each criterion is then weighted to reflect the local demand and technical need for a CPZ. The selected criterion is set out below:

- Evidenced from borough-wide surveys
- Evidenced from previous CPZ consultation identifying demand close to the 50% threshold
- Requests, complaints, representation or petitions from stakeholders relating to parking pressure
- Evidence of overspill from existing CPZs
- Parking studies undertaken by the Council or Developers
- Evidence of existing road safety issues

- Evidence to support strategic infrastructure, town centres or car free developments
 - Introduction or changes to transport hubs.
- 10.2 The proposed CPZ Programme for 2015/16 comprises 3 consultations on potential new zones in Deptford South, Forest Hill, and Brockley. The proposed programme is largely similar to that predicted by last year's assessment, but following this year's review, two amendments have been proposed:
- Forest Hill North and Forest Hill South combined into a single consultation;
 - Brockley brought forward into year 2.
- 10.3 Preparation work will soon be underway for the proposed zones, with parking occupancy and duration surveys to be commissioned to establish a more detailed understanding of the parking demand in each of the proposed zones. Site inventory surveys will also be carried out to pick up existing street features in the proposed CPZ areas; this enables the preparation of initial design drawings.
- 10.4 Consultations on the 2015/16 programme will commence in autumn 2015, with implementation from spring 2016.

11 **Pay & Display & Cashless Parking**

- 11.1 The Council has considered the options available for the provision of short term parking. Historically, this has been provided solely by pay & display machines. The pay & display infrastructure is ageing, maintenance costs increasing and a replacement programme would be costly for the Council approx (£1.2m). Should the Government's plan to introduce a new £1 coin in 2017 be agreed, there would be a requirement to upgrade the machines with new mechanisms to accept the new coinage.
- 11.2 Alongside the existing pay and display machines, the facility to pay for parking sessions through the cashless system is now available across the borough. Since the roll out the council has seen an increase of payments made through the cashless system. The cashless parking provision replaces out of order /vandalised machines where at certain locations the lack of another machine located nearby would result in free parking sessions until the machines are fixed. This has now been eliminated as cashless parking is provided as an alternative option.
- 11.3 The recently reviewed CPZs will have a mix of 'free' time limited parking bays and cashless parking alongside existing pay & display machines. These machines will remain in place until a decommissioning programme is agreed. No new machines will be introduced. This flexible approach will enable Council officers to gauge the level of machine use. Once established it will present officers with an opportunity to introduce a rationalisation and decommissioning programme.

- 11.4 Cashless parking has been available across the borough for 3 months. Implementation has increased the uptake of the cashless service by 20%.

12. On-line Services

- 12.1 All resident and business parking permits are now managed via the virtual permitting system.
- 12.2 The Parking & Traffic Appeal Services (PATAS) has changed. The service is now known as the London Tribunal Service and will provide adjudication for Environment and Traffic Appeals (ETA).
- 12.3 In parallel to this service change, London Councils' objective is to provide the ETA service on line. The on-line service facilities are now available for appellants and Enforcement Authorities to submit appeal applications and supporting documents on line.
- 12.4 London Councils' objective is for all Enforcement Authorities to be using the service by Jan 2016. Lewisham already provides this service well in advance of the deadline and have been proactive in working with the service provider at London Councils to ensure the streamline process works effectively for our customers and Lewisham's back office notice processing team. Links to the new service are now available to customers on the Lewisham website.

13. Financial Performance

- 13.1 This section of the report sets out information relating to parking finances.
- 13.2 The parking charges are fixed in accordance with the requirements of the Road Traffic Regulation Act 1984. Charges have been set at a level which is in line with the median level in London. Setting charges at this level ensures that the borough does not become a 'car park' for those travelling into London from the south east. It also ensures the Council continues to meet the objectives set out above and comply with the requirements of Section 122 Road Traffic Regulations Act 1984.
- 13.3 Section 13.5 shows the final outturn for the year 2014/15 and summarises the performance against budget on 2015/16 relating to the direct management of both off-street and on street parking services.
- 13.4 Section 13.6 also sets out the Council's Parking Control Account for 2014/15. This account is a statutory requirement and sets out the financial position in relation to on-street parking only. The account not only includes the proportion of direct management costs and income relating to on-street parking already included in the tables shown in 10.3 and 10.6 but also a proportion of costs in respect of, for example, management and other support service overheads, an assessment of policy and planning costs, and capital charges.
- 13.5 Direct Parking Management

- 13.5.1 In 2014/15, the Council collected £8.49m income in respect of parking services, compared to a budget of £7.55m. The income received can be broken down as follows:

Parking services income collected in 2014/15		
	£000s	%
Parking fines	4,019	47
Pay and Display	2,221	26
Permits	2,123	25
Advertising and other income	124	1
Total income 2014/15	8,487	100

- 13.5.2 It can be seen from the table above that income from permits and Pay and Display accounts for 51% of the total income for parking services.
- 13.5.3 The apparent increase in income has arisen as a result of changes to the parking computer system and the migration of data implemented at the start of the new parking contract. At the time of closing the accounts, there was insufficient data available to verify the increase and, as can be seen in the table below, officers significantly increased the bad debt provision to reflect this.
- 13.5.4 The Council is budgeting to collect £7.3m of income in 2015/16. Current forecasts indicate that the actual total likely to be collected is in line with the budget.
- 13.5.5 The actual cost of running the parking service in 2014/15 was £3.97m, compared to a budget of £2.38m. The can be broken down as follows:

Direct parking management expenditure	
	£000s
Enforcement contract costs	1,765
Management and admin costs	296
Car park utilities, rates, repairs and maintenance	105
Legal fees	114
Increase in bad debt provision	1,688
Total expenditure 2014/15	3,968

- 13.5.6. The significant increase in costs relates to the increase in bad debt provision mentioned in paragraph 13.5.3.
- 13.5.7 The budget for running the parking service in 2015/16 is again £2.38m. It is currently forecast that expenditure will be broadly in line with the budget.

13.6 Parking Control Account 2014/15

- 13.6.1 Under the Road Traffic Regulation Act, 1984 the Council is required to maintain a separate account of its on-street parking business activities and to report the outcome and the use made of any surplus generated annually

to the Mayor of London. The account must contain all expenditure and income in relation to the provision, management and enforcement of on-street parking in the Borough.

13.6.2 The use of any surplus is governed by Section 55 of the Act which specifies that the surplus may be used for:-

- making good to the General Fund for any deficits incurred in the On-Street Parking Account during the previous four years; or
- meeting the cost of the provision and maintenance of off-street car parking in the Borough, or in another Local Authority.

13.6.3 If, however, it is considered unnecessary or undesirable to provide further off-street parking in this area, the surplus may then be used to fund any of the following:-

- public passenger transport services;
- highway improvement works;
- highway maintenance; or
- the costs of anything that has the approval of the Mayor of London and which facilitates the implementation of the Mayor's transport strategy.

13.6.4 The Council's Parking Control Account for 2014/15 is summarised below:

Borough Parking Control Account 2014/15		
	£000s	%
On-street Parking income		
Pay and Display	1,484	23
Permits	1,354	21
Fines	3,617	56
Total Income	6,455	100
On-Street Parking expenditure		
Enforcement contract costs	1,588	37
Management, admin and overheads	726	17
Running costs	198	5
Capital investment	243	6
Increase in Bad Debt Provision	1,519	35
Total Expenditure	4,274	100
Funds available for supporting highways and transportation	2,181	

13.6.5 The available funds of £2.2m shown in the above table which are the result of the Council's parking policy were applied to expenditure on traffic management and highways maintenance and improvements. The Council spent a total £12.7m in this area during 2014/15.

14 Managing the parking contract

14.1 The parking contract covers a number of services split into 4 broad categories:

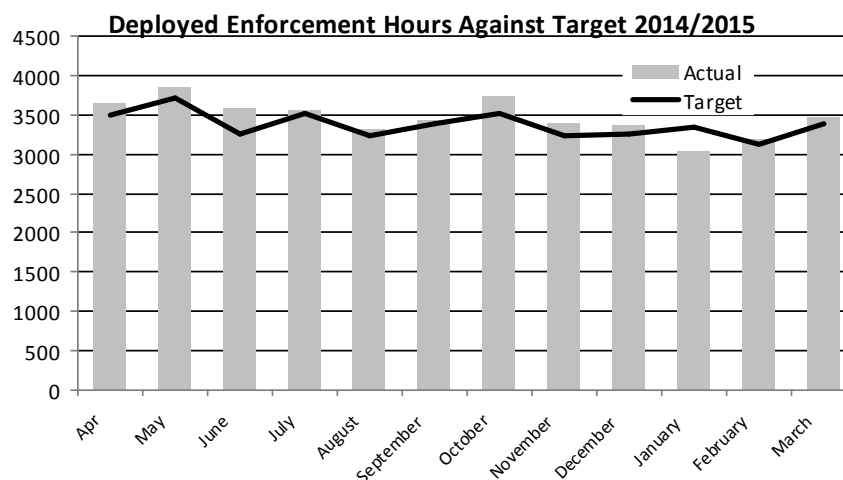
- Parking Enforcement
- Pay & Display Maintenance & Cash Collection
- Penalty Charge Notice Processing
- Permits & Suspensions

14.2. Responses to formal representations and Appeals are authorised by Council staff and the contract is managed using a number of Key Performance Indicators: In the main these are:

- Effective Parking Enforcement
- Quality Trained Staff (Staff Retention)
- Other Services (Statutory functions, IT & complaint handling)

14.3 Effective Parking Enforcement

14.3.1 Deployment levels have remained fairly consistent throughout the year. January was the only month that failed to reach target levels due to staff sickness and annual leave. January is normally a quiet period in the parking industry and the most likely month for annual leave to be approved.



14.3.2 London Councils report that in 2014/15 nearly a quarter of a million fewer Penalty Charge Notices (PCNs) were issued for parking and traffic contraventions. A drop of nearly 5%. This is partly due to legislative changes that extended grace periods before a contravention can be established and the discontinued use of CCTV vehicles for the enforcement of parking contraventions. Across London these levels are the lowest since 2000. The Chair of London Councils' Transport and Environment Committee, said: ***"These figures represent very positive news for motorists and enforcement authorities alike"***

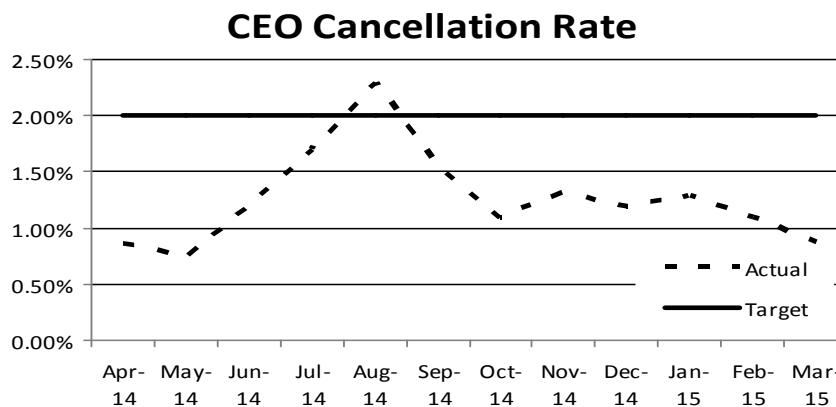
14.3.3 In Lewisham the drop in PCN levels represent 5.8% slightly higher than the London average. This reflects the fair policy the Council operates towards

parking enforcement. PCN recovery rates have improved by 3%. This suggests that whilst volumes have seen a decline quality has improved.

	2012-13	2013/14	2014/15
Lewisham's PCN Issue	62,636	63,464	59,482

14.4 Quality Trained Staff & Staff retention

14.4.1 Adequately trained staff are vital in the provision of a good service. All enforcement staff are provided with intensive training for what can be a very difficult job. To ensure quality is maintained throughout contract delivery, the performance target is to maintain the Civil Enforcements Officer's (CEOs) error rate below 2%. Performance against this KPI has remained good. See graph below. The slight increase from June – August represents the recruitment of new staff that inevitably increases the error rate whilst still in training. Performance currently exceeds target levels.

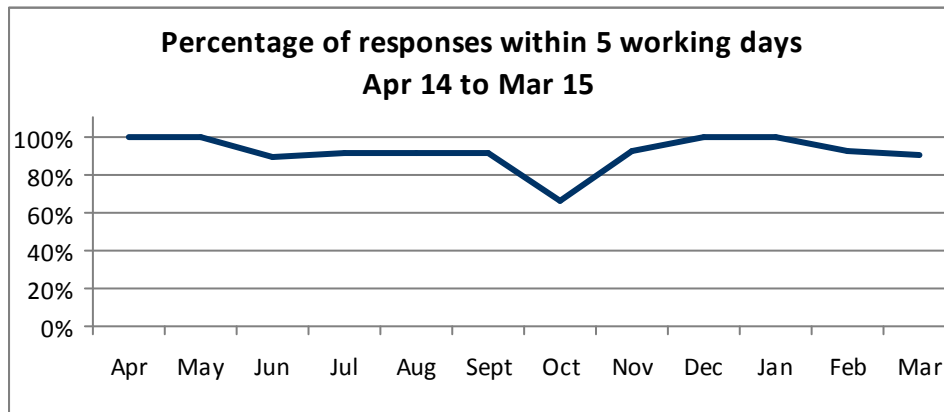


14.4.2 Staff retention is key to a stable service especially if valuable investment has been made in the training of staff. Staff turnover in the parking industry can be high due to the very nature of the work involved. The Council has ensured that the service provider has implemented strategies and processes to assist in staff retention and to ensure staff turnover remains below the industry 'norm'. The service provider is measured against an annual turnover of 20%. This is measured against leavers with a +5% tolerance level. Currently the service provider is showing an annual staff turnover of 15.22%. This level is 11% below the industry norm of 26.1%.

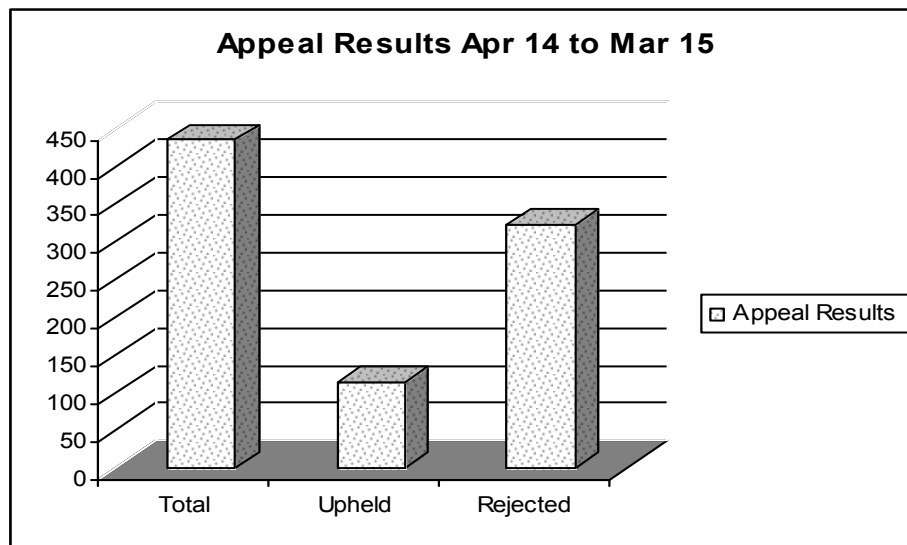
14.5 Notice Processing

14.5.1 A response to formal representations and Appeals against the issue of PCNs is authorised by Council staff as this is a statutory requirement. The contract provider NSL provide first stage responses to PCN challenges and complaints. Outside of the statutory timescales the response times are measured for customers to receive a full complaint response within 5 working days. Performance against this target has remained fairly consistent except for a downturn between Sept/Oct of last year. This is attributed to a breakdown of workflow processes (correspondence held in the system in an unidentified workflow queue) identified by Lewisham's client monitoring team. A plan of

action was implemented to clear the backlog and ensure processes were in place to get performance back to target levels.



14.5.2 The table below shows the annual appeal results heard at the Parking & Traffic Appeals Service (PATAS). The total number of Appeals reduced from that of last year and the Councils success rate (66%) improved by 23%. It is worth noting that the percentage of PCNs taken forward to PATAS against the total PCNs issued is 0.7%.



14.6 Permits

14.6.1 The introduction of the virtual permitting system for the issue of permits across the borough was a major transition for this service. Virtual permitting is new to the industry and one which has realised efficiency savings. In reality there were lessons learnt from a service delivery perspective. We have worked with our partners, using customer feedback to improve the virtual on line service, especially in relation to system navigation. All of the permit information is now held on the virtual system and 60% of our customers are using the on-line service to renew or purchase visitor permits.

14.6.2 The challenge this year has been the permit reminders sent electronically by email. This resulted in a number of complaints from customers advising that they had not received their email reminders. Upon investigation either the

email was sent to an email address no longer used by the customer or the email was delivered into their junk mail inbox. Measures have been introduced to remove key words from the reminder that may identify the email as 'junk mail'. System records provide evidence (date & time) email was sent.

- 14.6.3 In response to this issue, consideration was given to re-instate postal permit reminders. However, the costs involved would impact on the savings already achieved. Some customers were perfectly happy with the email reminder and preferred this method as more cost effective and sustainable. It should also be noted that the council received a similar level of complaints of failing to receive reminders when the Council sent them by post and would not necessarily solve the problem.
- 14.6.4 With this in mind and as a service enhancement we have introduced a permit reminder prompt that will be sent by text. Texts will be sent to both mobile and landline phone numbers provided by the customer. This will be in addition to the email reminder and will prompt customers 3 days before permit expiry but only if the permit has not been renewed. Due to system configuration the text prompt will only be available to customers when their permits are due to expire next year.

15 Matters Arising

- 15.1 This year we have had a small number of isolated complaints from residents regarding coaches parked in residential areas overnight or to pick up and drop off students. The complaints mainly feature noise, litter, engines running and parking.
- 15.2 The pick up and drop off of passengers to a particular location can have a negative impact on local residents especially if it is a regular occurrence. Where no parking restrictions exist, this type of activity is perfectly legal.
- 15.3 In relation to the coaches parking overnight, a coach & lorry ban (exceeding the 5t weight limit) is in place across the whole of the borough and operates between the hours of 6:30pm and 8.00am. Enforcement action is taken by the issue of a Penalty Charge Notice (PCN). The recovery of a PCN, if not paid upon receipt, relies on the identification of the registered keeper. Many of these vehicles are registered outside the UK and the issue of a PCN has proved in some cases ineffective. The council has no jurisdiction outside of the UK to access registered keeper information.
- 15.4 This type of activity tends to be seasonal. We have worked hard to identify the coach/travel companies and have written to them to offer advice on Lewisham's parking regulations, placed restriction plates and advised on the location of the Council's coach & lorry park. Most companies we have contacted have been very responsive and local issues have been resolved.
- 15.5 The only other alternative would be to clamp, remove and impound these vehicles with cost implications to the Council. This process brings a whole raft of other issues that would require careful consideration. Lewisham's current policy is not to clamp and remove vehicles for parking contraventions and a

policy change would be required. Should this be necessary officers will give full consideration to all the options at the next policy review in 2017.

16 Sustainable Development Select Committee

- 16.1 The Sustainable Development Select Committee considered this report on 22nd October 2015. The committee were pleased with the progress and following a question and answer session agreed the report could be forwarded to Mayor and Cabinet without any amendment or further comment.

17 Financial implications

- 17.1 The purpose of this report is to provide an update on the parking policy and CPZ programme and to give an overview of the parking contract performance. As such there are no financial implications to members agreeing the recommendations set out in section 3.
- 17.2 Details of the Council's financial performance in terms of the parking service are set out in section 13 and comply with both the Road Traffic Regulation Act, 1984 and the Department for Communities and Local Government Transparency Code 2014.

18 Legal Implications

- 18.1 Section 45(1) Road Traffic Regulation Act 1984 (RTRA) allows Councils to designate parking places on the highway and to charge for the use of them. Section 45(2) provides for the issuing of permits for which an authority may charge. The procedure requires consultation and a designation order.
- 18.2 Section 122 RTRA imposes a general duty on authorities to exercise functions under the Act (so far as practicable having regard to the matters set out at para 13.3 below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.
- 18.3 In fulfilling the general duty imposed by Section 122 RTRA, the matters referred to above are as follows:-
- (a) The desirability of securing and maintaining reasonable access to premises;
 - (b) the effect on the amenities of any locality and the importance of regulating and restricting the use of roads by heavy commercial vehicles so as to preserve or improve the amenities of the areas through which the roads run;
 - (bb) the national air quality strategy
 - (c) the importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles; and

- (d) any other matters appearing to the Council to be relevant.
- 18.4 Section 55 RTRA provides for the establishment of a separate account into which monies raised through the operation of on street parking must be paid. The Act requires an enforcement authority, (of which Lewisham is one), to keep an account of:-
- their income and expenditure in respect of designated parking places;
 - their income and expenditure as an enforcement authority in relation to parking contraventions within paragraph 2 of Schedule 7 to the 2004 Act (parking places); and
 - their income and expenditure as an enforcement authority in relation to parking contraventions within paragraph 3 of that Schedule (other parking matters).
- 18.5 It also deals with shortfalls and surpluses. Shortfalls must be made good from the General Fund, and subject to carry forward provisions, any surplus must be applied for the following purposes:-
- (a) the making good of shortfalls in the last 4 years
 - (b) the provision and maintenance of off street parking by the council or others
 - (c) if further off street parking appears unnecessary or undesirable then
 - i) meeting the cost of provision, operation or facilities for public transport services; and
 - (ii) highway or road improvement projects in the area.
- 18.6 There are also provisions for carry forward. Every London Borough also has to report to the Mayor for London at the end of every financial year on any action taken in relation to any deficit or surplus on their account. It is clear from this report that surpluses made on this special account in 2013/14 have been applied for permitted purposes.
- 18.7 The Local Authorities' Traffic Orders (Exemptions for Disabled Persons) (England) Regulations require traffic regulation orders to include an exemption from waiting prohibitions in certain circumstances, and from charges and time-limits at places where vehicles may park or wait, in respect of vehicles displaying a disabled person's badge.
- 18.8 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 duty), replacing the separate duties relating to race, disability and gender equality.
- 18.9 The duty consists of the 'general equality duty' which is the overarching requirement or substance of the duty, and the 'specific duties' which are intended to help performance of the general equality duty.

- 18.10 The 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.
- 18.11 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.

These are often referred to as the three aims of the general equality duty.

- 18.12 The duty is 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.
- 18.13 The Equality and Human Rights Commission (EHRC) have issued technical guidance for public authorities in England on the Public Sector Equality Duty. The guidance can be found at <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>. This Guidance provides practical approaches to complying with the Public Sector Equality Duty. The EHRC technical guidance is not a statutory Code, but may be used as evidence in legal proceedings to demonstrate compliance with the Public Sector Equality Duty.

19. Crime and Disorder Implications

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

20 Equalities Implications

- 20.1 Compliance with the Equality Duty, as described in the 'Legal Implications' of this report has been incorporated within a more detailed Equalities Analysis Assessment which formed part of the Review of Parking Policy report agreed by Mayor and Cabinet on 10 April 2013.
- 20.2 Key positive equalities impacts on Age, Disability, Pregnancy and Maternity Include:
- continued provision of resident parking permits free of charge to Blue Badge holders;
 - quicker resolution of parking issues, that prevent people with mobility issues or young families, parking close to their homes, and create neighbourhood tensions;
 - transparent criteria and application process for new disabled parking bays, and a programme of review to manage and fund these requests.

- 20.3 Moving forward, the Council will also need to give greater consideration to the accessibility of its engagement processes with local areas on proposed new parking restrictions. This will encourage participation by all members of the community and aim to increase the number of consultees through the provision of information in alternative formats as necessary.
- 20.4 The Council will also need to ensure that any move away from the use of Pay and Display machines is accompanied by an appropriate communications campaign. This should clearly set out the alternative payment methods available, and reassure residents or visitors that do not have access to the Internet, a mobile phone or credit/debit card, that they still have legitimate payment options, that allow them to park safely and conveniently in Lewisham. Consideration should also be given to those who might be vulnerable from a personal safety perspective, particularly in parking locations that are poorly lit or isolated – i.e. if they are required to use their mobile phone or credit/debit cards in public view. The provision of additional payment options as technology evolves must also be considered in terms of accessibility for the user, to prevent indirect discrimination from occurring. For example, alternatives such as top-up cards, should consider the proximity and hours of operation of the nearest PayPoint location in relation to the on-street parking bays. This may be very significant for service users with mobility issues.
- 20.5 The Council also needs to ensure that any web-centric parking policies make alternative provision for those without access to the Internet, to ensure equitable provision of the service.

21 Environmental Implications

- 21.1 There are no direct implications arising from this report, but the policy review took into account the Council’s broader ambitions for environmental sustainability. For instance, its Local Implementation Plan (LIP) aims to reduce growth in road traffic through the discouragement of car usage and the promotion of facilities for cyclists and pedestrians and alternative sustainable methods of transport. The limitation of on-street parking through CPZs, especially around shopping centres and transport hubs along with appropriate charging is considered to be a deterrent to car usage.

22 Conclusion

- 22.1 This report provides transparency for parking finances in accordance with legislation and provides the details of the current CPZ programme. As with all things there are often additional factors such as major regeneration that might influence the timing and priority of any list published now.

23 Background Documents and report author

Document	Link
Mayoral response to the comments of the	Mayor and Cabinet 30 May 2012.

Document	Link
Lee Green Assembly:	
Parking Policy Review:	Mayor and Cabinet 10 April 2013
Parking Contract Award:	Mayor and Cabinet 1 May 2013
Parking Policy: Monitoring and Update:	Sustainable Development Select Committee 22nd October 2015
Annual Parking Report – 2012 /13	Mayor and Cabinet 3rd December 2014
Parking Policy Document Oct 2014	http://www.lewisham.gov.uk/myservices/parking/Documents/ParkingPolicyOctober2014.pdf

- 23.1 If you require any further information about this report please contact Lesley Brooks Service Group Manager Travel Demand Management on 020 8314 2126.

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 type="checkbox"/>	

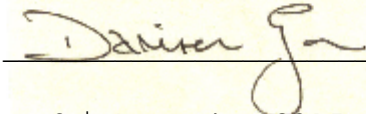
Date of Meeting	11 th November 2015
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Title of Report	Heathside and Lethbridge Regeneration Phase 5 and 6 decant update - Part 1
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Originator of Report	Genevieve Macklin	Ext. 46057
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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		Item no.
Report Titles	Heathside & Lethbridge Phase 5 & 6 Decant Update		
Key Decision	Yes		
Ward	Blackheath		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	11 November 2015

1. Summary

- 1.1 On 25 June 2003 Mayor and Cabinet agreed the proposal to expand Lewisham's established estates regeneration programme to include Heathside and Lethbridge. Following the outcome of the open competition, on the 22 February 2006 Mayor and Cabinet agreed that Family Mosaic become preferred development partner for the re-development of Heathside and Lethbridge.
- 1.2 This report is seeking approval to proceed with the next stages of the decant programme for the established regeneration scheme on the Heathside and Lethbridge estate.
- 1.3 Heathside and Lethbridge is an ongoing regeneration scheme being carried out in partnership with Family Mosaic. All residents in Phases 1 – 4A&B have been re-housed and the re-housing of tenants in Phase 5 is underway. This report seeks authority to commence the Phase 6 decant in stages with some residents having the opportunity to be re-housed in some of the new homes in Phases 3 and 4 and some being re-housed off the estate. The remainder of the Phase 3 new social homes are expected to be complete in the winter of 2016/17. The Phase 4 new homes are expected to be complete in the winter of 2017/18. This report includes information following the consultation that has been carried out with residents on these proposals.

2. Purpose of Report

- 2.1 To update Mayor and Cabinet on the progress of the Heathside and Lethbridge regeneration scheme.
- 2.2 To ask the Mayor to consider the responses from residents to the formal Section 105 consultation carried out on Lethbridge Close and to agree to commence the Phase 6 decant.

3. Policy Context

- 3.1 The re-development scheme contributes to key national objectives, particularly meeting the decent homes standard and increasing the supply of affordable housing.

The Decent Homes Strategy required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes will be achieved for all Council housing stock.

- 3.2 Lewisham completed its stock options appraisal in June 2005 and submitted a comprehensive Decent Homes strategy to Government Office for London (GoL) setting out an investment plan for the entire housing stock to meet the Decent Homes standard.
- 3.3 The re-development will see the replacement of non decent or unusable homes with modern high quality homes in well designed neighbourhoods. In addition, the scheme will deliver additional affordable units and a new supply of private sale units.
- 3.4 The scheme supports the Sustainable Community Strategy 2008 – 2020 especially the priority outcomes Reducing inequality – narrowing the gap in outcomes for citizens; Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment and Dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 3.5 Further, the re-development scheme is in line with Lewisham’s established housing policy as set out in previous reports to Mayor and Cabinet and also contributes significantly to the Councils Housing Strategy for 2015 – 2020 ‘Building the homes our residents need’.

4. Recommendations

It is recommended that the Mayor:

- 4.1 notes the progress of the Heathside and Lethbridge regeneration scheme;
- 4.2 having considered the responses to the statutory Section 105 consultation, agrees that the Council should carry out the decant of Heathside and Lethbridge Phase 6 tenants.
- 4.3 Subject to the Mayor agreeing recommendation 4.2, the Mayor is recommended to agree that:
 - 4.4 where necessary, Notice of Seeking Possession is served and possession proceedings brought against secure tenants in Lethbridge Close Phase 6 blocks under ground 10 of Schedule 2 to the Housing Act 1985;
 - 4.5 secure tenants in Lethbridge Close Phase 6 blocks are re-housed in line with section 7 of this report;
 - 4.6 home loss and disturbance payments are made to displaced secure tenants and leaseholders where appropriate in accordance with the Land Compensation Act 1973

5. Summary of progress to date

5.1 Summary of the principles of the Heathside and Lethbridge regeneration and progress to date:

- The Council has an overarching Development Agreement in place with Family Mosaic for the whole scheme which includes a bespoke financial model.
- Family Mosaic have outline Planning permission for the overall scheme and are required to seek detailed Planning approval for each Phase. A building contractor is sought by Family Mosaic for each Phase.
- The GLA (formerly the Homes and Communities Agency) have committed around £30m in support of the regeneration of Heathside and Lethbridge across Phases 1 – 4.
- The structure of the scheme is that the Council forward funds the cost of obtaining vacant possession of the site and these costs are reimbursed by Family Mosaic. To date the land assembly costs have been paid for Phases 1, 2, 3 and half the land assembly costs have been paid to the Council for Phase 4 with the remainder due on completion of the demolition. The same will happen in future phases of the scheme.
- Of the 200 homes for social rent currently built, around 170 are occupied by residents of the original Heathside and Lethbridge estate. Five resident leaseholders have bought into the development through shared equity.
- Phase 1: 138 homes were built between August 2010 and October 2012. This includes 80 homes for social rent, the rest being for sale and shared ownership.
- Phase 2: 190 homes were built between January 2011 and April 2013, including 70 for social rent. Of these, 50 form a designated over 55's block designed to replace an over 55's block on the original estate.
- Phase 3: Started on site in August 2013 with the first stage of 49 social rent homes now complete and occupied. The remaining homes are expected to be complete in stages during 2016 – 2017. This is 11 months later than previously reported. The build delay has been due to awaiting the moving of statutory service. There will be a further 49 homes for social rent, 8 for shared equity and 112 for sale.
- Phase 4: Vacant possession of Phase 4A and 4B has now been achieved. The land will be transferred to Family Mosaic once demolition is complete. Demolition is due to be commenced before the end of the year. Phase 4A includes 169 total units made up of 54 for rent, 4 for shared equity and 111 private sale and are expected to be complete in late 2017. Phase 4B contains 67 units, all of which are for social rent and are expected to be complete by early 2018.
- On 14 January 2015 the Mayor and Cabinet approved the voluntary buyback of leaseholders in the remaining phases. External valuers have now been appointed so that negotiations can commence with the remaining 27 leaseholders.

6 Scheme Proposals and Features

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

- The scheme will provide a minimum of 543 (46%) affordable homes (an uplift of 127

affordable homes), this includes 416 homes for rent (an uplift of 31 rented units).

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

6.2 It has always been a key feature of the scheme that should the housing market improve throughout the life of the programme, private units will be built as part of future phases in order to reduce the amount of grant required and diversify tenure. There are 62 sale units in Phase 2, 112 in Phase 3 and 111 in Phase 4. Further sale units are envisaged throughout the later Phases, depending on the housing market. Family Mosaic have had significant success over recent years in sales of private and shared ownership units and are prepared to take the risk on building these units. Interest and sales in sales units to date has been very positive. There is a fixed number of affordable rented homes across the scheme to make sure that all current residents can be re-housed in the new development and ensure an increase in affordable homes.

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

7 Section 105 Consultation and Re-housing Proposals

7.1 The Council and Family Mosaic have continually sought to ensure that the decant process is carried out as quickly and efficiently as possible and that existing residents receive priority for the new homes. This requires a flexible approach from the Council responding to the build programme and the speed of decant is affected by the number of residents who choose to move away from the estate or into the new build.

7.2 As there were more properties available in Block A of Phase 3 than required for the residents of Melville House (Phase 4b) the Council has been able to allocate properties to secure tenants from Lethbridge Close blocks 57-106, 107-134, 135-162 and 163-190 in Phase 5 of the scheme. 28 households from Phase 5 have been housed into Block A.

7.3 In addition, 7 Phase 6 residents were also allocated housing in Block A. This was only done where there was no further demand from Phase 5 residents and was done to ensure that Heathside & Lethbridge residents are given preference for the new builds. All but 1 property in Block A was allocated to Heathside & Lethbridge decants. Only households without a vehicle were allocated properties as there is no designated resident parking.

- 7.4 There will be approximately 170 new rented homes being built and ready for occupation in stages between 2017 and 2018. Priority for these will be given to the remaining Phase 5 decants.
- 7.5 As there are expected to be more properties available than required for the remaining Phase 5 decants the Council is able to start looking formally at re-housing tenants in Phase 6. This comprises Lethbridge Close blocks 191-218 and 219-242.
- 7.6 Phase 5 decants will continue to have priority for the new properties in Phases 3 and 4. Phase 6 decants will be offered properties where there is no demand from Phase 5 decants.
- 7.7 It will only be necessary to re-house Phase 6 decants into Phase 5 new builds if the Council has been unable to meet the demand within Phases 3 and 4. Phase 5 is currently programmed to be ready in 2021.
- 7.8 The current proposed decant programme is as follows:

	Phase	Blocks	Estimated moving dates	Moving to
Current decant phase	5	Lethbridge Close Blocks: 57-106, 107-134, 135-162, 163-190	Between 2015 and 2018	Block A (Phase 3) Block E (Phase 3) Block F (Phase 4A) Block D (Phase 4B) and off estate
Current proposal	6	Lethbridge Close Blocks 191- 218, 219 – 242	Between 2016 and 2021	Block E (Phase 3) Block F (Phase 4A) Block D (Phase 4B) and off estate Block H (Phase 5) if necessary

- 7.9 There are 88 secure tenants remaining in Phase 5 and 36 tenants in Phase 6. Overall there are sufficient homes being provided in the new development, Parkside, to re-house all tenants remaining in Lethbridge Close. However as the homes will be built at different times, this affects when tenants will be able to be re-housed. Should there be more residents that wish to be re-housed in new build than there are the correct sized homes available at that time, the Council will prioritise people in housing need. This means that tenants who are overcrowded, under occupying or who have a medical reason to be re-housed will be re-housed into available new build first. This is in accordance with the Council's Allocations Policy.
- 7.10 All tenants will also have the option of moving elsewhere in Lewisham through the

Council's choice based lettings system Homesearch.

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

8 Section 105 Consultation

- 8.1 Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of housing management to which the section applies. The section specifies that a matter of housing management would include demolition of dwelling houses let by the authority under secure tenancies and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. The section further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question.
- 8.2 On Tuesday 8 September 2015 tenants were hand delivered the formal Section 105 consultation letter as well as a covering letter to explain the proposals and process. These letters gave tenants 21 days to respond in writing to the proposals.
- 8.3 This statutory consultation has been undertaken five times before (in January 2008, August 2009, November 2011, August 2012 and August 2014). As the Phase 5 decant process has minor changes from the previous Section 105 consultation which was carried out last year, Officers decided to once again carry out this formal consultation with them as well as all Phase 6 secure tenants. In all previous instances, the Mayor decided that there was general support for the scheme and agreed the overall decanting and demolition of Heathside and Lethbridge and proposals set out.
- 8.4 The Council has received 3 responses to the consultation proposals out of 124 possible remaining tenanted properties (a 2.5% response rate). As above, this consultation is the sixth formal consultation carried out over the duration of the scheme including a consultation in August 2014. In addition, the Council and Family Mosaic are in regular contact with residents providing updates on the scheme via newsletters, events, TRA and Steering Group meetings. This may explain the low response rate.
- 8.5 2 responses are from residents in Phase 5 with 1 being in favour of the proposals and 1 being neutral (having made no comments). 1 is from a resident in Phase 6 who expressed concerns at having to move and the type of property to be offered.
- 8.6 The response in favour of the proposal is generally complementing the work being carried out on the new build properties and the work of the Council's Decant Officers.
- 8.7 The main issues raised by the respondent expressing concern, was in relation to being offered a property similar to the property currently occupied and in the same area, retaining the Right to Buy, and in regards to the information supplied on the possibility of possession action if a move by agreement could not be reached. The Council has responded advising that a Decant Officer will be visiting shortly to assess households needs, preferences and options, that the Government are currently

considering extending the Right to Buy to Housing Association properties and that possession action would only be considered when all other options have been exhausted. The full responses to the consultation (with replies from Council Officers) have been made available in the Members room.

9 Leaseholders and Compulsory Purchase Order (CPO) Powers

- 9.1 Resident leaseholders have the option of being bought back by the Council and moving away. They also have the option of buying again in the new development under the shared equity scheme with Family Mosaic. Five leaseholders in Phases 3 and 4 bought into and now live in new homes in Phases 1 and 2. The Council does not offer re-housing for non-resident homeowners or their tenants. In cases of financial hardship, the Council may offer to re-house resident leaseholders as tenants.
- 9.2 External valuers have been appointed to commence negotiations with the remaining leaseholders in Lethbridge Close. Due to the build programme and therefore timescales for vacant possession, Phase 5 leaseholders will remain the priority. There are 18 leaseholders in Phase 5 and 9 in Phase 6.
- 9.3 If leaseholders are bought back early, the Council will use the properties for temporary accommodation, saving costs on expensive nightly paid accommodation.
- 9.4 To date, no leaseholders from Phase 5 have been bought back. There have been two early leasehold buy backs in Phase 6.
- 9.3 As this scheme follows a development programme, it is anticipated that the Council will seek to put in place CPO powers and a report will come back to Mayor and Cabinet in due course.

10. Legal implications

- 10.1 The Council has power under the Housing Act 1985 to acquire land for the provision of housing accommodation. This power is available even where the land is acquired for onward sale to another person who intends to develop it for housing purposes. The 1985 Act also empowers local authorities to acquire land compulsorily (subject to authorisation from the Secretary of State) but only where this is in order to achieve a qualitative or quantitative housing gain.
- 10.2 Section 84 of the 1985 Act provides that the Court shall not make a possession order of a property let on a secure tenancy other than on one of the grounds set out in Schedule 2 to the Act, the relevant ground in this case being ground 10.
- 10.3 Ground 10 applies where the local authority intends to demolish the dwelling house or to carry out work on the land and cannot reasonably do so without obtaining possession. The demolition works must be carried out within a reasonable time of obtaining possession.
- 10.4 Where the Council obtains possession against a secure tenant it is required to provide suitable alternative accommodation to the tenant. This is defined in the 1985 Act and requires consideration of the nature of the accommodation, distance from the tenants' family's places of work and schools, distance from other

dependant members of the family, the needs of the tenant and family and the terms on which the accommodation is available.

- 10.5 There is a more limited statutory re-housing liability for leaseholders whose properties are re-acquired by the Council under CPO or shadow of CPO powers. The duty imposed by Section 39 of the Land Compensation Act 1973 is to secure that any person displaced from residential accommodation is provided with suitable alternative accommodation where this is not otherwise available on reasonable terms. In order to facilitate early possession of properties which have been sold under the Right to Buy, Family Mosaic has a range of flexible options for resident leaseholders who wish to invest in a new home in the development.
- 10.6 In accordance with the Land Compensation Act 1973, secure tenants will be entitled to home loss and disturbance payments. Leaseholders will be entitled to receive market value for their properties as well as home loss and disturbance payments where appropriate in accordance with the Land Compensation Act 1973. In both cases, the Land Compensation Act 1973 provides for these payments to be made whether or not the secure tenant or leaseholder (as the case may be) gives possession by agreement rather than requiring a possession order or CPO to be obtained.
- 10.7 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.8 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 10.9 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 10.10 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/>

- 10.11 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
 2. Meeting the equality duty in policy and decision-making
 3. Engagement and the equality duty
 4. Equality objectives and the equality duty
 5. Equality information and the equality duty
- 10.12 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:
<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

11 Financial implications

The financial implications are contained in the Part 2 report.

112 Human Rights Act 1998 Implications

- 12.1 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.
- 12.2 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).
- 12.3 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.
- 12.4 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.
- 12.5 Therefore, in reaching his decision, the Mayor needs to consider the extent to which the decision may impact upon the Human Rights of estate residents and to balance

this against the overall benefits to the community which the redevelopment of Heathside and Lethbridge will bring. The Mayor will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.

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

13 Environmental Implications

- 13.1 The new homes to be built will be more thermally efficient than the existing ones and will generate less greenhouse gases.

14. Implications for Law & Disorder

- 14.1 The scheme will meet the police's Secured by Design standards and should lead to a reduction in crime and the fear of crime.

15. Equality Implications

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

16. Conclusion

- 16.1 This report provides an update on scheme progress and seeks approval to proceed with decant processes to ensure timely continuation of the scheme.

17. Background papers and author

- 17.1 There are no background papers to this report.
- 17.2 For more information on this report please contact James Ringwood, Strategic Housing on 020 8314 7944.

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 type="checkbox"/>

Date of Meeting	11 November 2015
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Title of Report	Financial Forecasts 2015/16
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Originator of Report	Selwyn Thompson	Ext. 46932
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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 (nominee)

Date: 28/10/15

Signed:  Director/Head of Service

Date: 22/10/15

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 & Cabinet			
REPORT TITLE	Financial Forecasts 2015/16 as at 30 September 2015		
KEY DECISION	No	Item No.	
WARD	N/A		
CONTRIBUTORS	Executive Director for Resources and Regeneration		
CLASS	Part 1	Date	11 November 2015

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the financial forecasts for 2015/16 as at 30 September 2015 and makes comparisons to the first report which presented financial monitoring information to the end of May 2015. The key areas to note are as follows:
- i. There is a forecast overspend of £8.1m against the directorates' net general fund revenue budget as at 30 September 2015. This is set out in more detail in sections five to nine of this report. This compares to a forecast overspend of £8.6m as at the end of May 2015. It should be noted that the Council recorded a final outturn of £5.2m for 2014/15 which resulted after applying £3.9m of funding for 'risks and other budget pressures' against the directorates' year-end overspend of £9.1m for that year.
 - ii. For the Dedicated Schools Grant (DSG) there are three schools which are expected to report and apply for a licensed deficit by the year end. This is set out in more detail in section 11 of this report.
 - iii. The Housing Revenue Account (HRA) is projecting a £2.3m surplus. This surplus is expected to be transferred to reserves at the end of the year to ensure that there are sufficient resources available to fund the current housing programme over the medium term. This is set out in more detail in section 12 of this report.
 - iv. As at 30 September 2015, council tax collection is 0.3% lower than this year's profile and 0.2% lower than this time last year. Business rates collection is 1.8% higher than the same period last year and is 0.1% lower than the required profile collection to achieve the target of 99% for the year. This is set out in more detail in section 13 of this report.
 - v. The Capital Programme overall spend to 30 September 2015 is £44.8m, which is 39% of the revised budget of £116.2m. Further details are given in section 14 of this report. The comparable figure last year was 26% of the revised budget of £147.3m, with the final outturn being 89% of the revised budget of £137.3m.

2. PURPOSE

- 2.1 The purpose of this report is to set out the financial forecasts for 2015/16 as at the end of September 2015, projected to the year end.

3. RECOMMENDATIONS

3.1 The Mayor is asked to:

3.3.1 Note the current financial forecasts for the year ending 31 March 2016 and the action being taken by the Executive Directors to manage down the forecasted year-end overspend.

4. POLICY CONTEXT

4.1 Reporting financial results in a clear and meaningful format contributes directly to the council's tenth corporate priority: inspiring efficiency, effectiveness and equity.

5. DIRECTORATE FORECAST OUTTURN

5.1 The forecasts against the directorates' general fund revenue budgets are shown in Table 1 below. In summary, a forecast year end overspend of £8.1m is being reported as at 30 September 2015. At the same time last year, an overspend of some £10.6m was forecast. Members should note that for 2015/16 there is a sum of £3.2m held corporately for managing 'risks and other budget pressures' which emerge during the year. The Executive Director for Resources and Regeneration will give due consideration as to when it might be appropriate to apply this sum to alleviate budget pressures. This will happen towards the end of the financial year, after assessing the progress which has been made to manage down the current forecast overspend.

Table 1 – Overall Directorate position for 2015/16

Directorate	Gross budgeted spend	Gross budgeted income	Net budget	Forecast over/ (under) spend September 2015	Forecast over/ (under) spend May 2015
	£m	£m	£m	£m	£m
Children & Young People (1)	68.9	(17.8)	51.1	6.5	4.7
Community Services	171.3	(75.0)	96.3	(0.2)	2.0
Customer Services (2)	91.8	(48.2)	43.6	3.6	3.0
Resources & Regeneration	43.6	(13.9)	29.7	(1.8)	(1.1)
Directorate Totals	375.6	(154.9)	220.7	8.1	8.6
Corporate Items	25.5	0.0	25.5	0.0	0.0
Net Revenue Budget	401.1	(154.9)	246.2	8.1	8.6

(1) – gross figures exclude £279m Dedicated Schools' Grant expenditure, pupil premium expenditure £18m, Post 16 Funding £7m, and universal free meals expenditure £2m and all the matching grant income

(2) – gross figures exclude approximately £240m of matching income and expenditure for housing benefits.

5.2 The financial forecasts at this stage of the year are usually higher than the resulting outturn for various reasons. However, similar to the scale of the variances projected last year, the current overspending projections are significantly greater than those in recent earlier years. The council continues to face significant budget pressures.

- 5.3 Directorate Expenditure Panels (DEPs) operated throughout 2014/15, with the Corporate Expenditure Panel (CEP) becoming operational in October 2014. Both continue to operate in 2015/16, and following a review of the operation of these panels, it has been confirmed that the CEP will continue until at least the end of the financial year. This will ensure that a regular corporate oversight of the council's financial spending position remains in place.
- 5.4 Delivering a large package of revenue budget savings for 2015/16 is managerially complex and challenging. There is an inherent risk that some savings will be delivered later than planned, which would result in overspends within the year. As a result, officers will take a greater focus on monitoring the progress of savings being implemented.
- 5.5 The table below sets out the proportion of agreed savings delivered in the year. Any variances are included in the overall forecasts shown in the Table 1. The details and reasons for variances against the forecast delivery are set out in each of the directorate summaries in section six to nine.

Table 2 – Forecast Savings Delivery

Directorate	Savings Agreed for 2015/16	Forecast Delivery	Variance	
	£m	£m	£m	%
Children & Young People	6.8	5.6	1.2	18
Community Services	14.6	11.6	3.0	20
Customer Services	3.9	3.2	0.7	18
Resources & Regeneration	2.8	2.7	0.1	3
Corporate	3.3	3.3	0.0	0
Corporate Budget Adjustment	(3.2)	0.0	(3.2)	0
Total	28.2	26.4	1.8	6

6 CHILDREN AND YOUNG PEOPLE'S SERVICES

- 6.1 As at the end of September 2015, the Children and Young People's directorate is forecasting an overspend of £6.5m. At the same time last year, the year-end forecast was an overspend of £9m, with the actual year-end outturn being an overspend of £9.9m.

Table 3 – Children & Young People Directorate

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Children's Social Care Services	40.0	(1.1)	38.9	4.3
No Recourse to Public Funds	3.6	0.0	3.6	1.0
Standards & Achievements	2.8	(1.9)	0.9	0.0
Education Infrastructure	0.1	0.0	0.1	0.0
Partnerships/Targeted Services	15.0	(3.1)	11.9	1.3
Resources & Performance	7.4	(10.4)	(3.0)	(0.1)
Schools	0.0	(1.3)	(1.3)	0.0
Total	68.9	(17.8)	51.1	6.5

* The government grants include the Adoption Reform Grant, SEND reform grant, Troubled Families grant and Music grant

- 6.2 The most significant cost pressures for the directorate fall within the *children's social care and no recourse to public funds* service areas and together amount to £5.3m. The key issues pertaining to the pressures are set out in the following paragraphs.
- 6.2.1 For clients with no recourse to public funds, there is a cost pressure of £1m. These are families who seek support from the local authority under Section 17 of the Children's Act because they claim to have no financial means of supporting themselves whilst they are in the process of attempting to regularise their stay in the UK with the Home Office. There are currently 214 clients with no recourse to public funds compared to a peak of 286 in June 2014. The estimated cost to the end of year of the current clients is £4.8m.
- 6.2.2 The pilot team has been working with the Home Office to get code 1a (entitlement to mainstream benefits) granted for cases the council is supporting. In total, 129 cases have been granted this status change since the pilot team began operating. The full year impact, once all of these cases have been transitioned is a cost reduction of £2.8m per annum. There are 54 clients, who have been changed to code 1a status which the council continue to make payments to. It is anticipated that on average it will take four to five months to ensure a comprehensive re-settlement process which will also reduce the likelihood of representations back to our housing needs service. On average there continues to be between four to 10 cases per week that are being converted to 1a status. Within the forecast, there is a saving of £0.6m which has been built into the figures to reflect the savings that will be made on these clients. When the full year impact of this is seen in 2016/17, it is expected that the spend will be within the current budget level of £3.6m.
- 6.2.3 Over the course of the year, there will be some new clients who present themselves to the council. Some will result in costs, but it is anticipated there will be a reduction in spend as support is ceased to other non code 1a clients. Officers are undertaking further work on the likely profile of new clients and clients which the council cease to support. Therefore, the forecast will be adjusted appropriately over the coming months.
- 6.2.4 The placement budget for *looked after children* is currently forecast to overspend by £1.7m with the current number of looked after children totalling 466. Total revenue budget savings on the placement budget of £1.5m were agreed by the Mayor for 2015/16. The work to implement these savings has been delayed due to staff changes. It is expected that some savings will be generated, but only toward the end of the financial year, with the full year effect likely to come through in 2016/17. The shortfall for 2015/16 is estimated to be in the region of £1.2m and this is included in the above overspend figure.
- i. *Children leaving care* is currently forecast to overspend by £1.7m. The number of clients is now 98, whereas the average for last year was 74.
 - ii. There is an additional pressure on the *Section 17* unrelated to no recourse to public funds of £0.2m and on salaries and wages which show a forecast overspend of £0.7m. This has mainly been created by greater use of agency of the last three months.
- 6.3 The key unit costs and activity levels within children's social care are summarised in the following table.

Table 4 – Fostering Client Numbers

Placement type	Average weekly unit costs		Client numbers
	September 2015 (£)	September 2014 (£)	September 2015
Local Authority fostering	402	380	206
Agency fostering	902	873	180
Residential homes	3,492	3,205	53

6.4 The unit cost information set out in the table above demonstrates the importance of the directorate's strategy for shifting the balance of provision towards fostering, as well as reducing costs. As an example, every client moving from agency to local authority fostering results in a saving of around £26k per annum and around £135k for every movement from a residential placement to agency fostering.

6.5 The only other budget pressure in the rest of the directorate is on schools' transport within the *partnerships and targeted services* area. The final outturn on schools' transport at end of 2014/15 was an overspend of £1.1m. The number of children transported has stayed similar to last term, but the contract costs has increased as there has been a greater number of taxis journeys. The total extra costs being £0.3m. The forecast has been subsequently reduced to £1.3m and there has been progress on the increased use of independent travel and direct payments. A major transport review is underway.

7 COMMUNITY SERVICES

7.1 As at the end of September 2015, the Community Services directorate is forecasting an underspend of £0.2m. At the same time last year, the year-end forecast was an overspend of £0.2m, with the actual year-end outturn being an underspend of £2.3m.

Table 5 – Community Services

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Adult Services Division	117.7	(44.2)	73.5	0.3
Cultural and Community Development	19.9	(7.0)	12.9	0.2
Public Health	12.4	(15.1)	(2.7)	0.3
Crime Reduction & Supporting People	19.5	(8.4)	11.1	0.1
Strategy & Performance	1.8	(0.2)	1.6	(0.1)
Community Reserves – transfers from reserves				(0.9)
Total	171.3	(74.9)	96.4	(0.2)

7.2 These forecasts assume no community services spend on budgets transferred to other directorates as part of reorganisations of business support, strategy and

performance. The overall position for Community Services now assumes the drawdown of £0.9m from earmarked reserves in respect of the following areas - Public Health £0.25m, adult social care – health transfer section 256 of £0.3m, local assemblies £51k, community sector grants £0.2m, youth offending service-IT £0.06m and The Broadway Theatre equipment £0.05m.

- 7.3 The *adult services* division is forecast to overspend by £0.3m (£1.9m, May 2015). This projection assumes achievement later in the year of revenue budget savings of £1.7m in addition to savings already achieved and includes use of non-recurrent funding totalling £2.4m. At the end of the last financial year, adult services overspent by £2m. The projection is a reduction on May's position reflecting reductions in projected spend on implementation of the Care Act and delayed award of home care contracts including payment for travel time.
- 7.4 There are a number of over and underspends forecast against individual services within adult social care. The key issues for members to note are as follows:
- i. The largest overspends are on budgets for packages and placements where current forecasts are for an overspend of up to £1.9m.
 - ii. Although there are some demographic pressures, these overspends are largely as a result of delayed achievement of savings proposals. Savings totalling £7.5m were agreed for adult social care for 2015/16 and these are in addition to the revenue budget savings of £6.8m agreed for 2014/15. In most cases, these budget savings have been implemented, but the full impact will take some months to come through because it requires a review of individual packages.
 - iii. In two cases, the implementation is considered complex and is yet to be started.
 - A2i Learning disability supported accommodation. A new framework was approved by Mayor & Cabinet (Contracts) on 15 July 2015 and implementation is now proceeding
 - A3 Re-configuration of day care including transport. Proposals were agreed by Mayor & Cabinet on 15 July 2015.
 - iv. The following revenue budget savings will not be achieved until 2016/17:
 - Meals – £0.25m – contract expires in 2016/17
 - Support Services (sheltered housing, linkline etc.) – £0.25m
 - v. The impact of delayed achievement has been partially offset in 2015/16 by use of non-recurrent funding received from health of £1.25m. The underlying overspend, excluding this one-off support, is £2.4m.
 - vi. Overall, underachievement of £2.7m against the savings target is forecasted this year.
 - vii. The forecast currently assumes underspends against some elements of the Better Care Fund supporting local authority budgets but that the Fund will be reallocated to other Council budgets . Over the course of the next few weeks

officers will be doing further work on spend estimates for the Fund, as there are some early indications that underspends on the schemes overall could be up to circa £4m. For specific grants paid in 2015/16 for implementation of the Care Act, the delay in government reforms means that there is no need to do the assessments for self-funders. An underspend of some £500k has been projected.

- viii. The forecasts in this report do not include the effect of transitions from children's social care.
- ix. The forecasts assume an in year underspend of £1.4m against the growth allocated for the increase in London living wage, payment of travelling time etc. New home care contracts, expected to be in place by February 2016, will include travel time and the growth sum is expected to be fully committed in 2016/17.

7.5 The *cultural and community development division* is still forecasting an overspend of £0.2m. This compares to an underspend of £1.6m at 2014/15 outturn. However, transfers from earmarked reserves will reduce this overspend down to a balanced budget position for the division. The voluntary and community sector grants budget is forecasting an overspend of £0.2m. However, this variance will be fully offset by the agreed use of earmarked reserves set aside to cover the cost of additional once off grant allocations for 2015/16. There will also be a managed underspend of £0.1m on the leisure management lifecycle and dilapidations budget and an underspend of £0.1m Community and Neighbourhood Development budget team core staffing budget due to staff vacancies. These variances will be used to offset the potential overspend of £0.2m resulting from slippage on the implementation of the 2015/16 savings proposals on the Broadway Theatre.

7.6 The potential variance of £0.08m on the Deptford Lounge budget resulting from a combination of low levels of income generated from third party room hire and the increasing cost of reactive maintenance on the building will now be contained within the overall budget for the Libraries Service. The Broadway Theatre budget is forecasted to overspend by £0.28m due to slippage against the delivery of 2014/15 and 2015/16 savings and the need to fund essential equipment and technical works. This will be reduced, however, by transfers from reserves to fund the equipment and technical works (£0.05m). The remaining financial pressure of £0.22m on the Broadway Theatre will be contained within the overall divisional budget.

7.7 An underspend of £0.1m on the Local Assemblies Fund devolved budget was carried forward to 2015/16 through an earmarked reserve. This expenditure will show as an overspend on the service budget, but this will be fully funded by a drawdown from the reserve.

7.8 The Adult Learning Lewisham (formerly Community Education Lewisham) service is almost entirely funded from a combination of grant from the Skills Funding Agency (SFA) and student fee income. The curriculum delivery plan for the 2015/16 academic year will be set in line with available resources and the service is currently expected to spend to budget.

- 7.9 An overspend of £0.1m is forecast for *crime reduction and supporting people*, this is £.1m down on last month due to a reduction in the potential overspend on the *Crime, Enforcement and Regulation Service*. This compares to an underspend of £1.4m in 2014/15. The agreed saving of £0.8m resulting from the review of the *crime, enforcement and regulatory services* functions is now expected to be largely fully delivered despite the implementation date for the new service being delayed until 3 August 2015. A combination of some staff leaving earlier than expected and recruitment drag on posts left vacant by the restructure means the budget is now projecting a small variance of just £30k. The full costs of the redundancies arising from the service restructure will be funded centrally following the agreement to transfer £0.2m to reserves from the service underspend in 2014/15. The supporting people budget is projecting a small underspend of £0.05m resulting primarily from the reimbursement of contract costs incurred in the 2014/15 financial year.
- 7.10 At this stage, an overspend of £0.05m is projected on the budget for secure remand placements within the *youth offending service*. This comes as a result of a reduction in the 2015/16 grant paid by the Ministry of Justice to part fund the cost of secure remand placements in young offenders' institutes. The current overspend of £0.1m represents the loss of grant and currently assumes similar remand activity levels to 2015/16. However, this can be a volatile area of spend which is not entirely controllable in that costs are driven by the number of local young people ordered into secure remand by the courts, the severity of their offences and hence how long they are held pending the court process. Additionally, £0.05m will be spent in 2015/16 to fund the replacement of the current youth offending information system. This is the data management system specific to youth justice providers across England and Wales. This will also represent an overspend against the service budget, but will be funded by a transfer from an earmarked reserve created at the end of 2014/15 for this purpose.
- 7.11 In the 2015/16 budget process, savings totalling £2.7m were agreed on the budgets for *public health* and funded by public health grant. Eligible spend has been identified elsewhere in the council, so the council can retain the grant. However, budgets have not yet been moved to reflect this. Therefore, as at end of June 2015, the public health division had a net credit budget of £2.7m. There has been some delay in reallocating these budgets, but officers will ensure that the reallocation is completed by the end of November 2015.
- 7.12 Similarly, savings were agreed on drugs & alcohol budgets funded by public health budgets within *crime reduction & supporting people* and these services currently have budgets with a credit value of £0.5m. These will also be reallocated within the same timescale.
- 7.13 Not all of the public health savings have yet been achieved with particular problems with renegotiation of contracts with LG Trust. So although at this stage an overspend is indicated, it is expected that these savings will be delivered in full in 2016/17 and in the current financial year will be supported by use of a £250k carry forward of 2014/15 public health grant. The reported position does not include the possible in-year reduction to Public Health Grant.
- 7.14 The *strategy, improvements and partnerships division* is projecting a small underspend against the budget.

8. CUSTOMER SERVICES

- 8.1 As at the end of September 2015, the Customer Services directorate is forecasting an overspend of £3.6m, an increase of £0.6m from the reported position as at the end of May 2015. At the same time last year, the year-end forecast was an overspend of £1.9m, with the actual year-end outturn being an overspend of £3.6m.

Table 6 – Customer Services

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Strategic Housing	13.9	(10.0)	3.9	2.7
Environment	38.0	(19.2)	18.8	0.5
Public Services*	31.4	(17.6)	13.8	0.5
Technology and Change	8.5	(1.4)	7.1	(0.1)
Total	91.8	(48.2)	43.6	3.6

* - excludes £240m of matching income and expenditure in respect of housing benefits

- 8.2 The *strategic housing service* is projecting an overspend of £2.7m, an increase of £0.3m compared to the position as at the end of May 2015. This relates solely to nightly paid temporary accommodation, more commonly referred to as bed and breakfast.
- 8.3 The number of bed and breakfast tenancies as at end of September 2015 was 583, compared to 586 reported in May. This compares to 509 at the same time in 2014, and is an increase of 24 on the figure of 559 at the end of 2014/15.
- 8.4 Prior to August, numbers had reached a relative level of stability compared to the sharp increases experienced during the last financial year, which saw numbers peak at 616 in February 2015. Numbers increased by 64 between July and August 2014 suggesting that the increase this month is potentially a seasonal blip.
- 8.5 In recent months, a review of practices and a staffing reorganisation have led to a more rigorous approach to both prevention methods and decision making in respect of accepting a homelessness duty. As this settles down, numbers are expected to reduce, assuming that numbers of applications remain at their current levels.
- 8.6 Officers are also focusing on income collection, either by ensuring those that are entitled to benefits have claimed them or by improving rent collection from those that are not entitled. If successful, this will lead to a reduction in the bad debt provision required and a subsequent reduction in the forecasted overspend.
- 8.7 In an effort to control accommodation costs, the council is participating in a pan London scheme intended to restrict the ability of providers to charge excessive rates to boroughs procuring accommodation across London. The impact this scheme is having will be reported through to members as part of the financial forecast report in due course.

- 8.8 Significant investment has also been made in procuring additional temporary accommodation units. The majority of these will not become available until early 2016, so will impact mainly on the 2016/17 position.
- 8.9 The projection assumes that resources will be identified to cover unachievable savings in respect of hostels income (£0.2m) and expected reduced costs in Housing Needs in respect of moving the service to Holbeach. The former did not get the required consent of the Secretary of State and the latter move did not take place after a revision of the accommodation plan.
- 8.10 The *environment division* is forecasting an overspend of £0.5m. This is an increase of £0.4m compared to the figure reported in May.
- 8.11 The overspend has arisen in the Green Scene and Strategic Waste Management departments within the division. The former relates to the savings proposal to increase community and voluntary sector engagement in the maintenance of small parks. When approving the proposal, members requested that additional consultation with park stakeholders should take place. This resulted in a later than planned implementation date which has subsequently slipped back further. This has resulted in a projected overspend of £0.2m.
- 8.12 As with the Council's previous dry recycling provider, some months into agreement, the current provider is claiming excessive levels of contamination and have invoiced the council for the additional costs of processing in disposal. The increased charges, significantly higher than those charged for the disposal of residual waste, will cost the council an estimated £0.3m in a full financial year. Officers are continuing to negotiate with the contractor, but it is likely that the council will incur additional costs this year.
- 8.13 The division is also showing a £0.1m overspend in street management. Changes in contractual arrangements with JC Decaux have resulted in an increase in the cost of providing automated public conveniences. As the contract has produced savings elsewhere within the council, a request will be submitted for this overspend to be covered by corporate resources.
- 8.14 The *public services division* is forecasting an overspend of £0.5m arising from delays in the implementation of the new business support service, agreed as a part of the 2015/16 budget savings process. The service is now expected to be established and operational from October 2015, the effect of which is that only half of the proposed saving of £0.9m will be achieved in the current year.
- 8.15 An underspend of £0.1m is being forecast in the technology and change division. This is as a result of higher than anticipated savings arising from the new photocopying contract.

9. RESOURCES AND REGENERATION

- 9.1 As at the end of September 2015, the Resources and Regeneration directorate is forecasting an underspend of £1.8m. At the same time last year, the year-end forecast was an underspend of £0.5m, with the actual year-end outturn being an underspend of £2.1m.

Table 7 – Resources and Regeneration

Service Area	Gross Budgeted Spend	Gross Budgeted Income	Net Budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Corporate Resources	5.0	(2.3)	2.7	0.0
Corporate Policy & Governance	3.8	0	3.8	(0.5)
Financial Services	5.4	(1.2)	4.2	(0.4)
Executive Office	0.2	0	0.2	0
Human Resources	3.0	(0.3)	2.7	(0.3)
Law	3.0	(0.4)	2.6	0
Strategy	2.5	(0.5)	2.0	(0.2)
Planning	3.3	(1.6)	1.7	(0.8)
Regeneration & Asset Management	17.3	(7.3)	10.0	0.4
Reserves	0.0	(0.3)	(0.3)	0.0
Total	43.5	(13.9)	29.7	(1.8)

- 9.2 The *corporate resources* division is forecasting a nil variance. This division includes the insurance budget which, as highlighted in previous years, may change once the outcome of the annual actuarial valuation is known (towards the end of the year) which recommends any necessary contributions to provisions and reserves.
- 9.3 The *corporate policy & governance* division is forecasting an underspend of £0.5m. This is mainly in respect of staffing costs where the outcome of the staffing reorganisation has resulted in a number of vacant posts plus a number of secondments to other areas of the council.
- 9.4 The *financial services* division is forecast to underspend by £0.4m. This partly relates to the contingency for the directorate that is held within this division. There is also underspending due to vacant posts, and additional income receivable from schools and the pension fund.
- 9.5 The *human resources* division is forecast to underspend by £0.3m. This is mainly due to vacant posts across the division.
- 9.6 The *legal services* division is currently forecasting a nil variance.
- 9.7 The *strategy* division is forecasting an underspend of £0.2m. This is mainly due to reduced recruitment of apprentices in this year's cohort, and a staffing underspend due to vacant posts in the communications unit.
- 9.8 The *planning* division is forecasting an underspend of £0.8m. This forecast is based on exceptionally high levels of planning fee income received during the first six months of the year, along with receipt of £0.1m of New Burdens Grant relating to land charges search fees restitution claims. The high levels of planning fee income currently being received is the main reason for the Directorate underspend increasing significantly from the position at the end of May.
- 9.9 The *regeneration & asset management* division is forecasting an overspend of £0.4m. There are a number of under and overspends in this area, which include increased income from commercial rents and underspending on staffing costs

being offset by reduced network management income from utility companies and the costs of managing the corporate estate.

10 CORPORATE PROVISIONS AND TREASURY MANAGEMENT

- 10.1 The Corporate financial provisions include working balances, *capital expenditure charged to the revenue account* (CERA), and interest on revenue balances. These provisions are not expected to overspend although, with the impact of continued reductions in service budgets, there is ever greater pressure on working balances. Certainty on their outturn only becomes clear towards the end of the financial year.
- 10.2 With continued concerns about the stability of the banking sector, the council's treasury management strategy continues to be focused on avoiding risk, wherever possible. With investment returns still at historically low levels, albeit with indications of modest rate rises possible early next year, there is little opportunity to seek higher returns. However, the council continues to keep its strategy under review and assess alternative investment strategies to find the appropriate balance in the trade off between return and risk. Members should note that similar to last year, a sum of £3.2m is being held corporately to help manage 'risks and other pressures' during 2015/16.

11 DEDICATED SCHOOLS' GRANT

- 11.1 The current level of the Dedicated Schools Grant (DSG) is as follows:

Table 8 – Dedicated Schools Grant

DSG Area	Before Academy Recoupment	After Academy Recoupment
	£m	£m
Schools block	214.607	188.140
Early years block	21.196	21.196
High needs block	43.588	42.624
Total additions for non-block funding	0.052	0.052
Total DSG allocation	279.443	252.012

Note: The above table excludes the Pupil Premium (£18m), Post 16 funding (£7m), and Universal Free School Meals Grant (£2m).

Schools Budget Plans

- 11.2 The Council have now received budget returns from all schools.
- 11.3 There are two secondary schools with deficit budgets. These are Sedgemoor and Deptford Green schools. There is also one primary school, which is All Saints.
- 11.4 The school budget plans are indicating a total carry forward for all Lewisham schools at the end of 2015/16 of some £5m. Traditionally, the actual year end carry forward is somewhat different from the budget plans of schools. Usually the year end position is two to two and a half times higher than budget plans. In past years' the budget plans have shown a carry forward of around £6m.

- 11.5 As at the end of last year, the overspend position on High Needs pupils was higher than expected. This was caused by more placements being made to providers outside of Lewisham. These placements were not in the independent sector but in further education colleges, other local authorities maintained schools and academies. The full year impact of these placements results in a shortfall in the funding this year of £2m. This can be met out of the contingency for 2015/16. The High Needs sub group of the Schools Forum will consider how the budget can be balanced in the long term, they will report back with their recommendations to the full Forum on the 10 December 2015. This is the date the Forum will set next year's budget.

12. HOUSING REVENUE ACCOUNT

- 12.1 The table below sets out the current budget for the Housing Revenue Account (HRA) in 2015/16. An underspend of £2.3m is being reported, compared to the balanced position reported at the end of May 2015.

Table 9 – Housing Revenue Account

	Expenditure Budget	Income Budget	2015/16 Budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Customer Services - Housing	12.1	(3.0)	9.1	0
Lewisham Homes & R&M	35.7	0	35.7	(1.0)
Resources	2.1	0	2.1	0
Centrally Managed Budgets	50.8	(97.7)	(46.9)	(1.3)
Total	100.7	(100.7)	0	(2.3)

- 12.2 Lewisham Homes manages certain budgets on behalf of the council in addition to those formally delegated to them. Following two years of significant underspending, the repairs and maintenance budget is expected to underspend again this year. This in part reflects the continued investment in the decent homes programme, which has tended to reduce demand for day to day repairs and maintenance as properties are brought up to standard. An underspend of £1.0m is projected in the current year.
- 12.3 A review of asset management spending requirements has been undertaken and officers are currently considering the outcome. It is envisaged that any underspend in repairs and maintenance will be reinvested in revised asset management priorities arising from the review.
- 12.3 Overall, the HRA is expected to make a surplus on its activities during 2015/16. It will continue to build upon its reserves on an annual basis and this is mainly to ensure that there are sufficient resources available to fund the current 30 year business plan which seeks to continue to invest in decent homes and to significantly increase the supply of housing in the borough over the medium to long term.
- 12.4 In addition to the underspend in repairs and maintenance budgets, the current projected surplus of £2.3m includes £1.3m arising from increased tenants' rental and leaseholder service charge income. The former has arisen due to of lower

than budgeted void rates in respect of tenanted properties. The additional leaseholder income is as a result of major works income.

- 12.5 After transfers to reserves, the HRA is expected to report a balanced budget position.

13. COLLECTION FUND

- 13.1 As at 30 September 2015, £56.1m of council tax had been collected, 50.9% of the total amount due for the year of £110.2m. This is the slightly below the profiled rate required of 51.2% if the overall target of 96% is to be met. The rate being achieved at this time last year was 51.1%

- 13.2 Business rates collection is at 64.6%, an increase of 1.8% compared to the same period last year but 0.1% lower than the profiled collection rate required if the overall target rate for the year of 99% is to be achieved.

14. CAPITAL EXPENDITURE

- 14.1 The overall spend to 30 September is £44.8m, which is 39% of the revised budget of £116.2m, and below the profile figure expected if the programme is to be delivered in full. However, the year end expenditure is forecast to be the same as the revised budget. The revised budget shows a decrease to the budget figure in May 2015 of £154.8m. This is mainly as a result of re-profiling the HRA capital budgets. The comparable expenditure figure last year was 26% of the revised budget of £147m, with the final outturn being 89% of the revised budget of £137.3m. The following table gives a breakdown of the budget and spend to date.

Table 10 – Capital Programme

2015/16 Capital Programme	Original 2015/16 Budget (Per 2015/16 Budget Report)	Revised Budget	Spend to 30 September 2015	Spend to Date (on Revised Budget)
	£m	£m	£m	%
Community Services	0.4	0.7	0.2	33
Resources & Regeneration	9.0	17.1	3.0	18
CYP	23.5	32.8	28.1	86
Customer Services	0.2	1.0	0.1	9
Housing (Gen Fund)	29.3	25.7	2.0	8
Total General Fund	62.4	77.4	33.4	43
HRA - Council	22.3	6.8	0.4	5
HRA - Lewisham Homes	47.9	32.0	11.1	35
Total HRA	70.2	38.8	11.5	29
Total Expenditure	132.6	116.2	44.8	39

- 14.2 The table below shows the current position on the major projects in the 2015/16 general fund capital programme (i.e. those over £1m in 2015/16).

Table 11 – Major Capital Projects

2015/16 Capital Programme	Original 2015/16 Budget (Per 2015/16 Budget Report)	Revised Budget	Spend to 30 September 2015	Spend to Date (on Revised Budget)
	£m	£m	£m	%
Housing Regeneration Schemes (Kender, Excalibur, Heathside and Lethbridge)	4.5	6.0	0.9	16
Primary Places Programme	15.7	17.0	23.2	137
BSF – Sydenham	4.8	4.9	1.6	32
BSF – Brent Knoll	0.0	1.7	1.5	90
Other Schools Capital Works	3.1	7.9	2.3	28
Disabled Facilities / Private Sector Grants	1.3	1.3	0.5	41
Asset Management Programme	2.5	2.7	0.1	5
Acquisition – Hostels Programme	2.8	6.0	0.2	3
Grove Park Streetscape Improvements		1.2	0.0	0
Brookdale Club - Freehold Property Purchase		1.2	0.3	21
Property Acquisition – LH	20.0	11.0	0.0	0
Highways and Bridges (TfL)	2.0	4.7	0.1	2
Highways and Bridges (LBL)	3.5	4.0	1.6	41
Other Schemes less than £1m	2.2	7.8	1.1	14
Grand Total	62.4	77.4	33.4	43

- 14.3 The main sources of financing the programme include grants and contributions, and capital receipts from the sale of property assets. £8.6m of usable receipts have been received so far this year, comprising £2.8m in respect of previous year's housing stock transfers, £3.1m (net) from housing Right-To-Buy sales and £2.7m from other sales.

15 FINANCIAL IMPLICATIONS

- 15.1 This report concerns the financial forecasts for the 2015/16 financial year. However, there are no direct financial implications in noting these.

16 LEGAL IMPLICATIONS

- 16.1 The Council must act prudently in relation to the stewardship of Council taxpayers' funds. The Council must set and maintain a balanced budget.

17 CRIME AND DISORDER ACT IMPLICATIONS

- 17.1 There are no crime and disorder implications relevant to this report.

18 EQUALITIES IMPLICATIONS

- 18.1 There are no equalities implications relevant to this report.

19 ENVIRONMENTAL IMPLICATIONS

19.1 There are no environmental implications relevant to this report.

20 CONCLUSION

20.1 The report presents the half year position of the council financial position and shows that officers have continued to apply sound financial controls. However, the short and medium-term outlook remains difficult and continued strong management and fiscal discipline will be required to enable the council to meet its financial targets for 2015/16 and beyond.

BACKGROUND PAPERS AND APPENDICES

Short Title of Report	Date	Location	Contact
Financial Forecasts 2015/16	22 July 2015 (M&C)	3 rd Floor Laurence House	Richard Lambeth
Financial Outturn for 2014/15	3 June 2015 (M&C)	3 rd Floor Laurence House	Richard Lambeth
2015/16 Budget	25 February 2015 (Council)	3 rd Floor Laurence House	Shola Ojo

For further information on this report, please contact Selwyn Thompson, Head of Financial Services on 020 8314 6932

Agenda Item 13

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 type="checkbox"/>	

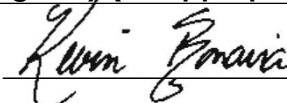
Date of Meeting	11 th November 2015
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Title of Report	National Non Domestic Rates – discretionary discount scheme for businesses accredited to Living Wage Foundation
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Originator of Report	Ralph Wilkinson	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: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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	National Non Domestic Rates – discretionary discount scheme for businesses accredited to Living Wage Foundation.		
Ward	All	Item No.	
Contributors	Executive Director for Customer Services		
Class	Open	Date	11 November 2015

1. Purpose

- 1.1 To propose a National Non Domestic Rates (NNDR) discount is offered to businesses in the borough who become accredited by the Living Wage Foundation.

2. Executive Summary

- 2.1 The Localism Act 2011 allows the Council to award a discount to any NNDR payer who meets the criteria set by the Council. Officers were asked to develop a scheme using this discretionary power which would encourage businesses in the borough to pay as a minimum the London Living Wage of £9.15 per hour.
- 2.2 The report proposes a scheme which awards a one off discount to a NNDR payer who becomes a member of the Living Wage Foundation in 2016/17. The amount of the discount will be a multiple of the cost of joining the Living Wage Foundation.

3. Recommendations

It is recommended that Mayor agrees to:

- 3.1 To offer a one off discount in NNDR based on the cost of accreditation in 2016/17 to businesses that become accredited by the Living Wage Foundation and who meet the criteria set out in appendix 1.
- 3.2 To offer a discount set at one of the options in paragraph 7.2.
- 3.3 To offer the discount on a 'first come first served' basis until the Council's overall contribution equals £20,000 within the 2016/17 financial year. Once the Council's £20,000 contribution has been reached to offer no further discounts.
- 3.4 To review the scheme in 2016/17 to determine whether it should be offered in future years.

4. Policy context

- 4.1 One of the primary functions of the Council is to promote the social, economic and environmental wellbeing of the borough and its people. In discharging this important role the Council has a specific duty to safeguard the most vulnerable from harm and to regulate access to public services and to provide social protection for those that might otherwise be put at risk.
- 4.2 As Council funding is provided through public resources (grants from central Government; Business Rates and Council Tax) the local authority must also demonstrate both responsibility and accountability in the stewardship of public resources.

- 4.3 The overarching policy and decision making framework for the discharge of the Council's many functions and duties is Lewisham's Sustainable Community Strategy. The Strategy contains two overarching principles which are:
- reducing inequality – narrowing the gap in outcomes; and
 - delivering together efficiently, effectively and equitably – ensuring that all citizens have appropriate access to and choice of high quality local services.
- 4.4 Also contained within this overarching policy framework are the Council's ten priorities. These priorities describe the specific contribution that the local authority will make to the delivery of the Sustainable Community Strategy.

5. Background

- 5.1 The London Living Wage, currently set at £9.15, is the rate a person needs to earn to cover their basic living costs, the rate being set by the Greater London Authority. The Living Wage Foundation works with employers to help them pay the Living Wage and offers accreditation to employers that pay the living wage and agree a timescale for implementing for subcontracted staff.
- 5.2 Of all the people working in the borough 24.5% are paid less than the London Living Wage. This compares to 18.8% across London. Of all the people living in the borough and working either in the borough or elsewhere 20.9% are paid less than the living wage. This compares to 22.3% across London.
- 5.3 There are 7 organisations accredited to the Living Wage Foundation in the borough. They are:
- London Borough of Lewisham
 - London Housing Trust
 - The New Cross Gate Trust
 - Deptford Reach
 - The I Am Group
 - CAM Specialist Support Group
 - Rushey Green Time Bank
- 5.4 The Localism Act 2011 gives local authorities a discretionary power to award discounts to any NNDR payer who meets criteria set by the Council. Officers have been asked to set out how this discretionary power could be used to incentivise employers to pay the London Living Wage. This report proposes to offer a discount to employers who become accredited to the Living Wage Foundation during the 2016/17 financial year.

6. The scheme

- 6.1 The aim of the scheme is to reward businesses who take action to pay their employees the London Living Wage or commit to do so within an acceptable time frame and become accredited to the Living Wage Foundation. The scheme does not aim to reward businesses who are already accredited to the Living Wage Foundation.
- 6.2 The scheme must be simple to understand for the employer, easy to communicate and simple to administer for the Council so as not to create unnecessary costs or require software and systems development. The two main options are to offer a % discount based on the rates paid by the employer or to offer a fixed rate discount based on the number of employees and a multiple of the cost of accreditation.
- 6.3 A % discount based on the rates paid would not necessarily bear any relation to the number of employees, a key factor in the equation. The cost to an employer of

paying the London Living Wage and becoming accredited by the Living Wage Foundation will vary depending on the number of employees. For these reasons it is proposed that a fixed rate discount is offered based on the number of employees and a multiple of the cost of accreditation.

- 6.4 The proposed main criteria for determining entitlement to the scheme would be accreditation by the employer to the Living Wage Foundation during the period 1 April 2016 to 31 March 2017 and the provision of evidence of this to the Council. The discount would be a one off reduction to the employers NNDR bill for the 2016/17 financial year. All of the proposed entitlement criteria are set out in Appendix 1.
- 6.5 Because the proposal is to use accreditation by the Living Wage Foundation as the main criteria it is proposed to set the fixed rate discount based on a multiple of the cost of accreditation. The current cost of accreditation by the Living Wage Foundation is:

Cost of accreditation to the Living Wage Foundation

Type of organisation	Number of employees				
	0 - 10	11 - 50	51 - 250	251 - 500	500+
Private sector	£50	£100	£200	£400	£1,000
Public Sector and charities	£50	£100	£200	£400	£400

- 6.6 In addition to the discount the Council will also promote those organisations using all its various communication channels.
- 6.7 Employers who become accredited will be able to nominate themselves for the Mayor of Lewisham Business Award for Lewisham Living Wage Champion.

7. The scheme – discount amount options

- 7.1 The current regulations will require the Council to fund 30% of the cost of any discount. The remaining amount will be funded by central government (50%) and Greater London Authority (20%).
- 7.2 The following table sets out the maximum number of employers that would be able to benefit from the scheme based on the different multiples of the cost of accreditation and limiting the Council’s maximum contribution to £20,000.

Maximum number of employers that could benefit from the scheme if the cost of the accreditation x 1 was used

Type of organisation	Number of employees				
	0 - 10	11 - 50	51 - 250	251 - 500	500+
Private sector discount	£50	£100	£200	£400	£1,000
No. of private sector organisations that could benefit	1,320	660	330	165	66
Public Sector and charities discount	£50	£100	£200	£400	£400
No. of public sector organisations and charities that could benefit	1,320	660	330	165	165

Maximum number of employers that could benefit from the scheme if the cost of the accreditation x 3 was used

Type of organisation	Number of employees				
	0 - 10	11 - 50	51 - 250	251 - 500	500+
Private sector discount	£150	£300	£600	£1,200	£3,000
No. of private sector organisations that could benefit	440	220	110	55	22
Public Sector and charities discount	£150	£300	£600	£1,200	£1,200
No. of public sector organisations and charities that could benefit	440	220	110	55	55

Maximum number of employers that could benefit from the scheme if the cost of the accreditation x 5 was used

Type of organisation	Number of employees				
	0 - 10	11 - 50	51 - 250	251 - 500	500+
Private sector discount	£250	£500	£1,000	£2,000	£5,000
No. of private sector organisations that could benefit	264	132	66	33	13
Public Sector and charities discount	£250	£500	£1,000	£2,000	£2,000
No. of public sector organisations and charities that could benefit	264	132	66	33	33

7.3 It is proposed that the discount award is based on either 1, 3 or 5 times the cost of accreditation.

8. Financial implications

8.1 The cost of awarding a local discount is shared between the Council (30%) central government (50%) and the Greater London Authority (20%). If the Council sets its maximum contribution to the discount at £20,000 the total discount offered would be £66,000.

8.2 There is currently no budget provision for the Council's contribution of £20,000. Resourcing the proposed discount is, therefore, subject to a call on other resources.

8.3 There will be some additional administrative costs borne by the Council in implementing and administering the scheme. However, in view of the likely number of applicants to apply and qualify these will be minimal and can be absorbed within the service budget.

9. Legal implications

9.1 Section. 47 of the Local Government Finance Act 1988, (as amended by s 69 of the Localism Act 2011,) replaces the limited circumstances in which local authorities can give discretionary rate relief with a power to grant relief in any circumstances. This is subject to the condition that, the local authority may only grant relief if it would be reasonable to do so having regard to the interests of council tax payers in its area.

The amendments also require a local authority to have regard to any relevant guidance issued by the Secretary of State when deciding whether to grant relief under section 47 of the 1988 Act.

- 9.2 Accordingly, local authorities may grant business rates discounts (also known as discretionary rate relief) by creating their own discounts schemes in order, for example, to promote growth and jobs in its area, or in specified areas. Any such scheme needs to be approved by Mayor and Cabinet.
- 9.3 Relevant guidance issued by the Secretary of State, (“Business Rates Retail Relief – Guidance”, issued February 2015,) provides that entitlement to a local discount is subject to State Aid “de minimis” limits. The guidance refers to “State Aid law” and confirms that it “... is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid.[providing a local discount will not breach State Aid] where it is provided in accordance with the De Minimis Regulations (as set out in EU Commission Regulation 1407/2013).
- 9.4 The De Minimis Regulations allow ...[a business] to receive up to 200,000 Euros of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). ...[Officers] should familiarise themselves with the terms of this State Aid exemption, ...” when considering whether to award a discount, in particular the types of businesses that are excluded from receiving De Minimis aid (Article 1 of EU Commission Regulation 1407/2013 and the relevant definitions of businesses / undertakings as well as the requirement to convert the aid into Euros. (Article 2(2) EU commission Regulation 1407/2013.)
- 9.5 To administer the “De Minimis” provision, it is necessary for the Council to establish that the award of aid will not result in any business having received more than 200,000 Euros of ‘State Aid’ under the De Minimis Regulations. It should be noted that the threshold only relates to aid under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation). For this purpose, s. 3 of the guidance provides a template set of paragraphs that can be used by Local Authorities to send out to businesses. The template contains a declaration to be completed by the businesses and returned to the Local Authority, so as to assist the Local Authority ensure they comply with the current ‘State Aid’ De Minimis financial threshold for each business.
- 9.6 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.
- 9.7 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.
- 9.8 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.

- 9.9 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/>
- 9.10 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
- 9.11 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 There are no direct crime and disorder implications arising from this report.
- 11. Equalities implications**
- 11.1 An Equalities Impact Assessment has been carried out which shows no adverse impacts on any of the protected groups. This policy will help the lowest paid workers in the borough.
- 11.2 Any policy which results in an increase in household income will benefit all groups within the borough either directly or indirectly through the Council having to provide less financial support.
- 12. Environmental implications**
- 12.1 There are no environmental implications arising from this report.
- 13. Background papers and report author**
- 13.1 There are no background papers to this report.
- 13.2 If you require further information about this report, please contact Ralph Wilkinson, Head of Public Services, on 020 8314 6040.

Criteria for awarding a NNDR discount to businesses accredited with the Living Wage Foundation

1. The scheme is open to all employers who occupy a business address within the London Borough of Lewisham and are liable for the payment of NNDR.
2. A business must become accredited with the Living Wage Foundation (LWF) i.e. has a signed accreditation licence agreement with the LWF. Confirmation of the accreditation with the LWF will be conclusive proof. A business must become accredited between 1 April 2016 and 31 March 2017. If the accreditation licence is for a phased implementation, entitlement is confirmed when the licence is signed.
3. The LWF monitors organisations and should any business break the agreement within 2 years of signing it then any discount awarded will be reclaimed.
4. A discount equivalent to a multiple of the accreditation cost quoted by the LWF at the time of becoming accredited will be credited to the organisations NNDR account. The cost of accreditation is based on the number of employees and whether the organisation is a private or public body, and set by the LWF. The accreditation fee charged by the LWF will be the evidence of the size of the organisation.
5. The discount is a one off award to the NNDR account. Where the organisation occupies more than one property in the borough only one award will be made.
6. Entitlement to the discount is subject to State Aid de minimis limits whereby a business must not have received state aid exceeding 200,000 Euros in the last 3 years (current year plus preceding 2). State Aid includes reliefs, grants, interest rates and tax relief, subsidies, guarantees etc. The business will be required to sign a declaration confirming this. This may preclude many of the large national retail chains that have shops in many town centres from receiving this relief.
7. If a qualifying business moves out of the borough within 2 years of becoming accredited the discount will be reclaimed. If the business moves within the borough the discount will remain.
8. Some small organisations or charities may not have any NNDR to pay as they may be entitled to other reliefs. Should an organisation become accredited to the LWF and they have no rates to pay as they are receiving other reliefs then the discount will be credited to the account and refunded.

Agenda Item 14

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

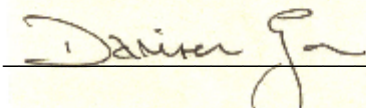
Date of Meeting	11 th November 2015
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Title of Report	Location Priority Policy and Temporary Accommodation Procurement Strategy
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Originator of Report	Genevieve Macklin	Ext. 46057
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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	Location Priority Policy and Temporary Accommodation Procurement Strategy	
Key Decision	Yes	Item No.
Ward	All	
Contributors	Executive Director for Customer Services	
Class	Part 1	Date: 11 November 2015

1 Summary

- 1.1. The Supreme Court judgment in the case of *Nzolameso v Westminster City Council* required local authorities to have “a policy for procuring sufficient units of temporary accommodation secondly, each local authority should have and keep up to date, a policy for allocating those units to individual homeless households.”
- 1.2. An Interim Homeless Allocations (Locational Priority) Policy was presented to Mayor and Cabinet on 15th July 2015, subsequently, officers have conducted consultation and finalised a Location Priority Policy which provides a framework for the fair allocation of temporary accommodation within and close to the London Borough of Lewisham.
- 1.3. A Temporary Accommodation Procurement Strategy has been developed to meet the needs of homeless households and households being assisted by social care to mitigate pressures on the supply of temporary accommodation which the Council is currently facing.
- 1.4. This paper outlines the policy context and background and summarises the key elements of the policies and how they have been adapted to reflect feedback from consultation.

2 Recommendations

It is recommended that the Mayor:

- 2.1 Note the consultation undertaken on the Location Priority Policy and the Temporary Accommodation Procurement Strategy.
- 2.2 Note the Location Priority Policy and Temporary Accommodation Procurement Strategy was scrutinised by Housing Select Committee on 27th October 2015.

- 2.3 Agree the Location Priority Policy, attached as Appendix A, and refer it to Full Council for approval.
- 2.4 Agree the Temporary Accommodation Procurement Strategy, attached as Appendix C, and refer it to Full Council for approval.
- 2.5 Note that following necessary approvals the Location Priority Policy and Temporary Accommodation Procurement Strategy will be published in November 2015.
- 2.6 Delegate to the Executive Director for Customer Services to make any minor changes to the Location Priority Policy and Temporary Accommodation Procurement Strategy and to prepare for publication.
- 2.7 Refer the report to Full Council.

3 Policy Context

- 3.1. On 2nd April 2015, the Supreme Court gave its judgment in the case of *Nzolameso v Westminster City Council* and required local authorities to have 'a policy for procuring sufficient units of temporary accommodation to meet the anticipated demand during the coming year... secondly, each local authority should have and keep up to date, a policy for allocating those units to individual homeless households. Where there was an anticipated shortfall of 'in borough' units, that policy would explain the factors which would be taken into account in offering units close to home, and if there was a shortage of such units the factors which would make it suitable to accommodate a household further away'.
- 3.2. The implications of the judgment for local authorities are hugely significant as demand rises rapidly and the supply of affordable accommodation to meet this demand reduces. It is estimated that at a national level there are currently 16,000 households in temporary accommodation outside of their local authority area. This has almost tripled since 2010 when the figure was 5,880.
- 3.3. A briefing by Shelter following *Nzolameso* outlined that a procurement policy and a policy for the allocation of temporary accommodation would have the advantage of:
 - Guiding temporary accommodation letting teams in their daily business, and helping ensure that the right accommodation is procured for a household.
 - Informing homeless households, and their supporting agencies of local housing pressures and what to expect from an offer of temporary accommodation.
 - Assisting reviewing officers in ensuring that policies were applied correctly to an individual case.

- Assist both homeless households and local authorities in disputes around the offer of temporary accommodation.

4 Background

4.1. At the Mayor and Cabinet meeting on 15th July 2015, it was resolved that:

- The new legal responsibilities for the Council in relation to the development of a locational priority placement policy be noted;
- The rationale for the development of an interim policy be noted;
- The interim locational priority placement policy be approved; and
- Officers be authorised to proceed with consultation to develop a full locational priority placement policy to be presented to Mayor and Cabinet in November 2015.

4.2. The report presented on 15th July 2015 outlined that the following next steps would take place:

- Engagement with London Councils and other London boroughs to gather insights into the approaches being undertaken by other boroughs.
- Consultation with advocates and homeless households likely to be affected by this policy.
- Detailed supply and demand analysis and comparison to other boroughs.
- Analysis of impacts of interim arrangements for homeless households and service delivery.
- A full financial impact assessment.
- A full Equalities Analysis Assessment.

5 Lewisham and London Profile

5.1. The London Borough of Lewisham has observed a 77% increase in the number of households in temporary accommodation over the previous five years - there are currently just under 1,800 homeless households in temporary accommodation; the number of affordable properties to let has decreased by 44% in this time. The Council has just over 9,000 individuals and families on the Housing Register and the average wait for a four bedroom property is 4 years.

5.2. In the 2014-15 financial year, the Local Authority spent £12.6m on Bed and Breakfast type accommodation before income; with rental charges to clients, the net spend was £3.5m (an increase from £1.5m in 2013/14 and £0.6m in 2012/13). Additionally, in the 2014-15 financial year, £7.8m was spent on PSL and £2.5m on hostels before income.

- 5.3. The Council currently spends in excess of £5m per annum on the provision of accommodation and other services for homeless families under s17 Children Act 1989 who are excluded from support under Housing Act 1996, for example because they have no recourse to public funds or are intentionally homeless.
- 5.4. In September 2015, the Council provided temporary accommodation to 103 families and single adults (approximately 80% under Housing Act 1996 and 20% under Children Act 1989 and Care Act 2014).
- 5.5. It is expected that demand for services will increase in line with welfare reform, for example the reduction of the benefit cap from £26,000 to £23,000.

Supply: in-borough temporary accommodation

- 5.6. Procuring properties within LHA rates locally has become increasingly difficult. The Council's in-borough temporary accommodation consists of a combination of hostels, which are owned and managed by the Local Authority, and Private Sector Leased (PSL) properties which are procured on long leases and managed by the authority.
- 5.7. The Council purchases nightly-paid (Bed and Breakfast type) accommodation for those it is not able to accommodate in hostels or PSL properties. Lewisham Council is part of the Inter Borough Accommodation Agreement which sets the maximum rates which local authorities should pay for nightly-paid accommodation. This agreement is designed to mitigate the competition between London Boroughs on the London property market so as to ensure a reasonable supply of available affordable accommodation for all councils.
- 5.8. In June 2015, there were 83 families in private sector nightly-paid accommodation placed by the London Borough of Lewisham. 34% of these families were placed within the London Borough of Lewisham (4% fewer than the South East London average and 5% fewer than the London average).
- 5.9. Based on current London-wide agreements, the London Borough of Lewisham expects to be able to sustain its current levels of in-borough nightly-paid placements. However, the Local Authority is receiving an increasing number of hand-back notices from landlords. In 2014/15, landlords gave notice and withdrew from arrangements for 60 PSL properties. In 2013/14, the Local Authority handed-back 24 properties.

5.10. The following table provides a snapshot of the current number of in-borough units procured by the local authority (13th October 2015):

Number of hostel units	330
Number of PSL properties	609
Number of B&B units in Lewisham	164
Total in borough units	1103

5.11. The following table provides a snapshot of the types of properties on the market within the London Borough of Lewisham through major agencies (June 2015):

Property type	Total available	Total within LHA rates
1 bed PRS	265	13 (5%)
2 bed PRS	563	19 (3%)
3 bed PRS	197	9 (5%)
Total affordable PRS in borough		41

Supply: close to borough temporary accommodation

5.12. In addition to the properties procured in borough, the Council procures nightly-paid accommodation and PSL properties in the Greater London area, the following table provides a snapshot of the current number of units (13th October 2015):

Number of PSL properties	15
Number of B&B units in London	419
Total number of units	434

5.13. The following table provides a snapshot of properties within 90 minutes commuting distance of the London Borough of Lewisham on the market with major agencies (June 2015):

Property type	Total available	Total within LHA rates
1 bed PRS	52819	1087 (2%)
2 bed PRS	38572	754 (2%)
3 bed PRS	15625	883 (6%)
Total affordable PRS in London		1850

Key Pressures

5.14. The following factors contribute to the limited supply of suitable properties within and close to the London Borough of Lewisham:

- Landlords have discretion whether or not to rent their properties to households on benefits. Five agencies advertising properties within LHA rates in the London Borough of Lewisham were contacted, three indicated that they did not rent properties to people on benefits; one said they would only do so with a guarantor and the fifth said it would be at the discretion of individual landlords.
- LHA rates are set at the 30th percentile meaning that 30% of the total number of PRS properties in Lewisham should be within LHA rates. However, analysis suggests that in fact, this is closer to 5% of available properties.
- All local authorities are in competition to secure PRS properties across London. There was an increase from circa 44,000 to 49,000 households in placed temporary accommodation by London councils between June 2014 and June 2015. The London Borough of Lewisham observed an increase of 276, the highest increase in South East London (170 in the London Borough of Bromley (2nd) and 131 in Southwark (3rd)).
- Local authorities are in competition for PRS on the open market.

5.15. The Housing Procurement Team expects to be able to house 70% of homeless households in temporary accommodation within or close to the London Borough of Lewisham.

6 Categories of Location Priority

- 6.1. In *Nzolameso v Westminster City Council*, Lady Hale outlined three categories of property location. Where there is a shortfall of in-borough units, a policy should explain the factors to be taken into account in offering households those units, also the factors taken account of in offering units close to home and the factors which would make it suitable to place people further afield.
- 6.2. This Location Priority Policy requires that if the local authority has a duty to secure accommodation, an assessment will be carried out to determine the location priority of the applicant. The assessment will determine whether the applicant has:
- Priority to be located in the London Borough of Lewisham.
 - Priority to be located close to the London Borough of Lewisham.
 - No priority as to the location of a property.
- 6.3. Regardless of the location priority, the Council will have regard to the principal needs of any children in the household, and the need to safeguard and promote the children's welfare. In particular, regard will be had to any disruption to schools, medical care, social work, other key services and other support.
- 6.4. Under the Equality Act 2010, the Council will have due regard to the protected characteristics in determining whether there are exceptional circumstances which would require an applicant to be placed in a particular location.

7 Categories of Location Priority: 'In-Borough'

- 7.1. Applicants and their household members to be housed with them who satisfy one or more of the following criteria will qualify for 'in-borough' priority:
- They are receiving treatment for a physical or mental health condition from a specialist hospital unit which cannot be transferred to another NHS service or they are at a critical point in their treatment.
 - Children subject to a Child Protection Plan in the London Borough of Lewisham which cannot be transferred to another local authority without causing serious detriment to a child's welfare.
 - Children subject to an Education Health and Care Plan (EHCP) or a Statement of Special Educational Needs in the London Borough of

Lewisham which cannot be transferred to another local authority without causing serious detriment to the child's welfare.

- They have a longstanding arrangement to provide essential care to another family member in the London Borough of Lewisham who is not part of the household. Carers must be in receipt of Carer's Allowance.
- Other circumstances which demonstrate an exceptional need which cannot be met outside of the London Borough of Lewisham.

7.2. Since the development of the interim policy, the following additional factors are to be considered for an 'in-borough' priority:

- Following advice from the Housing Department's medical advisor, the threshold for in-borough priority relating to carers has been clarified. Carers must be in receipt of Carer's Allowance.
- Clarity has been provided in relation to children and young people with an Education Health and Care Plan (EHCP) or Statement of Special Educational Needs and the need to consider the impact of transferring their EHCP or Statement to another local authority.
- Officers are to have regard to the exceptional impact of housing sixteen and seventeen year old applicants outside of the London Borough of Lewisham within the assessment process.

8 Categories of Location Priority: 'Close to Borough'

8.1. The Location Priority Policy defines 'close to borough' as located within 90 minutes travelling distance of the London Borough of Lewisham by public transport. The 90 minutes maximum travel time provides a benchmark to reflect areas in which the Local Authority could procure suitable properties. The travel time was considered as a 'reasonable' commute in-line with the 90 minutes jobseekers could be required to travel to work. Best practice suggests that the maximum each way length of journey to and from school for a child of secondary school age is 75 minutes and statutory guidance recognises that shorter journeys may not always be possible. Officers will consider the households individual needs when determining whether it is necessary to place families nearer to the Borough.

8.2. Applicants or their household members to be housed with them who satisfy one or more of the following criteria will qualify for 'Close to Borough' priority:

- They have been continuously employed close to the London Borough of Lewisham for 16 hours or more per week in a role which cannot be transferred to another area. Applicants must have been employed in this role for six months prior to the date of application and remain so employed. Wherever practicable, the Local Authority will seek to place such households within 90 minutes travelling distance, by public transport, from the place of employment at the time of application.
 - Women who are on maternity leave from employment and meet the above criteria will also be prioritised for placements close to the London Borough of Lewisham. Wherever practicable the Local Authority will seek to place such households within 90 minutes travelling distance by public transport from their place of employment.
 - Children who are enrolled in GCSE, AS, or A level courses in the London Borough of Lewisham, with public exams to be taken within the current or next academic year. Wherever practicable the Local Authority will seek to place such households within 90 minutes travelling distance by public transport of their school or college.
 - Other exceptional circumstances, where applicants demonstrate an exceptional need to be housed close to the London Borough of Lewisham.
- 8.3. The award of an 'In-borough' or 'Close to Borough' location priority does not guarantee the provision of temporary accommodation within those areas, rather priority for such accommodation should it be available, affordable and suitable.

9 Categories of Location Priority: 'No Location Priority'

- 9.1. Applicants who meet none of the 'In-borough' or 'Close to Borough' criteria will be offered properties further afield than 90 minutes travelling distance of the London Borough of Lewisham by public transport, when no suitable property is available within these areas.
- 9.2. Regardless of the location priority category, the Council will have regard to the principal needs of any children in the household, and the need to safeguard and promote the children's welfare. In particular, regard will be had to any disruption to schools, medical care, social work, other key services and other support. The Council will have due regard to the protected characteristics under the Equality Act 2010 when determining the suitability of a property (an Equalities Analysis Assessment is attached at Appendix D).

10 Procedure

- 10.1. The assessment of Location Priority will take the form of a universal checklist which will be completed by the referring team – Housing, Children’s Social Care or No Recourse to Public Funds. The checklist, attached at Appendix B, will highlight the key policy criteria, permit evidence to be submitted in relation to the categories of need and give officers the opportunity to provide details of any specific circumstances which should be considered in determining suitable temporary accommodation.
- 10.2. Completed assessments will be referred to the Procurement Team or the Finance & Admin Team who will match the applicant to a suitable property within or as near to the London Borough of Lewisham as possible, prioritising the applicant according to their assessed priority. The Council will house the applicant within their priority area provided that there is a suitable and affordable property available within the area.
- 10.3. Advice and information will be provided to applicants, particularly in relation to key services in areas outside of the London Borough of Lewisham.

11 Procurement Strategy

- 11.1. To be adequately prepared for the impact of the Government’s welfare reform on the PRS and homelessness, Lewisham Council created a Private Sector Housing Agency (PSHA). The PSHA functions as the procurement hub across housing and social care.
- 11.2. This approach ensures that the Council:
 - Achieves value for money through its collective buying power and by eliminating internal competition for PRS accommodation.
 - Delivers accommodation which is fit for purpose.
 - Delivers an enhanced customer-focussed service.
 - Identifies and swiftly deals with rogue landlords operating within Lewisham Council’s private rented sector.
 - Increases joint-working between different teams and departments across the Council, minimising duplication and contributing to the Council’s Futures programme by delivering its vital services efficiently and effectively.

- 11.3. A new Temporary Accommodation (TA) Procurement Strategy is attached as Appendix C. The Procurement Strategy has been developed to meet the needs of homeless households and households being assisted by social care to address the shortage in supply the Council is currently facing. This Procurement Strategy aims to meet the needs of Lewisham's residents in conjunction with Lewisham Council's Location Priority Policy and overall Housing Strategy.
- 11.4. The Procurement Strategy takes into consideration the local and national shifts in the PRS landscape driven by the buoyant property sales and lettings market, legislative changes and recent legal judgements.
- 11.5. The Local Authority will continue to procure suitable properties to meet the needs of applicants. The Procurement Team will procure accommodation in the London Borough of Lewisham, close to Lewisham and also further afield in circumstances where there are no suitable and affordable properties available in-borough.
- 11.6. An estimated 600 units of nightly paid accommodation that are accessible to households on benefits will be needed during 2015/16. A temporary accommodation portfolio of around 1800 units will be needed until 2020.

12 Consultation

- 12.1. A consultation event was held on 25th September as a means of providing information to stakeholders on the proposed policies and an opportunity for them to communicate their views and raise any concerns. Officers attended the Homelessness Forum in order to give a verbal invitation to the event and stakeholders were contacted. Invitations were sent to a range of support services including Housing, Health and preventative services. A total of 18 people attended the event.
- 12.2. The responses on the day can be summarised under the following headings:

General questions and comments

- 12.3. Questions largely related to the details of the policy and its implementation, clarification was provided on the day.

Financial impact on service users

- 12.4. Concern was raised about the impact on people who might want to travel back to Lewisham for work, study or to access services. Concern was noted but it was pointed out that accommodation outside of the borough would be more affordable and therefore sustainable because it would put less of a financial burden on service users.

Equalities impact

- 12.5. Concern was raised about the possibility that people from black and minority ethnic communities or with particular religious beliefs might be placed in parts of the country where they would feel isolated or potentially ostracised. Participants were assured that officers would have due regard to the protected characteristics under the Equality Act 2010 when determining the suitability of a property and be sensitive to the concerns of applicants.

Health and wellbeing impact

- 12.6. Concern centred on taking people away from specialist support services that they were accessing in the London Borough of Lewisham, such as for substance misuse or domestic violence. Participants were assured that these issues would be taken into account when considering housing options.

13 Comments of Housing Select Committee

- 13.1. The Housing Select Committee discussed the proposals in the Locational Priority Policy and Temporary Accommodation Procurement Strategy at its meeting on 27 October.
- 13.2. The Committee raised concerns about the Location Priority Policy defining 'close to borough' as "located within 90 minutes travelling distance of the London Borough of Lewisham by public transport." The Committee understood that the policy had considered 90 minutes as a 'reasonable' commuting time, as it was in line with the 90 minutes jobseekers could be required to travel to work, but raised concerns about primary schoolchildren having to travel that far to and from school.
- 13.3. The Committee were reassured by officers that they were committed to placing homeless families with children as close to the borough as possible, and would only use the 90 minutes stipulation when there were no suitable, available properties closer to Lewisham. The Committee were informed that the policy had been discussed with the Council's legal team and was drafted in light of the recent judgement in *Nzolameso v Westminster City Council*, and

to ensure that it satisfied the requirements of the case and protect the Council from future legal challenge.

- 13.4. The Committee agreed to keep the policy under review, and would also receive from officers the modelling information that was used to help devise the Location Priority Policy. The Committee also requested the information on the ages of children of families placed outside of the borough to help monitor the policy.
- 13.5. The Committee also asked for an amendment to the policy that would explicitly stipulate that “officers would endeavour to place families with children as close as possible to the borough.”

14 Financial Implications

- 14.1 As set out in 5.2 and 5.3 above, the Council spent in excess of £28m on temporary accommodation in 2014-15. Whilst the majority of that was recovered through housing benefits and rental income, the net expenditure was over £8m in excess of the budget provision. Current budget projections are indicating that similar levels of expenditure will be incurred in this financial year.
- 14.2 The overspend is as a result of increased demand for the services and rising accommodation costs. Neither the Location Priority Policy nor the Procurement Strategy are expected to have a negative impact on the current overspend.
- 14.3 The Location Priority Policy has the potential benefits of reducing the risk of successful legal challenges and the associated costs arising from a challenge. It also has the potential to enable quicker decision making thus reducing the need for expensive nightly-paid accommodation.
- 14.4 The Procurement Strategy sets out the factors considered in deciding how to procure property to meet demand. Officers will follow procedures appropriate for that type of acquisition, ensuring both compliance with the Council’s procurement and financial regulations, and the financial viability of each acquisition, thus keeping costs to the Council to a minimum.

15 Legal Implications

- 15.1. The implications of the decision of the Supreme Court in *Nzolameso v Westminster City Council* have been set out in this report. There are two main groups of applicants to whom the Council owes a duty to source accommodation on a temporary basis, those to whom a Children Act 1989

duty is owed, following assessment, and those to whom a homelessness duty is owed, pursuant to the 1996 Act and Guidance.

- 15.2. Sections 206 and 208 of the Housing Act 1996 [“the 1996 Act”] impose distinct but related requirements upon the local authority.
- 15.3. Section 206(1) provides that the authority may discharge their housing functions only by securing “suitable” accommodation, albeit by a variety of routes.
- 15.4. Section 208(1) provides that: “So far as reasonably practicable a local housing authority shall in discharging their housing functions under this Part secure that accommodation is available for the occupation of the applicant in their district”.
- 15.5. By virtue of section 205(1) of the 1996 Act, their “housing functions” refers to their functions under Part 7 to secure that accommodation is available for a person’s occupation. It is clear, therefore, that these are duties owed to the individual person to whom the main homelessness duty is owed. The accommodation offered has to be suitable to the needs of the particular homeless person and each member of her household and the location of that accommodation can be relevant to its suitability; this has since been fleshed out in statutory guidance.
- 15.6. Under section 182(1) of the 1996 Act, local housing authorities are required to have regard to such guidance as may from time to time be given by the Secretary of State. The current general guidance is contained in the Homelessness Code of Guidance for Local Authorities (Department for Communities and Local Government, 2006). As to the duty in section 208(1), this provides: “16.7. Section 208(1) requires housing authorities to secure accommodation within their district, in so far as is reasonably practicable. Housing authorities should, therefore, aim to secure accommodation within their own district wherever possible, except where there are clear benefits for the applicant of being accommodated outside of the district. This could occur, for example, where the applicant, and/or a member of his or her household, would be at risk of domestic or other violence in the district and need to be accommodated elsewhere to reduce the risk of further contact with the perpetrator(s) or where ex-offenders or drug/alcohol users would benefit from being accommodated outside the district to help break links with previous contacts which could exert a negative influence.”
- 15.7. As to suitability, the Code says this about the location of the accommodation: “17.41. The location of the accommodation will be relevant to suitability and

the suitability of the location for all the members of the household will have to be considered. Where, for example, applicants are in paid employment account will need to be taken of their need to reach their normal workplace from the accommodation secured. The Secretary of State recommends that local authorities take into account the need to minimise disruption to the education of young people, particularly at critical points in time such as close to taking GCSE examinations. Housing authorities should avoid placing applicants in isolated accommodation away from public transport, shops and other facilities, and, wherever possible, secure accommodation that is as close as possible to where they were previously living, so they can retain established links with schools, doctors, social workers and other key services and support essential to the well-being of the household.”

- 15.8. This has since been expanded upon. Under section 210(2), the Secretary of State may by order specify (a) the circumstances in which accommodation is or is not to be regarded as suitable, and (b) the matters to be taken into account or disregarded in determining whether accommodation is suitable for a person. During the passage of the Localism Act 2011, the Government undertook “to remain vigilant to any issues that arose around suitability of location”. It had come to light that some local authorities were seeking accommodation for households owed the main homelessness duty “far outside their own district”. The Government was therefore “willing to explore whether protections around location of accommodation need to be strengthened and how this might be done” (Department for Communities and Local Government, Homelessness (Suitability of Accommodation) (England) Order 2012 – Consultation, May 2012, para 38). A full consultation exercise showed widespread support for strengthening that protection (Department for Communities and Local Government, Homelessness (Suitability of Accommodation)(England) Order 2012 – Government’s Response to Consultation, November 2012): “Government has made it clear that it is neither acceptable nor fair for local authorities to place households many miles away from their previous home where it is avoidable. Given the vulnerability of this group it is essential that local authorities take into account the potential disruption such a move could have on the household.”
- 15.9. The method chosen was to make it a matter of statutory obligation to take the location of the accommodation into account when determining whether accommodation is suitable. Hence, in October 2012, shortly before the decisions were taken in this case, the Secretary of State made the Homelessness (Suitability of Accommodation) (England) Order 2012 (SI 2012/2601).

15.10. Article 2 provides: “In determining whether accommodation is suitable for a person, the local housing authority must take into account the location of the accommodation, including - (a) where the accommodation is situated outside the district of the local housing authority, the distance of the accommodation from the district of the authority; (b) the significance of any disruption which would be caused by the location of the accommodation to the employment, caring responsibilities or education of the person or members of the person’s household; (c) the proximity and accessibility of the accommodation to medical facilities and other support which - (i) are currently used by or provided to the person or members of the person’s household; and (ii) are essential to the wellbeing of the person or members of the person’s household; and (d) the proximity and accessibility of the accommodation to local services, amenities and transport.”

15.11. The Government’s response to consultation had emphasised that the Order “does not prevent or prohibit out of borough placements where they are unavoidable nor where they are the choice of the applicant”. However, the Department also issued Supplementary Guidance on the homelessness changes in the Localism Act 2011 and on the Homelessness (Suitability of Accommodation) (England) Order 2012 (November 2012), which strengthened the obligation to secure accommodation as close as possible to where the household had previously been living:

- “48. Where it is not possible to secure accommodation within district and an authority has secured accommodation outside their district, the authority is required to take into account the Page 9 distance of that accommodation from the district of the authority. Where accommodation which is otherwise suitable and affordable is available nearer to the authority’s district than the accommodation which it has secured, the accommodation which it has secured is not likely to be suitable unless the authority has a justifiable reason or the applicant has specified a preference.
- 49. Generally, where possible, authorities should try to secure accommodation that is as close as possible to where an applicant was previously living. Securing accommodation for an applicant in a different location can cause difficulties for some applicants. Local authorities are required to take into account the significance of any disruption with specific regard to employment, caring responsibilities or education of the applicant or members of their household. Where possible the authority should seek to retain established links with

schools, doctors, social workers and other key services and support.”
(Emphasis supplied).

- 15.12. The guidance goes on to deal with employment, caring responsibilities, education, medical facilities and other support, and also with cases where there may be advantages in the household being accommodated somewhere outside the local authority’s district, including employment opportunities there.
- 15.13. The effect, therefore, is that local authorities have a statutory duty to accommodate within their area so far as this is reasonably practicable. “Reasonable practicability” imports a stronger duty than simply being reasonable. But if it is not reasonably practicable to accommodate “in borough”, they must generally, and where possible, try to place the household as close as possible to where they were previously living. There will be some cases where this does not apply, for example where there are clear benefits in placing the applicant outside the district, because of domestic violence or to break links with negative influences within the district, and others where the applicant does not mind where she goes or actively wants to move out of the area. The combined effect of the 2012 Order and the Supplementary Guidance changes, and was meant to change, the legal landscape as it was when previous cases dealing with an “out of borough” placement policy, such as *R (Yumsak) v Enfield London Borough Council* [2002] EWHC 280 (Admin), [2003] HLR 1, and *R (Calgin) v Enfield London Borough Council* [2005] EWHC 1716 (Admin), [2006] HLR 58, were decided.
- 15.14. An applicant who is dissatisfied with any of the local authority’s decisions listed in section 202(1) of the Act can request a review of that decision. The decisions listed do not in terms include a decision to place “out of borough” despite section 208(1). But they do include, at (f), any decision of a local housing authority as to the suitability of accommodation offered in discharge of their duty under, inter alia, section 193(2). They also include, at (b), any decision as to what duty (if any) is owed, inter alia, under section 193(2). It is common ground that (b) includes a decision that the duty is no longer owed because it has been discharged.
- 15.15. Under section 204, an applicant who has requested a review under section 202 and is dissatisfied with the decision may appeal to a county court “on any point of law arising from the decision” (alternatively, if the review decision has not been notified within the prescribed time, arising from the original decision).
- 15.16. The position with respect to the Councils duties pursuant to ss17 and 20 of the Children Act 1989 are that:

- (s17) It is a general duty of every local authority
 - (a) to safeguard and promote the welfare of children within their area who are in need; and (b) so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs. These services can include accommodation.
- 15.17. Before giving any assistance or imposing any conditions, a local authority shall have regard to the means of the child concerned and of each of his parents.
- 15.18. Children in need are those who are unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision of services by a local authority; whose health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or who are disabled.
- (s20) Every local authority shall provide accommodation for any child in need within their area who appears to them to require accommodation as a result of (inter alia)— the person who has been caring for him being prevented (whether or not permanently, and for whatever reason) from providing him with suitable accommodation or care.
- 15.19. It is of note that the facts of the *Westminster* case are significantly stark: the parent had health issues, and it may seem to observers that the decision to refuse accommodation pending appeal, under their housing duties, and then to refuse accommodation to the family pursuant to s 17 Children Act 1989, restricting their support to the children alone under s20, then to split the sibling group and commence care proceedings, should have prompted a review of the family's situation as a whole focussing upon the children's welfare. However, that is not the course that Westminster pursued, with good cause or not. The Supreme Court did not comment upon the child protection issues, if any. They did however consider the issues relating to the children's welfare very strongly in the light of the overall duties owed to the children flowing from s11(2) Children Act 2004, which states that the Local Authority, in the discharge of their functions, (in this case their housing function under the 1996 Act) must make arrangements for ensuring that they have regard to the need to safeguard and promote the welfare of children, including in their arrangements with other agencies.
- 15.20. Thus s11 imposes a similar duty upon a local authority to carry out their functions in a way which takes into account the need to safeguard and promote the welfare of children.
- 15.21. The Supreme Court in *Westminster* laid emphasis upon that need to promote as well as safeguard the welfare of children flowing from s11.

- 15.22. It is also the case that there will almost always be children affected by decisions about where to accommodate households to which the main homelessness duty is owed. Such households must, by definition, be in priority need, and most households are in priority need because they include minor children. The local authority may have the invidious task of choosing which household with children is to be offered a particular unit of accommodation. *“This does not absolve the authority from having regard to the need to safeguard and promote the welfare of each individual child in each individual household, but it does point towards the need to explain the choices made, preferably by reference to published policies setting out how this will be done”* (my emphasis)
- 15.23. Such a duty under s11 is therefore a “have regard” duty. It is arguable (and will no doubt be subject to further litigation) the extent to which such a duty is owed to any individual child.
- 15.24. However, as things stand, any policy in relation to the procurement, allocation and eligibility of temporary or more settled housing for families, should have due regard to the general duties imposed under s11, as well as the assessed individual needs of each child under s17 Children Act 1989.

16 Equalities Implications

- 16.1. The Equality Act 2010 introduced a new public sector equality 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.
- 16.2. 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.
- 16.3. The council’s P1E homelessness return collects demographic information on the people approaching the council’s homelessness service. Based on the data available from the last return:

- Ethnicity: 55% of applicants are black, 25% are white, 5% are Asian, 5% are mixed. In total 10% of applicants said their ethnicity was 'other' or did not state an ethnicity.
- Gender: 87% of applicants are female, 13% are male. 62% of applications are from lone parent households where the applicant is female
- Age: 69% of applicants are aged between 25 and 44, 16% are aged between 16 and 24 and 15% are aged between 45 and 59.
- Disability: Data on the most recent P1E return shows that 1% of applicants reported that they had a mental health or physical disability.

16.4. A full Equalities Analysis Assessment has been undertaken and is attached at Appendix D.

17 Environmental Implications

17.1. No specific environmental implications have been identified as arising from this report.

18 Crime and Disorder Implications

18.1. No specific crime and disorder implications have been identified as arising from this report.

19 Background Documents and Report Author

19.1. Appendix A: Location Priority Policy.

19.2. Appendix B: Location Priority Checklist.

19.3. Appendix C: Temporary Accommodation Procurement Strategy.

19.4. Appendix D: Equalities Analysis Assessment.

19.5. If you require further information about this report please contact Genevieve Macklin on 020 8314 6057.



LONDON BOROUGH OF LEWISHAM

LOCATION PRIORITY POLICY

General

- 1.1. This Location Priority Policy will provide a framework for the fair allocation of affordable temporary accommodation within and close to the London Borough of Lewisham. This policy applies to the allocation of temporary accommodation secured under Part VII, Housing Act 1996 and under Part III, Children Act 1989.
- 1.2. Officers will endeavour to place all households within or as close as possible to the London Borough of Lewisham. This policy outlines which households will have priority for accommodation in these areas.
- 1.3. This policy does not prevent a household from considering other housing options, including asking the Council for advice, support and assistance in relocating to more settled accommodation.

Categories of Location Priority

- 2.1. If the local authority has a duty to secure accommodation, an assessment will be carried out to determine the location priority of the applicant. The assessment will determine whether the applicant has:
 - Priority to be located in the London Borough of Lewisham
 - Priority to be located close to the London Borough of Lewisham
 - No priority as to the location of a property.
- 2.2. The award of an 'In-borough' or 'Close to Borough' location priority does not guarantee the provision of temporary accommodation within those areas, rather priority for such accommodation should it be available and suitable.
- 2.3. Where the household is in receipt of welfare benefits, this may place additional constraints on the availability of affordable accommodation, including constraints on its type and location.

- 2.4. The Council will have due regard to the principal needs of any children in the household, and the need to safeguard and promote the children's welfare. In particular, regard will be had to any disruption to schools, medical care, social work, other key services and other support.

In-borough Priority

- 3.1. Priority for available in-borough accommodation will be given to certain households who have a particular need to be housed within the London Borough of Lewisham. Applicants and their household members to be housed with them who satisfy one or more of the following criteria will qualify for 'In-borough' priority:
- a. They are receiving treatment for a physical or mental health condition from a specialist hospital unit which cannot be transferred to another NHS service or they are at a critical point in their treatment.
 - b. Children subject to a Child Protection Plan in the London Borough of Lewisham which cannot be transferred to another local authority without causing serious detriment to a child's welfare.
 - c. Children subject to an Education Health and Care Plan (EHCP) or a Statement of Special Educational Needs in the London Borough of Lewisham which cannot be transferred to another local authority without causing serious detriment to the child's welfare.
 - d. They have a longstanding arrangement to provide essential care to another family member in the London Borough of Lewisham who is not part of the household. Carers must be in receipt of Carer's Allowance.
 - e. Other circumstances which demonstrate an exceptional need which cannot be met outside of the London Borough of Lewisham.
- 3.2. An 'In-borough' priority does not guarantee an in-borough placement, but should suitable and affordable accommodation be available within that area, it does give that household priority over others without this assessed priority.

Close to Borough Priority

- 4.1. 'Close to Borough' priority is defined as priority for accommodation located within 90 minutes travelling distance of the London Borough of Lewisham by public transport.

- 4.2. Such priority does not guarantee a placement within 90 minutes travelling distance of the London Borough of Lewisham by public transport, but should suitable and affordable accommodation be available within that area, it does give the household priority over others without that assessed priority.
- 4.3. Applicants or their household members to be housed with them who satisfy one or more of the following criteria will qualify for 'Close to Borough' priority:
- a. They have been continuously employed close to the London Borough of Lewisham for 16 hours or more per week in a role which cannot be transferred to another area. Applicants must have been employed in this role for six months prior to the date of application and remain so employed. Wherever practicable, the Local Authority will seek to place such households within 90 minutes travelling distance, by public transport, from the place of employment at the time of application.
 - b. Women who are on maternity leave from employment and meet the above criteria will also be prioritised for placements close to the London Borough of Lewisham. Wherever practicable the Local Authority will seek to place such households within 90 minutes travelling distance by public transport from their place of employment.
 - c. Children who are enrolled in GCSE, AS, or A level courses in the London Borough of Lewisham, with public exams to be taken within the current or next academic year. Wherever practicable the Local Authority will seek to place such households within 90 minutes travelling distance by public transport of their school or college.
 - d. Other exceptional circumstances, where applicants demonstrate an exceptional need to be housed close to the London Borough of Lewisham.

No Locational Priority

- 5.1. Applicants who meet none of the 'In-borough' or 'Close to Borough' criteria will be offered properties further afield than 90 minutes travelling distance of the London Borough of Lewisham by public transport, when no suitable property is available within these areas.
- 5.2. The Council will have regard to the principal needs of any children in the household, and the need to safeguard and promote the children's welfare. In

particular, regard will be had to any disruption to schools, medical care, social work, other key services and other support.

Location Priority Checklist

Client:	
Telephone No:	
Email address:	
Date of referral:	
Household composition - Full name, DOB and Relationship	

In Borough

Impacts considered	Is there an unacceptable adverse impact?	Evidence provided	Officer Assessment
Do you have long standing arrangements in place to provide care and support to another family member?			
Are any of the children in your care subject to a child protection plan?			
Are any of the children in your care subject to an education, health and care plan child protection plan?			
Is anyone in the household receiving treatment for physical/mental health condition which cannot be transferred to or they are at a critical point in their treatment			

Close to Borough (within 90 minutes travel):

Impacts considered	Is there an unacceptable adverse impact?	Evidence provided	Officer Assessment
Have you been continuously employed for the last 6 months in a role of over 16 hours per week that cannot be transferred to a new area i.e. a supermarket?			
Are any of the children currently undertaking their GCSEs, A Level's with their exams due to be taken in this academic year?			
Any other exceptional circumstances which demonstrate an exceptional and compelling need to be housed within 90 minutes travelling distance that cannot be met outside the Borough?			
Is any household member currently on maternity leave?			

Referring Service:

HOC	Nominated Case Interim duty	SHIP	Nominated case Interim duty Pathway placement
NRPF	Assessment Move on	CYP	Intentional homeless Any other duty

I can confirm that each of the above impacts has been taken into account and that I consider the client's housing requirements are as follows:

Type of Property (Bed room(s))

Floor needs:

In District/Within 90 minutes/Over 90 minutes

Please specify reasons:

Are the family suitable for a PRS discharge?

Any other requirements:

Signed(Prevention & Support Officer)

1 Purpose

- 1.1 The purpose of the Temporary Accommodation Procurement Strategy is to set out how the Council plans to procure sufficient units of temporary accommodation to meet the anticipated demand during the coming year.
- 1.2 It will help to guide temporary accommodation letting teams in their daily business, helping to ensure that the right accommodation is procured for a household.
- 1.3 The Procurement Strategy takes into consideration the local and national shifts in the Private Rented Sector landscape driven by the buoyant property sales and lettings market, legislative changes and recent legal judgements.
- 1.4 This document forecasts demand for the coming year. We will review this forecast regularly against actual demand. An estimated 600 units of nightly paid accommodation are needed during 2015/16 that are accessible to households on benefits, and a TA portfolio of around 1800 units will be needed until 2020.

2 Introduction

- 2.1 The Procurement Strategy has been developed to meet the needs of homeless households and households being assisted by social care to address the shortage in supply the Council is currently facing. This Procurement Strategy aims to meet the needs of Lewisham's residents in conjunction with Lewisham Council's Location Priority Policy and overall Housing Strategy.
- 2.2 Lewisham Council set up a Private Sector Housing Agency (PSHA) in September 2013 to act as the procurement hub to meet the housing demand of various departments such as housing and social care, procuring temporary accommodation to meet this need both inside and outside of the Borough.
- 2.3 This innovative approach would ensure the Council:
 - Achieves value for money through its collective buying power and by eliminating internal competition for PRS accommodation
 - Delivers accommodation which is fit for purpose
 - Delivers an enhanced customer focussed service both landlords and tenants

- Identifies and swiftly deals with rogue landlords operating within Lewisham Council's private rented sector
- Increases joint working between different teams and departments across the Council, minimising duplication and waste, contributing to the Council's futures programme by delivering its vital services efficiently, effectively and economically.

3 Background and context

3.1 Traditional models of Temporary Accommodation procurement and types of supply are no longer adequate due to the combined effect of the following:

- Supply of social housing not meeting demand, with this gap increasing year on year
- Housing Benefit caps and the wider welfare reforms, including Universal Credit.
- Rising homelessness
- PRS market conditions
- Legal judgements
- Pressures on current supply and the Temporary Accommodation funding model.

3.2 Shortages of self-contained Temporary Accommodation accessible by benefit-dependent households is leading to more dependence on emergency bed and breakfast accommodation being spot purchased at a greater cost to Council Tax payers. This additionally puts pressure on the Council trying to meet the statutory requirement that homeless families should not spend more than six weeks in shared bed and breakfast accommodation. This pressure can only be further exacerbated as most of the existing in Borough Temporary Accommodation will become unaffordable to households on benefits when the lower £23k household benefit cap is introduced in 2016.

3.3 The Council needs to innovate and identify new modern methods of procuring self-contained Temporary Accommodation to meet its ever increasing demand. The accommodation must be suitable, accessible and affordable to households in receipt of benefits, without increasing the burden on the tax payer. This means some accommodation will have to be out of the London Borough of Lewisham area and some will have to be out of London, in line with the Location Priority Placement Policy.

Traditional model of Temporary Accommodation procurement

3.4 Temporary Accommodation is private rented sector (PRS) accommodation for homeless households and can either be first or second stage. First stage is emergency housing provided while a homeless application is assessed and is normally nightly paid. In Lewisham currently 71 per cent is Out of Borough of which 20 per cent is shared accommodation. Second stage is self-contained accommodation, largely hostels or private sector leased accommodation, provided once a statutory housing duty is accepted. The household is expected to stay in this form of Temporary Accommodation until they are successful in

their bid for social rented housing or where the Council's housing duty is discharged through an offer in the PRS.

- 3.5 Although around 71 per cent of Temporary Accommodation is out of borough it has largely been procured in neighbouring Boroughs mostly South East or East London. Historically nightly paid accommodation has been procured through spot booking of hotels. However, due to severe shortage of suitable B&B accommodation within agreed rates the Council is looking at other formal contractual arrangements to ensure it has access to adequate nightly paid accommodation to meet its statutory demand. Self-contained accommodation was primarily procured through private sector leasing schemes with medium term leases called Private Sector Leased and Housing Associations Leased accommodation (PSL/HALs).
- 3.6 This approach worked well whilst homelessness was at manageable levels, there was a sufficient supply of stable social rent accommodation and the use of Temporary Accommodation was a short term measure. This was the case until 2011, when the first set of welfare reforms were implemented and rents were not increasing at such an accelerated pace. Prior to the implementation of the welfare changes and the acceleration of values and rents within the market a sufficient supply of properties could be procured in Lewisham and in London. However landlords are withdrawing their accommodation from the PSL schemes to let them privately at higher rent levels, let to other higher paying schemes such as nightly paid, or sell their properties, taking advantage of the current increase in property prices, as illustrated below.

Year	No of Handback Notices Received
2013/14	24
2014/15	60
Percentage increase in handback notices	150 per cent

Supply and demand for social housing

- 3.7 The need for longer term Temporary Accommodation is deep rooted in the wider national housing crisis. The decline and in some cases the complete absence of new house building has contributed to house price inflation and affordability issues, which have been compounded by the economic downturn starting in 2007. The lack of affordable market housing has in turn significantly increased demand for social rented housing at an alarming rate and there is nothing to suggest that this demand is likely to subside in the future. Over 55 per cent of Lewisham's population now rent, either in the private or social sector, illustrated below:

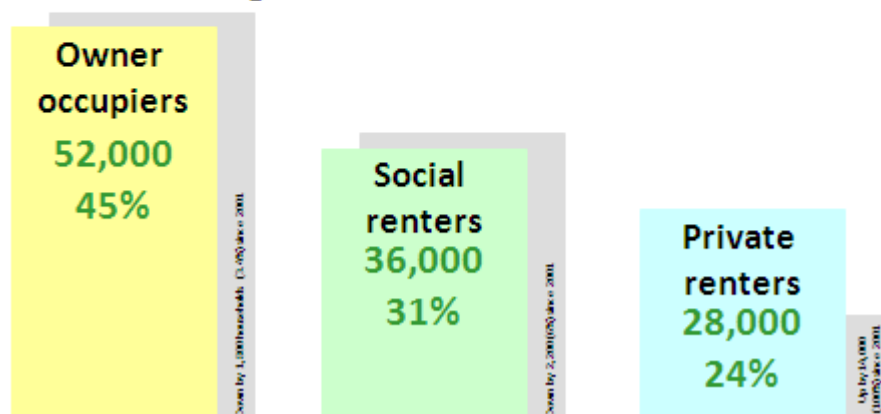
Rising house prices = doubling of PRS



- Number of private rented homes in Lewisham doubled in 10 years

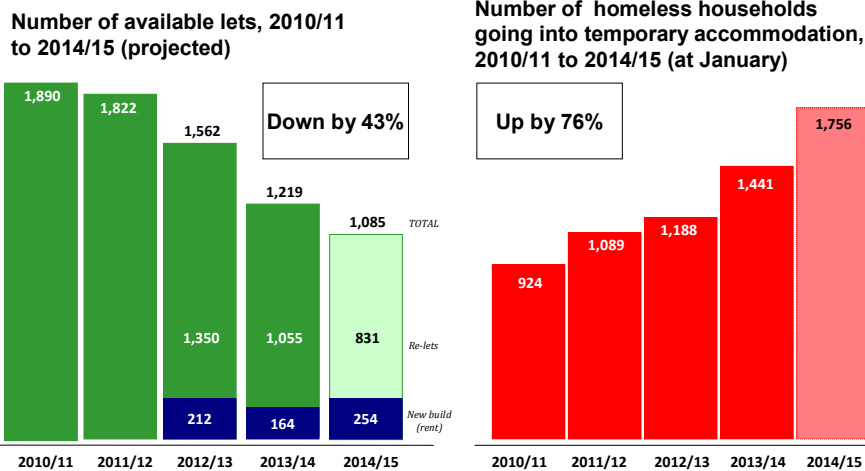
116,000

households living in Lewisham (at 2011 census)



- 3.8 Most London boroughs have high demand for social housing, driven by population growth, lack of affordable market alternatives and low turnover in the social sector, which is well documented. At the beginning of 2015, the lowest house price recorded by land registry in Lewisham was £245,304. Based on a 10 per cent deposit and a mortgage based on 3.5 times household income this would be affordable to a household with an annual income of £63,078 – 1.7 times higher than the borough median household income of £36,145. Even at the lowest end of the property market, home ownership remains unaffordable to two thirds of Lewisham households. London has seen a tenure shift with fewer households now owning their own homes, London's private rented sector has subsequently grown and now makes up over 30 per cent of Lewisham's total stock; a 100 per cent increase over the last 10 years.
- 3.9 The need for increased Temporary Accommodation is a result of the shortage of social housing, which is required to meet demand. However the nature of Lewisham's social stock, demography and buoyant private rented sector market makes the disparity between supply and demand particularly acute. This problem is further compounded by Housing Associations reviewing their business models and moving away from their traditional roles of providing temporary accommodation through affordable housing.

Supply is Down, Demand is Up



- London-wide, the availability of lets is falling
- Consequently the need to use temporary accommodation continues to increase

3.10 Demand has always outstripped supply in Lewisham and there has always been a need for Temporary Accommodation but never at the levels currently being experienced and or as future projections. Homelessness, and rough sleeping in particular, is the most obvious expression of housing need. In Lewisham, the number of accepted homeless applications increased by 43 per cent between 2010 and 2014/15, and the number of households in temporary accommodation has increased by 76 per cent over the last 5 years. Across London, the number of households placed in temporary accommodation is increasing. Lewisham is no exception to this trend. Furthermore, it is estimated that the number of people sleeping rough in London rose by 13 per cent between 2011/12 and 2012/13 & 14 per cent between 2013/14.

3.11 Currently there are 1,908 households with priority waiting for social housing, which includes 1,197 homeless households in TA. Currently the Council has over 9000 individuals and families on the housing register and indications are that this number will increase in the years to come.

3.12 Demand in Lewisham is predominantly for family sized homes with 80 per cent of households needing two bedroom accommodation. The remaining 20 per cent need is a mix of 1, 3 and 4 bedroom plus. Private rents are also considerably expensive and are the third/fourth/fifth or sixth highest in London.

3.13 New affordable housing development has been limited not only in Lewisham but London and nationally due to the high cost of land and increasingly the lack of funding from central government is limiting the viability of new schemes. New supply of homes is at an all-time low, well below the London Councils estimated requirement and the GLA Housing strategy target as shown below:

New housing delivery in London



- GLA target is half of London Councils' estimate requirement
- Actual delivery target is half the GLA target

3.14 Due to the current housing crisis, exacerbated by lack of new development, Lewisham households are staying in temporary accommodation for longer periods, whilst bidding for their council housing.

3.15 It is however the joint effect of rising homeless demand due to the impact of the welfare reform(see below), combined with historic supply and demand disparity and various recent legal judgements, that is contributing to the current increased Temporary Accommodation challenge. As homelessness increases, waiting times for social housing will grow and longer waits in second stage Temporary Accommodation can be expected, particularly for families.

Rising homelessness

3.16 Prior to 2011 homelessness acceptances were falling. Acceptances rose to over 43 per cent between 2011/12 and 2014/15, as illustrated below:

Year	2011/12	2012/13	2013/14	2014/15	2015/16 (forecast)
Homeless duty accepted	538	653	710	769	838

3.17 In 2009 only a small percentage of acceptances came from households living in the private rented sector but during 2014/15 this rose to over 54.3 per cent.

3.18 Other reasons why the impact has been so acute in Lewisham are:

- 3.19 The size of the private rented sector means greater numbers have been affected by the welfare reforms. Lewisham's PRS is made up of upwards of 36,000 properties.
- 3.20 Local connection rules under homeless legislation mean boroughs must accept a duty towards eligible homeless households that have resided locally for six out of the past twelve months. Shorter residency is more likely in areas with large private rented sectors, due to the short term nature of tenancies and high churn. Around 99.8 per cent of Lewisham's homeless acceptances are to households that have six out twelve months local connection. Churn in the private rented sector is particularly high, a survey in 2010 found that almost a third of private tenants had been in their current property for less than a year and 63 per cent intended to move within the next two years.
- 3.21 The rise in acceptances is not withstanding work done by the Housing Options Centre (HOC) to address the impact of the LHA caps such as; working with landlords to negotiate lower rents, prevention assistance to help households move out of the borough and to affordable areas, financial assistance with removal and other expenses and support and assistance to find alternative accommodation.
- 3.22 Further increases in homeless are expected in 2015/16 from households living in the private rented sector due to the continuing impact of the welfare reforms which will accelerate with the implementation of the lower benefit cap of £23,000, reduced from £26,000. As a majority of homeless households receive benefits, this further reduction is going to increase the number of households requiring assistance from Lewisham Council in terms of their housing need. It will also drive more landlords from this market into the more lucrative "young professional renter" market.
- 3.23 In the longer term, homeless acceptances are difficult to predict as they are influenced by macro-economic factors. However for reasons stated above it is estimated that they will remain high.
- 3.24 Future demand for Temporary Accommodation will also be affected by Lewisham Council's new power to discharge its permanent housing duty through an offer of housing in the private rented sector (as an alternative to waiting in Temporary Accommodation for social housing). Lewisham intends to use this power and offer private tenancies whenever possible and where a household can maintain a tenancy. However the challenge here remains finding suitable accommodation to meet the specific needs of the household.
- 3.25 The property must be suitable and there is a large body of case law in this area. It must be affordable, of the right size and the location will need to take into account matters such as employment, schools etc. The Council's locational placement policy will be applied to ensure Temporary Accommodation meets the needs and requirements of the household.

Pressures on current supply and the Temporary Accommodation funding model

- 3.26 The severe shortage of self-contained Temporary Accommodation units (PSLs and Privately Managed Accommodation/PMA) has been contributed to by the current Temporary Accommodation funding model. Councils are able to recoup some or all of the costs of Temporary Accommodation by charging residents to live there at rents set by a prescribed government formula, which is 90 per cent of January 2011 LHA plus a management fee of £40 per week, and up to a £500 per week cap for families. However due to the current PRS market conditions, the Council is no longer able to procure Temporary Accommodation under this existing financial model within Lewisham and most parts of London.
- 3.27 The strength of the private rented sector (PRS) across London and in Lewisham in particular has resulted in landlords moving into other ‘non benefit’ markets. Given the decline in home ownership in London, the private rented sector has become the only solution for many households. The Mayor’s Private Rented Sector Housing Covenant highlights how the sector is changing and is now accommodating more families. Due to the implementation and impact of the overall benefit cap, landlords are moving into other markets i.e letting to private tenants. Competition from other London boroughs facing similar issues is also a factor.
- 3.28 The impact of these combined factors has resulted in Lewisham Council having to spot book emergency self-contained and nightly paid accommodation at a significantly higher cost to meet rising demand and to be able to meet its statutory housing duty.
- 3.29 Temporary Accommodation supply within the PRS will continue to diminish as the on-going implementation of welfare reforms bites deeper and more landlords move into other markets. An average couple with two children and no special circumstances currently receive approximately £266.19 per week in benefits (excluding housing benefit). This would leave approximately £233.81 per week for housing costs as a direct result of the overall benefit cap. Table below shows private rented sector market rents (median) in Lewisham to be much higher than the current LHA rates. As a direct result of this gap, the accommodation is unaffordable and Lewisham Council will have to look further afield to source suitable affordable accommodation.

BRMA Area			Rent Rate	One Bed	Two Bed	Three Bed	Four Bed
Lewisham							
Inner London	South East		LHA Rate	204.08	265.29	330.72	417.02
			Median Market Rent (Zoopla)	265.00	323.00	369.00	496.00
Outer London	South East		LHA Rate	161.02	198.11	242.40	312.77
			Median Market Rent (Zoopla)	265.00	323.00	369.00	496.00

- 3.30 These overall benefit caps will continue to impact existing households in Temporary Accommodation and the affected households will need to be moved into alternative affordable accommodation, which is likely to be outside Lewisham and London. However alternative housing solutions will be considered for households that need to stay in Lewisham or “close to the Borough”, as detailed in the attached Location Priority policy. If households need to remain in Borough to receive specialist support only available in

Lewisham then they would need to be supported with such funding streams as the Discretionary Housing Payment.

3.31 The implementation of the new overall benefit cap of £20k for households living out of London will also render a lot of currently affordable out of London accommodation unaffordable. Therefore, the Council will need to source affordable accommodation further afield, for example currently, in Birmingham 750 households are affected by the welfare reforms, however, with the implementation of the £20k cap, this number increases to 7,500 households.

4 Other housing demand from No Recourse to Public Funds/Social Care

4.1 There are other departments within the Council assessing the needs of customers, which may include a housing need, although this is outside of the statutory housing duty. In the past the procurement of properties for these client groups was undertaken by social care teams, inexperienced in property procurement or the market, which led to price inflation and property conditions that did not meet the Councils required standards. As a result the responsibility for this function was transferred to the PSHA. The needs of these services are for Bed & Breakfast and settled accommodation in the PRS. This procurement is delivered in tandem with sourcing supply for homeless families.

5 The new approach to Temporary Accommodation Procurement

5.1 The principles of our procurement approach are to:

- Increase Private Sector Leasing (PSL)/Privately Managed Accommodation (PMA) supply and reducing dependence on Bed & Breakfast where possible
- Provide Temporary Accommodation at a cost that is affordable to residents and value for money for the Council.
- Provide a range of Temporary Accommodation products to meet various different needs
- Support those affected by homelessness or those having a housing requirement as part of their engagement with the Council, including NRTPF and Childrens Social Care (CYP).

5.2 The approach will complement and dovetail the existing work to manage homeless demand and increase social housing supply.

Increase Supply

5.3 An estimated 600 new self-contained emergency accommodation units are needed during 2015/16 for applicants presenting as homeless and 80 for NRTPF and CYP. Also required is a portfolio of at least 1800 temporary accommodation units for applicants presenting as homeless will be needed until 2020. The requirements for settled accommodation for NRTPF and CYP

are estimated at approximately 100 over the next 12 months. The Council will aim to achieve an increase by:-

- Entering into short and medium term block booking arrangement for shared and if necessary self-contained accommodation to avoid spot purchasing temporary accommodation that is sub-standard and not fit for purpose
- Maximising use of the Council's hostel stock through effective management
- Increase the Council's hostel stock through new acquisitions (purchasing)
- Direct purchasing of units through Lewisham Homes
- Maximising use of the empty property grants programme
- Entering into new PSL leases, PMA leases and settled accommodation
- Entering into long term leasing deals with developers and portfolio landlords
- Working with other sub-regions across London on new procurement initiatives such as the DPS (Dynamic Purchasing System) to procure temporary accommodation
- Bringing back into use properties for the provision of temporary accommodation, which are owned by the Council but are currently empty
- Bringing back into use Council accommodation which is currently let to third parties at peppercorn or below market rents

Provide Temporary Accommodation at a cost that is affordable to residents and value for money for the Council

- 5.4 The welfare benefit cap and competition for properties in London means a considerable number of new units will need to be out of Lewisham and London to be affordable to non-working households. This approach will allow households to create a stable, secure family environment and sustained community cohesion. Accommodation outside London is affordable due to the LHA rates being in line with open market rents. That synergy between the LHA rates and open market rates does not exist in Lewisham or London.

Provide a range of Temporary Accommodation products to meet various different needs

- 5.5 A range of different types of Temporary Accommodation is needed to meet demand for short term and long term temporary accommodation from the Council's various departments such as housing and social care, for various client groups such as Statutory Homeless, No Recourse to Public Funds, Intentionally Homeless assisted under S17 and Care Leavers etc. Longer term Temporary Accommodation is required due to the longer waits which households can expect for social housing due to rising homelessness and the acute shortage of Council social housing.
- 5.6 The suitability of Temporary Accommodation is defined by legislation in terms of location, cost size and condition. Councils are required to offer Temporary Accommodation in their district 'so far as reasonably practicable'. However, for the reasons previously stated procuring affordable accommodation within Lewisham and London is extremely challenging.

- 5.7 Significant amount of work in terms of market analysis is being undertaken to assess where accommodation will be affordable, namely within LHA levels and the benefit caps. Accommodation will be allocated in compliance with Lewisham Council's Location Priority Placement Policy with the caveat that compliance with government legislation is of paramount priority.
- 5.8 Suitability assessments will be undertaken to determine suitable and affordable accommodation allocated using the Council's Location Priority Placement Policy.

Support those affected by homelessness

- 5.9 Homeless households placed in temporary accommodation are supported by the Homeless Families Floating Support Team, empowering them to take control of their lives and encouraging them to live independently. Emphasis will be placed on supporting the Temporary Accommodation households into work so they will not be affected by the household benefit caps.

Location Priority Policy - Equality Analysis Assessment

1. Introduction

- A. Public bodies such as local authorities are legally required to consider the three aims of the Public Sector Equality Duty (set out in the Equality Act 2010) and document their thinking as part of the process of decision making. The Act sets out that public bodies must have regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation;
 - advance equality of opportunity between people who share a protected characteristic and those who do not share that characteristic;
 - foster good relationships between those who share a protected characteristic and those who do not share that characteristic.
- B. This equality analysis assessment sets out how the Council has considered the likely impact of the Location Priority Policy on the characteristics protected under the Equality Act of 2010.

2. Location Priority Policy - background and context

- A. The Council has a duty to provide suitable temporary accommodation under part VII Housing Act 1996 and under Part III, Children Act 1989 to households who are eligible, homeless and have a priority need until a decision has been reached on their application as to what duty if any is owed. If the council decides that it owes a 'full housing duty' an applicant will continue to be provided with temporary accommodation until they find their own accommodation or are offered permanent housing.
- B. The Council takes into account the circumstances of each household when allocating temporary accommodation to ensure that it is suitable. Lewisham Council's Location Priority Policy outlines the approach that will be taken in making placements into temporary accommodation and formalises an approach that has been in operation informally for a number of years.
- C. The Council would prefer for all placements to be made within borough boundaries and it is important to note that of those placed out of borough. However, in borough placements are in increasingly short supply due to rising costs and benefit restrictions and it is likely that an increased proportion of households will need to be placed out of borough and possibly out of London in future.
- D. The aim of the Location Priority Policy is to prioritise the supply of suitable, in or close to borough temporary accommodation to those that need it the most and make the Council's position consistent and transparent.
- E. Depending on their individual circumstances, households could be placed in one of three groups:
- Priority to be located in the London Borough of Lewisham
 - Priority to be located close to the London Borough of Lewisham
 - No priority as to the location of a property

- F. The Location Priority Placement provides guidelines for officers to follow and ensures that the individual circumstances of each case are considered. All placements are subject to a thorough suitability assessment to determine the type and location of accommodation that should be offered.

3. Consultation

- A. A consultation event was held on 25 September as a means of providing information to stakeholders on the proposed policy and an opportunity for them to communicate their views and raise any concerns that they might have. Officers attended the Homelessness Forum in order to give a verbal invitation to the event and invitations were also sent via the Forum's email list. Invitations were also sent to a range of other support services including housing, health and preventative services. A total of 18 people attended the event.

- B. Issues and questions raised is provided can broadly be summarised along with responses on the day under the following headings:

- General questions and comments

Questions were largely about clarifying the details of the policy and its implementation which were provided on the day.

- Financial impact on service users

Concern was particularly raised about the impact on people who might want to travel back to Lewisham for work, study or to access services. Concern was noted but it was pointed out that accommodation outside of the borough would be more affordable and therefore sustainable because it would put less of a financial burden on service users.

- Equalities impact

Concern was raised about the possibility that people from black and minority ethnic communities or with particular religious beliefs might be placed in parts of the country they would become isolated or potentially ostracised. Participants were assured that officers would be sensitive to these issues when considering options around housing.

- Health and wellbeing impact

Concern was mainly around taking people away from specialist support services that they were accessing in the borough, such as those around issues such as substance misuse or domestic violence. Again participants were assured that these issues would be taken into account when considering options around housing.

4. Impact of proposed changes on specific groups

In developing Lewisham's Location Priority Policy, consideration has been given to the impact of the proposals on specific groups protected under the Equality Act 2010. The Act provides specific protection to the following:

Age	<p>Overall, the impact is positive as it formalises existing practises, making them more transparent, consistent and clearly defined.</p> <p>Priority for housing is generally through having dependent children, and there are therefore a higher proportion of younger households in receipt of temporary accommodation.</p> <p>The Location Priority Policy stipulates that the welfare of children is a key consideration, which means that families with children are more likely to be placed in or close to borough.</p>
Disability	<p>Overall, the impact is positive as it formalises existing practises, making them more transparent, consistent and clearly defined. In general disability is not part of the assessment criteria specified within the policy – except for the following exceptions</p> <ul style="list-style-type: none"> • Households with children subject to an Education Health and Care Plan (EHCP) or a Statement of Special Educational Needs in the London Borough of Lewisham which cannot be transferred to another local authority without causing serious detriment to the child’s welfare will qualify for ‘In-borough’ priority. • This will also be true for applicants who have a longstanding arrangement to provide essential care to another family member in the London Borough of Lewisham who is not part of the household. Carers must be in receipt of Carer’s Allowance. • Disabled applicants receiving treatment for a physical or mental health condition from a specialist hospital unit which cannot be transferred to another NHS service or they are at a critical point in their treatment. <p>Disabled applicants may also be able to show other circumstances which demonstrate an exceptional and compelling need which cannot be met outside of the London Borough of Lewisham.</p>
Gender	<p>Overall, the impact is positive as it formalises existing practises, making them more transparent, consistent and clearly defined. There are a higher proportion of women amongst service users – this is explained by the higher proportion of families with mothers as compared to those with fathers and the fact that children are a key consideration for local authorities in providing accommodation.</p>
Gender reassignment	<p>No data is collected on gender re-assignment in relation to housing but a clearer and more transparent process based on individual assessment is likely to be beneficial to all groups.</p>
Marriage & civil partnership	<p>Positive for the general reasons already given. No data is collected on marital status, though the majority (75 %) are single or single parent households, suggesting a relatively low percentage of married or civil partnerships in this group.</p>

Pregnancy & maternity	Positive, for the general reasons of clarity and transparency. No data is collected on pregnancy & maternity.
Race	<p>The introduction of the policy is overall positive as it formalises existing practices whilst at the same time making them more transparent, consistent and clearly defined.</p> <p>Data gathered in 2014-15 shows that 73% of service users are from black and minority ethnic communities and it is recognised therefore that there will be a higher level of impact on this group. However the individual assessment carried out on each case allows for any factors which may be related to race to be considered.</p>
Religion & belief	<p>No data on religion and belief is collected in relation to housing. A clearer more transparent process based on individual assessment is likely to be beneficial to all groups.</p> <p>As part of the duties under the Equality Act 2010, the Council will have due regard to the religion or belief of the applicant when determining the suitability of a property. Individuals will be have the opportunity to show other circumstances which demonstrate an exceptional and compelling need which cannot be met outside or near to the London Borough of Lewisham.</p>
Sexual orientation	Positive – no data is collected on sexuality but a clearer more transparent process based on individual assessment is likely to be beneficial to all groups. However the individual assessment carried out on each case allows for any factors which may be related to sexuality to be considered under ‘exceptional and compelling circumstances’.

5. Conclusion

As noted above, it is anticipated that the introduction of a Location Priority Policy will have a positive impact on all groups protected under the Equality Act 2010 because it will provide a clearer more transparent process in the allocation of housing. This Equalities Analysis Assessment recognises that the implementation of the policy will have a greater impact on specific groups because they have a higher representation within the overall service user profile. The impact on these groups will be mitigated by the individual assessment carried out on each case which will allow for any relevant factors to be considered in the allocation of housing.

Agenda Item 15

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

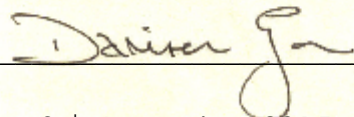
Date of Meeting	11 th November 2015
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Title of Report	Housing Led Regeneration
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Originator of Report	Genevieve Macklin	Ext. 46057
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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	Housing Led Regeneration Opportunities		
Key Decision	Yes		
Ward	Perry Vale		
Contributors	EXECUTIVE DIRECTOR FOR CUSTOMER SERVICES, EXECUTIVE DIRECTOR FOR RESOURCES & REGENERATION, HEAD OF LAW		
Class	Part 1	Date	11 November 2015

1. Summary

- 1.1 In July 2012 the Council embarked on a programme to build new Council homes in response to a series of on-going housing policy and delivery challenges, most notably an enduring under-supply of new affordable homes available to the Council to meet the housing demands placed upon it.
- 1.2 A series of update reports has subsequently been considered by Mayor and Cabinet outlining progress in meeting the target of delivering 500 new homes for rent, plus an additional 125 homes for sale to subsidise the build costs for the affordable homes, by March 2018.
- 1.3 The first scheme of six homes was completed in March 2015 at Mercator Road in Lee. Since then, there have been further completions of a conversion of the former community room into a residential flat, and the conversion of disused rooms above a shop on Deptford High Street into two homes to be used for temporary accommodation.
- 1.4 In addition, there are 108 homes currently on-site, contracts were awarded for 52 homes on 30 September 2015, and a contract for a further 17 homes is anticipated to be approved on 21 October 2015. Following this, there will be a total of 186 homes completed or on site and under construction. Beyond these, there are 209 homes which have previously been approved by Mayor and Cabinet for development, which are at various stages in the planning process.
- 1.5 In total then, there are 395 homes under development, of which 315 (80 percent) are Council homes. This report provides a progress update on each of these sites, and also sets out the additional sites, which are currently being considered as potential locations for new homes, but on which no formal decisions have been made.
- 1.6 For each of these sites, there remains considerable further work to do in conjunction with residents, Ward Councillors and the Council's Planning Department before final development proposals can be established. There are therefore risks that not all of these sites can be progressed to delivery, or that sites can be progressed but may not deliver the full number of homes. Equally, other

sites may emerge through this process and provide capable of being delivered more quickly.

- 1.7 This report provides an update on the Bampton estate in Perry Vale. The Bampton and Shifford estate on Bampton Road and Shifford Path is split between the Council and L&Q in regard to ownership, following the Chrysalis stock transfer of 3,600 homes from the Council to L&Q in 2010. The current estate contains different housing types, some of which is in poor condition and does not reflect current housing standards or design. There is also additional capacity for new homes due to the configuration of the current estate.

2. Purpose of Report

- 2.1 The purpose of this report is to inform Mayor and Cabinet about opportunities to build new and improved homes for residents on the Bampton estate, initial progress and seeks authority for the next steps.

3. Policy Context

- 3.1 Addressing issues relating to the quality and quantity of housing stock in the borough relates directly to the Council's Sustainable Communities Strategy (clean, green and liveable) and to the Council's corporate priorities (Decent Homes for all).

4. Recommendations

It is recommended that the Mayor:

- 4.1 notes the work and consultation with residents carried out so far on the Bampton estate;
- 4.2 agrees that Officers proceed to develop a proposal for new council homes as set out in Section 6 of this report;
- 4.3 agrees that Officers proceed to develop a proposal for a wider regeneration scheme with L&Q as set out in Section 6 of this report;
- 4.4 agrees that Officers develop these proposals in consultation with residents and notes that statutory consultation under Section 105 of the Housing Act 1985 will be carried out on the proposals and reported back to Mayor and Cabinet;
- 4.5 agrees that Officers look at procurement options and delivery structure for both proposals; and
- 4.6 notes that an Equalities Analysis Assessment will be undertaken on the proposals and reported back to Mayor and Cabinet at the same time as the results of the Section 105 consultation.

5. Existing Homes

- 5.1 The overall estate can be seen in the plan in appendix 1, which shows the existing Council blocks: Northmoor, Radcot, Standlake and Newbridge alongside the existing

L&Q properties on Witney Path and Shifford Path.

5.2 Northmoor was built in 1975 and point blocks Radcot, Standlake and Newbridge in 1980. Based on the condition of the point blocks and other factors such as general composition of the properties, the Council is not considering them for re-development. Lewisham Homes have Estate Improvement Programme works forecast to these blocks for 2017/18. This is likely to include window replacement and other works to be agreed through a consultation process.

5.3 The homes in Northmoor (Council owned) are all bedsit accommodation for the over 55's and are walk up blocks. All homes are tenanted. Although the natural topography of the surrounding land minimises internal stair cases, the lack of lifts and wholly bed sit accommodation does not meet the Council's aspirations for older persons housing in the borough.

5.4 Information about the properties is contained in the table below:

Site	Tenants	Freehold	Total	Bedsizes
LBL owned sites				
Northmoor	24	0	24	All bedsits
Radcott	33	7	40	Mix of 1 beds and 2 beds
Standlake	29	11	40	
Newbridge	34	6	40	
L&Q Owned sites				
Shifford Path	24	29	53	The rented units are predominantly 3 bed houses with some 4 beds.
Mayow Road (corner of Wynell Road)	1	3	4	
Kelmscott	16	0	16	All bedsits
Witney Path	10	16	26	The rented units are predominantly 3 bed houses with some 4 beds.
TOTAL	171	72	243	

5.5 Of the L&Q owned properties, Kelmscott is a block identical to Northmoor and also for the over 55's. There is a high proportion of freeholders in the L&Q properties on Witney Path and Shifford Path.

6. Summary of progress to date

6.1 The Bampton estate was identified in 2012 as part of the Housing Matters

programme, where Officers reviewed sites across the borough that were owned by the council and our housing partners where there may be potential opportunities for delivering new homes.

- 6.2 As L&Q have responsibility for their homes on the estate following the 2010 stock transfer, L&Q wrote to all residents in Witney Path, Shifford Path and Kelmscott (as above) in October 2013 stating that they were going to carry out an assessment of the condition of those homes so that L&Q could look at whether refurbishment or re-development was more suitable for the area.
- 6.2 Since this time, the Council and L&Q have been working together and individually to look at the estate and talk to residents:
- In October 2013, Council and L&Q Officers tried to speak to as many tenants as possible on Shifford and Witney Paths, Kelmscott and Northmoor to find out what people thought of their homes.
 - In November 2013 L&Q Officers tried to speak to as many freeholders as possible on Shifford and Witney Paths, Kelmscott and Northmoor to find out what people thought of their homes.
 - In November 2013 L&Q carried out surveys on a range of properties across Shifford and Witney Paths.
 - In April 2014 L&Q and Council Officers held a drop in session on the estate to meet residents and discuss the potential options for Shifford and Witney Paths.
 - In October 2014 L&Q and Council Officers held drop in events (one for tenants and one for freeholders) to discuss the results of the surveys that had been carried out.
 - In October 2015 Council Officers visited residents in Northmoor and the three point blocks to talk to residents about what they thought of their homes and estate and inform residents of possible plans to build new homes in their area.
- 6.3 The event in October 2014 with Shifford and Witney Path residents was to discuss the results of the condition survey. Generally there seems to be a mix of views about Witney and Shifford Paths with some residents saying that they think demolition and new build should take place and others who are happy with the condition of their properties. L&Q agreed to carry out further condition surveys, particularly to freehold properties and have since been trying to arrange access to do this.
- 6.4 Any decisions on the L&Q owned part of the estate are for their own consideration and consultation with their residents. However it should be noted that the stock condition survey L&Q carried out showed that the repairs required included new roofs, new windows, insulation and cladding and the completion of decent homes works. All the aspects combined have led L&Q to conclude that refurbishment would not provide value for money.
- 6.5 Officers carried out a door-knocking exercise on 22nd October 2015 across Standlake Point, Newbridge Point, Radcot Point and Northmoor. They asked residents questions to find out more about their experiences living on the estate and for views of their home. Where tenants were not available to talk, a telephone number and e-mail address was given, and their feedback was subsequently included in the summary below. The consultation is not intended to provide an exhaustive overview, it was a first (or in some cases second) point of contact as part of an ongoing discussion, should the recommendations in this report be agreed.

- 6.6 Across the three point blocks, officers spoke to residents from 40 of the 120 households (a third of households). The residents officers spoke to in the three point blocks were generally happy with their accommodation and the service provided by Lewisham Homes. Half of the residents spoken to, however, raised specific issues about repairs and maintenance which have been reported back to Lewisham Homes for follow up. The largest complaint was about leaks. One recurrent issue raised by twelve of the residents of the point blocks was whether double glazing could be installed to improve insulation and reduce problems with condensation and mould.
- 6.7 The estate currently has a multi-use games court, a small climbing frame for younger children, garages, parking and green space. When asked about what facilities they currently used, residents' responses varied a lot. Perceptions on cleanliness and usability were also very varied. For example, one person commented on how good the caretaking was and another commented on refuse and dog fouling being barriers to them using the space. Security and lighting were also mentioned as things which could be improved. Some people raised concerns about antisocial behaviour in the communal parts of the blocks (especially the stairwells) and wider estate.
- 6.8 Views on the ball court were particularly mixed, with some people saying that it is noisy, and that it attracts people from off the estate. In particular there were concerns raised about young people who aren't residents from the estate hanging around the ball court. Play provision was cited as something which could be improved for all ages.
- 6.9 Generally people understood the Council's need to develop additional affordable housing and expressed their support and gratefulness for being able to rent in a Council property themselves. A couple of residents raised concerns about the potential impact of having more people living on the estate on parking and there being a general sense of overcrowding. A few people said that they would be more supportive of building new homes for people from within the existing local community.
- 6.10 At Northmoor, officers spoke to 9 of the 24 tenants. One person was particularly happy with their home, another was very dissatisfied with their home and others were generally satisfied with their homes, though a number of them said they would like more space. Tenants at Northmoor have generally lived in their properties for longer than the tenants of the point blocks, a number of people who officers spoke to have lived there for over 20 years.
- 6.11 Tenants said that they liked the estate, and used the Northmoor garden, although 2 raised problems with parking. Residents in this block were asked their views about proposals to build a modern over 55s block which they could move to. The general principle of development was generally supported by tenants, subject to more detailed discussions. One expressed some reservation about moving in their eighties, however, others were keen to have a lift, more space and modern facilities (including a bathroom with shower).

7. Next Steps

- 7.1 Officers would like to look at options for this estate in a number of ways.
- 7.2 There is a large area of Council owned vacant land on the estate to the west of the

point blocks where the multi-use games court and some car parking is currently located that could be used to build new Council homes. This could be a standalone project to help the delivery of the 500 new Council homes target by March 2015. However given that some of the existing Council homes on the estate are of poor quality and do not meet current housing standards it may be possible to build new homes for existing residents on this site freeing up further development opportunities elsewhere on the estate.

- 7.3 It is also clear that with the development of homes on the vacant land it may be possible to create an opportunity to work with L&Q on the longer term re-development of the wider estate. One possible approach could be to provide new specific over 55's housing for existing residents in Northmoor which would then free up that site for re-development by L&Q.
- 7.4 Officers would therefore like to progress two alternative sets of proposals for the Bampton estate: new Council development on the vacant land which could happen regardless and then also a potential wider regeneration scheme with L&Q. Officers intend to select an architect to develop the proposals for the vacant land.
- 7.5 Residents' views and input will be a vital part of this process. Officers from the Council and L&Q intend to consult with residents informally and formally throughout on the proposals as they develop. Some residents seem to be keen to set up a residents group and L&Q also would like to set up focus groups, either/ both will enable further discussions.
- 7.6 The results of the potential options and consultation with residents will be reported back to Mayor and Cabinet.
- 7.7 Officers would like to note some key assumptions:
- 7.8 Any reduction in the existing green space and removal of the current multi use games court will be carefully considered and discussed with residents and will be subject to formal consultation being undertaken. The Council will want to make sure that residents have access to amenities and green spaces and high quality public realm will form part of the design.
- 7.9 There are very high numbers of freeholders on the L&Q properties on Witney and Shifford Paths. Developing a scheme in partnership with L&Q could mean that the Council is requested to assist with using CPO powers should there be a compelling case to do so. We would expect an attractive and reasonable shared equity offer for resident freeholders comparable to others across the borough to enable home owners to stay in the area in the new development.
- 7.10 To protect and maximise the Council's financial and commercial position, Officers will be required to look at the optimal way to structure either of the options for potentially bringing forward new homes on this estate. This will include the use of appropriate procurement processes and this is discussed further in part 2 of this report.
- 7.11 Officers are therefore asking Mayor and Cabinet for approval to develop these alternative sets of proposals for further consideration by Mayor and Cabinet.

- 7.12 The timescales for any development of the vacant land are subject to consultation. They would also need to be looked at in the context of any potential wider regeneration scheme with L&Q should this proposal be agreed. However in supporting the target of 500 new Council homes by March 2018, this would mean:

Planning submission	Spring 2016
Planning approval	Summer 2016
Start on site	Autumn 2016
Completion	Spring 2018

These timescales are ambitious and will form part of further updates to Mayor and Cabinet.

- 7.13 The discussions to date with Council residents have highlighted a number of aspects to be addressed on the estate. Lewisham Homes will be looking at how best to respond to these, especially to benefit the residents in the point blocks which will remain in situ.

8. Legal implications

- 8.1 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 can therefore rely on this power to carry out housing development and to act in an “enabling” manner with other housing partners.

- 8.2 The proposals referred to in this report are at an early stage of development. Detailed specific legal implications will be set out in subsequent reports to Mayor & Cabinet/Mayor & Cabinet (Contracts) as appropriate. Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of Housing Management. Section 105 specifies that a matter of Housing Management would include a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided to secure tenants and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question. For this reason, it will be necessary to carry out formal Section 105 consultation on these proposals at the appropriate time and for the Mayor to consider the response to the consultation before any proposal is implemented.

9 Financial implications

- 9.1 The financial implications are contained in the Part 2 report.

10 Environmental Implications

- 10.1 There are no environmental implications arising directly from the recommendations set out in this report. The design stages of all sites under consideration under the New Homes, Better Places programme will address environmental issues through

the procurement of design partners and the planning process. The programme has a stated objective of improving places for existing residents as well as the residents who will benefit from the new homes.

11. Implications for Law & Order

- 11.1 The design for any new homes will incorporate recommendations from the police via the Secured by Design principles.

12. Equality Implications

- 12.1 The provision of new homes will help the Council to address the general shortfall of affordable housing in the borough. There are more than 8,000 households currently on the Council's waiting list for housing, and less than 1,500 properties become available each year. The New Homes Better Places programme helps to address this issue by directly adding to the Council's housing stock. The provision of new age specific homes for the over 55's will mean more of the boroughs aging population will have modern, high quality homes built to meet their ongoing housing needs.
- 12.2 An Equalities Analysis Assessment will be undertaken as part of the further work in order to assess the impacts of the proposals and this will be presented to Mayor and Cabinet for consideration along with the results of the Section 105 consultation.
- 12.3 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.
- 12.4 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.
- 12.5 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.
- 12.6 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/legaland-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

- 12.7 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
- 12.8 The essential guide provides an overview of the equality duty requirement 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-equalityduty/guidance-on-the-equality-duty/>

13. Background papers and author

- 13.1 There are no background papers to this report.
- 13.2 For more information on this report please contact Rachel George, Strategic Housing on 020 8314 8146

Agenda Item 16

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

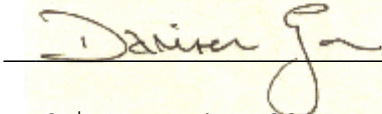
Date of Meeting	11 th November 2015
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Title of Report	Sheltered Housing Investment and Improvement Programme
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Originator of Report	Genevieve Macklin	Ext. 46057
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 3rd November 2015

Signed:  Director/Head of Service

Date 3rd November 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	Sheltered Housing Investment and Improvement Programme	
Key Decision	Yes	Item No.
Ward	All	
Contributors	Executive Director of Customer Services, Executive Director for Resources and Regeneration, Head of Law	
Class	Part 1	Date: 11 November 2015

1 Executive Summary

- 1.1 This report seeks Mayor and Cabinet approval to implement changes to the way the Council's Sheltered Housing Service is managed and charged for. This includes a transfer of the service to Lewisham Homes and the delegation of approval for the finalisation for those changes to the Executive Director of Customer Services on advice from the Executive Director of Resources and Regeneration. The changes would see the transfer of the existing staff team, under TUPE arrangements if applicable, to Lewisham Homes and the introduction of an intensive housing management service across the Council's 18 sheltered housing schemes, to be paid for in full through a new service charge to tenants.
- 1.2 This model will entail a re-orientation of functions away from personal support to a proactive housing management approach with a focus more on supporting tenants to manage their individual tenancies and repairs and improve the upkeep and use of communal facilities. This approach is intended to enable an enhancing living environment for tenants, helping to reduce social isolation, while also ensuring the financial sustainability of the service in the longer term.
- 1.3 In July Mayor and Cabinet agreed that officers should consult with tenants about re-orientating services in this manner. The findings from that consultation were that an overall majority of 62 per cent of tenants who took part preferred a service enhancement, against 38 per cent who opted for a lower service charge, with no enhancement. Although three potential service models were presented to tenants during the consultation the intention was that any new service model would be flexible and seek to directly respond to the issues and aspirations of tenants, expressed during the consultation.
- 1.4 On this basis, it is recommended that a new service model be introduced across all 18 of the Council's sheltered housing schemes. In this model Lewisham Homes will assume full management responsibility for the service and will design a service model that directly responds to

concerns raised by tenants during the consultation. This will also entail the transfer, under TUPE arrangements if applicable, of the existing floating support team of 1x team leader and 4 x support officers to Lewisham Homes, and the introduction of a service charge to all tenants in sheltered housing schemes of £23.62 per week from April 2016.

- 1.5 The additional service charge to tenants will for the vast majority of people be paid for by Housing Benefit. Where an existing tenant is not in receipt of Housing Benefit, the service charge will be paid for through a service charge assistance fund to be met by the Housing Revenue Account, at an estimated cost of circa £80,000 per year. This will enable the Council to achieve the revenue savings target of £350,000 per annum in line with proposals previously developed as part of the Future Lewisham Programme, and agreed by Mayor and Cabinet.

2 Purpose of the report

- 2.1 To seek Mayor and Cabinet approval to commence the implementation of a staffing model that directly addresses the gaps in service identified by tenants during the consultation and to proceed with the full transfer of management responsibility for the service to Lewisham Homes, from April 2016. This will entail the introduction of an enhanced housing management service funded by an HB-eligible service charge of £23.62 per week and the transfer of the current staff team, under TUPE arrangements, if applicable.
- 2.2 To clarify the arrangements for the establishment of a service charge assistance fund to be met from the Housing Revenue Account and made available to the 65 tenants who currently pay their own rent to ensure that they are not adversely disadvantaged by the introduction of the new service charge and to ensure equality of treatment with tenants who pay their rent via Housing Benefit, as a result of these proposals.

3 Policy context

- 3.1 The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Sustainable Community Strategy policy objectives:
 - Ambitious and achieving: where people are inspired and supported to fulfil their potential.
 - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
 - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.

3.2 The proposed recommendations are also in line with the Council policy priorities:

- Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
- Clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.

4 Recommendations

4.1 It is recommended that the Mayor:

4.2 Notes the findings of the consultation exercise that has been carried out with the tenants of the Council's 18 sheltered housing schemes, as set out in section six of this report

4.3 Agrees that, on the basis of these results, an enhanced housing management service, funded by service charges to tenants and the existing management fee to Lewisham Homes, should be introduced in all 18 schemes, and that the transfer is approved.

4.4 Agrees that the current floating support service is transferred to Lewisham Homes (with staff transferring under TUPE arrangements where applicable and subject to staff consultation), and is expanded in a manner that directly addresses the concerns raised by tenants during consultation, as outlined in section six of this report.

4.5 Notes that officers estimate that the new service charge to tenants will be £23.62 per week, to be implemented from April 2016, subject to further and final consultation with tenants as part of the Council's annual rent and service charge setting process.

4.6 Agrees to implement a service charge assistance fund for any existing tenants not in receipt of housing benefit who experience financial hardship as a result of this new service charge, in the manner set out in section eight.

4.7 Agrees that the finalisation of the transfer and proposals for the new service is delegated to the Executive Director of Customer Services as advised by the Executive Director, Resources and Regeneration.

5 Background

5.1 In July 2012 the Mayor received a report outlining the severe housing challenges in Lewisham and London more generally and as a result agreed to launch the "Housing Matters" programme. This consisted of three interlinked streams of work designed to address those challenges, which were to review the options for the ownership and management of

housing stock, to initiate a new build housing programme, and finally to review the Council's policy for and approach to the delivery of housing specifically for its older residents.

- 5.2 This report focuses on the last of these three strands, on which significant progress has been made since the programme was launched. In October of 2014 a new extra care facility – Conrad Court - opened as part of the Marine Wharf development in Deptford, providing 78 new homes that are especially adapted to the needs of older residents, which meet all modern standards in relation to design, provide much greater flexibility for residents to be supported and cared for in their own homes for much longer, and thereby enable residents to maintain their independence at home for longer. In addition two further extra care schemes, both of which will meet these same high standards, are currently in development and are expected to be launched in 2017. Between them these will provide a further 111 new homes meeting this new modern standard, meaning a total new provision of nearly 200 new modern homes for older residents will be provided at that point.
- 5.3 In November 2014 Mayor and Cabinet agreed that the two Council extra care schemes, at Kenton Court and at Somerville, should be closed as they did not meet a modern standard of accommodation for older residents, and could not be adapted to do so. This process is on-going, with the tenants being supported into alternative accommodation.
- 5.4 In July 2015 Mayor and Cabinet agreed to commence consultation with Sheltered Housing tenants regarding the introduction of an enhanced housing management service funded by an HB-eligible service charge that will enable the Council to deliver £350,000 revenue savings, identified by the Future Lewisham Programme, whilst maintaining a sheltered housing service which encourages residents to live independently.
- 5.5 The basic premise of this approach, financially, is that the service is transferred from a care provider to a housing manager – in this case from the Council's adult social care team to Lewisham Homes – that the cost of provision is met as a service charge and so the cost of the existing care provision – of approximately £350,000 per year, can therefore contribute to the revenue savings the Council is required to make.

6 Consultation process, results, and proposed approach

- 6.1 A series of tenant consultation meetings took place in all 18 sheltered schemes during July and August. Officers from the Council and Lewisham Homes attended all of these meetings. At each meeting three options were proposed in detail to tenants and the rationale for change was clearly explained. Tenants were given the opportunity to ask questions and/or to make comments regarding the proposals or to say

how they believed the proposals would impact upon them, both collectively and individually.

- 6.2 Officers from the Lewisham Homes Asset Management Team then spoke to tenants about future investment plans and current maintenance and repair issues. These officers carried out inspections of the buildings, recording and reporting on immediate concerns and repairs needed in the communal and external areas.
- 6.3 At the end of the meetings ballot papers, outlining each of the options were passed to tenants. An estimated total of 200 tenants attended the meetings and 160 ballots were completed and handed back to officers at the end of the meetings. A ballot box was placed in each scheme to allow tenants who had not attended the meetings to indicate their preference and boxes were collected at the end of September.
- 6.4 A total of 309 ballots were cast out of a possible 471, representing 67 per cent of the total number of tenants currently residing in sheltered schemes.
- 6.5 The results are set out in the table below, and show that 62 per cent of respondents preferred an enhanced service provision of one type or other:

Option	Summary	Weekly service charge to tenant (£)	Ballot Results	Transitional Protection estimated cost
Current service only	Provide sufficient housing management staff equivalent to the existing service only	14.79	38%	£50,000
Minimal service expansion	Increase the existing support to provide scheme managers/wardens where potentially a manager is shared across two schemes	21.00	22%	£70,980
Full enhanced management service	Increase the existing support as above, but also to provide an enhanced repairs and maintenance service for low level repairs and an emergency response service	26.28	40%	£88,827

- 6.6 The consultation also provided an opportunity for tenants to discuss their concerns about the current service and the condition of the schemes. The main issues arising from the meetings were largely to do with repairs and the general upkeep of the schemes. Officers from the Lewisham Homes Asset Management team were present at all the

meetings and have recorded the issues raised and are acting upon urgent cases.

- 6.7 The headline issues with regard to the maintenance and upkeep of the properties were varied from scheme to scheme. However, a number of themes emerged that will need to be addressed in the near future. These were communal lighting systems, security and access, including CCTV, laundry facilities, space and battery charging for mobility scooters, lifts and stair lifts (especially urgent at John Penn House), general cleaning and hygiene standards and grounds/garden maintenance.
- 6.8 Other themes emerging from the consultation were social isolation and boredom. Many schemes were keen to have greater access to staff to help establish and promote social activities within schemes and make better use of communal facilities. Tenants also raised concerns about frail elderly neighbours, who in many cases have mobility/ sensory issues and needed to be routinely checked upon to ensure their wellbeing. There were concerns that there are currently not enough staff resources to ensure their ongoing safety.
- 6.9 During consultation no tenant stated that they would rather have an Option to completely withdraw the service rather than pay any new charge. In most cases tenants were concerned not to lose the experience and knowledge of the current floating support staff, once overall management responsibility was transferred to Lewisham Homes.
- 6.10 Tenants did not express any reservation regarding the proposed transfer of the existing service to Lewisham Homes and were supportive of having a more joined up service with a single point of access for both housing management and well-being issues.
- 6.11 It should be noted that the current floating support team of 1x Team Leader and 4 x Support Officers has limited capacity and can only hold a caseload of circa 150 of the most vulnerable tenants who require direct support. The remaining tenants can access the service by attending surgeries that are held in each scheme on a weekly basis. Many tenants appear not to access any support whatsoever and there is potentially a risk that need is not being met and some tenants are becoming increasingly at risk as they become older and their needs increase.

7 New Service Model

- 7.1 It is recommended that a service charge level of £23.62 per week should be applied to all sheltered rent accounts, from April 2016. This will enable an increase in the overall numbers of staff within the Sheltered Housing Service to reflect the preference of tenants for an enhanced service model. The cost reflects a level of service which will be between Options 2 and 3 which were consulted on. It presents an opportunity to respond directly to the issues raised by tenants during the consultation

by designing a service that specifically addresses tenant concerns about social isolation, boredom, repairs and security within the schemes.

- 7.2 The service will continue to promote the wellbeing and independence of tenants by settling them in to the schemes, signposting to health and care services and advocating on their behalf where necessary. Staff will continue to encourage tenants to participate in social activities within the schemes and their local communities to reduce social isolation and to promote individual health and well being. The new enhanced housing management model should also include tasks such as security, dealing with anti social behaviour issues, monitoring visitors to the schemes, managing CCTV, promoting safety awareness and dealing with the general upkeep of the schemes and the reporting of individual and communal repairs
- 7.3 The enhanced housing management model would also see a re-orientation of the existing model of service delivery, from a support service to an enhanced housing management service, to ensure the new charge meets housing benefit eligibility. Existing staff who are being transferred should also receive tenancy management and other landlord related training.
- 7.4 This proposal provides the Council and Lewisham Homes with the opportunity to ensure that Sheltered Housing remains a part of the overall range of services available to older people in Lewisham at a time of significant pressure on funding.
- 7.5 The model recommended has been informed by the findings of a comprehensive consultation exercise with sheltered tenants undertaken by the council in 2015. The consultation with tenants on the options for an enhanced housing management service identified that the key issues for tenants were related to housing management functions, most notably repairs and security.
- 7.6 The proposed model will have a role in supporting older people to resolve repairs issues. It will be important that the new service model adopts an enabling approach that promotes independence and self-reliance.
- 7.7 As noted above the proposed enhanced housing management model will allow older people to continue to have a range of choices in their housing options by ensuring that those with lower level needs who require assistance around practical aspects of maintaining their tenancies, including resolving any housing management and repair issues, have access to the right advice and assistance. Based on feedback from the consultation it will also provide older people with reassurance around feeling safe and secure while living independently in the community.

7.8 Following Mayor and Cabinet approval it will be necessary for the relevant Lewisham Homes and Council Officers to work collectively to establish the new service by April 2016. This will include formal consultation with the affected staff and their representatives as well as informing sheltered housing tenants of the outcome of the consultation programme conducted during the summer and how the new service model will respond to their concerns and aspirations, from April 2016.

8 Service charge assistance fund

8.1 Currently 471 tenants reside in Council Sheltered schemes. There are 7 voids across the 478 sheltered housing units. There are 65 tenants who are not in receipt of Housing Benefit and are responsible for paying their own rent and service charges directly. The remaining 406 tenants are in receipt of Housing Benefit and will not be adversely affected by the introduction of the new charge.

8.2 To ensure parity of treatment for the 65 self funders it will be necessary to establish a service charge assistance fund. It is estimated that with the introduction of a new charge at £23.62 per unit per week, the fund will cost the Council £80,000 per annum. It is proposed that this will be funded through the Housing Revenue Account.

8.3 The service charge assistance fund will only fund costs for existing tenants and will not be available to prospective sheltered housing tenants. This will only affect a small number of people as the vast majority of Sheltered Housing applicants are normally already in receipt of Housing Benefit, at the time of application.

8.4 For prospective tenants who are not entitled to Housing Benefit it is considered that there is an adequate range of age exclusive alternative housing options available, where these charges will not apply. Prospective tenants will also be given advice on income maximisation that may entitle them to housing benefit should they still desire to live in Council owned sheltered housing.

9 Financial implications

9.1 This report seeks approval for the transfer of the Sheltered Housing Floating Support Service to Lewisham homes. Funding responsibility will be transferred from the Community Services budget to the Housing Revenue Account (HRA) and then service charged on to service users.

9.2 The transfer will enable the council to achieve General Fund savings of £350k, as approved by Mayor and Cabinet on 11 February 2015.

9.3 A service charge assistance fund of up to £80k is to be met from the HRA to support existing tenants not in receipt of Housing Benefit.

10 Legal Implications

- 10.1 Approval in relation to service delivery and the transfer to Lewisham Homes is an executive matter reserved to Members under point 6 of the Mayoral scheme of delegation, as the value of the service is over £500,000 per annum.
- 10.2 The proposal for the transfer of the service set out in the report does not raise procurement implications under the Council's Contract Procurement Rules, as Lewisham Homes is a wholly owned subsidiary of the Council and the proposal is exempted thereby under EU law by the "Teckal" exemption.
- 10.3 The applicability of the Transfer of Undertakings Protection of Employment Regulations 2006 ("TUPE") for any Council staff who may transfer will need to be fully considered once the proposed specific method of operation of the service by Lewisham Homes has been clarified. Appropriate consultation will need to take place with unions and staff, if it is then established that TUPE is applicable to the transfer.
- 10.4 The report to Mayor and Cabinet dated 15 July 2015 noted that the Council had statutory power under sections 11 A and 24 of the Housing Act 1985 as amended ("HA") to make reasonable charges for relevant services. Section 105 HA required a consultation to take place with secure tenants and the report confirms this has occurred with further consultation taking place as indicated at paragraph 4.5 of the report. Under section 103 HA officers will be required to serve a notice of variation on its tenants, if it wishes to vary the terms including increasing or decreasing rent or other charges.
- 10.5 The report proposes the delegation of approval of the finalisation of any matters relating to the transfer and the new service to the Executive Director of Customer Services on the advice of the Executive Director of Resources and Regeneration.
- 10.6 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.
- 10.7 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. 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.

11 Crime and Disorder Implications

11.1 There are no crime and disorder implications arising directly from this report. However, the recommendations contained within this report will have an immediate and positive impact on Sheltered Housing tenants who expressed concerns regarding levels of security which will be addressed by increasing staff presence within the schemes and by providing a more joined up housing management service to tenants.

12 Equalities Implications

12.1 The nine strands of the Council's equality agenda have been considered to assess any potential impact. These nine strands are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

12.2 It has been assessed that there are no significant detrimental impacts from the proposals which are set out in this report.

12.3 No existing tenants will be affected by the introduction of the charge and it is estimated that only a small percentage of new tenants would not be eligible for housing benefit to cover the cost of the new charge in future. For the small number of new potential tenants that are likely to have to pay the charge in future, advice will be provided in relation to income maximisation as well as other housing options available.

13 Environmental implications

13.1 The original report about sheltered housing asset improvements includes proposals to improve the energy efficiency of the Council's sheltered stock, which will have environmental benefits generally and will also help to reduce fuel bills for tenants.

14 Background documents and originator

14.1 The following sets out the background documentation that is relevant to this report:

Short Title of Document	Date	Location	Contact
Future of Housing	18 January 2012	Available at this link	Jeff Endean 020 8314 6213
"Housing Matters": New investment and delivery approaches	11 July 2012	Available at this link	Jeff Endean 020 8314 6213
Housing Matters	16 January 2013	Available at this link	Jeff Endean 020 8314 6213
Housing Matters Programme Update	4 December 2013	Available at this link	Jeff Endean 020 8314 6213

Short Title of Document	Date	Location	Contact
The Council's Extra Care Service at Kenton Court and Somerville	25 June 2014	Available at this link	Jeff Endean 020 8314 6213
The Council's Extra Care Service at Kenton Court and Somerville	12 November 2014	Available at this link	Jeff Endean 020 8314 6213
Sheltered Housing Investment and Improvement Programme	15 July 2015	Available at this link	Jeff Endean 020 8314 6213

If you would like any further information on this report please contact Jeff Endean on 020 8314 6213.

Agenda Item 17

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	11 November 2015
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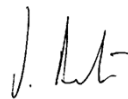
Title of Report	Horniman Museum & Gardens – loan facility to support their Collections People Stories capital Heritage Lottery Fund bid.
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Originator of Report	Executive Director for Resources & Regeneration
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member
 Date: 2 November 2015

Signed:  Director/Head of Service
 Date: 1 November 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	Horniman Museum and Gardens – loan facility to support their Collections People Stories Capital Heritage Lottery Fund bid.		
Key Decision	Yes	Item No.	
Ward	All Wards		
Contributors	Executive Director for Resources & Regeneration		
Class	Part 1	Date:	11 November 2015

1. EXECUTIVE SUMMARY

- 1.1 The Horniman Museum and Gardens is the only museum in the London Borough of Lewisham and provides a unique education and community resource for the residents of the Borough as well as being a source of direct and indirect employment opportunities.
- 1.2 Subject to receipt of Heritage Lottery Fund, the Horniman Museum and Gardens, Forest Hill, is proposing a major three-year development of its gallery spaces, which will facilitate the display of its world-renowned Anthropology collection.
- 1.3 The Museum is seeking financial assistance from the Council in the form of a loan facility up to £670k to underwrite the balance of funding required to undertake this project. This will enable the Horniman to complete their fund raising activities in line with Heritage Lottery Fund conditions.

2. PURPOSE OF THE REPORT

- 2.1 To seek agreement from Mayor and Cabinet to provide a 10 year loan facility to the Horniman Museum.

3. RECOMMENDATIONS

- 3.1 The Mayor is asked to:
 - 3.1.1 Approve a £670,000 interest bearing loan facility to Horniman Museum and Gardens for the development of its gallery spaces to be paid back over a period of no more than 15 years, subject to Heritage Lottery funding of £3.3m being granted and other pledged funding of at least £730,000 being received.
 - 3.1.2 Delegate authority to the Executive Director for Resources and Regeneration responsibility to finalise the terms of the loan agreement with the Horniman Museum and Gardens.

4. BACKGROUND

- 4.1 The Horniman is an award-winning, family-friendly Museum and Gardens in Lewisham's Forest Hill, open since Victorian times, when tea trader and philanthropist, Frederick Horniman first opened his house and extraordinary collection of objects to visitors.
- 4.2 Since then, its collection has grown significantly and includes internationally important designated collections of anthropology and musical instruments, as well as an acclaimed aquarium, natural history collection and 16.5 acres of beautiful gardens. These high quality collections and gardens allow the Museum to draw together, in innovative ways, issues and stories relating to peoples, cultures and environments at a local, national and international level.
- 4.3 The Horniman Museum and Gardens is a registered charity and company limited by guarantee. It is sponsored as a non-departmental body and receives core funding from the Department for Culture, Media and Sport (DCMS). Since 2012 it has also been a Major partner museum with funding from Arts Council England (ACE).
- 4.4 The Horniman actively seeks to attract users of all ages, backgrounds and abilities. It has an exceptional record of educational achievement and encourages participation from as wide a range of people as possible. It has successfully delivered a series of major capital developments over recent years that have significantly enhanced its estate and local environment and showcased more of its collections. These projects have driven a 244% increase in visitor numbers since 2002/03. It currently attracts 860,000 visits per year, 43% of which are from Lewisham residents.
- 4.5 As a unique resource within the London Borough of Lewisham the Horniman provides valuable education and community benefits for the residents of the Borough, as well as being a source of direct and indirect employment locally through tourism, transport, services and other opportunities.

Project Summary

- 4.6 In a major three-year development of its gallery spaces, the Horniman's world-renowned Anthropology collection will be redisplayed.
- 4.7 The new spaces will allow visitors to see their own place among the variety and beauty of the world's many cultures, providing opportunity to reflect upon their own lives. The central gallery space will be transformed, re-introducing daylight and recapturing the spirit of the original building. The gallery will house thousands of objects, many not seen by the public for many years.
- 4.8 These transformed displays of the existing collection will be complemented by a vibrant new Studio space. Artists, scientists and creative thinkers will work with visitors and communities, responding to both the collection and global issues.
- 4.9 Some of the anticipated outcomes of this project are:

- Creating a world-class anthropology gallery in the London Borough of Lewisham;
- Establishing an Arts & Cultural hub in Lewisham;
- Contributing to the education, health and wellbeing of Lewisham residents;
- Preservation of one of Lewisham's most popular cultural landmarks;
- Developing one of the UK's leading visitor attractions, accessible to all; and
- Reflecting and serving a diverse Lewisham community.

4.10 A full project summary has been provided in Appendix 1.

Financing and Fundraising

4.11 The total cost of the redevelopment is £4.7m. The Horniman has a Heritage Lottery Funding (HLF) stage 1 pass for £3.3m and will submit for stage 2 in December 2015.

4.12 The Museum also has the following funds already pledged/received totalling £730k:

- Garfield Weston Foundation £100k;
- Horniman development fund reserves £600k; and
- Friends of the Horniman £30k.

4.13 This leaves a balance of at least £670k of funding to be raised. It is also targeting the following fundraising possibilities:

Major trusts and foundations' target of £1m

4.14 A Stage 2 application submitted to the Wolfson Foundation (decision December 2015) and applications to the Eranda Foundation, Sackler Foundation and Charles Hayward Foundation (decisions in November 2015). Also currently preparing the following applications for submission: Pilgrim Trust, Fidelity UK Foundation, Esmee Fairbairn, Paul Hamlyn Foundation and Foyle Foundation.

Smaller trusts' target of £100k

4.15 The Museum has submitted 26 applications to small and medium size trusts with a further 24 being finalised for submission by end September 2015.

Individuals and corporate target of £170k

4.16 Their public campaign with a target of £50k will be launched post HLF stage 2 alongside a major giving target of £80k and a corporate target of £40k.

4.17 If accomplished Lewisham funds may not be required, hence the application seeking for an interest bearing loan facility rather than an immediate loan.

5. PROPOSAL

5.1 Lewisham will offer an unsecured term loan facility to Horniman Museum not exceeding £670,000. The facility shall only be used for the development of the gallery spaces in line with the Collections People Stories capital project. This is not a grant and the loan facility will be interest bearing.

- 5.2 Once drawn, the loan will be repayable over a period of not more than fifteen years. Payments will be made bi-annually for all interest accrued on the balance drawn. The full principal borrowed must be repaid no later than fifteen years from the start of this facility. No early redemption penalty will apply.
- 5.3 Interest will accrue on any part of the loan as soon as it is drawn until it is paid off. Subject to agreement from the Heritage Lottery Fund for the project to proceed and finalisation of the detailed facility agreement (see draft Department for Culture, Media and Sport agreement at Appendix 2) the interest shall be charged at a fixed rate. At the current time, with reference to the Public Works Loan Board interest only rates for borrowing over fifteen years and the cost to the Council of administering this loan, the rate will be in the region of 4% per annum.

State Aid

- 5.4 State aid implications have been considered and are not deemed to apply to this proposal. This is covered in the Legal Implications section of this report.

6. FINANCIAL IMPLICATIONS

- 6.1 The Council would use its cash balances to provide this loan initially and, depending on the scale of the facility drawn, factor it into its wider borrowing needs as necessary over the period of the loan.
- 6.2 The risk to the Council is that the agreed rate of interest for the loan (expected to be agreed at around 4%) may be less than could be achieved by investing the money. However, this is not the case now and, in the current low interest rate environment, is unlikely to be. In compensation were this risk to materialise, the communities of Lewisham will continue to benefit from the positive indirect contributions this project will contribute to the area.
- 6.3 There are no other additional financial implications to those contained in the main report.

7. LEGAL IMPLICATIONS

- 7.1 State Aid law is the means by which the European Union regulates State funded measures to ensure they do not adversely affect trade between the Member States and thereby undermine the functioning of the European common market. It covers, amongst other things, loans not at commercial rates or other financial assistance.
- 7.2 Where the European Commission finds unlawful State Aid they may order the immediate termination of the project and the clawback of the full value of the aid (with compound interest backdated to the point of the award).
- 7.3 The proposed loan facility is upon commercial terms so the State Aid rules will not apply, there being no distortion of competition. There is, moreover, an exception from the State Aid rules in relation to financial assistance to

museums and other cultural heritage infrastructure where the facility is open to the public, the beneficiary is providing services to the public and the financial assistance is necessary to cover the infrastructure maintenance cost. This exception would in any event very likely to apply to the Horniman Museum.

8. CRIME AND DISORDER IMPLICATIONS

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

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no environmental implications arising directly from this report.

10. EQUALITIES IMPLICATIONS

10.1 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.

10.2 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. No direct equalities implications have been identified, in terms of adverse impact, with respect to the Council's obligations under the Equality Act 2010.

11. CONCLUSION

11.1 This report presents a proposal to the Mayor which will allow the unique Horniman Museum to complete its application for Heritage Lottery Funding and, if successful, develop the museum further, adding to its rising popularity, and extending its contribution to the communities of Lewisham and London.

Appendices

1. Horniman Museums capital project summary
2. Example DCMS loan facility agreement

For further information on this report, please contact:

David Austin, Head of Corporate Resources on 020 8314 9114

APPENDIX 1 – SUMMARY OF PROJECT

Horniman Museum and Gardens Collections People Stories capital project 2015-18 Summary for the London Borough of Lewisham

1. Organisation profile

The Horniman is an award-winning, family-friendly Museum and Gardens in Lewisham's Forest Hill. We have been open since Victorian times, when tea trader and philanthropist, Frederick Horniman first opened his house and extraordinary collection of objects to visitors. Since then, our collection has grown significantly and includes internationally important Designated collections of anthropology and musical instruments, as well as an acclaimed aquarium, natural history collection and 16.5 acres of beautiful gardens. These high quality collections and gardens allow us to draw together, in innovative ways, issues and stories relating to peoples, cultures and environments at a local, national and international level.

The Horniman actively seeks to attract users of all ages, backgrounds and abilities. It has an exceptional record of educational achievement and encourages participation from as wide a range of people as possible. We have successfully delivered a series of major capital developments over recent years that have significantly enhanced our estate and local environment and showcased more of our collections. Complemented by a dramatic expansion in creative yet accessible public programming, these projects have driven a 244% increase in visitor numbers since 2002/03. We currently attract 860,000 visits per year, 43% of which are from Lewisham residents, and circa 800,000 visits to our website. We have a loyal and high repeat audience and visitor satisfaction is high at 99%.

Underpinning all our work are our three strategic aims of Access, Collections and Shaping the Future, which we use to help inform the development of any capital projects that we are developing. Our strategic aims are as follows:

Access: We will use the collections and Gardens to stimulate curiosity and wonder, promoting opportunities for people of all ages, abilities and backgrounds to participate in and enjoy exhibitions, educational programmes, activities and events – both face-to-face and online.

Collections: We will safeguard and develop the collections so that they can be made as accessible as possible now and into the future.

Shaping the Future: We will effectively manage our resources and become more financially resilient so that we can continue to develop and share our collections, estate and expertise for the widest possible public benefit.

The Horniman Museum and Gardens is a registered charity and company limited by guarantee. It is sponsored as a non-departmental body and receives core funding from the Department for Culture, Media and Sport (DCMS). Since 2012 it has also been a Major partner museum with funding from Arts Council England (ACE).

2. Project summary

In a major three-year development of its gallery spaces, the Horniman's world-renowned Anthropology collection will be redisplayed.

APPENDIX 1 – SUMMARY OF PROJECT

Celebrating the wonder and complexity of what it means to be human, visitors will encounter different ways of seeing the world through the display of exciting and inspiring objects from across the continents. The new spaces will allow visitors to see their own place among the variety and beauty of the world's many cultures, providing opportunity to reflect upon their own lives.

The central gallery space will be transformed, re-introducing daylight and recapturing the spirit of the original building. The gallery will house thousands of objects, many not seen by the public for many years.

The project will also tell the story of Frederick Horniman's inspirational founding vision, his early collections and his gift of the Museum and Gardens to the nation.

These transformed displays of our existing collection will be complemented by a vibrant new Studio space. Artists, scientists and creative thinkers will work with visitors and communities, responding to both the collection and global issues.

The novelty, ambition and scope of the project will attract visitors from a great diversity of backgrounds and offer exciting opportunities for everyone to learn and share new ideas. Its successful delivery is fundamental to our core purpose and mission 'to use our worldwide collections and the Gardens to encourage a wider appreciation of the world, its peoples and their cultures, and its environments'.

3. Project outcomes

3.1 Anthropology redisplay

Creating a world-class anthropology gallery in the London Borough of Lewisham

The Horniman's internationally important and Designated collection comprises over 80,000 items from all over the world and includes objects of major national and international importance. In terms of significance, it sits alongside those of the British Museum, Pitt Rivers and Cambridge Museum of Archaeology and Anthropology. Since the current Museum opened in 1901, the Anthropology collection has been built through a combination of donation, purchase, field collecting, bequest, transfer and loan.

In 2012 the Horniman was successful in securing funding from Arts Council England (ACE) to undertake a three-year review of our Designated Anthropology collection. This project highlighted the limitations of our current public display of only 1,266 objects. The review evaluated the strengths of the collection which comprises materials from all across the globe. Asia represents 37% of the collection, Europe 30%, Africa 18%, Americas 9% and Oceania 6% - and all include specimens of major international significance. These collections tell the stories of the people who made, used and collected objects, giving visitors the opportunity to explore their own and other cultures and to develop an appreciation of the similarities and differences between them.

The gallery redevelopment will transform the way in which this collection is displayed, enabling more than 3,000 objects from all over the world to be seen, many for the first time and will build upon the significant investment already made by both the Horniman and ACE during the review stage. 300 of these objects will allow us to tell the story of Frederick Horniman's original gift and inspirational founding vision to provide '*recreation, education and enjoyment*' for the community and are related to the history of the Horniman family and their collections.

APPENDIX 1 – SUMMARY OF PROJECT

The new gallery features the following interlinked zones:

- *The Extraordinary Everyday* will provide gallery orientation and set out the aims, design, rationale and linking themes in the space.
- *World Encounters* will showcase selected material from Africa, Europe, America, Asia and Oceania. There will be 3-5 case studies from each continent, designed to encourage an interest in and an understanding of world cultures. Some of these will contain contemporary stories relating to present day issues as told by source communities in their own words.
- *Perspectives* will provide a dense floor to ceiling display using the diversity of the collection to reveal different understandings of the world. Arranged by type of object, this space will explore the different perspectives on the world through classification and taxonomy –showing the breadth of the stored, research collections, what they are, why they are so important and how we come to have them in our care.
- *The Horniman History* display will also give visitors a window into the Victorian world of the Horniman family and into the perspectives of Frederick Horniman himself. The display will be object rich and show material which came to the Museum from the Horniman family. It will explore Quaker Frederick Horniman's interest in social justice and improving public education and health for the people of Britain.

The care and preservation of this Designated collection will be enhanced through substantial environmental improvements and high-quality flexible display casing combining the highest quality and standards in collections care, rotation and presentation.

3.2 The Studio

Establishing an Arts & Cultural hub in Lewisham, south London

We are converting the existing Centenary gallery into the Studio – a flexible space, expanding and enriching the visitor experience through a programme of high-quality and challenging, yet accessible interventions, engaging people's fascination with objects, ideas and creativity. The Studio will enrich and extend the gallery experience for visitors, presenting regularly changing, cutting-edge work and displays drawn from our stored collections, fieldwork research and artistic collaborations, offering new ways of using and understanding the Horniman's international collections.

Over recent years the Horniman has begun to establish itself as an arts and cultural hub for Lewisham and south London and have been assigned a leadership role in this regard by Arts Council England. The Studio will allow us to further cement this position attracting intriguing and often well-known artists both London-based and international to engage with our collections and public, and showcase cutting-edge artistic responses – firmly putting Forest Hill on the artistic and cultural map.

3.3 Learning and Engagement

Contributing to the education, health and wellbeing of Lewisham residents

We know that the successful redevelopment and maintenance of our heritage through Heritage Lottery Funded projects are immensely valued by our communities and contribute significantly to health and wellbeing. 37% of south east London residents perceive a large impact on their quality of life (scoring eight or more out of ten), as a result of our area's heritage (compared to average of 29% nationwide) - *Heritage Lottery Fund / 20 years in 12 places, March 2015.*

APPENDIX 1 – SUMMARY OF PROJECT

Through this project we will also continue to make valuable contributions to health, welfare and inclusion, reaching out to vulnerable and marginalised communities in hospitals, prisons and through work with older people through our well-respected community engagement programme. Our collaborative work with Lewisham-based partners will seek to enhance mutual understanding, and provide multiple access routes into the project themes, encouraging respect for and tolerance of diversity. Our Youth Panel are also involved, encouraging self-expression and creativity in young people and allowing them to develop skills that improve social mobility.

We are also embedding strong education programmes for all stages of the education system in this project, from primary school to life-long personal development.

The programmes will include an Object Based Learning Programme facilitated by our ENGAGE (visitor-facing) volunteers, an ESOL family learning offer, a Schools programming and curriculum offer and a programme that creates new academic partnerships with postgraduate students, offering research opportunities and work experience in curatorial practice and engagement skills and techniques.

3.4 Conservation of architectural heritage

Preservation of Lewisham's most popular cultural landmark

Our Grade 2* listed museum, given to the people in 1901 by Frederick John Horniman, was designed in 1896 in the Arts and Crafts style by Charles Harrison Townsend. The resulting museum is a much loved landmark and was chosen by the people of Lewisham as their iconic building for the 2012 Olympics' celebrations. South London does not have as many cultural facilities and architecturally-celebrated buildings as north London, which makes the Horniman Museum building all the more important.

Unfortunately the general infrastructure of the two Anthropology galleries is now starting to fail and affect our visitors' experience and enjoyment of the collections. The project will therefore deliver architectural and infrastructure improvements to our 1901 and 1912 buildings. Damp walls and poor decorative conditions will be attended to. Mechanical and electrical services will be replaced in order to make environmental controls and gallery lighting more effective and energy efficient than is currently the case. The work will also enable daylight to be re-introduced to the South Hall, after it was blocked in the 1980s. This will greatly enhance the visitor experience and recapture the spirit of the original design. The capital works will ensure that the existing architectural features and the height of the 1901 gallery are exploited through the display of larger, suspended objects.

3.4 Better visitor experience

Developing one of the UK's leading visitor attractions, accessible to all

Overall, the Horniman has high visitor satisfaction levels of 99% and a strong commitment to a quality visitor experience. Earlier in 2015, we were invited to become members of the Association of Leading Visitor Attractions (ALVA) in recognition of the rising reputation of our Museum and Gardens. Unfortunately, the popularity of our Anthropology displays however has been in steady decline over the last decade. Our consultation has revealed that although at the forefront of innovative museum practice at the time of their development, the current African Worlds and Centenary Galleries are now perceived as outdated in terms of content, interpretation and style of display.

The existing displays in the main gallery will therefore be refreshed, reorganised and reinterpreted and the Studio will become a fully flexible space resulting in 700 square

APPENDIX 1 – SUMMARY OF PROJECT

metres of refurbished galleries (one third of the total museum gallery space). This will allow people to engage more effectively with our worldwide collection and will position the new gallery as one of the world's leading anthropology galleries.

The displays will be integrated, accessible and inclusive, with opportunities for hands-on exploration throughout and an approach to interpretation that is participative, playful and invites visitor response drawing on the connections and links between the anthropology collection and music, natural history, the Gardens and other living collections to encourage an integrated view of the world in which we live. The spaces will provide the raw materials for visitors to explore other cultures, and to develop their own appreciation of similarities and differences.

Within these spaces our visitors will benefit from improved accessibility, both physically in terms of layout and through excellent in-gallery and digital interpretation to communicate the breadth and depth of the Anthropology collection. The project will provide more opportunities for multi-sensory engagement through the handling collection. Indeed throughout the gallery there will be opportunities to learn through exploration using all the senses, facilitated through volunteer-led object handling using our handling collection. This will help us serve the needs of a more diverse audience in terms of learning styles, SEN requirements and ESOL opportunities.

We will integrate digital applications into the gallery to provide in-depth commentaries and to support dialogue, participation and the capturing and sharing of different points of view, stimulated by the objects on display. We already have over 31,800 anthropology items online and plan to have all 80,000 anthropology objects in the collection online by 2018. The Horniman has built a strong track record with digital activity that is recognised across the sector including the delivery of a well-considered website relaunch and the subsequent strategic usage of social media platforms, all attracting significant year-on-year visitor/follower growth.

3.5 Increased number and diversity of visitors

Reflecting and serving a diverse Lewisham community

The Horniman has more than trebled its total visitor numbers over recent years with the help of hugely successful capital developments and public engagement programmes, currently attracting 860,000 visits to its Museum and Gardens annually, 48% of which are from Lewisham. Indeed our experience tells us that successful capital developments have had a direct and significant impact on visitor figures driving an initial spike in numbers then a steady growth year on year. We anticipate that the delivery of this project will support a target of 1 million visits to the entire site and the area of Forest Hill, by 2023.

As mentioned, our visitor research shows that overall visits to the existing anthropology galleries have fallen dramatically in recent years and they no longer provide the strong incentive to visit that they used to. In 2014/15, 38% of our visitors visited African Worlds compared to 67% in 2003/4. The delivery of this project will see a significant rise in the percentage of visitors to the transformed anthropology gallery itself and new audiences attracted to the new, artistic Studio space.

The percentage of Black and Minority Ethnic (BAME) visitors to the Horniman has started to decline in recent years, as have visitors from lower socio-economic groups. It is our intention to re-engage these audiences along with attracting a greater diversity that reflects London's population. With this in mind we are collaborating with our communities to create innovative and diverse programmes as part of the project that reflect their varying needs and enrich their learning experiences as well as their enjoyment of the new spaces. We need to inspire people from different cultures to

APPENDIX 1 – SUMMARY OF PROJECT

explore our shared humanity and perspectives on life through the redisplay, examining the similarities and differences between us all. We also want to extend our reach to engage more families, young adults, schools and hard to reach audiences through our community engagement programme.

3.6 Improved future sustainability of organisation

Securing the Horniman's future for generations to come

As public funding continues to decline, it is ever more important that we generate more of our own revenue and increasing and diversifying our audience lies at the heart of this ambition. It is crucial that we use our whole estate to our best advantage. Through this proposed major capital investment in inspirational new galleries and innovative public engagement programmes, visitors (both existing and new) will be significantly increased.

Indeed as visitor numbers continue to rise, it is imperative we encourage footfall across the site. This will improve the visitor experience, increase dwell time and in turn encourage greater secondary spend via our shop, café and ticketing channels as well as introducing new people to the range and variety of spaces available for hire. We will increase the income per visit to £3.40 by 2023 (£2.44 in 14/15).

The Studio, because of its size and flexibility, also represents a financially sustainable model for continuing our innovative public engagement and programming. The new adult offer will allow us to reach new audiences, extend the reach of our membership scheme and enhance our ability to operate commercially.

This growth in commercial and charitable activity income will help towards meeting cuts in grant-in-aid in the future as will the income generated from trusts and foundations, private individuals and Arts Council England, attracted by the funding opportunities presented through these new spaces.

If we are not able to develop this project, we are not only undermining our position as guardians of this unique collection but also fundamentally damaging our core charitable purpose and ability to realise our founding vision and commitment to engage, stimulate and be relevant to the increasingly diverse communities of London. We will be putting at risk all the investment and work that has led to our success in collections and audience development alongside income generation over recent years, potentially damaging our relationship with existing supporters as well as reducing prospects for future fundraising – all critical for our future sustainability.

3.7 Benefits to the local economy

Sharing our success

The rising popularity of the Horniman over recent years has had a significant impact on not only local communities but also local businesses. We have played a valuable role in helping to revive the local town centre, driving urban regeneration and creating a better place to live and locate businesses working with local partners including SEE3 and the Forest Hill Society.

As mentioned, we have joined ALVA this year and are a preferred partner for Arts Council England, the British Council, other national museums and academic and cultural institutions worldwide. Our free large scale events attract thousands of visitors throughout the year, not only bringing communities together and making lives richer through accessible, quality artistic programming but also offering a cultural and trading venue for other organisations.

APPENDIX 1 – SUMMARY OF PROJECT

In terms of measuring our impact on the local economy through tourism, we had 861,621 visits to the Museum and Gardens in 2013/14 of which 58% were adults. Using the Association of Independent Museum's (AIM) economic value toolkit 2014 methodology, we have calculated a gross visitor impact of £17,982,217. Our employment impact for the same period was 186 FTE direct, indirect and induced jobs and our impacts on spend on goods and services £2.8m direct, indirect and induced spending.

This level of contribution to our local environment is set to expand through the delivery of this project as we enhance our positioning within the international museum community alongside building our popularity as a leading visitor attraction.

4. Finance and fundraising

The total cost of the redevelopment is **£4.7m**.

We have a HLF stage 1 pass for £3.3m and will submit for stage 2 in December 2015.

Funds already pledged/received: £730k

Garfield Weston Foundation: £100k, Horniman development fund reserves: £600k, Friends of the Horniman: £30k. (We expect to replenish the development fund reserves of £600k by 2018).

Funds to be raised: £1.27m (£670k + £600k to replenish Horniman reserves)

➤ **Major trusts and foundations' target of £1m**

We have submitted a Stage 2 application to the Wolfson Foundation (decision December 2015) and applications to the Eranda Foundation, Sackler Foundation and Charles Hayward Foundation (decisions in November 2015). The following are also welcoming applications from us (which we are currently preparing for submission): Pilgrim Trust, Fidelity UK Foundation, Esmee Fairbairn, Paul Hamlyn Foundation and Foyle Foundation.

➤ **Smaller trusts' target of £100k**

We have submitted 26 applications to small and medium size trusts with a further 24 being finalised for submission by end September 2015.

➤ **Individuals and corporate target of £170k**

Our public campaign with a target of £50k will be launched post HLF stage 2 alongside a major giving target of £80k and a corporate target of £40k.

5 Project timetable

The redevelopment is led by the Project Champion (Chief Executive) who works with the Board of Trustees, Management Project Board and external partners to ensure effective and efficient project design, development and delivery.

Concept design completed	July 2015
Developed design complete	Nov 2015
Stage 2 HLF submission	10/12/2015
Technical design complete	Nov 2016
Contractors appointed	Nov 2016
Work starts on site	Nov 2016
Galleries open	Spring 2018.

End.

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

NB – this is a draft example agreement. The report asks for delegated authority to the Executive Director for Resources and Regeneration to negotiate and finalise the terms of the agreement with the Horniman Museum.

Facility Agreement

DATED xx xxxxxx xxx

The Board of Trustees of the xxxxxxxxxxxxxxxxxxxxxx(Borrower)

and

The Secretary of State for Culture, Media and Sport (Lender)

FACILITY AGREEMENT

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

THIS FACILITY AGREEMENT dated 6TH February 2015 is made

BETWEEN:

The Board of Trustees of the xxxxx Museum, (the Borrower); and

The Secretary of State for Culture, Media and Sport (the Lender).

BACKGROUND

- A. The Lender has agreed to make available to the Borrower a Sterling Loan Facility on the terms and conditions set out in this Agreement in order to facilitate the refurbishment of the Borrower's site inxxxxxxxxxx.

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

IT IS AGREED as follows:

Definitions and interpretation

Definitions

In this Agreement, unless otherwise provided:

'Business Day' means a day, other than a Saturday, Sunday or public holiday, on which banks are open for business in London;

'Cancellation Notice' has the meaning given to it in Clause 0;

'Commitment' means £xxxxxxx (xxxxx pounds Sterling) minus any amount reduced or cancelled in accordance with this Agreement;

'Commitment Period' means the period commencing on the date of this Agreement to and including xxst xxxxxx 20xx;

'Disbursement Date' means the date of disbursement specified in Clause 4;

'Event of Default' has the meaning given to it in Clause 01 (Events of Default);

'Facility' means the Sterling term loan facility made available under this Agreement in an amount equal to the Commitment;

'Facility Period' means the period from the date of this Agreement until all the obligations of the under this Agreement have been unconditionally and irrevocably discharged to the reasonable satisfaction of the Lender;

'Final Repayment Date' means 1st April 20xxx;

'Financial Year' means a period of 12 months ending with 31 March;

"xxxxxxxxxxxxxxxx Project" means the Borrower's project to refurbish its xxxxxxxxxxxxxx site as set out in the document entitled xxxxxxxxxxxxxxxxxxxxxxxxxxx new Storage and Conservation Centre that was notified to the Lender on xth xxxxxxxxxxxxxx 20xx;

'Interest Payment Date' means each 1st April and the Final Repayment Date;

'Loan' means the principal amount of each borrowing under this Agreement or the principal amount outstanding of that borrowing and each instalment of the loan is a borrowing for this purpose ;

'Party' means a party to this Agreement;

'Potential Event of Default' means an event that with the giving of notice, lapse of time or other applicable condition would be an Event of Default;

'Prepayment Notice' has the meaning given to it in Clause 0;

'Sterling' and £ mean the lawful currency of the United Kingdom.

Interpretation

In this Agreement, unless the context otherwise requires:

words in the singular include the plural and vice versa;

including means including without limitation;

where an act is required to be performed promptly, it must be performed as soon as reasonably possible from the moment when the act could reasonably have been performed, having regard to all of the circumstances;

a time of day is a reference to London time;

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

a reference to any Party shall be construed as including, where relevant, successors in title to that Party, and that Party's permitted assigns and transferees (if any);

a reference to a person includes individuals, unincorporated bodies, government entities, companies and corporations;

a reference to a Clause or a Schedule is to a clause of, or schedule to, this Agreement;

a reference to this Agreement or any other agreement is a reference to that document as amended, novated, supplemented, restated or replaced from time to time in accordance with its terms; and

references to legislation include any modification or reenactment thereof.

A reference to this Agreement includes its Schedules, which form part of this Agreement.

The table of contents and any Clause title, Schedule title or other headings in this Agreement are included for convenience only and shall have no effect on the interpretation of this Agreement.

An Event of Default is 'continuing' if it has not been waived in writing by the Lender and a Potential Event of Default is 'continuing' if it has not been remedied by the Borrower or waived in writing by the Lender.

Third party rights

Except as expressly provided for in this Agreement, a person who is not a Party shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any of the provisions of this Agreement. This does not affect any right or remedy of such a person that exists or is available apart from the Contracts (Rights of Third Parties) Act 1999.

The Parties may terminate or rescind this Agreement, or agree to any variation, waiver or settlement in connection with it, without the consent of any third party, whether or not it extinguishes or alters any entitlement they may have to enforce any of the provisions of this Agreement.

The Facility

Subject to the terms of this Agreement, the Lender makes the Facility available to the Borrower.

The Borrower shall only use the Facility for the xxxxxxxxxxxxxxxxxxxx Project or any other purpose for which the Lender has given its prior written approval ("the Project").

The Lender is under no obligation to investigate how any amount borrowed under this Agreement is used.

The Borrower must ensure that it has all authorisations necessary to enable it to enter into and perform its obligations under this Agreement

Conditions to disbursing a Loan

The Lender is not obliged to disburse any Loan unless on the Disbursement Date of the Loan:

no Event of Default or Potential Event of Default has occurred and is continuing, or will occur on the making of the Loan; and

the representations and warranties set out in Clause 10 (Representations and Warranties) are true.

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

- 3.2 The Borrower shall notify Lender forthwith in writing if it becomes aware that an Event of Default or Potential Event of default has incurred or if the representations and warranties set out in Clause 10 are not true.

Mechanics of disbursing a Loan

Subject to the terms of the Agreement the Loan shall be disbursed to the Borrower in three instalments in the following amounts and in the following months on a date in that month to be determined by the Lender and notified to the Borrower-

Amount	Date
£0.xxxxm	xx/xx/xxxx
£x.000m	xx/xx/xxxx
£x.x00m	xx/xx/xxxx

The amount of any Loan that is not required to defray expenditure incurred by the Borrower in connection with the Project in any Financial Year shall be held by the Borrower in an account with the Government Banking Service until such time as it is necessary to utilise the Loan or any part the Loan to defray such expenditure.

The Borrower may, by notice in writing, request a Loan in a smaller amount than that referred to in paragraph 4.1 above. A notice requesting a smaller Loan (a Loan Reduction Notice) must be served before 31st November in the Financial Year preceding the Loan.

The service of a notice in accordance with Clause 4.3 shall reduce the amount of the Commitment by the amount by which the Loan is reduced.

Once served, a Loan Reduction Notice cannot be withdrawn.

Interest

Payment of interest

Interest on the principal amount of each Loan shall accrue daily on the basis of a 365-day year and for the actual number of days elapsed.

The Borrower must pay accrued interest to the Lender on each Interest Payment Date.

Interest Rate

5.2.1 The rate of interest applicable to the Loans shall be the National Loans Fund interest Rate (New Loan Rate, Equal Instalments of Principal) for the period over which the Loan will be repaid, published by the UK Debt Management Office on the date of disbursement of a Loan¹.

5.2.2 A certificate by the Lender as to the applicable rate of interest on the date of disbursement of a Loan shall, in the absence of manifest error, be conclusive for the purposes thereof

Break costs

The Borrower must pay to the Lender on demand any break costs of the Lender which are attributable to all or any part of a Loan being reduced, repaid or prepaid by the Borrower other than in accordance with the terms of this Agreement.

¹ Currently published on: http://www.dmo.gov.uk/index.aspx?page=PWLB/NLF_Rates

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

Repayment, prepayment and cancellation

Repayment

The Borrower must repay the Loans in full in equal instalments on each 1st April commencing on 1st April 20xx and ending on the Final Repayment Date.

Prepayment

The Borrower may prepay the whole or part of any Loan, in accordance with this Clause 0 (Prepayment), without penalty by giving written notice (a Prepayment Notice) to the Lender of its intention to do so.

The Prepayment Notice must be served before 30th November in any Financial Year.

The Prepayment Notice must specify the intended date and amount of the prepayment.

The amount prepaid must be in a minimum amount of the lower of:

£500,000 (five hundred thousand pounds Sterling); and
the aggregate of all amounts outstanding under the Loans.

Once submitted, a Prepayment Notice cannot be withdrawn.

Any prepayment must be made together with accrued interest on the amount prepaid.

Amounts prepaid will be applied against remaining repayment instalments pro rata.

Upon prepayment in accordance with this Clause 0 (Prepayment), the Commitment shall be reduced by the amount prepaid.

Cancellation

The Borrower may cancel the whole or part of an undisbursed Loan undrawn Commitment, in accordance with this Clause 0 (Cancellation), without penalty by giving written notice (a Cancellation Notice) to the Lender of its intention to do so.

A Cancellation Notice must be served before 30th November in any Financial Year.

The Cancellation Notice must specify the intended date and amount of the cancellation.

The amount cancelled must be in a minimum amount of £500,000 (Five Hundred Thousand Pounds Sterling).

Once submitted, a Cancellation Notice cannot be withdrawn.

Upon cancellation in accordance with this Clause 0 (Cancellation), the Commitment shall be reduced by the amount cancelled.

Reborrowing

Any sums repaid, prepaid or cancelled under this Agreement may not be re-borrowed or reinstated

Taxes

Tax gross up

Subject to Clause 0, all payments by the Borrower under this Agreement must be made free and clear of any deduction or withholding of any kind for or on account of tax.

If the Borrower is required by law to make any deduction or withholding from any such payment for or on account of tax the sum due from it in respect of such payment must be increased to the extent necessary to ensure that, after the making of such deduction or withholding, the Lender receives and retains (free from any liability in

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

respect of any such deduction or withholding) a net sum equal to the sum which it would have received had no deduction or withholding been made or been required to be made.

Tax indemnity

As a separate obligation, if the Lender is required to make any payment of or on account of tax (other than tax on its overall net income) on or calculated by reference to the Facility or by reference to any sum received or receivable under this Agreement by the Lender or any liability in respect of any such payment is asserted, imposed, levied or assessed, the Borrower must, upon demand of the Lender, promptly indemnify the Lender against such payment or liability, together with any interest, penalties and expenses payable or incurred in connection therewith.

Change of circumstances

Illegality

If it becomes illegal for the Lender to perform its obligations under this Agreement:

it shall promptly notify the Borrower of this fact;

the Commitment will be cancelled immediately upon the Borrower's receipt of such notification; and

the Borrower must repay the Loans in full together with any accrued interest thereon, any break costs and any other amounts owing under this Agreement on the Interest Payment Date immediately following such notification/on the date specified by the Lender in such notification.

Evidence of debt

A copy of any entry in the Lender's accounts shall in any legal proceedings arising out of or in connection with this Agreement be prima facie evidence of the matters, transactions and accounts to which it relates. A certificate by the Lender as to any sum payable to it under this Agreement shall, in the absence of manifest error, be conclusive for the purposes thereof.

Representations and warranties

The Borrower makes the following representations and warranties to and for the benefit of the Lender on the date of this Agreement and acknowledges that the Lender has entered into this Agreement in reliance on such representations and warranties:

Binding obligations: subject to the Legal Reservations, its obligations under this Agreement are legal, valid, binding and enforceable;

No conflict: the entry into and performance by it of this Agreement will not involve or result in a contravention of any contractual or other obligation or restriction that is binding on it or any of its assets;

Corporate authority: it has taken the necessary corporate action to allow it to enter into and perform its obligations under this Agreement;

Authorisations: all authorisations, consents and licences necessary to enable it to enter into and perform its obligations under this Agreement and to enable it to conduct its business in its current form have been obtained;

No default: other than as disclosed under Clause 0 no Event of Default or Potential Event of Default has occurred and is continuing or will occur on the making of a Loan.

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

Repetition

The representations contained in this Clause 0 (Representations and warranties) are deemed to be repeated by the Borrower by reference to the facts and circumstances then existing on:

each Disbursement Date; and

each Interest Payment Date.

Notification of default

The Borrower must, promptly on becoming aware of the same, notify the Lender of the occurrence of any Event of Default or Potential Event of Default together with the steps being taken to remedy it.

Events of Default

The occurrence of any of the following is an Event of Default:

Non-payment: the borrower fails to pay any amount payable by it under this Agreement on the date it falls due;

Breach of obligations: the Borrower fails to perform promptly any of its obligations under this Agreement (other than the obligations referred to in Clauses 11.1.1 unless in the Lender's opinion such failure to perform can be remedied and is remedied to the satisfaction of the Lender within 14 days of the Borrower first becoming aware of the failure to so perform;

Misrepresentation: any representation or warranty contained in this Agreement or in any document or instrument delivered under or in connection with this Agreement, is incorrect or misleading in any material respect when made or deemed to be made;

Cross-default:

any Financial Indebtedness of the Borrower, is not paid when due after taking into account any applicable grace period;

any Financial Indebtedness of the Borrower becomes due and payable before its stated date of maturity; or

Unlawfulness, invalidity:

it is or becomes unlawful for the Borrower to perform any of its obligations under this Agreement;

it is or becomes unlawful for the Lender to exercise any of its rights under this Agreement;

this Agreement becomes invalid or unenforceable or ceases to be in full force and effect for any other reason; or

the Borrower does or causes or permits to be done anything which evidences an intention to contest or repudiate this Agreement wholly or in part;

Enforcement of security: any step is taken to enforce any security over the undertaking, property, revenue or assets of the Borrower;

Attachment or distress: any step is taken to levy, enforce upon or sue on any distress, execution, sequestration, attachment or other process against any of the assets of the Borrower;

Insolvency: the Borrower suspends or threatens to suspend making payments with respect to all or any class of its debts; or

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

Consequences

If an Event of Default occurs and is continuing, the Lender may, by notice to the Borrower, declare that:

the Commitment (if any) is cancelled (in which case the Commitment shall be immediately cancelled);

the Loans, or part of the Loans are payable on demand (in which case those amounts shall be immediately payable on demand);

the Loans, or part of the Loans, and any other amount due or becoming due to the Lender is immediately due and payable (in which case those amounts shall be immediately due and payable); and/or

it intends to exercise any or all of its rights, remedies, powers or discretions under this Agreement (in which case it may exercise any such rights).

Payments

All sums payable by the Borrower under this Agreement must be paid in Sterling in full without any set-off or counterclaim and in cleared funds no later than 11 am on the day in question to such account as the Lender may have specified for this purpose.

Where the day on or by which any payment is to be made is not a Business Day, that payment must be made on or by the preceding Business Day.

Set-off

The Lender may set off any matured amount which the Borrower owes it under this Agreement against any grant in aid or any other payment it is required or entitled to make to the Borrower.

All payments to be made by the Borrower under this Agreement shall be calculated and made without (and free and clear of any deduction for) set-off.

Transfers

Right of Lender to transfer

The Lender is entitled at any time to assign its rights or otherwise transfer all or any part of its rights or obligations under this Agreement.

No right of Borrower to transfer

The Borrower is not entitled to assign its rights or otherwise transfer all or any part of its rights or obligations under this Agreement.

Disclosure

The Borrower irrevocably authorises the Lender to disclose any information concerning the Borrower or this Agreement to any prospective or actual assignee or transferee and any other person considered by the Lender to be concerned in the assignment or transfer.

Notices

Any notice or other communication given by a party under this Agreement must:

be in writing and in English; and

be signed by or on behalf of the party giving it.

Notices will be sent to:

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

Borrower-Attention: xxxxx, Director at: xxxxxxxx Museum, *address* , email address , [copy finance director]; and

Lender-Attention: Head of Finance at: Department for Culture Media and Sport, 100 Parliament Street, London, SW1A 2BQ, [email](#).

A Party may change any of its details given in Clause 15.2 by giving not less than 5 (five) Business Days' notice to the other Party.

Notices may be given and will be deemed received:

by hand: on receipt of a signature at the time of delivery;

by pre-paid recorded signed for post: at 9.00 am on the 2nd (second) Business Day after posting; and]

by facsimile: on receipt of a transmission report from the correct number confirming uninterrupted and error-free transmission; and

by email 24 hours from delivery if sent to the correct email address and no notice of delivery failure is received.

This Clause 15 (Notices) does not apply to any notice given in legal proceedings, arbitration or other dispute resolution proceedings.

Amendments

No amendment, waiver or variation of any of the terms of this Agreement will be valid or effective unless made in writing and signed by or on behalf of the Parties.

Remedies and waivers

No failure, delay or omission by the Lender in exercising any right, power or remedy provided by law or under this Agreement shall operate as a waiver of that right, power or remedy, nor shall it preclude or restrict any future exercise of that or any other right, power or remedy.

No single or partial exercise of any right, power or remedy provided by law or under this Agreement shall prevent any future exercise of it or the exercise of any other right, power or remedy.

The Lender's rights, powers and remedies under this Agreement are cumulative and they do not exclude any rights, powers or remedies that arise by law.

Partial invalidity

If any provision of this Agreement (or part of any provision of this Agreement) is or becomes illegal, invalid or unenforceable, the legality, validity and enforceability of any other provision of this Agreement (or other part of that provision of this Agreement) shall not be affected.

If any provision of this Agreement (or part of any provision of this Agreement) is or becomes illegal, invalid or unenforceable but would be legal, valid or enforceable if some part of it was deleted or modified, the provision or part-provision in question shall apply with such deletions or modifications as may be necessary to make the provision legal, valid and enforceable. In the event of such deletion, the Parties shall negotiate in good faith in order to agree the terms of a mutually acceptable alternative provision in place of the provision or part-provision so deleted.

Counterparts

This Agreement may be signed in any number of separate counterparts and this has the same effect as if the signatures on those counterparts were on a single copy of this Agreement.

Each Party may evidence their signature of this Agreement by emailing a signed signature page of this Agreement in PDF format together with the final version of this Agreement in PDF or

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

Word format, which shall constitute an original signed counterpart of this Agreement. Each Party adopting this method of signing will, following circulation by fax or by email, provide the original, hard copy signed signature page to the other Party as soon as reasonably practicable.

Governing law and jurisdiction

This Agreement and any dispute or claim arising out of, or in connection with it, its subject matter or formation shall be governed by, and construed in accordance with, the laws of England and Wales.

The Parties irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any disputes or claims arising out of or in connection with this Agreement, its subject matter or formation, provided that nothing contained in this Agreement shall be taken to limit the right of the Lender to bring proceedings in any other jurisdiction or jurisdictions whether concurrently or not.

AS WITNESS of which the Parties have entered into this Agreement on the day and year first above written.

APPENDIX 2 – DRAFT EXAMPLE LOAN FACILITY AGREEMENT

EXECUTION PAGE

THE BORROWER

Signed by xxxxx for and on behalf of The Board of Trustees of the xxxxx Museum

.....

[signature of authorised person]

[Authorised signatory]

THE LENDER

Signed by Sue Owen for and on behalf of the Secretary of State for Culture, media and Sport

.....

Authorised [signatory/signatories]

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: November 11 2015

Recommendation

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

- 19. ICT Shared Service
- 20. Heathside and Lethbridge Decant part 2
- 21. Housing Led Regeneration part 2

Agenda Item 19

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

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of the Local Government Act 1972.

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Document is Restricted

Agenda Item 21

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

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

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