



AGENDA

MAYOR AND CABINET

Date: WEDNESDAY, 13 SEPTEMBER 2017 at 6.00 pm, or upon the rising of Mayor & Cabinet Contracts whichever is the later

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

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MEMBERS

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

Members are summoned to attend this meeting

**Barry Quirk
Chief Executive
Lewisham Town Hall
Catford
London SE6 4RU
Date: Wednesday, 13 September 2017**



INVESTOR IN PEOPLE

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

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

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- tell the clerk to the meeting before the meeting starts;
- only focus cameras/recordings on councillors, Council officers, and those members of the public who are participating in the conduct of the meeting and avoid other areas of the room, particularly where non-participating members of the public may be sitting; and
- ensure that you never leave your recording equipment unattended in the meeting room.

If recording causes a disturbance or undermines the proper conduct of the meeting, then the Chair of the meeting may decide to stop the recording. In such circumstances, the decision of the Chair shall be final.

MAYOR & CABINET		
Report Title	Declarations of Interests	
Key Decision	No	Item No. 1
Ward	n/a	
Contributors	Chief Executive	
Class	Part 1	Date: September 13 2017

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: September 13 2017

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 July 19 2017 (copy attached) be confirmed and signed as a correct record.

MINUTES OF THE MAYOR AND CABINET

Wednesday, 19 July 2017 at 6.00 pm

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

ALSO PRESENT: Councillor Mark Ingleby.

Apologies for absence were received from Councillor Joe Dromey and Councillor Rachel Onikosi.

17. Declaration of Interests

The Mayor declared a personal and prejudicial interest in Item 19 as his wife was a nominee for appointment to the Oakbridge Federation and he withdrew from the meeting during consideration of this item.

18. Minutes

RESOLVED that the minutes of the meetings held on June 21 and June 28 2017 be confirmed and signed as a correct record.

19. Matters Raised by Scrutiny and other Constitutional Bodies

Comments of the Safer Stronger Communities Select Committee on the Library and Information Service Annual Report

Having considered an officer report, the Mayor received the views of the Select Committee as set out and

RESOLVED that the Executive Director for Community Services be asked to provide a response for Mayoral consideration.

20. Outstanding Scrutiny Matters

The Mayor noted that all the outstanding items were due for consideration that evening.

RESOLVED that the report be noted.

21. Air Quality Campaign Plan 2017-18

The Mayor welcomed the report and explained that neither Councillor Onikosi, the responsible Cabinet Member or Councillor McGeevor, his Air Quality champion, could be present at the meeting.

Having considered an officer report, the Mayor, for the reasons set out in the report:

RESOLVED that the Air Quality Campaign 2017 be approved.

22. Beckenham Place Park update

Having considered an officer report, the Mayor, for the reasons set out in the report:

RESOLVED that

(1) the financial contribution from the Council towards to the regeneration of the park be as follows:

£1.4m from the capital programme

£180k from insurance monies arising from the fire at the homesteads in 2011
a target allocation of £200k from section 106 monies.

(2) the medium and long term strategy with regards to the buildings in the park be approved; and

(3) the proposed response to the Sustainable Development Select Committee shown in Section 9 be approved and reported to the Select Committee.

23. Adoption SoP

The Mayor noted that this would be the last meeting attended by Tina Benjamin and he placed on record his grateful thanks for the highly valued service she had given in the creation of a flagship service.

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

RESOLVED that:

(1) the report of the work of the Adoption Service be received;

(2) the review of the Statement of Purpose 2017-18 be approved; and

(3) the updated Children's Guides to Adoption and Adoption Support Services be received.

24. Fostering SoP

Councillor Paul Maslin placed on record his sincere thanks to all the staff involved in the Fostering service. The Mayor recounted his annual reception for foster parents as one of the highlights of the Civic Year.

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

RESOLVED that:

- (1) the report of the work of the Fostering Service be received;
- (2) the updated Statement of Purpose for the Fostering Service for 2017 – 2018 be approved;
- (3) the updated Children’s Guides – My Fostering Booklet and My Fostering Guide be received.

25. Amalgamation of Sandhurst Infant and Junior Schools

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

RESOLVED that there should be an initial informal consultation on the proposal to amalgamate Sandhurst Infant School and Sandhurst Junior School with effect from April 2018, and that officers should report back to Mayor and Cabinet by the end of 2017 with the results and next steps.

26. Modification Addey and Stanhope

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

RESOLVED that

- (1) the reasons for the request for delaying the implementation date from September 2018 to September 2019 be noted;
- (2) the requested modification post determination as the statutory decision maker on behalf of the Local Authority regarding school organisational changes be approved whereby the implementation of the decision made on 22 March 2017 to expand Addey and Stanhope School by 2 additional forms of entry be delayed by 1 year to September 2019.
- (3) officers be instructed to publish the details of the modification on the council website where the original proposals were published, in line with the statutory guidance for making prescribed alterations to maintained schools.

27. Delivering School Places SEND

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

RESOLVED that

- (1) officers should conduct initial informal consultations on the following proposals to;

expand Greenvale School from 117 places to 210 places

expand Watergate School from 108 places to 167 places

extend the age range of New Woodlands School to accommodate KS4 pupils

(2) officers should report back to Mayor and Cabinet by the end of 2017 with the results and next steps.

28. New Homes Programme Update

Councillor Millbank, a Ward Councillor, endorsed the scheme and reported there was general support in the local area following the very good consultation that had taken place.

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

RESOLVED that:

(1) the progress update on the New Homes, Better Places Programme be noted;

(2) the design development and consultation which has been carried out on the proposed re-development of 1-27 Wellington Close, including the statutory Section 105 Consultation as summarised be noted;

(3) having considered the responses to the statutory Section 105 consultation on the proposed re-development of the former Somerville Extra Care Scheme as summarised, Lewisham Homes proceed with the design development of the scheme, and submit a planning application to deliver approximately 25 new Council homes on the site.

29. Medium Term Financial Strategy

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

RESOLVED that

(1) the 2018/19 to 2021/22 Medium Term Financial Strategy be endorsed; and

(2) a further update be brought back as part of the savings and budget setting process to reflect any changes arising from the Autumn Budget or Local Government Finance Settlement.

30. Financial Forecasts

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

set out in the report:

RESOLVED that

(1) the current financial forecasts for the year ending 31 March 2018 and the action being taken by the Executive Directors to manage down the forecasted year-end overspend be noted; and

(2) the revised capital programme budget, as set out in section 14 with further detail attached at appendices 1 and 2, be noted.

31. Response Housing and Mental Health Review

Having considered an officer report and a presentation by the Cabinet Member for Housing, Councillor Damien Egan, the Mayor,

RESOLVED that the actions set out in response to the recommendations of Housing Select Committee's Mental Health Review be approved and reported to the Select Committee.

32. Response to the Consultation to implement a Joint Travel Assistance Poli

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

RESOLVED that:

(1) the outcome of the consultation as set out in section 6 and the Equalities Analysis Assessment in section 12 be received;

(2) the Council implements the Joint Travel Assistance Policy for people aged over the age of 16 based on the principles published in the consultation;

(3) a personal budget be developed as part of the individual's assessment of travel needs, in line with other support provided by Adult Social Care and those eligible will be offered the choice of taking their personal budget as a direct payment if they wish;

(4) the Council implement a travel assessment to identify people's individual travel needs and an eligibility criteria to determine the support offered by the Council;

(5) the Council will follow the precepts of the Care Act in promoting independence by encouraging people to travel independently where they are able to do so safely;

(6) the Council include travel assistance in the existing Care Act assessment and ask how family and carers what support they can provide to meet a person's needs as part of a holistic assessment which will take into consideration the carer's own need for support and other responsibilities they may have.

(7) the Council will consider how other benefits and support available to the family can be used to meet the person's eligible needs, taking into consideration how they are currently used.

33. Response to Select Committee Post Office

The Executive Director for Customer Services confirmed no positive substantive response had been received to the representations that had been made.

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

RESOLVED that the actions taken to date be noted and the report be approved for submission to the Sustainable Development Select Committee.

34. Response To Referral From SDSC and HSC - Housing Zones

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

RESOLVED that the actions taken to date be noted and the report be approved for submission to the Sustainable Development Select Committee.

35. Local Authority Governor Nominations

The Mayor withdrew from the meeting during the consideration of this item and the chair was taken by the Deputy Mayor.

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

RESOLVED that the following person be nominated as a School Governor for the school shown.

Sharon Long	Beecroft Garden
Peter Fidel	Eliot Bank and Gordonbrock Federation
Kris Hibbert	Oakbridge Federation
Kevin Jeffrey	Ashmead
Peter Main	St. Bartholomew's

36. Comments of the Public Accounts Select Committee on the financial outturn 2016-17

Having considered an officer report, the Mayor received the views of the Select Committee as set out and

RESOLVED that the Executive Director for Resources and Regeneration be asked to provide a response for Mayoral consideration.

37. Comments of the Public Accounts Select Committee on income generation

Having considered an officer report, the Mayor received the views of the Select Committee as set out and

RESOLVED that the Executive Director for Resources and Regeneration be asked to provide a response for Mayoral consideration.

38. Catford Programme Update and A205 Realignment Options

This item was considered subsequent to the confidential report on the same topic.

In promoting the recommendations, the Deputy Mayor outlined the history of the proposals dating back to the 1972 Catford Action Plan.

Having considered an officer report and presentations by the Deputy Mayor, Councillor Alan Smith, and by the Vice-Chair of the Sustainable Development Select Committee, Councillor Mark Ingleby, the Mayor, for the reasons set out in the report and having already considered the options outlined in a confidential report:

RESOLVED that officers develop a master plan brief to be reported back to Mayor and Cabinet subject to recommendations relating to the preferred option for the realignment of the A205 contained in the confidential report.

39. Exclusion of Press and Public

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

24. Catford Programme Update and A205 Realignment Options - Part 2
25. New Homes Programme Update Part 2
26. Housing Property Acquisition
27. Extending the Shared ICT Service to LB Southwark

40. Catford Programme Update and A205 Realignment Options - Part 2

The Deputy Mayor presented the report and stated a preference for a new route for the South Circular Road as shown in Option 2.

Councillor Mark Ingleby presented a referral from the Sustainable Development Select Committee which also pressed the Mayor to adopt Option 2.

The Mayor considered the available options and stated he would be delighted

to proceed with Option 2.

Having considered a confidential officer report and presentations by the Deputy Mayor, Councillor Alan Smith, and by the Vice-Chair of the Sustainable Development Select Committee, Councillor Mark Ingleby, the Mayor, for the reasons set out in the report:

RESOLVED that:

- (1) the options analysis exercise on the A205 (South Circular) be noted;
- (2) the recommended option for the realignment of the A205 (South Circular) Road through Catford Town Centre be approved;
- (3) an allocation of up to a stated maximum figure be approved to match funding from TfL in order to progress the next stage of feasibility design work related to the preferred option; and
- (4) the comments of the sustainable Development Select Committee as set out in be received and the Executive Director for Resources and Regeneration be asked to provide a response for Mayoral consideration.

41. New Homes Programme Update Part 2

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

RESOLVED that:

- (1) the valuation advice received for the properties at Woodvale, Forest Hill be noted;
- (2) the proposed strategy for marketing the units be noted; and
- (3) authority to agree the final sale value for each property be delegated to the Executive Director for Resources and Regeneration, subject to the Executive Director for Resources and Regeneration being advised in each case by the Head of Asset Services that the final sale value represents the market value of the unit.

42. Housing Property Acquisition

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

RESOLVED that:

- (1) the business case at section 7 that sets out the financial and operational benefits from acquiring 93-95 Rushey Green, SE6 be noted;

(2) officers should seek to purchase the freehold interest in 93-95 Rushey Green, SE6 for not more than its certified market value plus associated acquisition costs; and

(3) authority to finalise negotiations and complete the purchase be delegated to the Executive Director for Resources and Regeneration, in consultation with the Executive Director for Customer Services and the Head of Law, at no more than its certified market value.

43. Extending the Shared ICT Service to LB Southwark

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

RESOLVED that:

(1) the work undertaken since approval was given to work with the London Borough of Southwark to explore expanding the Shared Service be noted including:

- i. completing the identified due diligence and assurance activities;
- ii. entering into an interim inter-authority agreement between Lewisham, Brent and Southwark dated 30 March 2017; and
- iii. developing the final inter-authority agreement to govern the delivery of the three-way Shared ICT Service.

(2) the establishment of a three-way Shared ICT Service with the London Borough of Brent and the London Borough of Southwark within the agreed scope and with a planned service commencement date of 1 November 2017 be approved;

(3) the delegation from Southwark Council to Brent (as the primary host authority in the Shared Service) for the delivery of ICT services be noted;

(4) authority be delegated to the Executive Director for Customer Services, on advice from the Head of Law, to agree the final terms of the inter-authority agreement for accession of Southwark into the existing Shared Service and for the operation of the 3-way Shared ICT Service;

(5) officers in Southwark and Brent have recently presented reports to their respective Cabinets in relation to this delegation and the future Shared ICT Service, which have been agreed;

(6) the Joint Committee be reconstituted, to include the London Borough of Southwark;

(7) the Joint Committee will consist of two elected members from each Council; and

(8) Brent will manage ICT procurement for all three councils, where appropriate, within an agreed scope and governed by a strict procurement

protocol.

The meeting closed at 7.39pm

Agenda Item 3

MAYOR AND CABINET		
Report Title	Report Back On Matters Raised By The Overview And Scrutiny Business Panel or other Constitutional bodies	
Key Decision	No	Item No.
Ward		
Contributors	Head of Business & Committee	
Class	Open	Date: September 13 2017

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 July 19 2017 or on other matters raised by Select Committees or other Constitutional bodies.

Beckenham Place Park Regeneration Update

Following discussion at the Overview and Scrutiny Business Panel meeting, the Business Panel noted the Mayor's decision and agreed to make the following comment to Mayor and Cabinet:

- i. Business Panel believes officers should ensure more public involvement. The Business Panel requests that the Mayor ask officers to involve key stakeholders and members of the public in the proposals for Beckenham Place Park going forward.

MAYOR & CABINET		
Report Title	Outstanding Scrutiny Items	
Key Decision	No	Item No.
Ward	n/a	
Contributors	Head of Business and Committee	
Class	Part 1	Date: 13 September 2017

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 Public Accounts Select Committee on the Financial Out-turn for 2016-17	ED Resources & Regeneration	July 19 2017	October 4 2017	No
Response to Public Accounts Select Committee on Income Generation	ED Resources & Regeneration	July 19 2017	October 4 2017	No
Response to Safer Stronger Communities Select Committee on Library and Information Service Annual Report	ED Community	July 19 2017	October 4 2017	No

BACKGROUND PAPERS and AUTHOR

Mayor & Cabinet minutes July 19 2017 available from Kevin Flaherty 0208 3149327.

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

Agenda Item 5

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	13 th September 2017
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Title of Report	Housing Infrastructure Fund – Bids for Catford Town Centre and Lewisham Gateway
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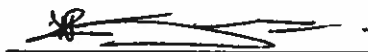
Originator of Report	Kplom Lotsu	Ext. 49283
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 4/9/17

Signed:  Director/Head of Service

Date: 4/9/2017

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	Housing Infrastructure Fund – Bids for Catford Town Centre and Lewisham Gateway	
Key Decision	Yes	Item No.
Ward	Rushey Green and Lewisham Central	
Contributors	Executive Director for Regeneration and Resources	
Class	Part 1	Date: 13 September 2017

1. Summary and Purpose:

- 1.1 An opportunity has arisen for the Council to seek substantial support towards a number of strategic projects in Lewisham and Catford town centres.
- 1.2 The Government's £2.3billion Housing Infrastructure Fund is aimed at funding vital physical infrastructure to help unlock up to 100,000 homes in high demand areas across the country. The purpose of the report is to inform Mayor and Cabinet of the opportunity, and to seek approval to submit bids for two strategic projects in Catford and Lewisham Town Centres for consideration by the DCLG.

2. Recommendation:

The Mayor is recommended to:

- 2.1. note the contents of the report;
- 2.2. approve the submission of formal bids for Housing Infrastructure Fund (HIF) support for the Lewisham Gateway (Phase 2) and the Catford Regeneration programmes.
- 2.3. agree that officers continue to develop schemes to unlock capacity in and around Lewisham Station in advance of potential round 2 HIF and other funding opportunities

3. Policy Context:

- 3.1. 'People, prosperity, place', Lewisham's regeneration strategy 2008-2020, sets out the Council's aspiration for a vibrant, dynamic Lewisham focused around the themes of people - investing in the individuals and communities which are Lewisham's greatest asset - prosperity - fostering the skills and economic opportunities for Lewisham to flourish and thrive - and place - developing high quality public spaces, sustainable buildings and

protecting the areas which are sensitive to change. The strategy identifies Lewisham and Catford town centres as strategic sites within the Borough. The strategy is also placed within the framework of the key national and regional policies which affect the Council's work around regeneration in the borough, including the London Plan.

- 3.2. 'Shaping our future', Lewisham's Sustainable Community Strategy 2008 - 2020, includes the 'Dynamic and Prosperous' theme, where people are part of vibrant communities and town centres, well connected to London and beyond. It details the Local Strategic Partnership's commitment to 'improving the quality and vitality of Lewisham's town centres and localities', and aspirations to 'support the growth and development of our town centres by working with commercial partners and developers', and 'maximise the use of our town centres as places to engage the local community'.
- 3.3. Strengthening the local economy is a corporate priority, emphasising the importance of 'gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
- 3.4. The Council's Local Development Framework (LDF) sets the vision, objectives, strategy and policies that will guide development and regeneration in the borough up to 2025 and which, together with the Mayor of London's 'London Plan' form the statutory development plan for the borough.
- 3.5. Lewisham's Housing Strategy 2015–2020 sets out four key objectives:
 - Helping residents at times of severe and urgent housing need
 - Building the homes our residents need
 - Greater security and quality for private renters
 - Promoting health and wellbeing by improving our residents' homes

4. Background

- 4.1. In July 2017 the Department for Communities & Local Government (DCLG) launched the first tranche of a £2.3billion capital grant fund aimed at unlocking housing delivery in areas of high demand across the country. The fund, known as the Housing Infrastructure Fund (HIF) forms part of the new £23billion National Productivity Investment Fund (NPIF) announced at the Autumn Statement in 2016.
- 4.2. The purpose of the HIF fund is to:
 - enable the delivery of new physical infrastructure to support new and existing communities;
 - make more land available for housing in high demand areas, resulting in new additional homes that otherwise would not have been built;
 - support ambitious local authorities in their growth planning; and
 - enable local authorities to recycle the funding for other infrastructure projects.
- 4.3. The funding follows on from the recent Housing White Paper and is to be allocated to local authorities on a highly competitive basis from 2017-18 to 2020-21. Funds allocated from this first tranche must be committed to projects

by March 2021.

- 4.4. The funding is allocated to support projects or programmes in two ways – Marginal Viability Funding (MVF) and Forward Funding (FF). A brief description of each funding route is set out below.

4.4.1 Marginal Viability Funding (MVF):

MVF grant is intended to provide the final or missing piece of infrastructure funding to enable existing sites to be unblocked quickly or additional sites to be allocated for housing. Bids for this fund are capped at £10M and funding must be fully committed by 31 March 2021. Infrastructure works should commence soon after the funding is provided and housing delivery should follow at pace once the infrastructure works are completed.

Bids for MVF must be led by single or lower tier local authorities, that is, boroughs but, Government guidance sets out that other partners, including the GLA, should be fully engaged to demonstrate that the infrastructure proposals are supported at all levels. Joint bids are encouraged to address issues which go beyond individual borough boundaries.

4.4.2 Forward Funding (FF):

FF grant is intended for a small number of strategic and high-impact infrastructure projects. It is intended to unlock land for future homes and stimulate market confidence. Bids are capped at £250M and again, funding must be fully committed by 31 March 2021. Final funding decisions will not be made until summer 2018 and most of the funding awarded must be spent by 2020-21.

The size and nature of FF means that only the uppermost tier of local authorities such as the GLA and combined authorities can bid.

- 4.5. To be eligible for either fund, bids must be for schemes that:

- require grant funding to deliver physical infrastructure and provide strong evidence that the infrastructure is necessary to unlock new homes and cannot be funded through another route.
- support delivery of an up to date plan or speed up getting one in place.
- have support locally
- spend the funding by 2020/21.

- 4.6. Eligible bids will also be assessed on the basis of deliverability, value for money and overall strategic fit in helping deliver higher levels of housing growth in a local area.

- 4.7. Although caps have been set for both funding streams, the DCLG guidance states that higher levels of funding may be awarded in exceptional cases where a demonstrable robust case for widespread transformational delivery of new homes can be made.

- 4.8. On 18th July 2017, following the launch of the fund, the GLA wrote to all London

councils, including Lewisham, informing them of the availability of the fund and asked for schemes to be put forward. The GLA letter required councils wishing to put schemes forward for either funding pot to complete an initial expression of interest proforma for their fund of choice. This was to enable the GLA to compile a comprehensive list of schemes to support the local authority led MVF and also decide which schemes to include in the more strategic Forward Fund grant which has to be GLA led.

- 4.9. Following the receipt of the GLA letter, a senior officer group met to consider appropriate schemes to put forward for the grant. It was agreed, subject to Mayor and Cabinet approval that the Lewisham Interchange project; Lewisham Gateway project and the Catford Regeneration Programme (realignment of the A205 South Circular Road) could benefit from the grant support.
- 4.10. The DCLG deadline for formal bids for either fund is 28th September 2017; however, the GLA's expression of interest proforma attached to their 18th July letter had to be completed by 31st July 2017. This urgency from the GLA meant that officers have had to complete the GLA's informal expression of interest process ahead of securing Mayor and Cabinet approval to apply for the grant.
- 4.11. A brief description of the three schemes included in the expression of interest process together with the relevant fund being sought are set out below.

4.11.1. Lewisham Station Interchange Project

- 4.11.1.1. The Lewisham Station Interchange Project could benefit from Forward Fund grant to support the delivery of a new Lewisham Station Interchange. This would provide the internal station capacity required to support continued growth both in the Borough and across the wider south-east region. Work has been undertaken in partnership with TfL and Network Rail to identify opportunities to improve capacity and legibility at the station.
- 4.11.1.2. A HIF Forward Funding grant would help to provide the "non-Bakerloo Line Extension" improvements to the station and its surrounds. This would uplift the scope and quality of design, and bring forward the vital physical capacity improvements to cater for existing and future development before the BLE is delivered in 2029.
- 4.11.1.3. The interchange proposal is therefore a fundamental part of the place-making strategy for Lewisham, and includes options for Over Station Development, and crucial new pedestrian links across the heart of the town centre along with increasing passenger capacity and improving interchange between transport modes.

4.11.2. Lewisham Gateway Project

- 4.11.2.1. Lewisham Gateway is one five strategic sites in the Council's adopted Core Strategy and development of the Gateway site has long been identified as key to the wider regeneration of Lewisham town centre. In the late 1990's the Council together with Transport for London, London Buses and the London Development Agency explored proposals to address the problems associated with the previous road layout, which was identified as a major barrier to the long-term success of the town. From this work and in response to public consultation on the options to

reconnect the town centre and transport interchange as well as create a development site that could support a scale and mix of uses appropriate for this location were developed. This vision was set out in the Lewisham Gateway Planning Brief and associated development framework, endorsed and adopted by the Council in 2002.

- 4.11.2.2. The scheme is delivering a mix of uses including up to 900 new homes, a cinema, hotel, gym, restaurants, bars, shops and a series of public spaces and squares.
 - 4.11.2.3. Given the scale, complexity and cost of the works involved in delivering the vision for the site, the public sector agencies organised a development competition inviting proposals for development of the site. From this process, in 2004 Lewisham Gateway Developments Limited (LGDL) were selected to deliver the phased development of the site, commencing with the road and infrastructure works. At the time LGDL was appointed grant funding was available to support the delivery of the project (through the Single Regeneration Budget), however this was subsequently withdrawn and has been replaced by a loan.
 - 4.11.2.4. Implementing the infrastructure works has been a complex and costly undertaking. The combination of re-constructing a major junction whilst keeping the road network open, realigning two rivers, maintaining access to the station and keeping bus services operating, and dealing with major services and utilities diversions has been a major challenge, has taken longer than planned and the project has incurred significant additional costs. The increased cost of the infrastructure works have been borne by LGDL, with public sector funding covering only part of the extra cost. The costs associated with delivering the infrastructure works have resulted in the scheme being unable to support the delivery of any affordable housing on site to date.
 - 4.11.2.5. Phase 1 of the scheme is nearing completion and as set out above the viability of the second phase is challenging with no affordable housing currently proposed. A recent amendment to the scheme proposing increasing height and massing and altering the mix of uses on site was refused planning consent in part due to the lack of affordable housing.
 - 4.11.2.6. A HIF Marginal Viability Funding of £10M, could help improve the viability of the scheme to facilitate the provision of some affordable housing whilst ensuring that the scheme can continue to support the wider mix of uses necessary to deliver the Council's regeneration aspiration for this key town centre.
- 4.11.3. *Catford Regeneration Programme (A205 realignment)*
- 4.11.3.1. On 19th July 2017, Mayor and Cabinet agreed a preferred option for realigning the A205 South Circular road through Catford town centre to enable the strategic regeneration of the town centre and civic hub to be progressed.
 - 4.11.3.2. However, the investment required to deliver the new road alignment is currently unfunded. There are no funds within TfL's current programme to deliver the road move **Page 23** at least 2021 when their next funding programme is expected to be announced. Due to overall viability

challenges for the scheme as a whole, neither the Council nor private developers are likely to be able to meet the significant investment needed. Therefore, in the absence of any additional funding it is unlikely any progress on this critical infrastructure element can be made to help progress the delivery of the regeneration programme.

- 4.11.3.3. HIF Marginal Viability Funding of £10M, could help part fund the road infrastructure works needed to realign the A205 enabling the much awaited regeneration programme which includes the delivery of up to 2500 new homes to be progressed at pace.
- 4.12. Bids submitted for Marginal Viability Funding (MVF) will be assessed through a one stage process and an announcement on awards is expected in late 2017 and early 2018. Assuming M&C approve this report and a successful bid is put through for the Catford and Lewisham Gateway schemes, a further report will be prepared for M&C providing details of any award and of any terms that require negotiation thereafter.
- 4.13. The nature and size of Forward Funding bids meant that they were to be assessed through a two-stage process by the DCLG. However, following the initial expression of interest noted in 4.10 above, the GLA provided feedback to officers on the Lewisham Interchange Scheme noting that the scheme could not be supported for this round of funding. The reason provided is that the scheme is at a very early stage of development and there was concern that full spend or commitment of funds could not be achieved by the March 2021 deadline.
- 4.14. In light of the GLA feedback, officers will not be progressing a bid for the Lewisham Interchange scheme for this round of HIF funding but will be working with the GLA and other partners to explore other avenues to help support the development and delivery of early phases of the scheme.

4 Financial Implications

- 5.1 Mayor & Cabinet approval is required to submit a bid for the Housing Infrastructure Fund because the potential funding award exceeds £1 million. The upper limit for Marginal Viability Funding is £10M. Officers will be seeking to apply for the maximum grant of £10M each for the Lewisham Gateway (Phase 2) and Catford Regeneration - A205 South Circular Alignment projects.

6 Legal implications

- 6.1 In accordance with the Mayoral Scheme of Delegation, approval of any application for external funding exceeding £1 million is reserved to the Mayor.
- 6.2 At this stage, the Council is simply submitting a bid. The details of any award of funding and any terms attached to the funding will be reported back to Mayor & Cabinet for approval.

7 Risk Assessment

- 7.1 If successful the Council will be required to enter into funding agreements with the DCLG or its representative body in respect of any funding award. The details of any terms offered including risk and reward to the scheme will be

considered and reported to Mayor & Cabinet for approval prior to entering into any funding agreement.

8 Equality Implications

8.1 There are no immediate equality implications associated with the recommendations of this report.

9 Environmental Implications

9.1 There are no immediate environmental implications associated with the recommendations of this report

10 Crime and disorder implications

10.1 There are no immediate crime & disorder implications associated with the recommendations of this report.

11 Conclusion

11.1 Mayor & Cabinet are recommended to consider the current opportunity to secure Housing Infrastructure Funding support towards the delivery of two strategic schemes in the borough – the Lewisham Gateway (Phase 2) and Catford regeneration programme (realignment of South Circular A205) and to agree to the submission of bids for support from the DCLG.

11.2 Although the Lewisham Interchange Project was not successful for this round of the HIF grant, officers will continue to develop and explore other opportunities including a potential round two HIF grant to help support the scheme. External support, particularly in the form of grant funding would have a substantial benefit to the deliverability of these strategic programmes and to the outcomes which the schemes can achieve.

If you would like further information on this report please contact Kplom Lotsu, SGM Capital Programmes on ext: **49283**

Agenda Item 6

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

Date of Meeting	13 th September 2017
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Title of Report	Agreement to enter into a contract to deliver a training and work experience programme in Good Hope Cafes with For Jimmy
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Originator of Report	Fenella Beckman Economy and Partnerships Group Services Manager	Ext. 48632
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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		X
Environmental Implications		X
Equality Implications/Impact Assessment (as appropriate)	√ N	
Confirmed Adherence to Budget & Policy Framework		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member

Date: 4/9/17

Signed:  Executive Director

Date: 4-9-2017

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	Agreement to enter into a contract to deliver a Training and Work Experience Programme in Good Hope Cafes with For Jimmy		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director for Resources and Regeneration		
Class	Open	Date:	13 September 2017

1. Purpose

To waive the Council's Contract Procedure Rules and to award a contract to For Jimmy Foundation to provide work experience and training to support young adults (aged 18 to 30 years), who experience mild to moderate long-term health conditions/learning disabilities (principally ASD), to move toward and into work.

2. Recommendation

It is recommended that the Mayor and Cabinet agrees to waive the Council's Contract Procedure Rules and award a contract to For Jimmy Foundation to deliver a Workplace Training Programme in Good Hope Cafes for young adults with mild to moderate long term health conditions.

3. Policy context and background

3.1 *Shaping our future*, Lewisham's Sustainable Community Strategy, sets out six priority outcomes that the Council and its strategic partners are working to achieve. The recommendation above contributes to all the *Shaping our future* priorities but in particular to:

- Ambitious and achieving;
- Empowered and responsible;
- Dynamic and prosperous.

3.2 This proposed pilot supports all the six aims of the Work and Skills Strategy 2016-18 which are to:-

- Develop strong partnerships across all sectors
- Improving local skills training to equip adults for work opportunities and self employment
- Deliver employment support for those with the most complex needs
- Encourage residents in employment to progress
- Maximise social value opportunities with employers and enterprise and
- Develop improved labour market intelligence

3.3 This pilot supports the 14-24 NEET Reduction Strategy and contributes towards its aims:

- to reduce the number of Lewisham young people up to the age of 19, and of 20-24 year olds with learning difficulties, who are not in Education, Employment or Training, including preventing young people becoming NEET;
- to contribute to the reduction of the high unemployment levels of 19-24 year olds.

3.4 This proposal also relates the Council's corporate priorities, as set out in the Council's Corporate Strategy. In particular, it relates to:

- Inspiring efficiency, effectiveness and equity

- Ensuring efficiency and equity in the delivery of excellent services to meet the needs of the community.

3.5 This proposal supports the key theme of reducing inequality – narrowing the gap in outcomes for citizens.

4. Background and Reasons for Single Tender Action

4.1 For Jimmy have a unique opportunity for Lewisham residents that the Council wishes to commission. The numbers of young adults with health conditions who are out of work are disproportionately higher than other groups. However the Council and partners are working to ensure that all the boroughs residents have the opportunity to gain skills and experience for work and this new pilot programme is going to give the Council the opportunity to implement a small scale project that can take the learning to other future projects.

4.2 The For Jimmy Foundation are uniquely placed as they have the ability to combine training and work experience through their chain of Cafes with this client group. Once trained the For Jimmy Foundation have links to other employers through their network to gain employment for the client group and they have jobs in their cafes. The Charity has experience of providing pre-employment support for young people and this new project benefits from their previous learning.

4.3 The proposal is to work with 24 young adults. Each young adult will have the opportunity to:

- Undertake certified barista training
- Gain a level 2 food hygiene certificate
- Be coached in CV writing and interview skills and techniques.
- Be coached and mentored in social skills and interaction to learn how best to interact with colleagues and serve the public.
- Learn how a coffee shop runs effectively and what their role within it can be

Outcome:

Through mentoring and training each young adult should leave the programme ready to work in a mainstream café/coffee shop. They will leave the programme with transferable skills, including:

- Experience of customer focused service
- Specific barista training
- A food hygiene certificate
- Improved work related organisational skills
- Improved work related English and maths skills
- We would hope at least 20% of the cohort who work with us will find permanent employment as a direct result of the workplace training programme.

4.4 The main attraction for the Council is the uniqueness of the offer, specifically that For Jimmy have guaranteed one young adult will be placed in each of their 3 cafes for 4 week period. Over the course of a year For Jimmy aim to work with 24 young adults. Each young adult will be assessed to establish their individual needs to ensure they receive support tailored to those needs, for example using Easy Read for young adults who struggle with reading to ensure they are able to follow basic recipes. The assessment will also provide a baseline from which progress over the period of training will be assessed. For Jimmy will provide a brief report for each young adult which will outline the techniques and approach found to be the most effective to ensure the individual performed to the best of their ability.

4.5 Each young adult will complete a workplace assessment folder as they progress through the programme to enable them to evidence to future employers what they have achieved and learnt. This will include social outcomes e.g. ability to interact effectively with the

general public or ability to interact well with colleagues. Progress will be measured from the baseline assessment to what has been achieved by the end of the programme. For Jimmy will provide a reference for each young adult on request.

4.6 For Jimmy will provide ongoing support to those individuals who show an aptitude for, and real interest in, café work. They will strive to maintain contact with as many trainees as possible to provide continuity of support.

4.4 There are a number of Council services that are supporting residents from this client group who will participate in this pilot. They include:-

- Adult Social Care
- Adult Learning Lewisham
- Access, inclusion and participation service in CYP
- Economy and Partnerships Service

5. Financial implications

5.1 The maximum value of this contract is £30,700 for a cohort of 24 Lewisham residents.

5.2 Jobcentre Plus has agreed to fund this pilot by 50% which is equal to £15,350 through the Community Budget funding pot as this pilot meets one of their strategic objectives.

5.3 The maximum financial implication for the Council is £15,350. This cost will be met from existing budgets. However, it should be noted that the Council is currently forecasting a significant overspend of over £12m against the 2017/18 General Fund revenue budget.

6. Legal implications

6.1 The contract is a Category C contract for the purposes of the Council's Contract Procedure Rules.

6.2 The estimated value of the contract is below the level for works, supplies or services required for advertising through the OJEU therefore the EU Regulations do not apply.

6.3 Under paragraph 18.3 of the Contract Procedure Rules the Council shall not negotiate with a single tenderer unless there are exceptional circumstances which must be approved. The circumstances for negotiating with the single provider are set out in section 4. It is for the Mayor and Cabinet to be satisfied after considering this report whether a waiver under one of the exceptions set out in paragraph 18.3 of the CPR is justified.

6.4 Award of this contract can be approved by Mayor and Cabinet.

6.5 The award of this contract is a Key Decision as it has an impact in more than one ward and therefore needs to be included in the Key Decision plan.

6.6 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.

6.7 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.

- 6.8 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.
- 6.9 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/>
- 6.10 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- i. The essential guide to the public sector equality duty
 - ii. Meeting the equality duty in policy and decision-making
 - iii. Engagement and the equality duty
 - iv. Equality objectives and the equality duty
 - v. Equality information and the equality duty
- 6.11 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/>
- 6.12 The Council remains under a duty under Section 3 Local Government Act 1999 to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. It must have regard to this duty in making decisions in respect of this report.

7. Crime and disorder implications

- 7.1 There are no specific crime and disorder implications arising from this report.

8. Equalities implications

- 8.1 This pilot will meet Lewisham Equalities Policies as there will be a particular focus on employing women, single parents, over 50's and people with low level health conditions.

9. Environmental implications

- 9.1 There are no specific environmental implications arising from this report.

10. Conclusion

10.1 It is recommended that the Council proceed to work with For Jimmy to provide work experience and training to support young adults into work.

11. Background documents and originator

11.1 If you have any queries on this report, please contact Fenella Beckman, Economy and Partnerships Group Services Manager, Mayor and Cabinet Office, 2nd floor, Civic Suite, 1 Catford Road, Catford SE6 4RU –telephone 020 8314 8632.

Agenda Item 7

APPENDIX D

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

Date of Meeting	13 September 2017
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Title of Report	Monthly Management Report
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Originator of Report	Steve Goldsmith	Ext. 47840
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed: [Signature] Executive Member

Date: 18/07/17

Signed: [Signature] Director/Head of Service

Date: 29/08/17

Control Record by Committee Support

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

MAYOR AND CABINET		
Report Title	Management Report – May 2017	
Key Decision	No	Item No.
Ward	All	
Contributors	Executive Director for Resources & Regeneration	
Class	Open	Date: 13 September 2017

1 PURPOSE

- 1.1 To set out the Management Report as at May 2017.

2 EXECUTIVE SUMMARY

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

3 RECOMMENDATIONS

- 3.1 That the Mayor notes the Management Report.

4 BACKGROUND

- 4.1 The Management Report indicates how well the Council is performing against a basket of 23 indicators including National and Local indicators which cross the Council's corporate priorities. The report aims to report on organisational performance by drawing together information on performance, risk, projects and finance. It is presented monthly to the Executive Management Team and quarterly to the Mayor and Cabinet.
- 4.2 The Monthly Management Report utilises exception reporting to focus attention on key areas: exception reporting for red Projects, Risk and Finance and Red and Green exception reporting for performance. By combining these four areas for each of our corporate priorities, it functions as an important tool for supporting decisions across the organisation.

5 FINANCIAL IMPLICATIONS

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

6 LEGAL IMPLICATIONS

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

7 HUMAN RESOURCE IMPLICATIONS

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

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

8 EQUALITIES IMPLICATIONS

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

9 ENVIRONMENTAL IMPLICATIONS

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

10 CRIME AND DISORDER IMPLICATIONS

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

BACKGROUND PAPERS

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

For further information on this report please contact: Steve Goldsmith, Policy Service Design and Analysis, on 020 8314 7840.












Monthly Management Report

May 2017

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

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Foreword

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

The report focuses on the Council's performance in line with our corporate priorities, drawing data from performance indicators (PIs), project monitoring information, risk register assessments and financial reports.

Performance:

Performance is being reported for April 2017. There are 11 performance indicators (52 per cent) reported as green or amber against target, and 7 (33 per cent) are showing an upward direction of travel. There are 10 performance indicators (48 per cent) reported as red against target and 12 performance indicators (57 per cent) which have a Red direction of travel. There are 2 indicators that have missing performance data.

Projects:

Projects are being reported for April 2017. There are no red projects this month.

Risks:

Risks are being reported for March 2017. There are six red corporate risks - noncompliance with Health & Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; failure of child safeguarding arrangement; serious adult safeguarding concern; and strategic programme to develop and implement transformational change does not deliver. There are fifteen amber risks and no risks are green.

Finance:

The financial results for 2016/17 are as follows: The directorates' net general fund revenue budget was overspent by £9.8m and after applying the corporately held sum of £2.75m for 'risks and other budgets pressures' this reduces the overall directorates' overspend to £7m. For the dedicated Schools Grant (DSG) of £284.7m for 2016/17, there were three schools which applied for a licensed deficit by the year-end. There are a further nine schools which overspent by the year-end and will need to apply for a licensed deficit in the future. The Housing Revenue Account (HRA) is projecting an additional surplus of £4.1m above the already budgeted surplus of £10.1m, making the total for the year £14.2m.

Barry Quirk, Chief Executive
20 June 2017

Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement				Priority 2 - Young People's Achievement and Involvement				Across all performance indicators in this report					Across all performance indicators in this report				
Overall Performance				Direction of Travel				Overall Performance					Direction of Travel				
			Total				Total					Total					Total
2	0	0	2	1	0	1	2	10	2	9	2	23	12	2	7	2	23

Priority 3 - Clean, Green and Liveable				Priority 3 - Clean, Green and Liveable					
Overall Performance				Direction of Travel					
				Total					Total
1	0	2	2	5	2	0	1	2	5

Priority 6 - Decent Homes for All				Priority 6 - Decent Homes for All			
Overall Performance				Direction of Travel			
			Total				Total
2	0	0	2	2	0	0	2

Priority 7 - Protection of Children				Priority 7 - Protection of Children			
Overall Performance				Direction of Travel			
			Total				Total
2	0	1	3	3	0	0	3

Priority 8 - Caring for Adults and Older People				Priority 8 - Caring for Adults and Older People			
Overall Performance				Direction of Travel			
			Total				Total
1	0	2	3	1	2	0	3

Priority 9 - Active, Healthy Citizens				Priority 9 - Active, Healthy Citizens			
Overall Performance				Direction of Travel			
			Total				Total
1	0	0	1	1	0	0	1

Priority 10 - Inspiring Efficiency, Effectiveness and Equity				Priority 10 - Inspiring Efficiency, Effectiveness and Equity			
Overall Performance				Direction of Travel			
			Total				Total
1	2	4	7	2	0	5	7

Performance

This report contains April 2017 performance data, and finds that 11 indicators are reported as Green or Amber against target which is a decrease of three from last month. In April 2017, 10 indicators are reported as Red against target, which is an increase of three from last month. There are 2 indicators with missing data in April 2017, which is the same as last month.

Direction of Travel

A total of 7 indicators are showing an upward trend in April 2017, which is a decrease of four from last month. There are 12 indicators with a red direction of travel, which is an increase of three from last month. In April 2017, 2 indicators had missing data, which is the same as last month.

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

Areas for Management Attention

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Areas requiring management attention this month

Performance Indicators - Monthly Indicators

	Against Target Apr 17	DoT Apr 17 v Mar 17	DoT Apr 17 v Mar 17	Consecutive periods Red (last 12 months)	Priority No.	Page No.
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	▲	▼	▼	10	2	p14
NI156 Number of households living in Temporary Accommodation	▲	▼	▼	2	6	p23
NI062 Stability of placements of looked after children: number of moves	▲	▼	▼	-	7	p27
⊕ NI064 Child protection plans lasting 2 years or more	▲	▼	▼	-	7	p28
⊕ LPI202 Library visits per 1000 pop	▲	▼	▼	2	9	p34

Performance Indicators - Monthly Indicators (reported 1 month behind)

	Against Target Mar 17	DoT Mar 17 v Mar 16	DoT Mar 17 v Feb 17	Consecutive periods Red (last 12 months)	Priority No.	Page No.
⊕ NI092 Percentage of household waste sent for reuse, recycling and composting	▲	▼	▼	5	3	p17
⊕ LPI065 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	▲	▼	▼	-	8	p31

Performance indicators - Quarterly indicators

	Against Target Mar 17	DoT Mar 17 v Mar 16	DoT Mar 17 v Dec 16	Consecutive periods Red (last 12 months)	Priority No.	Page No.
LPZ705 Number of homes made decent	▲	▼	▲	2	6	p24

Areas of Good Performance

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Areas of Good Performance

Performance Indicators - Monthly indicators

	Against Target Apr 17	DoT Apr 17 v Mar 17	DoT Apr 17 v Mar 17	Priority No.
⊕ LPI031 NNDR collected	★	↗	↗	10
⊕ NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	★	↗	↗	10
⊕ LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	★	↗	↗	10

Performance Indicators - Monthly Indicators (reported 1 month behind)

	Against Target Mar 17	DoT Mar 17 v Mar 15	DoT Mar 17 v Feb 17	Priority No.
⊕ NI191 Residual household waste per household (KG)	★	↗	↘	3
⊕ LPI64 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	★	↗	→	8

Programmes and Projects

Project Performance - April 2017

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This month				One month ago				Two months ago			
Status			Total	Status			Total	Status			Total
			14				14				14
0	9	5		0	9	5		0	9	5	

Estimated completion dates	
Project	Date
PMSCUS New Homes, Better Places	Phase 2 completion - July 2017
PMSRGN Sydenham Park Footbridge	September 2017
PMSCYP Building Schools for the Future	September 2017
PMSCYP Developing 2 Year Old Childcare Provision	October 2017
PMSCUS Excalibur Regeneration	January 2018
PMSCUS Lewisham Homes Capital Programme	March 2018
PMSCUS Bampton and Shifford Estate Development	Spring 2018
PMSRGN Southern Site Housing - Deptf TC Prog	November 2018
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	June 2019
PMSCYP Primary Places Programme 2016/17	September 2019
PMSRGN Milford Towers Decant	2019
PMSCUS Besson Street Development	2021
PMSRGN New Bermondsey Regeneration Scheme	2026
PMSRGN Catford Centre Redevelopment	2026

Movements in project status since February 2017

Upgrades:
None

Downgrades:
None

Removals:
None

Additions:
None

Overall Performance: Risk

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

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

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

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

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion and these are being made more specific for 2017/18. There are 21 risks in total on the Corporate Risk register (6 Red, 15 Amber, and 0 Green). Risk 29 'Move to IER impacts work of Boundary Commission' has been deleted as IER is now in place and lobbying has completed'.

The changes to status this quarter are depicted in the table below:-

Change this Qtr.	Ref.	Title	Previous Dec 16	Current Mar 17	Target	Score change
Risk Changes	1.A.1	Information Governance Failure	15	12	8	-3
	1.B.3	Failure to maintain Strategic Asset	12	8	6	-4
	2.B.1	ICT Infrastructure	15	8	5	-7
	3.A.1	Constructive Employee Relations	12	9	8	-3
	3.A.2	Mgmt Capacity & Capability	16	12	9	-4

Alignment of directorate to corporate risks is regularly analysed and reported to the Internal Control Board. Analysis of the alignment of risks identified in business plans to the directorate registers will be strengthened following completion of the 2017/18 business planning process.

A Risk Maturity Assessment, undertaken by Internal Audit, reported in July 2016. It assesses the Council as 'Risk Managed'. This is the fourth highest of a five point scale. The definition of 'Risk Managed' is 'Enterprise-wide approach to risk management developed and communicated'.

There are six recommendations arising from the Assessment and an action plan is in place to implement these by the due dates. The Risk Management Strategy will be refreshed during 2017.

Overall Performance: Risk

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Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	4. Non-compliance with Health & Safety Legislation	▲
Cross directorate monitoring meetings are taking place. Lessons learnt from CYP audits to be reported to CYP Directorate Management Team.		
10	6. Financial Failure and inability to maintain service delivery within a balanced budget	▲
The 2016/17 forecast overspend is £7.7M against the directorates' net general fund budget with £3.8M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed.		
The 2015/16 forecast overspend is £6M against the directorates' net general fund revenue budget with £3.2M of corporate provisions held for risk and pressures. Savings proposals of £35M to 17/18 are being progressed.		
10	9. Loss of income to the Council	▲
Issues continue with Oracle 12 and the system is hampering debt collection and fund allocation. All issues with Oracle 12 are subject to Scrutiny overseen by the Executive Director, Resources and Regeneration.		
8	17. Serious Adult Safeguarding Concerns	▲
Continue engagement with staff and partners as direction of travel becomes clearer. Expand Financial Implications in decision reports to include consideration of implications.		
7	18. Failure of child safeguarding arrangement	▲
Regular and ongoing management action and review continues in respect of safeguarding. However, the risk of avoidable death or serious injury to client or employee will continually be rated red due to the potential severity should an event occur.		
10	30. Strategic programme to develop and implement transformational change does not deliver	▲
Reviews across key services to implement transformational changes in current climate of austerity. Exploring further potential for shared services, digitisation commercialisation and income generation as a means of delivering savings.		

Overall Performance: Risk




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Corporate Risk					
	Current Status	Current status against target	Source Date	Direction of Travel	Priority
1A.1. Information Governance failure.	●	●	Mar 17	↗	10
1A.2 Governance failings in the implementation of service changes	●	▲	Mar 17	→	10
1B.1. Non-compliance with Health & Safety Legislation	▲	▲	Mar 17	→	10
1B.2. Failure to anticipate and respond appropriately to legislative change.	●	▲	Mar 17	→	10
1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	▲	●	Mar 17	↗	10
2A.1. Adequacy of Internal Control.	●	●	Mar 17	→	10
2A.2. Failure of child safeguarding arrangement	▲	●	Mar 17	→	7
2A.3. Strategic programme to develop and implement transformational change does not deliver	▲	●	Mar 17	→	10
2A.4. Elections not conducted efficiently or effectively.	★	▲	Mar 17	→	10
2A.5. Serious Adult Safeguarding Concerns	▲	▲	Mar 17	→	8
2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs	●	●	Mar 17	↗	10
3A.1. Loss of constructive employee relations	●	★	Mar 17	↗	10
3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	●	●	Mar 17	↗	10
3B.1. Multi-agency governance failure leads to ineffective partnership working	●	▲	Mar 17	→	10
3B.2. Failure to agree with partners integrated delivery models for local health and care services.	●	▲	Mar 17	→	9
4A.1. Failure to manage strategic suppliers and related procurement programmes.	●	▲	Mar 17	→	10
4B.1. Failure to manage performance leads to service failure.	●	▲	Mar 17	→	10
5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	▲	▲	Mar 17	→	10
5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	●	●	Mar 17	→	10
5A.3. Loss of income to the Council	▲	▲	Mar 17	→	10
5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	●	★	Mar 17	→	10

Overall Performance: Finance

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Performance

	February 2017	%	March 2017	%
	4	40	3	30
	1	10	3	30
	5	50	4	40
Totals	10	100	10	100

The March 2017 outturn figures have now been finalised, however, monitoring against the 2017/18 budget has not commenced.

The Financial results for 2016/17 are as follows: The directorates' net general fund revenue budget was overspent by £9.8m and after applying the corporately held sum of £2.75m for 'risks and other budgets pressures' this reduces the overall directorates' overspend to £7m. For the dedicated Schools Grant (DSG) of £284.7m for 2016/17, there were three schools which applied for a licensed deficit by the year-end. There are a further nine schools which overspent by the year-end and will need to apply for a licensed deficit in the future. The Housing Revenue Account (HRA) is projecting an additional surplus of £4.1m above the already budgeted surplus of £10.1m, making the total for the year £14.2m

Finance by Priorities ('000s)

	2016/17 Budget	Year end variance as at March 2017	% variance
01. NI Community Leadership and Empowerment	5,434	-940.00	-17.30
02. NI Young People's Achievement and Involvement	5,800	3,100.00	53.45
03. NI Clean, Green and Liveable	18,900	2,200.00	11.64
04. NI Safety, Security and Visible Presence	9,900	-700.00	-7.07
05. NI Strengthening the Local Economy	2,700	-800.00	-29.63
06. NI Decent Homes for All	5,500	-1,500.00	-27.27
07. NI Protection of Children	41,900	3,900.00	9.31
08. NI Caring for Adults and Older People	72,100	4,900.00	6.80
09. NI Active, Healthy Citizens	5,666	120.00	2.12
10. NI Inspiring Efficiency, Effectiveness, and Equity	68,318	-900.00	-1.32
Corporate priorities	236,218	10,000.00	4.23

Hot Topics

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No 'Hot Topics' are being reported this month

2. Young People's Achievement and Involvement

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

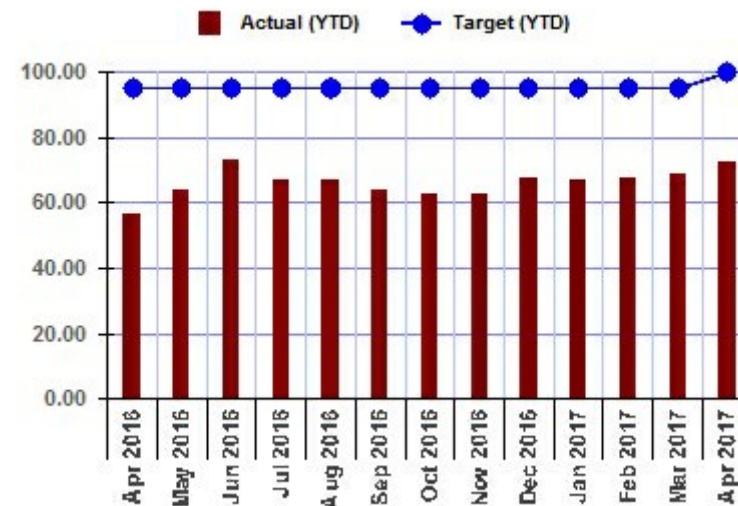
Priority 2 - Monthly Performance									
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	16/17	
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	77.80	100.00	▲	↗	▲	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	72.40	100.00	▲	↘	▲	▲	▲	▲

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Building Schools for the Future	CYP	£230m	September 2017	★
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	October 2017	●
PMSCYP Primary Places Programme 2016/17	CYP	Budget 2016 - 2019: £36 M	September 2019	●

Net Expenditure Priority 02 ('000s)					
	2016/17 Budget	Year-end variance as at Mar 17	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	5,800	1,500	▲	25.86	Finance Overspend Schools' transport within partnership and targeted services overspent £1.2m. The saving proposals from Attendance and Welfare, Occupational therapy, Education Psychologists and Multi agency planning are not being delivered in full this year this has led to shortfall of £0.6m. In addition, the short break budget is expected to overspend by £0.3m. Provisions have been made for the Troubled Families Programme of £400k as it is uncertain whether retrospective claim will be allowed for these families . The remaining overspend relates to the Youth service that was mutualised during the financial year.

LPZ941 - data review 2009

LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Apr 2016	56.50	95.00	▲
May 2016	63.80	95.00	▲
Jun 2016	73.00	95.00	▲
Jul 2016	66.80	95.00	▲
Aug 2016	66.70	95.00	▲
Sep 2016	64.00	95.00	▲
Oct 2016	62.60	95.00	▲
Nov 2016	62.70	95.00	▲
Dec 2016	67.80	95.00	▲
Jan 2017	66.90	95.00	▲
Feb 2017	67.60	95.00	▲
Mar 2017	68.80	95.00	▲
Apr 2017	72.40	100.00	▲



LPZ941 - comment

Performance Comments

Performance

Cumulative performance (including Conversions) shows improvement in monthly performance between October to March. In April 2017, 3 EHCPs were 1-8 weeks late and 5 were over 8 weeks late. The completion of the 20 week deadline for EHCPs remains vulnerable to changes within staffing across the whole system alongside the actual increase in demand which continues to add pressure. The SEN team is still having to manage the backlog which was created by the historic issues (IT and lack of staffing) and the backlog from related services. Since September 2016, when the SEN team was at full capacity, two members of staff left but, as of May 2017, we have successfully recruited to both posts. The backlog caused by the lack of staffing capacity within the Educational Psychology Team will be addressed by the successful recruitment of additional staff, who are due to start in September 2017 once they have completed their training. However there remains a backlog of cases, despite the current recruitment of agency Educational Psychologists. Data published by the DfE in May 2017 (which, unlike this indicator, does not include Conversions) showed that 37% of new EHCPs in Lewisham were finalised within 20 weeks in 2016 (excluding exceptions; 36.3% including exceptions). Comparative figures for Inner London (excluding City of London) showed 44.9% of EHCPs completed on time in 2016 (excluding exceptions; 33.9% including exceptions). Lewisham's 20 week performance was 8th highest in Inner London (excluding exceptions; 5th highest including exceptions). Lewisham reported a 128.6% increase in the number of EHCPs issued in 2016 (compared to 2015), On average, Inner London Boroughs observed a 78.3% increase in EHCPs issued in 2016 compared to 2015.

Action Plan Comments

Performance Action Plan

The performance of the SEN team is being monitored on a monthly basis. Additional alerts have been put in place (since October 2016) to support case officers to meet their PIs throughout the assessment process. These additional alerts help monitor the 20 week process and will support officers to keep on target. Unfortunately the backlog in the related services continues to impact on case officers being able to meet their 20 week deadline. Whilst additional locum and permanent EP staff have now been recruited the backlog will continue until the end of the summer term; this will impact on the performance against the 20 week target until the autumn term.

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3. Clean, Green & Liveable

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

Priority 3 - Monthly Performance								
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	15/16
⊕ LPZ749 Percentage of land and highways inspected that are of acceptable cleanliness (litter)	Percentage	?	?	?!	?	?!	?!	?
⊕ LPZ751 Percentage of land and highways inspected that are of acceptable cleanliness (graffiti)	Percentage	?	?	?!	?	?!	?!	?

Priority 3 - Monthly Performance (reported one month in arrears)								
	Unit	YTD Mar 17	Target Mar 17	Against Target Mar 17	DoT Last year	Against Target Feb 17	Against Target Jan 17	15/16
⊕ NI191 Residual household waste per household (KG)	Kg/Household	55.51	58.75	★	↗	★	★	★
⊕ NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	17.59	20.00	▲	↘	▲	▲	▲
⊕ NI193 Percentage of municipal waste land filled	Percentage	0.77	2.00	★	↘	★	★	★

3. Clean, Green & Liveable

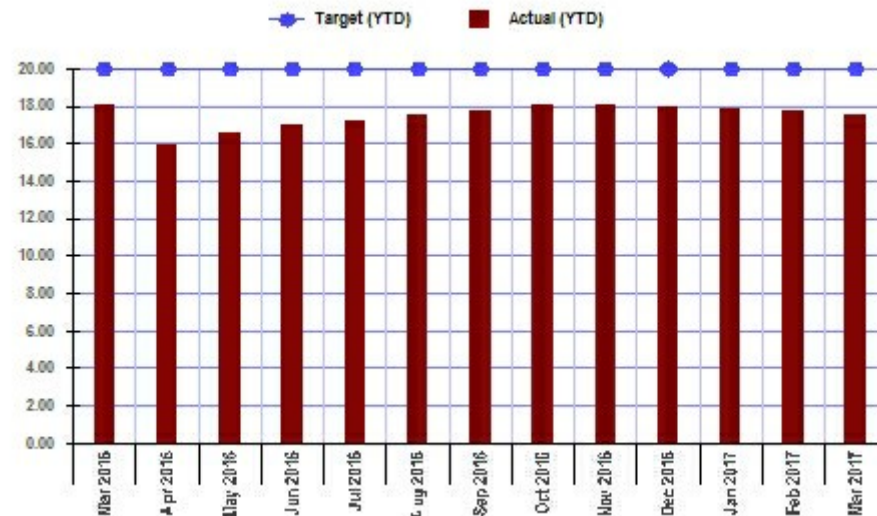
Improving environmental management, the cleanliness and care of roads and pavements, and promoting a sustainable environment

Priority 3 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	September 2017	●
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	Customer Services	£8.87M	June 2019	★

Priority 3 - Finance Net Expenditure ('000s)					
	2016/17 Budget	Year-end variance as at 31 March 2017	Variance	% variance	Comments
Page 50 03. NI Clean, Green and Liveable	18,900	2,200	▲	11.64	Finance Overspend The Environment Division has a year-end overspend of £2.2m . £0.5m relates to planned savings in respect of transport provision across the council. Another significant proportion of the overspend, £0.5m, relates to additional vehicle hire costs as a result of vehicles coming to the end of their operational life. Domestic refuse tonnage overspent by £0.6m. This is due to an increase in the number of properties in the borough. Bereavement services has overspent by £0.2m largely arising from increased crematorium maintenance costs. Green scene budgets overspent by £0.1m as a result of income from the former Foxgrove Club. A shortfall in commercial waste income of £0.1m is expected, partly as a result of the reduction in the number of properties in the corporate estate. The £0.1m overspent in the Street Management budget is the result of public conveniences which are no longer funded as part of the JC Decaux Highways contract. Small overspends on transport and staffing account a further £0.1m

NI 192 Percentage of household waste sent for reuse, recycling and composting.

NI192 Percentage of household waste sent for reuse, recycling and composting			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Mar 16	18.06	20.00	▲
Apr 16	15.96	20.00	▲
May 16	16.53	20.00	▲
Jun 16	17.05	20.00	▲
Jul 16	17.21	20.00	▲
Aug 16	17.50	20.00	▲
Sep 16	17.72	20.00	▲
Oct 16	18.06	20.00	▲
Nov 16	18.06	20.00	▲
Dec 16	18.01	20.00	▲
Jan 17	17.89	20.00	▲
Feb 17	17.74	20.00	▲
Mar 17	17.59	20.00	▲



NI192 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Environment

Performance

The total amount of household waste collected in February was 7,206.51 tonnes and this increased to 8,461.90 tonnes in March. These quantities included increases in the amount of waste sent for reuse, recycling and composting (from 1,145.08 tonnes, or 16.3% of all waste, in February to 1,351.00 tonnes, or 15.37% of all waste in March) and decreases in the amount of waste sent for landfill (from 63.00 tonnes, or 0.17% of all waste in February to 22.13 tonnes, or 0.21% of all waste, in March). As such, the cumulative percentage of household waste sent for reuse, recycling and composting dropped from 17.74% in February to 17.59% in March.

Performance Action Plan

A comprehensive communications plan is being developed which will be implemented when rolling out the new services; it is currently estimated that this will commence in early summer 2017. Additionally, Lewisham is assisting in a communications project with Resource London to restrict residual waste, which will identify messages that will be effective in reducing residual waste. This work will begin in the new year. Further, new stickers will be applied to the recycling bins so that households know the correct items to recycle.

4. Safety, Security and Visible Presence

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

4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.
The Outer London Average is comprised of twenty boroughs.

Violence with injury (MET figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
Inner London	Number	433.00	451.36	✓	?	?
Lewisham	Number	490.00	486.82	✗	?	?
Outer London	Number	364.00	364.45	✓	?	?

Robbery (MET figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
Lewisham	Number	65.00	891.00	✓	58.00	✗
Outer London	Number	66.00	598.00	✓	34.00	✗
Inner London	Number	101.00	1,024.00	✓	69.00	✗

Sexual Offences (MET figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
	Number	42.00	666.00	✓	?	?
	Number	38.00	453.00	✓	?	?
	Number	54.00	606.00	✓	?	?

Domestic Violence (MOPAC figures)						
	Unit	YTD Feb 17	YTD Jan 17	Change between months	YTD Feb 16	Change since same period last year
Lewisham	Number	6,347.27	6,365.50	✓	?	?
Overall London	Number	4,674.55	4,680.50	✓	?	?

4. Safety, Security and Visible Presence

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

4.1 Performance

✓ Improving - where smaller is better

✗ Declining - where smaller is better

The Inner London Average excludes Lewisham and the City of London, leaving eleven boroughs remaining.
The Outer London Average is comprised of twenty boroughs.

Serious Youth Crime (MOPAC figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
Lewisham	Number	284.00	244.91	↑✗	?	?
Inner London	Number	245.00	214.36	↑✗	?	?
Outer London	Number	223.00	205.64	↑✗	?	?

Knife Crime (MOPAC figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
Lewisham	Number	87.00	75.55	↑✗	?	?
Inner London	Number	81.00	69.36	↑✗	?	?
Outer London	Number	54.00	48.73	↑✗	?	?

Gun Crime (MOPAC figures)						
	Unit	YTD Apr 17	YTD Mar 17	Change since last month	YTD Apr 16	Change since same period last year
Lewisham	Number	12.00	11.45	↑✗	?	?
Inner London	Number	11.00	10.55	↑✗	?	?
Outer London	Number	9.00	8.73	↑✗	?	?

5. Strengthening the Local Economy

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

Priority 5 - Monthly Contextual Performance							
	Unit	YTD Apr 17	YTD Mar 17	YTD Feb 17	YTD Jan 17	YTD Dec 16	15/16
LPI472 Job Seekers Allowance claimant rate	Percentage	2.60	2.50	2.50	2.40	2.40	2.60
LPI474 The no.of JSA claimants aged 18-24yrs	Number	825	800	760	730	775	875
LPI475 Average house price(Lewisham)	£	408,701.00	413,859.00	411,370.00	407,532.00	403,377.00	399,893.00

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Mar 17	YTD Dec 16	YTD Sep 16	YTD Jun 16	YTD Mar 16	15/16
LPI423 Local employment rate	Percentage	77.40	74.80	73.50	73.40	74.90	74.90

Priority 5 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Catford Centre Redevelopment	Resources & Regeneration	£350m	2026	●
PMSRGN New Bermondsey Regeneration Scheme	Resources & Regeneration	£500m	2026	●

6. Decent Homes for All

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

Priority 6 - Monthly Indicators								
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	15/16
NI156 Number of households living in Temporary Accommodation	Number	1,867.00	1,750.00	▲	▾	▲	●	●

Priority 6 - Quarterly Indicator								
	Unit	YTD Mar 17	Target Mar 17	Against target Mar 17	DoT Last year	Against Target Dec 16	Against Target Sep 16	15/16
LPZ705 Number of homes made decent	Number	354.00	500.00	▲	▾	▲	▲	1,364.00

Priority 6 - Contextual Performance							
	Unit	Apr 17	Mar 17	Feb 17	Jan 17	15/16	
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	Number	20.00	0.00	22.00	34.00	0.00	

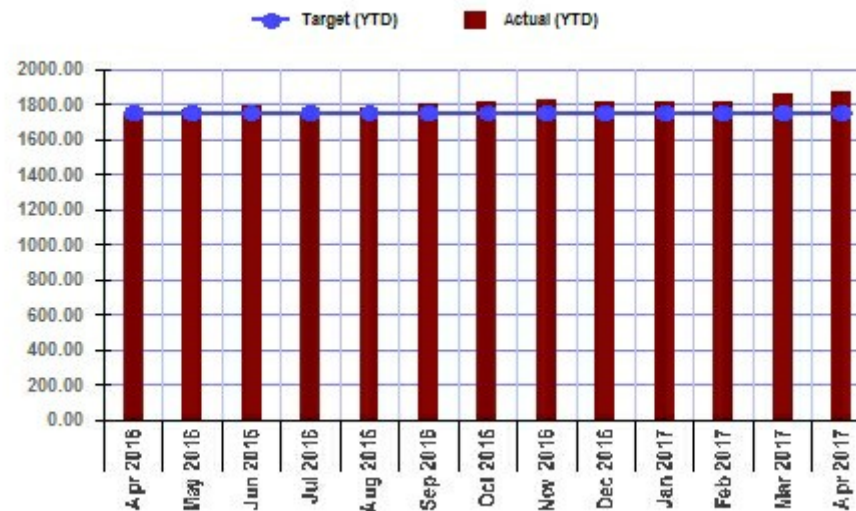
6. Decent Homes for All

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

Priority 6 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS New Homes, Better Places	Customer Services	£1.5m	Phase 2 completion - July 2017	★
PMSCUS Lewisham Homes Capital Programme	Customer Services	£49m	March 2018	★
PMSCUS Besson Street Development	Customer Services	£1.02M	2021	★
PMSCUS Bampton and Shifford Estate Development	Customer Services	£300k	Spring 2018	●
PMSCUS Excalibur Regeneration	Customer Services	£2.011m	January 2018	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	2019	●
PMSRGN Southern Site Housing - Deptf TC Prog	Resources & Regeneration	£1m	November 2018	●

NI156- Number of households living in Temporary Accommodation

NI156 Number of households living in Temporary Accommodation			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Apr 2016	1,760	1,750	●
May 2016	1,772	1,750	●
Jun 2016	1,787	1,750	●
Jul 2016	1,761	1,750	●
Aug 2016	1,784	1,750	●
Sep 2016	1,806	1,750	●
Oct 2016	1,810	1,750	●
Nov 2016	1,828	1,750	●
Dec 2016	1,814	1,750	●
Jan 2017	1,815	1,750	●
Feb 2017	1,812	1,750	●
Mar 2017	1,864	1,750	▲
Apr 2017	1,867	1,750	▲



NI156 - comment

Responsible Officer

Performance Comments

Action Plan Comments

Head of Strategic Housing

Performance

The service continues to experience high demand, as the cost of the Private Rented Sector continues to increase and subsequently leads to a reduction in the number of affordable properties - creating a demand pressure as well as a supply pressure. This, combined with a 45% reduction in the past 6 years in the number of lets available through the Council and its Registered Provider partners, has contributed to an increase in the number of households in Temporary Accommodation (TA). Actions have been taken to increase the level of TA stock that LBL has access to, through innovative new schemes, re-purposing old properties and facilitating the acquisition of properties on the open market. The purpose of this is to provide suitable, affordable accommodation for households to whom a housing duty is owed and to reduce the need for expensive and unstable Nightly Paid accommodation. Whilst this has been successful in driving down the number of households in Nightly Paid (NP) accommodation, it has led to an increase in the overall number of households in TA.

Performance Action Plan

The following actions are being taken:

- Reviewing the existing TA portfolio and working with Procurement to ascertain where it might be appropriate to deploy the Private Rented Sector Offer.
- Continuing to acquire/develop suitable TA to reduce the need for NP accommodation.
- Reviewing the current target for this indicator and considering its appropriateness given the above point around expanding TA to reduce dependence on NP accommodation.
- Continued utilisation of existing prevention schemes, and development of new interventions through the Homelessness Trailblazer

LPZ705 - Number of homes made decent

LPZ705 Number of homes made decent			
Number			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Jun 2016	125	125	★
Sep 2016	173	250	▲
Dec 2016	255	375	▲
Mar 2017	354	500	▲



LPZ705 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Strategic Housing	<p>Performance</p> <p>Lewisham Homes are now approaching the end of the programme to deliver Decent Homes works to the approx. 13,500 homes they manage. There are currently around 700 homes which require works to ensure they meet the Decent Homes standard. Due to problems experienced with one of the contracts, alternative arrangements have been put in place to deliver the works.</p>	<p>Performance Action Plan</p> <p>The remaining properties that are non-decent externally are being addressed through the Planned Preventative Maintenance (PPM) programme, the future Breyer programme for the South area and separate discrete works packages. Internal works are carried out by Lewisham Homes' Repairs Service. This will ensure that all properties managed by Lewisham Homes will be made decent by 2018.</p>

7. Protection of Children

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

Priority 7 - Monthly Performance									
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	Target 16/17	
NI062 Stability of placements of looked after children: number of moves	Percentage	10.70	10.00	▲	▼	★	▲	★	★
NI063 Stability of placements of looked after children: length of placement	Percentage	80.50	77.00	★	▼	★	★	★	★
⊕ NI064 Child protection plans lasting 2 years or more	Percentage	6.90	4.00	▲	▼	★	★	★	★

Priority 7 - Contextual Performance									
	Unit	England 14/15	Statistical Neighbours 14/15	Apr 17	Mar 17	Feb 17	Jan 17	Dec 16	16/17
LPI302 No. of LAC 'as at'	Number	386.00	445.00	469.00	459.00	458.00	457.00	458.00	459.00
LPI309a Number of Referrals per month	Number	294.00	252.00	189.00	289.00	262.00	247.00	152.00	289.00

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Priority 7 - Finance Net Expenditure ('000s)					
	2016/17 Budget	Year-end variance as at 31 March 2017	Variance	% variance	Comments
07. NI Protection of Children	41,900	3,900	▲	9.31	<p>Finance Overspend</p> <p>The Children's Social Care has overspent by £3.9m (this includes an underspend of £0.5m on the no recourse to public funds) which are in the following areas: the placement budget for looked after children has overspent of approx £2.3m; children leaving care is currently overspent by £0.3m; and additional pressure on the Section 17 unrelated to No Recourse of £0.6m and salaries and wages has an overspent of £0.7m.</p>

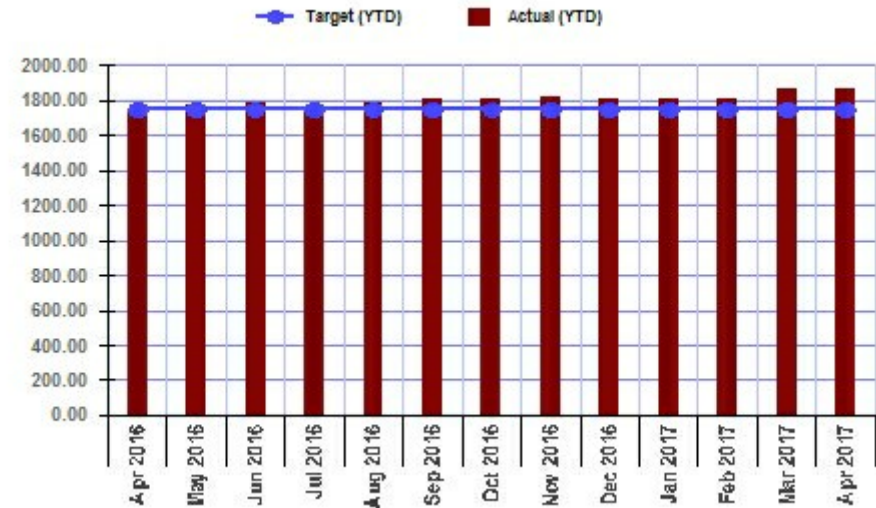
7. Protection of Children

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

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
18. Failure of child safeguarding arrangement	Corporate	▲	●	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of OFSTED Action Plan • Implement Early Help Strategy • Case Study Approach at CYP DMT • Comprehensive workforce strategy is being launched, focussing on sufficiency, skills and performance of the workforce. 	Risk - When is it going to be completed? <ul style="list-style-type: none"> • Monthly review • Monthly • At each DMT

NI062 - Stability of placements of looked after children: number of moves

NI062 Stability of placements of looked after children: number of moves			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Apr 2016	9.60	10.00	★
May 2016	10.00	10.00	★
Jun 2016	9.20	10.00	★
Jul 2016	9.40	10.00	★
Aug 2016	10.30	10.00	●
Sep 2016	10.60	10.00	▲
Oct 2016	10.20	10.00	●
Nov 2016	9.30	10.00	★
Dec 2016	9.80	10.00	★
Jan 2017	10.50	10.00	●
Feb 2017	10.70	10.00	▲
Mar 2017	10.00	10.00	★
Apr 2017	10.70	10.00	▲



NI062 - comments

Responsible Officer

Performance Comments

Action Plan Comments

Director of Children's Social Care

Performance

The children and young people with 3 or more placement moves in a year are predominately teenagers who display a number of complex and challenging behaviours as a result of earlier childhood experiences. In all cases individual care plans are reviewed and agreed by independent reviewing officers. Individual care plans are devised to meet the needs of our most challenging looked after children; these include multi agency work with partners including YOS and CAMHS.

Performance Action Plan

Placement support meetings are arranged with carers/residential units to develop placement stability. These focus on the early identification and tracking of fragile placements, and the provision of multi-agency & multi-disciplinary support to carers/staff to prevent breakdown. This support includes the diversion from exclusion from school by additional assistance in class from the Virtual school and direct Child and Adolescent Mental Health Service (CAMHS) in consultation with carers.

NI064- Child protection plans lasting 2 years or more

NI064 Child protection plans lasting 2 years or more			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Apr 2016	7.60	7.00	▲
May 2016	7.40	7.00	▲
Jun 2016	6.40	7.00	★
Jul 2016	6.70	7.00	★
Aug 2016	6.50	7.00	★
Sep 2016	7.70	7.00	▲
Oct 2016	7.60	7.00	▲
Nov 2016	7.20	7.00	●
Dec 2016	7.50	7.00	▲
Jan 2017	7.40	7.00	▲
Feb 2017	6.90	7.00	★
Mar 2017	6.70	7.00	★
Apr 2017	6.91	4.00	▲



NI064 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p>Performance</p> <p>NI 64 relates to a retrospective count of children on Child Protection (CP) Plans which have lasted two years or more but have now ceased. As targeted action to progress to Child in Need stepdown or escalation to Care Proceedings for children on CP Plans delivers results, this figure will continue to reduce as social work activity prevents the possible drift that extended periods on Plans can indicate. The target applying to 2017/18 is related to aligning local performance with the national average as March 2016 (the latest available) which was 3.8%.</p>	<p>Performance Action Plan</p> <p>As this indicator counts children who are no longer on CP Plans but have been for two years plus, there is still the potential for the percentage to increase. This should be seen as a short term positive indicator demonstrating proactive work to move cases to appropriate pathways. The target for 2017/18 has been set to recognise the continuing improvement journey that Children's Social Care is on. It takes account of the pressures from legacy issues related to past placement on CP Plans and Plans that have lasted for two years or more and which may still be a factor in our performance profile. As these time out performance targets can be reconfigured to include some "stretch" targets.</p>

8. Caring for Adults and Older People

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

Priority 8 - Monthly Indicators									
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	Against Target Jan 17	15/16
⊕ LPI254 1C (2) % people using social care who receive direct payments	Percentage	33.40	32.00	★	↘	★	★	★	▲

Priority 8 - Monthly indicators (reported 1 month in arrears)									
	Unit	YTD Mar 17	Target Mar 17	Against Target Mar 17	DoT Last year	Against Target Feb 17	Against Target Jan 17	Against Target Dec 16	15/16
⊕ LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	3.05	4.40	★	↗	★	★	★	★
⊕ LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	3.48	0.80	▲	↘	▲	★	★	▲

Priority 8 - Monthly Contextual Performance							
	Unit	Apr 17	Mar 17	Feb 17	Jan 17	Dec 16	15/16
LPI250 ASC total service users	Number	3,121.00	3,137.00	3,144.00	3,099.00	3,123.00	1,920

Priority 8 - Finance Net Expenditure ('000s)				
	2016/17 Budget	Year-end variance as at 31 March 2017	Variance % variance	Comments
08. NI Caring for Adults and Older People	72,100	4,900	▲ 6.80	Finance Overspend The Adult Services Division has overspent by £5.2m. Placement budgets overspent by £4.3m. The greatest pressures remained on learning disability where the cost of transition clients had been identified as financial risk but not been funded. The underspend arising from staff vacancies in Strategy and performance has reduced the overall overspend by (£0.3m).

8. Caring for Adults and Older People

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
17. Serious Adult Safeguarding Concerns	Corporate	▲	▲	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> LSAB chair to confirm parameters of performance data for regular review. Organisational Alert Tool to be rolled out across ASC and joint commissioning following migration of data. 	Risk - When is it going to be completed? TBC

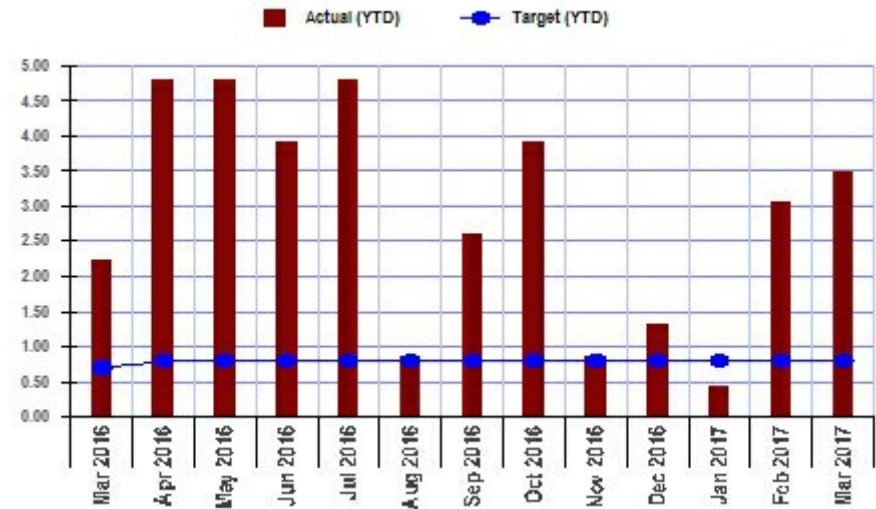
LPI265 2C (2) - Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop

LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop

Number per 100,000

Actual (YTD)	Target (YTD)	Performance (YTD)
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Mar 2016	2.22	0.70	▲
Apr 2016	4.79	0.80	▲
May 2016	4.79	0.80	▲
Jun 2016	3.92	0.80	▲
Jul 2016	4.79	0.80	▲
Aug 2016	0.87	0.80	▲
Sep 2016	2.61	0.80	▲
Oct 2016	3.92	0.80	▲
Nov 2016	0.87	0.80	▲
Dec 2016	1.31	0.80	▲
Jan 2017	0.44	0.80	★
Feb 2017	3.05	0.80	▲
Mar 2017	3.48	0.80	▲



LPI265 2C (2) - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Adult's Social Care	<p>Performance</p> <p>This indicator is a snapshot around the month end. It represents eight people delayed at time of reporting: all directly due to social care. Similarly the mental health cases related to the need for specialist housing and care provision. The Ready for Discharge list has been reduced by over 60% in the last year, therefore the system has seen a higher proportion of people whose stay in an acute bed has been successfully reduced. Those with delayed transfer are generally those with complex care needs, often including mental health needs, complex placements which are very difficult to source, or cases where patients and their relatives need to decide on their preferred choice of care which can lead to longer than normal transfer times.</p>	<p>Performance Action Plan</p> <p>As previously mentioned, a 'flow nurse' has been introduced at Lewisham Hospital from 28th Nov. to improve flow through the system and improve discharge processes and speed. The new local NHS choice policy was launched on 1st Dec this being implemented and monitored weekly by senior managers, this will help improve patients' movement through the system. We continue to work with local care providers to reduce waiting times for moving into care provision. The issue continues to be covered at monthly meeting with senior executives of the hospital trusts, the CCG, SLAM Mental Health Care Trust and there is an action plan in place to address the underlying problems. There has been a rise this month due to Mental Health placements and homeless people where long term housing needs have led to delays.</p>

9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance

	Unit	YTD Apr Target		Against Target	DoT Last	Against	Target	Against Target	Target
		17	Apr 17	Apr 17	year	Mar 17	Feb 17	15/16	
LPI202 Library visits per 1000 pop	Number per 1000	502.33	575.00	▲	▼	●	●	▲	

9. Active, Healthy Citizens

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

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
28. Failure to agree with partners integrated delivery models for local health and care services.	Corporate	●	▲	Mar 17	▼	Risk - What are we planning to do? Continued focus form ASICP on savings through pathway review and service restructure	Risk - When is it going to be completed? Monthly by ASICP

LPI202 - Library visits per 1000 pop

LPI202 Library visits per 1000 pop			
Number per 1000			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Apr 2016	600.00	570.00	★
May 2016	575.00	598.00	●
Jun 2016	594.00	573.00	★
Jul 2016	564.08	614.00	▲
Aug 2016	600.85	600.00	★
Sep 2016	604.92	623.00	●
Oct 2016	590.97	657.00	▲
Nov 2016	635.77	593.00	★
Dec 2016	522.53	489.00	★
Jan 2017	603.92	589.00	★
Feb 2017	583.91	590.00	●
Mar 2017	628.49	642.00	●
Apr 2017	502.33	575.00	▲



LPI202 - comment

Responsible
Officer

Performance Comments

Action Plan Comments

Head of Culture

Performance

Performance for this indicator has recently declined. This can be partly attributed to the temporary reduced opening hours at Manor House Library but also the reported figures may be lower than the actual usage, following the discovery of a faulty people counting sensor at the Catford Library, which accounts for a significant percentage of the total for this indicator.

This technological issue is being fixed and should allow us to determine the accurate usage of the libraries over the next few months

Performance Action Plan

Management are confident that the reopening of Manor House and the changes about to be implemented in Catford and the other Hub Libraries will put the service back on a positive trend.

10. Inspiring Efficiency, Effectiveness and Equity

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

Priority 10 - Monthly Performance									
	Unit	YTD Apr 17	Target Apr 17	Against Target Apr 17	DoT Last year	Against Target Mar 17	Against Target Feb 17	Against Target	15/16
⊕ BV008 Invoices paid within 30 days	Percentage	87.94	100.00	▲	↗	▲	?		?
⊕ BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.68	7.50	●	↘	●	●		●
⊕ LPI031 NNDR collected	Percentage	135.06	99.00	★	↗	●	●		★
⊕ LPI032 Council Tax collected	Percentage	95.29	96.00	●	↗	●	●		●
⊕ LPI548a %age of notifiable incidents occurring on non-school sites reported to the HSE	Percentage	0.00	4.00	★	↗	★	★		▲
⊕ LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	97.13	95.00	★	↘	★	★		★
⊕ NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	5.10	7.50	★	↗	★	★		★

10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate	●	★	Mar 17 →	Risk - What are we planning to do? Lessons learnt database under development to capture and monitor the implementation of learning arising from incidents and exercises.	Risk - When is it going to be completed? Jun 17	
2. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate	●	●	Mar 17 ↗	Risk - What are we planning to do? Monitoring IT support arrangements to ensure quality service via shared service	Risk - When is it going to be completed? Jun 17	

10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
4. Non-compliance with Health & Safety Legislation	Corporate	▲	▲	Mar 17	➔	Risk - What are we planning to do? Refresh H&S training offer for managers	Risk - When is it going to be completed? Dec 17
5. Failure to anticipate and respond appropriately to legislative change.	Corporate	●	▲	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • Reports to Council on changes necessary to reflect legislation. • Significant work ongoing to assess the impact of Dilnott, Care Act and Better Care Fund for further integration of social care work with health. • Responding to Govt consultations and lobbying in various areas of political change (e.g. business rates, school funding, improved better care fund, London devolution). 	Risk - When is it going to be completed? <ul style="list-style-type: none"> • Quarterly for CWP • Quarterly for H&WB • As dictated by Government agenda

10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	▲ Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
6. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Mar 17	→	Risk - What are we planning to do? <ul style="list-style-type: none"> Lewisham Future Programme to focus on transformation options - savings targets to be refreshed once budget finalised. Lewisham Future Programme to bring forward further savings proposals with the draft budget for 18/19 	Risk - When is it going to be completed? <ul style="list-style-type: none"> May 17 Jul 17
7. Adequacy of Internal Control.	Corporate	●	●	Mar 17	→	Risk - What are we planning to do? <ul style="list-style-type: none"> Ensure GRC framework Oracle cloud addresses issues raised with current version. Review annual assurance option for 16/17 and any actions arising. 	Risk - When is it going to be completed? <ul style="list-style-type: none"> Dec 17 June 17
8. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Mar 17	→	Risk - What are we planning to do? <ul style="list-style-type: none"> Review of Council Tax Reduction Scheme. Prepare for 100% Business Rates devolution - respond to consultations. Review insurance risk valuations for OGDEN impact. 	Risk - When is it going to be completed? <ul style="list-style-type: none"> Sep 17 As per Government timetable Jun 17

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10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
9. Loss of income to the Council	Corporate	▲	▲	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • New AIMS programme and FISCAL reporting tool implemented to support income collection activities. • Independent review of accounts payable and receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems (part of Oracle work) 	Risk - When is it going to be completed? <ul style="list-style-type: none"> • Jun 17 • Dec 17
10. Failure to manage performance leads to service failure.	Corporate	●	▲	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • Following creation of a single corporate policy and performance team, revisit service data and performance priorities and update performance reports and quality assurance practices. • Service Planning 	Risk - When is it going to be completed? <ul style="list-style-type: none"> • Mar 17 • May 17
12. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Mar 17	➔	Risk - What are we planning to do? <p>Adult Integrated Care Programme to improve services and provide better value for money.</p>	Risk - When is it going to be completed? <p>Four year prog. to 2017/18</p>

10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
13. Failure to manage strategic suppliers and related procurement programmes.	Corporate	●	▲	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • Refresh contract register arrangements • Meet requirements of transparency code 	Risk - When is it going to be completed? <ul style="list-style-type: none"> • Jul 17 • Jul 17
15. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate	●	●	Mar 17	➔		
19. Loss of constructive employee relations	Corporate	●	★	Mar 17	➔	Risk - What are we planning to do? <ul style="list-style-type: none"> • July 17 • Sep 17 • Mar 17 Risk - What are we planning to do? <ul style="list-style-type: none"> • Implement actions from talkback survey • Rollout manager training suite • Continue to explore forum to improve collaborative work in support of culture changes - starting with Heads of Service 	

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10. Inspiring Efficiency, Effectiveness and Equity

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

		Current Status		Risk			
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?		When is it going to be completed
21. Information governance failure.	Corporate	●	●	Mar 17	↗	Risk - What are we planning to do? <ul style="list-style-type: none"> Review information sharing guidance and processes. Align IT policies with Brent with Information Governance policies to follow. 	Risk - When is it going to be completed? <ul style="list-style-type: none"> June 17 June 17
24. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	●	●	Mar 17	↗	Risk - What are we planning to do? <ul style="list-style-type: none"> Review level of agency staff recruitment and success as part of retendering contract. Roll out corporate managers training. See also risk re financial saving and gap for management and corporate overheads 	Risk - When is it going to be completed? <ul style="list-style-type: none"> Mar 17 Sep 17
27 Governance failings in the implementation of service changes	Corporate	●	▲	Mar 17	→	Risk - What are we planning to do? <ul style="list-style-type: none"> Manage early savings process for 18/19 budget. 	Risk - When is it going to be completed? <ul style="list-style-type: none"> Sep 17

10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
30. Strategic programme to develop and implement transformational change does not deliver	Corporate	▲	●	Mar 17	➔	Risk - What are we planning to do? Finalise monitoring and benefits realisation tracking arrangements to account for invest to save and align with savings work	Risk - When is it going to be completed? Jul 17
32. Election/Referendum not conducted efficiently.	Corporate	●	▲	Mar 17	➔	Risk - What are we planning to do? Monitor resourcing for elections	Risk - When is it going to be completed? Jun 17

Appendix A - Performance Scoring Methodology

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

Performance

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

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2015). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

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

Data Quality Policy

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

Appendix B - Projects, Risk & Finance Scoring Methodology

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

Projects

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

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

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

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

Risk

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

Finance

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

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

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

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

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

The Executive Management Team will take into account:-

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

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

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

Date of Meeting	13 th September 2017
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Title of Report	Local Authority Governor Nominations
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Originator of Report	Suhaib Saeed	Ext. 47670
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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: 
 Date: 4th September 2017

Executive Member

Signed: 
 Date: 4th September 2017

Executive Director

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	Local Authority Governor Nominations		
Key Decision	No	Item No.	
Ward	Lewisham Central		
Contributors	Executive Director for Children and Young People Head of Law		
Class	Part 1	Date:	13 September 2017

1. Summary

- 1.1 In May 2014, amendments to the School Governance (Constitution) (England) Regulations 2012 (The Constitution Regulations 2012) were made and laid before Parliament. The Department for Education (DfE) also published statutory guidance on the constitution of maintained schools which governing bodies and local authorities must have regard to. The most recent version of this Guidance was issued in September 2016.
- 1.2 The Constitution Regulations 2012 determine the size and membership of governing bodies. Previously the local authority was able to appoint local authority governors to governing bodies, however amendments to the Regulations now permit a local authority only to nominate such a person, with it being a matter for the governing body to appoint. For the local authority governor position, the local authority nominates a governor for “appointment” by the governing body.
- 1.3 This report is to request the nomination of a local authority governor for the school listed in paragraph 6 below.

2. Purpose

- 2.1 To consider and approve the nomination of the local authority governor detailed in paragraph 6 below.

3. Recommendation/s

The Mayor is recommended to:

- 3.1 note the information concerning the recommended nominated governor in Appendix 1.

- 3.2 agree to nominate the person set out in paragraph 6 as a local authority governor.

4. Policy Context

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

5. Background

- 5.1 Under Section 19 of the Education Act 2002 and School Governance (Constitution) (England) Regulations 2012, every governing body is required to have at least one representative of the local authority as part of its membership. Governing bodies reconstituted under The School Governance (Constitution) (England) Regulations 2012, as amended by The School Governance (Constitution and Federations) (England) (Amendment) Regulations 2016, only allows for one local authority governor. Free schools and Academies are exempt from this requirement.
- 5.2 The Constitution Regulations 2012 and associated Guidance highlight the importance of governors having the appropriate skills to contribute to the effective governance and success of the school.
- 5.3 The suggested nominee has the requisite skills and experience required to be effective in their role as a local authority nominated governor.
- 5.4 A local authority governor vacancy will arise on the governing body of the school listed in paragraph 6. Appointments to school governing bodies are usually for a four-year term, unless stipulated otherwise in the Instrument of Government. The individual set out in paragraph 6 would serve the normal 4 years if appointed. The governing body of the respective school would like to appoint them to the role of local authority governor at the next governing body meeting and thus a nomination is required to enable this to happen.

5.5 Appendix 1 highlights the skills and experience that the individual possesses which will enable them to be an effective member of a governing body.

6. Candidate recommended for Nomination as local authority governor for governing bodies constituted under the School Governance (Constitution) (England) Regulations 2012 .

Name	School
Noreen Howard	St Saviour's Catholic Primary

7. Financial implications

7.1 There are no financial implications arising from this report.

8. Legal implications

8.1 Section 19 of the Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012(as amended) requires every governing body of a maintained school to have one representative of the local authority as part of its membership.

Equalities Legislation

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

8.3 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.

8.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 7.5 above.

8.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

8.6 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:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

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

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

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

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

9 Crime and Disorder Implications

- 9.1 There are no specific crime and disorder implications arising from this report.

10. Equalities Implications

- 10.1 Lewisham Council's policy is to encourage all sections of the community to be represented as local authority governors. In particular, we would encourage further representation from the black community and minority groups including disabled people, who are currently under-represented as governors. The numbers of governors in these groups is kept under review

11. Environmental Implications

- 11.1 There are no specific environmental implications arising from this report.

12. Conclusion

- 12.1 The individual detailed in Appendix 1 views being a governor as a way of utilising their skills and experience to make a difference to the lives of children and young people in Lewisham schools. Section 19 of the Education Act 2002 and School Governance (Constitution) (England) Regulations 2007 made under it require every governing body to have at least one representative of the local authority as part of its membership. Governing bodies reconstituting under The School Governance (Constitution) (England) Regulations 2012 only require one local authority governor. Academies are exempt from this requirement.
- 12.2 Appointments to school governing bodies are usually for a four-year term, unless stipulated otherwise in the Instrument of Government. The person listed in paragraph 6 would serve the normal 4 years.

Background Documents

There are no background papers.

If there are any queries arising from this report, please contact Suhaib Saeed, Service Manager –Services to Schools, 3rd Floor, Laurence House, telephone 020 8314 767

LA Governor nominations					APPENDIX 1
Name	School	Occupation	Residential Area	Précis of Suitability and Skills to be considered as a school governor	Governor Monitoring Information
Noreen Howard	St Saviour's Catholic Primary School	Self Employed: Fund Raising. Currently engaged by TACT.	SE6	<p>Experience in teaching and working with disadvantaged young people. Management experience in community care and with a trust.</p> <p>Extensive knowledge of governance including charring, strategic planning, performance management, community relations, fundraising and project management.</p>	Female Caribbean

Agenda Item 9

Mayor and Cabinet		
Title	Comments of the Healthier Communities Select Committee on the consolidation of the ICO Health Group primary care services in Grove Park and the intention to develop a new purpose-built Health Centre.	
Contributor	Scrutiny Manager	Item
Class	Part 1 (open)	September 13 2017

1. Summary

- 1.1 This report informs Mayor and Cabinet of the comments and views of the Healthier Communities Select Committee following discussions on primary care services in Grove Park at its meeting on 20 July 2017.

2. Recommendation

- 2.1 The Mayor is recommended to note the views of the Select Committee as set out in this report and ask the Executive Director for Community Services to provide a response.

3. The Select Committee's views

- 3.1 On 20 July 2017, the Healthier Communities Select Committee considered an item, and representations from the public, on speculation about the consolidation of the ICO Health Group primary care services in Grove Park and the intention to develop a new purpose built Health Centre, subject to planning consent.
- 3.2 The Committee resolved to advise Mayor and Cabinet of the following:

Noting the confusion among residents about what is happening, the Committee recommends that the Mayor urges representatives from the Grove Park community, the ICO Health Group, the Lewisham CCG, Grove Park ward councillors, the Cabinet Member for Health, Wellbeing & Older People, and the Lewisham Local Medical and Pharmaceutical Committees to meet as soon as possible to discuss the future of primary care services in Grove Park, in particular to clarify the proposals for 54 Chinbrook Road and the process that is being followed.

4. Financial implications

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

5. Legal implications

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 to the Committee within two months (not including recess).

6. Further implications

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.

7. Background papers

Report to Healthier Communities Select Committees on the consolidation of the ICO Health Group primary care services in Grove Park and the intention to develop a new purpose-built Health Centre:

<http://councilmeetings.lewisham.gov.uk/documents/s51433/05%20Grove%20Park%20Health%20Centre%20-%20200717.pdf>

For further information, please contact John Bardens, Scrutiny Manager, on 02083149976.

Agenda Item 10

Mayor and Cabinet			
Title	Matters referred by the Safer Stronger Communities Select Committee – Demographic Change In-depth Review.		
Key Decision	No	Item No.	
Contributors	Safer Stronger Communities Select Committee		
Class	Part 1	Date	13 September 2017

1. Purpose

- 1.1 This report presents the final report and recommendations arising from the Safer Stronger Communities Select Committee’s review entitled “Demographic Change”, 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 Safer Stronger Communities Select Committee.

3. Context

- 3.1 The review was scoped in November 2016 and an evidence gathering sessions was held in April 2017. The Committee agreed the final report and recommendations at its meeting held on the 26 June 2017.

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

Demographic Change Safer Stronger Communities Select Committee

June 2017



**Membership of the Safer Stronger Communities Select Committee
in 2017/18:**

Councillor Pauline Morrison (Chair)

Councillor James-J Walsh (Vice-Chair)

Councillor Brenda Dacres

Councillor Colin Elliott

Councillor Sue Hordijenko

Councillor Joyce Jacca

Councillor Jim Mallory

Councillor David Michael

Councillor Pat Raven

Councillor Paul Upex

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Chair's Introduction – To Follow



Councillor Pauline Morrison
Chair of the Safer Stronger Communities Select Committee

Executive summary

Demographic Change has been a feature of London's history for centuries and understanding changing communities and predictions and projections for the future is crucial for the Council to effectively and efficiently support and deliver services to its residents. In particular, with the severe reduction to Council funds it has become increasingly important for effective future planning and meeting challenging reductions to funding whilst protecting residents and communities.

This review considers some of the key challenges and projections of future change nationally, across London and in Lewisham. The review considers the difference between predictions and projections and the challenges of predicting and interpreting trends and looks at how the Council needs to use data to plan for future service delivery.

The review considers the reduction in comparative poverty in Lewisham but notes that Lewisham remains in the top 20% of most deprived boroughs nationally. In particular, income deprivation is higher in London than nationally and income deprivation affecting children and older people is comparatively very high in Lewisham. These factors coupled with concerns regarding the impact of welfare reforms, led the Committee to focus its recommendations on the effect of the high cost of living and how this could drive demographic change and deprivation. The review's recommendations therefore reflect this and the Committee's suggestions for mitigating negative effects on residents. The review also considers the high cost of housing in Lewisham, the reduction in home ownership, and the increase in the private rental sector. This is reflected in the Committee's recommendation on a joint housing venture.

The review also strongly stresses the importance of the Council continually monitoring data to ensure it is prepared for the future. This includes work on being prepared for different scenarios around Britain leaving the EU and decisions being made taking into account long, medium, and short term projections for demographic change. These factors are also reflected in the review's recommendations around planning and monitoring.

The review concludes that demographic change is a reality of London's history but ensuring that residents are supported and services targeted affectively is vital to maintaining a strong and supported community. The Council's role in ensuring it adapts to changes and supports residents as best as possible was seen as essential.

Recommendations

The Committee would like to make the following recommendations:

- 1) That given the high cost of living in London and the comparatively low levels of income after housing costs; London-weighting should better reflect the additional costs faced by employees.
- 2) That the National minimum wage for under 25s was a particular concern in London given the changes to housing benefit. It was also important to ensure the London Living Wage remained at an adequate level going forward.
- 3) That given the uncertainty around Britain leaving the EU – more work should be done to ensure that the Council understands the policy and service delivery implications as the situation evolves.
- 4) That long and short term demographic trends, birth rates and migration be monitored closely to ensure that the Council is accurately predicting the need for school places and adapting and investing efficiently to meet future need.
- 5) That the Council work to enter into joint housing ventures with the private rental sector to create better opportunities for residents, as a potential method of reducing fees to residents, and as a potential income stream for the Council.
- 6) That the Council ensures it makes the best possible use of metrics and analytics in informing policy development, budget allocations and decisions on service delivery. Senior officers and politicians should have a solid understanding of the current demographics and future predictions and projections such as 5, 10 and 15 year projections when making their decisions. Resources should be in place to ensure the Council has the capacity to provide this information.

3. Purpose and structure of review

3.1 As a result of the severe financial pressures facing the local authority, the Safer, Stronger Communities Select Committee decided that as part of their work programme they should look into changing demographics in the borough to ensure that the Council was able to adapt as quickly as possible to changing needs of residents.

3.2 At its meeting on 28 November 2017, the Committee agreed the scoping paper for a short review of Demographic Change in Lewisham. The scoping paper set out the background and key lines of enquiry for the review. It was agreed that the review should consider both current medium-term and longer-term predictions and projections, and focus on areas of most concern in terms of pressure on residents and the Council, looking at how the Council forward planned for demographic change and how it managed risk. It was also agreed that the review should consider the equalities aspect of demographic change with a view to identifying any population groups that were especially likely to feel the impact of demographic change and the council's role in mitigating this. Key lines of enquiry agreed for the short review were:

- What sources of information are used to inform future delivery of council services?
- Where are the predicted population trends in Lewisham?
- How does the council use demographic information to predict future demand for services?
- How could the council make better use of the available information?
- Where are the most severe pressure points on services predicted to be?
- How do national policy issues such as Brexit, devolution or boundary changes impact the Council's ability to plan for and predict demographic change?
- How can the council ensure the best outcomes for local people in the context of the current financial climate?

3.3 At its meeting on the 28 November 2017, the Committee also agreed to add:

- Changes in demographic participation and demographics of those who do not vote.
- Projections on the numbers of looked after children and how services will need to adapt to this.
- Changes in how the Council will manage services due to changing demographics.
- How will Lewisham change by 2030 and what does the Council need to do to be prepared.

3.4 The timeline for the review was as follows:

26 April 2017 Evidence session to receive a presentation from Barry Quirk, Chief Executive addressing the expanded key lines of enquiry referred to above and key challenges for the Council:

- How policy is developed and services are future-proofed
- Protecting the most vulnerable residents and those with protected characteristics
- Planning for and mitigating the impact of national policy changes such as Brexit, Devolution and Boundary Changes.

4 Policy Context

- 4.1 The Council's overarching vision is "Together we will make Lewisham the best place in London to live, work and learn". In addition to this, ten corporate priorities and the overarching Sustainable Community Strategy drive decision making in the Council. Lewisham's corporate priorities were agreed by full Council and they remain the principal mechanism through which the Council's performance is reported.
- 4.2 Demographic change has an affect on all of the Council's corporate policies: community leadership: young people's achievement and involvement; clean, green and liveable; safety, security and a visible presence; strengthening the local economy; decent homes for all; protection of children; caring for adults and older people; active healthy citizens; and inspiring efficiency, equity and effectiveness. Managing and planning for changing demographics in therefore vital to service delivery across the Council. The theme also crosses over all the priorities in the Sustainable Community Strategy. "Ambitious and Achieving" aims to create a borough where people are inspired and supported to achieve 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.
- 4.3 Demographic change has been a feature of London's history for centuries. Understanding the changes is essential for the council to be able plan ahead and deliver services that are relevant, timely and sufficient. The population of London peaked in 1939 at 8.6 million, then post war it started to fall to a low of 6.7 million in 1988. Since then the population has grown each year to approximately 8.6 million in 2016. With the current level of cuts to local government budgets of approximately 44% to 2019/20, the challenge becomes ever greater to ensure services are delivered to those most in need. Changing populations pose a challenge in terms of service prioritisation and predictions for need and usage. This affects all areas of the Council from school places planning, housing, care for the elderly, to leisure facilities and

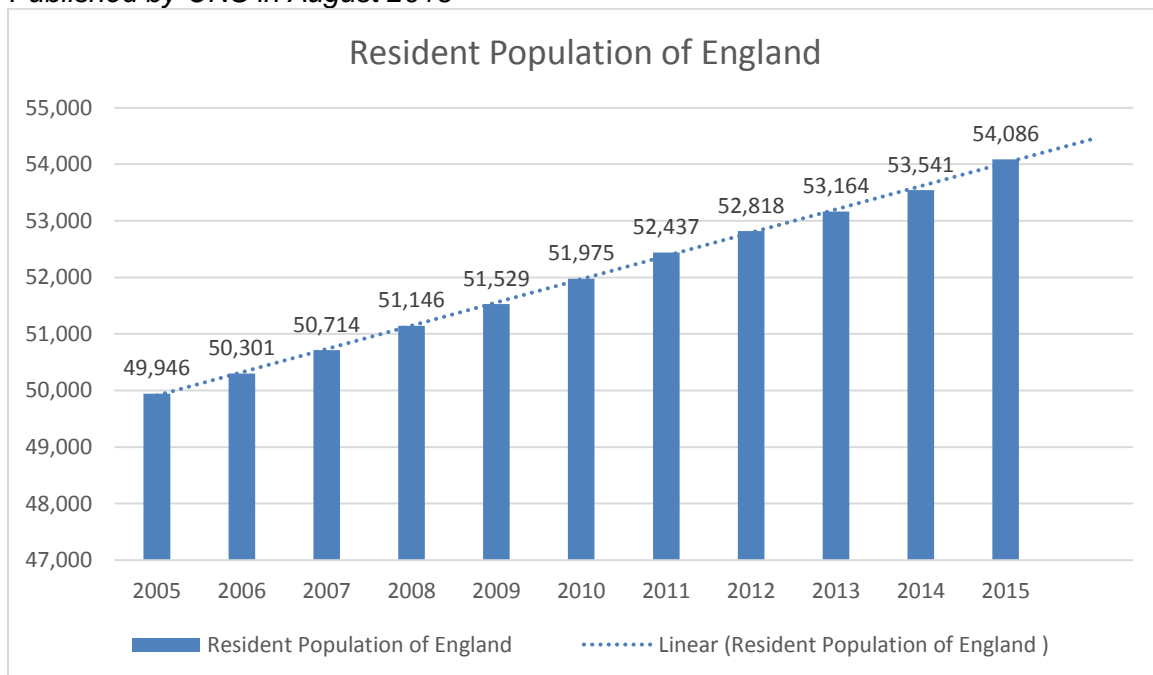
refuse collection etc. Demographic change has an effect on everything the Council does.

5 Current Population

The Current Population – National and London

- 5.1 The UK population is growing. The Office for National Statistics (ONS) projections forecast an increase in UK population of 6% to 2024 and 14% to 2039 from the 2014 figures. According to the ONS the UK population in June 2015 stood at just over 65 million representing an increase of 9.2% or just over 5 million people over the previous ten years.¹ The population of London in 2015 was estimated to be 8,663,300 an increase of 7% in the last 5 years.²
- 5.1 In the ten years from 2005 to 2015 the resident population of England has increased from 49.9 million to 54.1 million, a rise of 8.3%. During this period the non-UK born estimated population of England rose from 5.2 million to 7.9 million, a rise of 51.8%. In 2015, the non-UK born population of England amounted to 14.6% of the overall population.

Published by ONS in August 2016



- 5.2 The population of the UK is getting older. The graph below shows the age structure of the UK in 2014 and projections for 2039. The median average age rises from 40 years in 2014 to 42.8 by 2039. This has an implication on a wide variety of services provided by Councils and the cost of health and social care

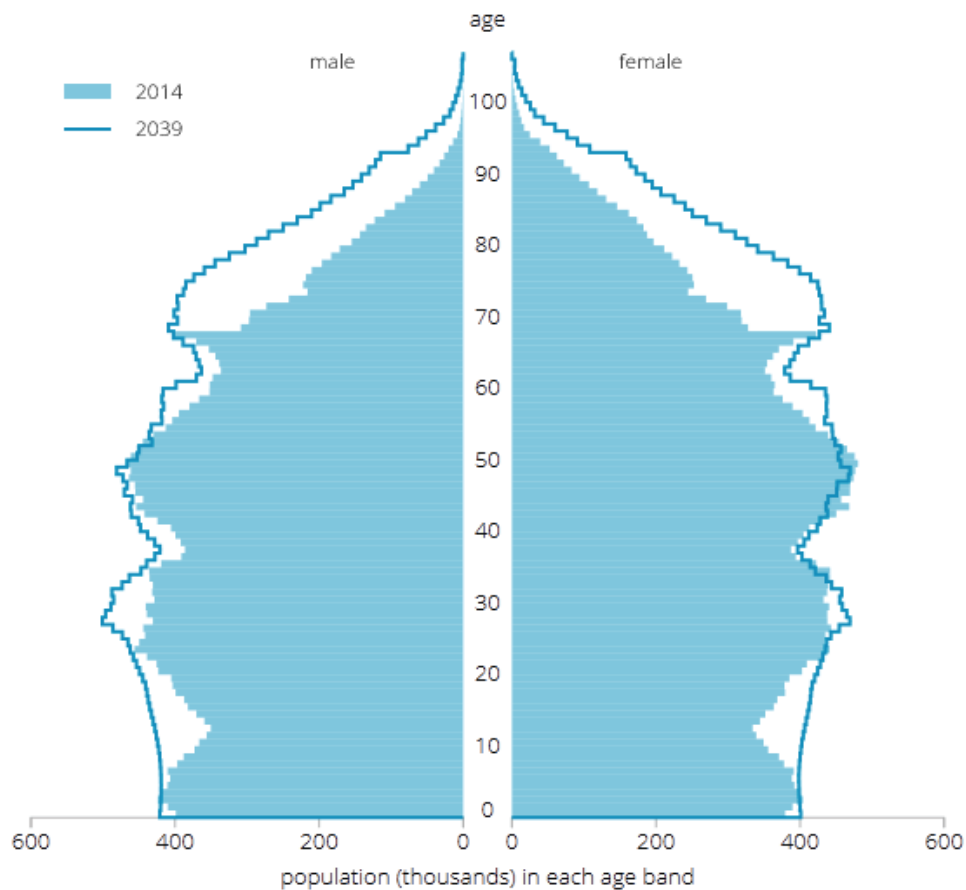
¹ONS

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>

² GLA DataStore <https://data.london.gov.uk/>

provision. This trend is similar in London but the average age of residents remains younger than in the rest of the UK, being 34 in 2013 according to the ONS regional profile statistics. London also has a higher proportion of residents under 18 than the National average.

Age structure of UK population, mid-2014 and mid-2039



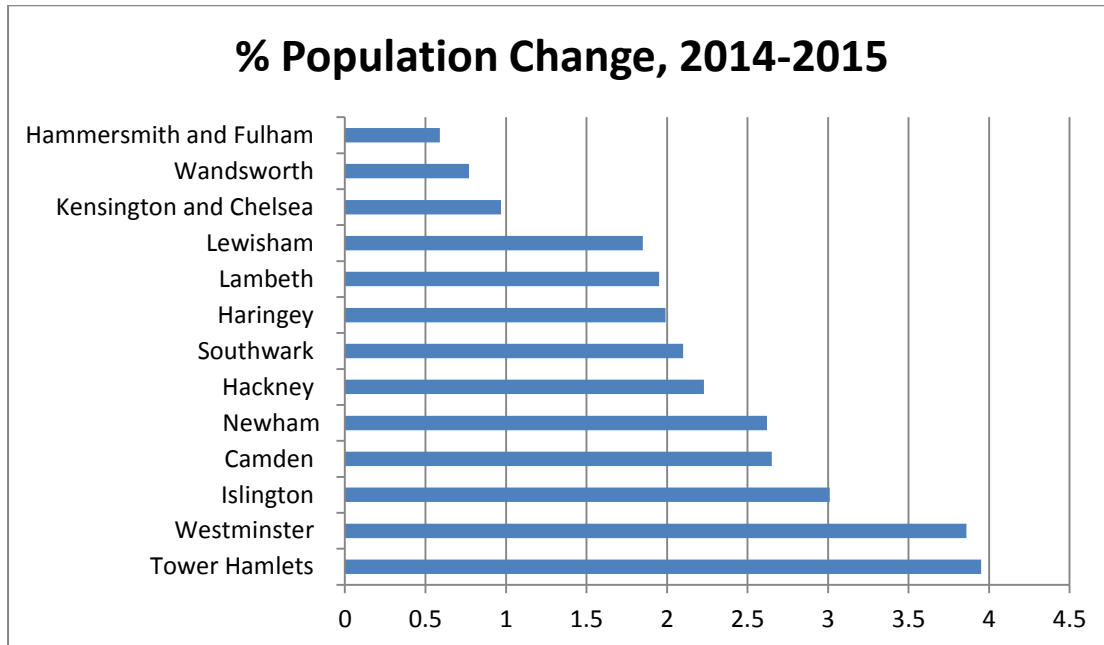
Source: Source: Office for National Statistics

The Current Population – Lewisham

- 5.3 Lewisham is the fifth largest inner London borough and the thirteenth largest in London. According to the ONS Population estimates released on 23 June 2016, the 2015 mid-year estimates show the population of Lewisham has risen to 297,325 people, an increase of 1.8% (5392 people) from the same point in 2014. Within this figure the data shows that in the previous 12 months to June 2015, it is estimated that 22,879 people moved to Lewisham from other parts of the UK, whilst 24,415 left for other parts of the UK; a net effect of -1,536 people. Over the same period 5,649 were estimated to have moved to Lewisham from outside the UK whilst 1,966 left Lewisham for countries outside the UK; a net effect of +3,683 people. There were 4,763 births and 1,524; a natural change effect of +3,239 people.
- 5.4 The population of Lewisham rose steadily at an average of more than 5,000 per year between 2012 and 2015, amounting to an increase over this period

of 15,769. The population has increased at around 1.7% to 1.8% per year and this growth rate is accelerating very slightly each year. As can be seen from the graph below, population growth in Lewisham is less than that of the majority of inner London boroughs.

Percentage Change by Inner London borough, 2014-15 mid-year population estimates

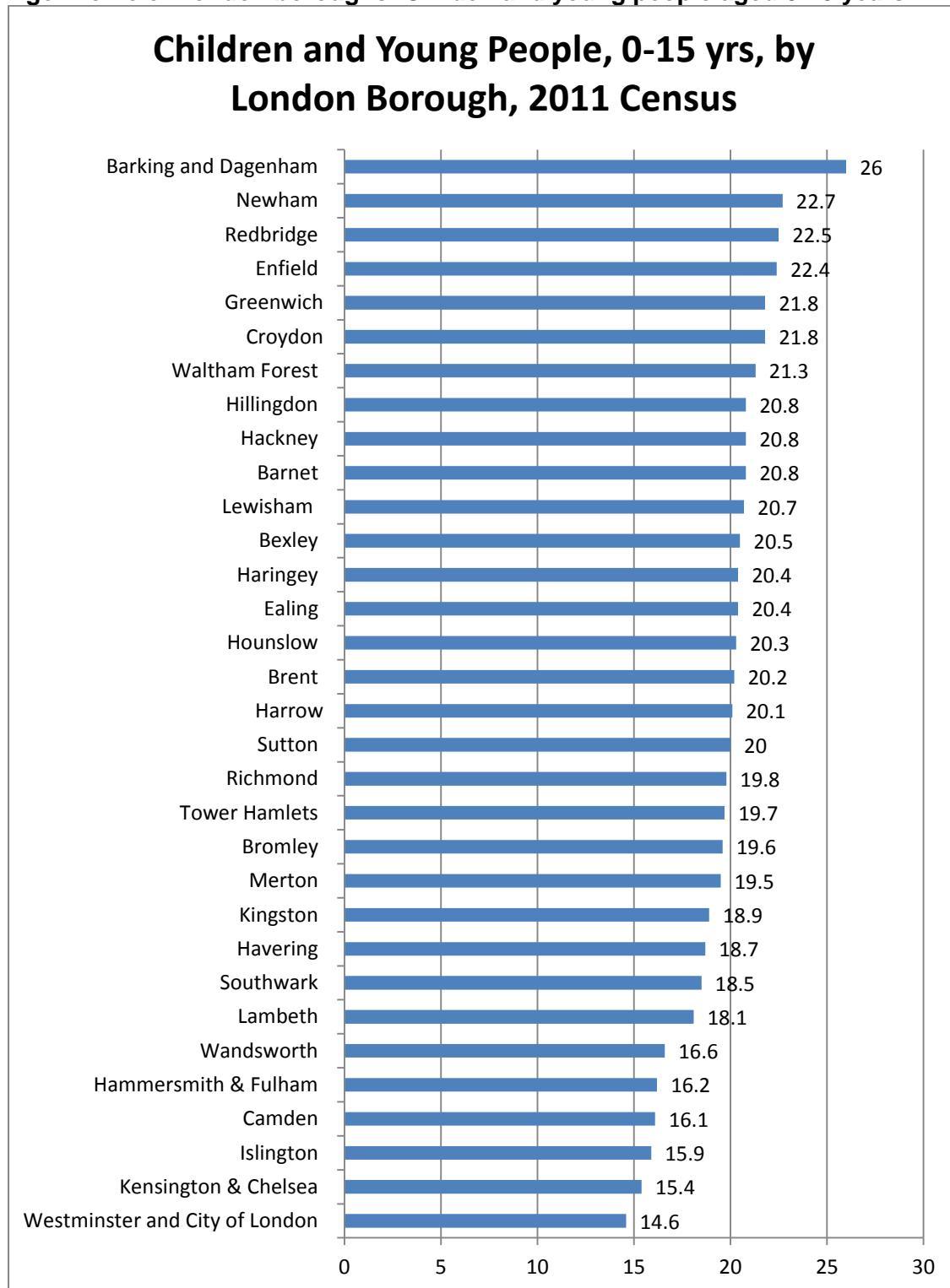


5.5 Within the resident population, occupational class is also changing. Across London the proportion of residents in “higher-skilled occupations is rising. In Lewisham, between 2004 and 2014, the percentage of the work force in higher-skilled occupations rose from 46% of those in employment who were in “higher- skilled occupations” to 57%, the third biggest percentage point rise across all London boroughs. At 57%, Lewisham has the 10th highest proportion of all London boroughs of residents in higher-skilled occupations, the highest is Islington at 73% and the lowest being Barking and Dagenham at 31%.³ Other notable socio-economic shifts include an increase in the number of houses in the private rented sector and a decrease in number of home owners across London. This is further explored in section 6.

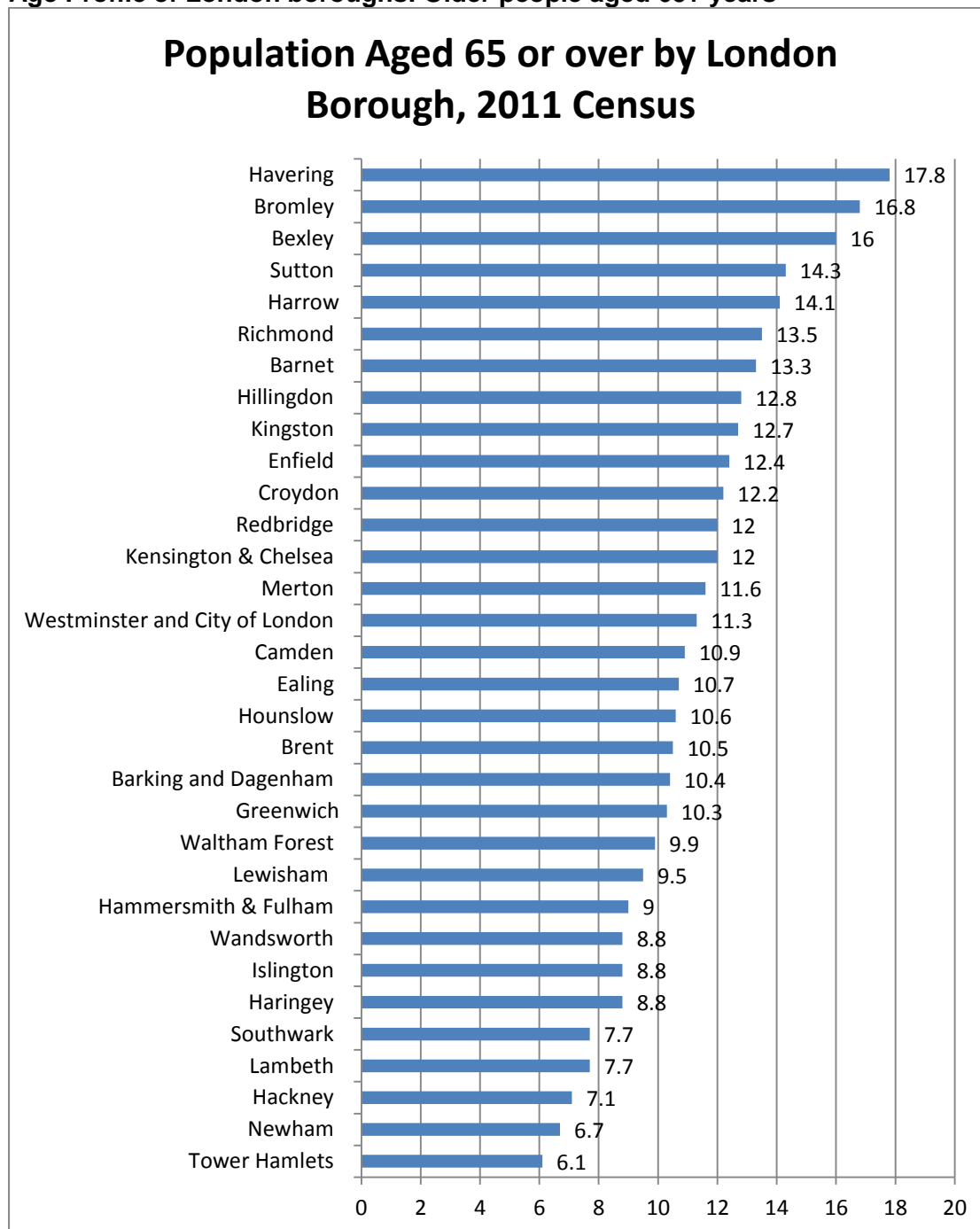
5.6 Lewisham has a slightly younger age profile than the rest of the UK; children and young people aged 0-19 years make up 24.5% of our residents, compared to 22.4% for inner London and 23.8% nationally. Lewisham has approximately 39,000 pupils within its 90 schools. Statistically Lewisham also has a lower percentage of the population over 65 than the national average and also comparatively with other London boroughs. These trends are illustrated in the two graphs below. Page 21 of Appendix 1 also shows the estimated number of children at each age up to 18 years old in the borough.

³ ONS Annual Population Survey, 2004-2014

Age Profile of London boroughs: Children and young people aged 0-15 years



Age Profile of London boroughs: Older people aged 65+ years



This chart illustrates the large variation in the older age population across London.

5.8 Lewisham is an ethnically diverse borough with approximately 40% of Lewisham residents being from black and minority ethnic backgrounds. This rises to 77% within the school population, where over 170 different languages are spoken by pupils. According to the London Plan 2016, London will continue to diversify as a result of natural growth and continued migration from overseas. However, the evidence this review received from Barry Quirk, Chief Executive, highlighted in paragraph 8.3 and Appendix 1 page 26 shows that this trend is at different rates in different boroughs.

6 House prices and Tenure

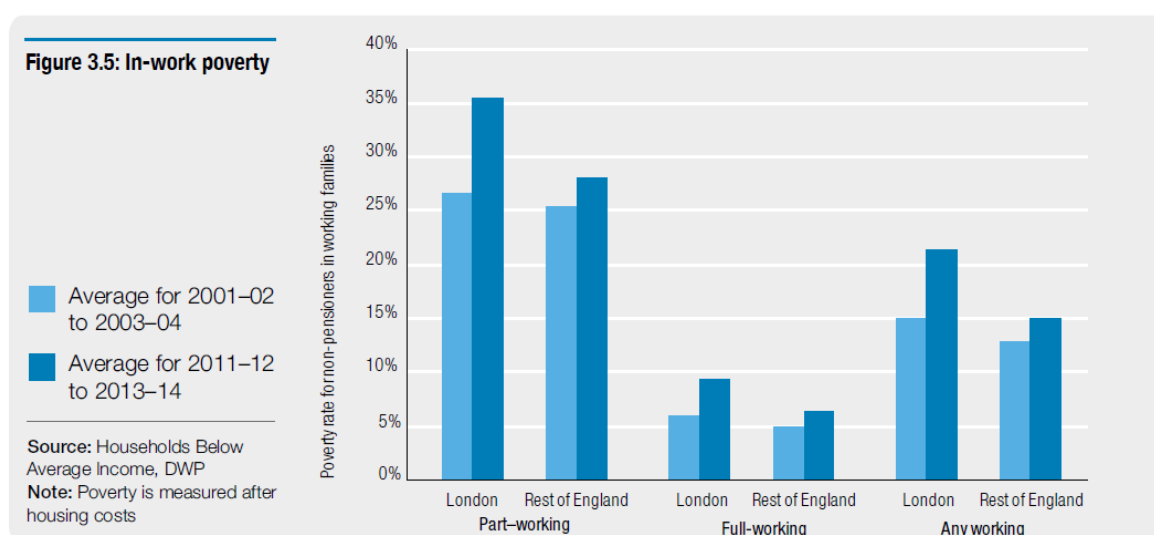
- 6.1 Pressure from house prices can affect demographics within an area. As noted in paragraph 6.3 below, the rise in the private rented sector (PRS) is occurring across London. In England average house prices have increased by 9.3% in the 12 months to June 2016 to £229,383. In Inner London prices have increased by 8.6% to £574,916 whilst in Outer London they have increased by 15.6% to £415,854. Average house prices have increased by 16.7% in Lewisham over this period, but this is still only the 12th largest increase of all 33 London boroughs, and the borough therefore remains more affordable than many areas of London. Home ownership is still, however, unobtainable for many residents.
- 6.2 Though 3.5 times annual salary has in the past been regarded as a guide to buying a house through a mortgage, average house prices in the cheapest London borough of Barking and Dagenham were 7 times average earnings in 2015, in Kensington and Chelsea they were 40 times the average earnings by resident in that borough. In Lewisham they were 11 times average earnings, having been 6.5 times annual earnings in 2003.
- 6.3 Reduction in home ownership and the rise in the private rented sector have implications for wealth accumulation of residents. It could result in the need to review policy assumptions and ensure those in the PRS are protected. It is also a notable difference between London and the rest of the UK and highlights that different approaches and policies may be needed in London to the rest of the UK.

7 Deprivation

- 7.1 In relative terms, Lewisham remains among the most deprived local authority areas in England. Deprivation is measured using the following Indices of Multiple Deprivation (IMD) 2015:
- Income
 - Employment
 - Health Deprivation and Disability
 - Education, Skills and Training
 - Barriers to Housing and Services
 - Crime
 - Living Environment
- 7.2 In the overall Index of Multiple Deprivation, Lewisham ranked 48th most deprived nationally of 326 local authority district. This compares to a ranking of 31st for 2010, and 39th for 2007.⁴ This is the “rank of average score” (see

⁴ Office of National Statistics, Indices of Multiple Deprivation 2015, File 10: local authority district summaries <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

footnote 8 for definition). This means that as a local authority Lewisham is within the 20% most deprived Local Authorities in the country. There have been large decreases in a number of London Boroughs in the proportions of their neighbourhoods that are highly deprived. In Hackney and Newham in particular, there were reductions of 24 percentage points: from 42 per cent of neighbourhoods in Hackney being highly deprived on the Index of Multiple Deprivation 2010 to 17 per cent following the 2015 update, and from 31 per cent of neighbourhoods being highly deprived in Newham on the 2010 Index to 8 per cent following the 2015 release. See Chart 7 below.⁵ Generally, London boroughs are more deprived comparatively in terms of income deprivation compared to employment deprivation. This in part helps to explain the higher rankings of London Boroughs in the Income deprivation affecting children and older people indices as shown paragraph 7.11. The graph below from the London Poverty Profile also demonstrates this and how this difference has grown since 2010.



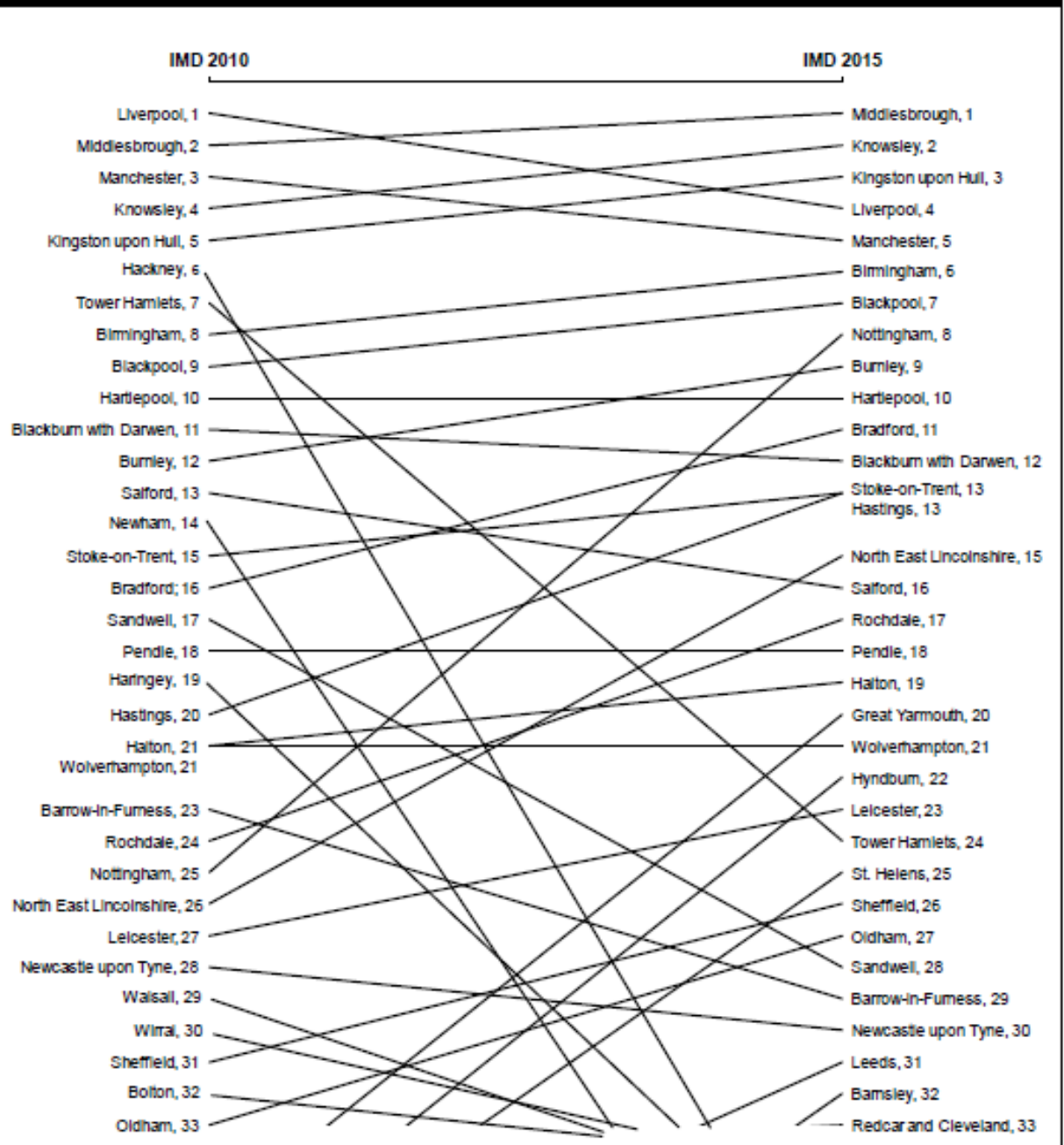
London Poverty Profile 2015⁶

7.3 In terms of overall deprivation, Lewisham is ranked 10th out of the 33 London boroughs (including the Corporation of London), unchanged from 2010. The IMD ranking of most London boroughs has improved (i.e. they have become comparatively less deprived), though notable ranking increases have occurred in Barking and Dagenham, Westminster, and Croydon. The chart below from the ONS shows the comparison between comparative ranking in the 2010 IMD to the 2015 IMD, and highlights the dramatic reductions in comparative deprivation in some London boroughs.

⁵https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/465791/English_Indices_of_Deprivation_2015_-_Statistical_Release.pdf

⁶ http://www.londonpovertyprofile.org.uk/2015_LPP_Document_01.7-web%202.pdf

Chart 7. The most deprived local authority districts according to the Index of Multiple Deprivation 2015 and the 2010 Index: local authorities are ranked on the proportion of neighbourhoods in the most deprived 10 per cent nationally



Note: Hastings and Stoke-on-Trent are equally ranked as 13th most deprived on this measure.

Any change in rank position represents relative change only. It is possible that a district may have become less deprived in real terms since the previous Index, but more deprived relative to all other districts, or vice versa. Furthermore, a change in rank, even of several places, may not represent a large increase or decrease in the levels of deprivation.

SOURCE: ONS⁷

⁷ONS

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/465791/English_Indices_of_Deprivation_2015_-_Statistical_Release.pdf

Table 1: London Boroughs by IMD National Ranking⁸

	2015 National Rank of average scores⁹	2010 National Rank	2010-2015 Ranking Change
Tower Hamlets	10	7	-3
Hackney	11	2	-9
Barking & Dagenham	12	22	10
Newham	23	3	-20
Islington	24	14	-10
Haringey	30	13	-17
Waltham Forest	35	15	-20
Southwark	40	41	1
Lambeth	44	29	-15
Lewisham	48	31	-17
Westminster	57	87	30
Enfield	64	64	0
Brent	68	35	-33
Greenwich	78	28	-50
Camden	84	74	-10
Hammersmith & Fulham	92	55	-37
Croydon	96	107	11
Ealing	99	80	-19
Kensington & Chelsea	104	103	-1
Hounslow	117	118	1
Redbridge	138	134	-4
Wandsworth	158	121	-37
Hillingdon	162	138	-24
Havering	167	177	10
Barnet	172	176	4
Bexley	191	174	-17
Bromley	208	203	-5
Merton	213	208	-5
Sutton	217	196	-21
Harrow	219	194	-25
City of London	231	262	31
Kingston upon Thames	278	255	-23
Richmond upon Thames	294	285	-9

⁸ File 10: Local Authority District Summaries, IMD rank of average scores

⁹ **LA Average Score of LSOA Scores**

Population weighted average of the combined scores for the LSOAs in a larger area.

This measure is calculated by averaging the LSOA scores in each larger area after they have been population weighted. This measure retains the fact that more deprived LSOAs may have more 'extreme' scores, which is not revealed to the same extent if the ranks are used. So highly deprived areas will not tend to average out to the same extent as when using ranks; highly polarised areas will therefore tend to appear more highly deprived on the average score measure than the average rank measure.

LA Average Rank of LSOA Ranks

Population weighted average of the combined ranks for the LSOAs in a larger area.

This measure is calculated by averaging all of the LSOA ranks in each larger area. For the purpose of this specific calculation, LSOAs are ranked such that the most deprived LSOA is given the rank of 32482 (2010) and 32844 (2015). This is opposite to the main IMD rankings where 1 is the most deprived. The LSOA ranks are population weighted within a local authority district to take account of the fact that LSOA size can vary. The nature of this measure (using ranks not scores) means that highly polarised larger areas tend not to score highly because extremely deprived and less deprived LSOAs will tend of 'average out'.

Conversely, a larger area that is more uniformly deprived will tend to score highly on this measure. Please note the rank indicator for this measure is a "rank of the average ranks".

- 7.4 Statistically in terms of IMD rating, Lewisham has improved its ranking in percentage terms and now rates 48th most deprived as opposed to 31st most deprived in the country. However, it is important to note the proportion of children and older people in income deprivation is very high and Lewisham ranks as the 19th most deprived in the country specifically for each of these categories. As mentioned previously, income deprivation is also higher comparatively than employment deprivation.¹⁰
- 7.5 In Lewisham, in terms of overall deprivation and the percentage of wards falling in the bottom 20% nationally, deprivation is concentrated in New Cross, Downham and Bellingham. Significant parts of these wards fall within the 20% most deprived in England. In New Cross relative deprivation has increased significantly, though in neighbouring Evelyn the situation has improved compared to 2010. Deprivation levels remain unchanged in Whitefoot. However, the most severe deprivation is concentrated in the Evelyn ward where approximately a third of the ward is categorised as being in the 10% most deprived in England.
- 7.6 Levels of income deprivation affecting older people are relatively unchanged from 2010. Evelyn, New Cross, Brockley and Downham are the most affected wards.
- 7.7 Overall levels of income deprivation affecting children have improved slightly since 2010. However, deprivation exists across many parts of the borough, with the highest levels in Evelyn, Bellingham, Downham, and New Cross.

Impact of Welfare Reform

- 7.8 The Centre for Regional Economic and Social Research at Sheffield Hallam University in partnership with Oxfam and the Joseph Rowntree Foundation¹¹, has produced information on the financial impact of the recent changes to welfare. Their data shows that the cumulative effect of welfare reforms from 2010 to 2016 has resulted in an estimated average loss of £470¹² per year for every working age adult in Lewisham up to March 2016. This loss is above the London (£410) and the national (£360) average. The reforms to Tax Credits have had the largest impact per head, followed by changes to the Local Housing Allowance for Housing Benefit claimants.

¹⁰ ONS Indices of Multiple Deprivation Definitions

- The **Income Deprivation** Domain measures the proportion of the population experiencing deprivation relating to low income. The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests).
- The **Employment Deprivation** Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

¹¹ The Uneven Impact of Welfare Reform, Centre for Regional Economic and Social Research, https://www4.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/welfare-reform-2016_1.pdf

¹² Welfare Reform 2016 Database, The Uneven Impact of Welfare Reform, Centre for Regional Economic and Social Research, <http://www4.shu.ac.uk/research/cresr/ouexpertise/the-uneven-impact-of-welfare-reform>

7.9 The table below shows a breakdown of the impact per working age person per year for each of the changes to benefits up to 2020/21. It also shows the number of households in Lewisham affected by each of the changes and the total impact per year. According to the 2011 census there are 116,000 households in Lewisham.

Welfare reforms: estimated impacts to 2020-21

<ul style="list-style-type: none"> - <i>Number of households impacted</i> - <i>Impact per working age person per year</i> - <i>Total impact in area per year</i> 	Lewisham	London	Great Britain
Universal Credit tapers and thresholds	<ul style="list-style-type: none"> - 15,500 households - £81 per year - £16m. 	<ul style="list-style-type: none"> - 400,000 households - £73 per year - £430m. 	<ul style="list-style-type: none"> - 3,000,000 households - £81 per year - £3,220m
Tax Credits (new reforms)	<ul style="list-style-type: none"> - 11,200 households - £57 per year - £12m per year 	<ul style="list-style-type: none"> - 300,000 households - £58 per year - £340m. 	<ul style="list-style-type: none"> - 2,000,000 households - £53 per year - £2,115m.
Mortgage interest support	<ul style="list-style-type: none"> - 700 households - £5 per year - £1m. 	<ul style="list-style-type: none"> - 17,000 households - £4 per year - £25m. 	<ul style="list-style-type: none"> - 170,000 households - £6 per year - £255m.
Pay to stay	<ul style="list-style-type: none"> - 1,000 households - £13 per year - £2.7m. 	<ul style="list-style-type: none"> - 26,000 households - £14 per year - £80m. 	<ul style="list-style-type: none"> - 130,000 households - £6 per year - £240m.
LHA Cap in social rented sector	<ul style="list-style-type: none"> - 2,100 households - £8 per year - £1.6m. 	<ul style="list-style-type: none"> - 47,000 households - £6 per year - £35m. 	<ul style="list-style-type: none"> - 300,000 households - £6 per year - £225m.
Employment and Support Allowance (new reforms)	<ul style="list-style-type: none"> - 2,300 households - £14 per year - £2.9m. 	<ul style="list-style-type: none"> - 51,000 households - £11 per year - £65m. 	<ul style="list-style-type: none"> - 500,000 households - £16 per year - £640m.
Benefit Cap (extension)	<ul style="list-style-type: none"> - 1,910 households - £15 per year - £3m. 	<ul style="list-style-type: none"> - 50,000 households - £14 per year - £85m. 	<ul style="list-style-type: none"> - 210,000 households - £12 per year - £495m.
Benefit Freeze	<ul style="list-style-type: none"> - 43,000 households - £121 per year - £25m. 	<ul style="list-style-type: none"> - 1,080,000 households - £108 per year - £630m. 	<ul style="list-style-type: none"> - 7,900,000 households - £101 per year - £4,010m.
Total anticipated loss by 2020/21 from post-2015 welfare reforms	<ul style="list-style-type: none"> - £350 per year - £72m. 	<ul style="list-style-type: none"> - £320 per year - £1,870m. 	<ul style="list-style-type: none"> - £320 per year - £12,920m.
Total anticipated loss by 2020/21 from pre and post-2015 welfare reforms	<ul style="list-style-type: none"> - £820 per year - £168m. 	<ul style="list-style-type: none"> - £730 per year - £4,250m. 	<ul style="list-style-type: none"> - £690 per year - £27,400m.

Source: The Uneven Impact of Welfare Reform¹³

¹³ Ibid

- 7.10 The freeze on working age benefits from April 2016 is expected to have had the largest impact, affecting 43,000 households by 2020 with an average loss of £121 per year per working age adult. The analysis also indicates that the total estimated financial impacts over the 2010-2020/21 period amount to £820 per working age adult per year in Lewisham, which is the eighth highest level out of thirty-two London boroughs. A further definition of each of the benefit reforms included in this analysis is included in the footnote below.¹⁴

¹⁴ **Tax Credits**

Reductions in payments and thresholds, notably the removal for new claims of the ‘family’ element and a limit on the ‘child’ element to two children for children born after March 2017

Mortgage interest support

Change from welfare payment to a loan

‘Pay to stay’

New requirement for higher-income tenants in the social rented sector in England to pay market rents, mandatory in local authority housing and voluntary for housing associations

LHA cap in the social rented sector

Housing Benefit in the social sector limited to the equivalent local private sector rate

Housing Benefit: 18-21 year olds

End of automatic entitlement for out-of-work 18-21 year olds

Employment and Support Allowance

Reduction in payment to JSA rate for new claimants in the Work-Related Activity Group

Benefit cap

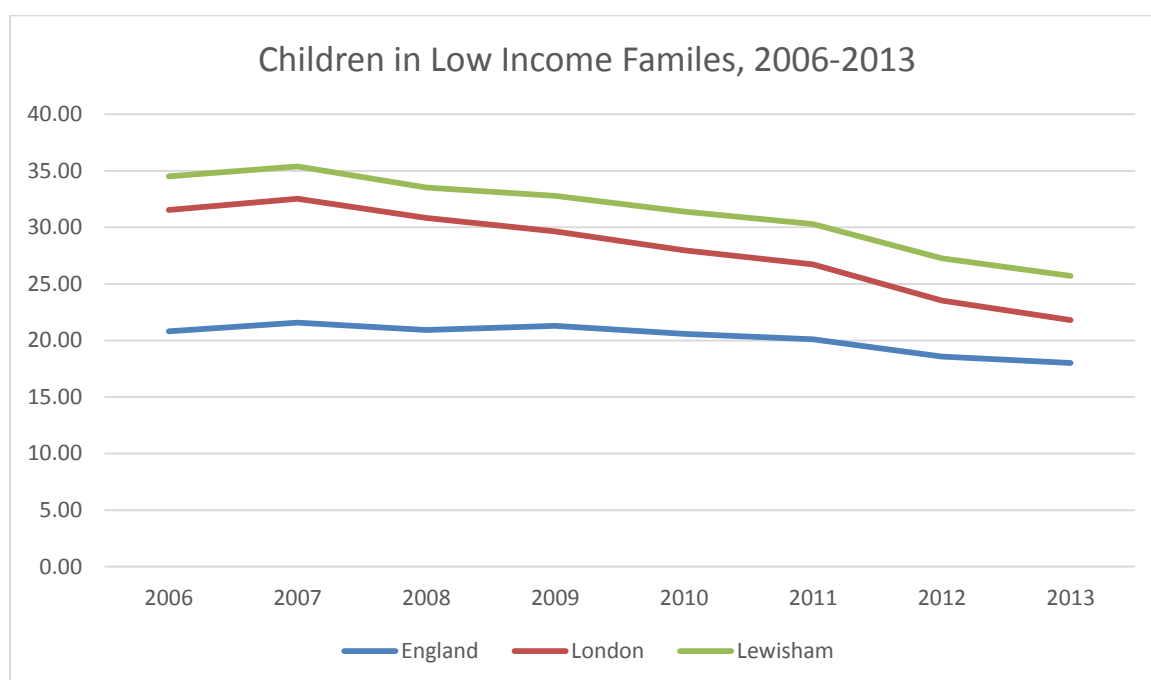
Lower ceiling per household - £23,000 a year in London, £20,000 elsewhere – applying to total of wide range of working age benefits

Benefit freeze

Four-year freeze in the value of most working-age benefits

Child poverty

Children in Low Income Families (all dependent children aged under 20), 2006-2013



7.11 In England the proportion of Children in Low Income Families has fallen from 20.8% in 2006 to 18.0% in 2013. In 2006 this measure of child poverty was much higher in London at 31.5%, but the gap has narrowed significantly to 21.8%. Lewisham was at 35.4% in 2006 but has since dropped sharply to 25.7%. According to the IDACI (Income Deprivation Affecting Children Index), LB Lewisham is the 19th highest Local Authority in England in terms of income deprivation affecting children.

8 Evidence from Barry Quirk, Chief Executive, LB Lewisham

8.1 The Committee heard evidence from Barry Quirk, Chief Executive. There had been dramatic changes in the demographic make-up of London in the last 10 years. The population of London was hugely significant in terms of numbers: More people lived in North London than in Scotland; more people lived in South London than Wales. The size of London comparatively to the second largest city of Birmingham was also very large with the population of Birmingham being around 1.1 million people compared to 8.7 million in London. Appendix 1, page 4 show's London's population change 1801 to 2011 and page 5 show's Lewisham's population change over the same period and the forecast to 2030 based on the current trajectory.

8.2 There were major differences in London compared to national averages, for example – 62% of the population of inner London were in rented accommodation compared to 30% nationally. This meant that housing policies that worked for outside London were different from what was most suitable for London.

- 8.3 The population of Lewisham was predicted to be 300,000 currently with a projected increase to between 314,000 and 360,000 by 2040. The main predictions were from GLA and ONS with the GLA having higher predictions than the ONS. Appendix 1, Page 6 highlights some of the reasons for these differences in predictions and forecasting techniques for population growth.
- 8.4 Birth rates, long and short-term migration trends and the number of available homes could all be used to predict demographic changes. Migration trends and birth rates were challenging to predict which accounted for the range in the forecast population increase.
- 8.5 The Committee heard that the GLA figures were not capped based on the maximum number of properties whereas some experts felt this was a likely natural cap to population rises.
- 8.6 In Lewisham, the movement between those moving in and out of the borough was much more significant in terms of numbers and effect on overall population than changes in the birth rate which accounted for only a small part of predicted changes.
- 8.7 When asked whether there was a trend for families with young children to move out of the borough, the committee heard that there was no evidence of this currently and the changes were more likely to be from people without children moving in and out of the borough.
- 8.8 The rate of international migration had a bigger net effect on the Lewisham population than domestic (within UK) migration but the numbers involved in domestic migration were much higher as the London Borough of Lewisham had a low proportion of international migration compared to domestic. Paragraph 5.3 of this report expands on this using migration figures for 2015.
- 8.9 Currently there was not enough evidence to understand comprehensively the changes in terms of socio-economic groups of those moving in to Lewisham versus those moving out. Other influences on changes to demographic make-up included older home-owners “cashing in” on higher property values and moving out of London, and currency changes. The fall in the value of the pound by 15% since June 2016 was also believed to be likely to affect the population. In particular those who sent a proportion of their wages to their home country may have less incentive to stay in the UK. In 2017, there had been an unexpected fall in primary schools admissions across London of 4% compared to 2016. The figure for Lewisham was a 5.8% reduction between 2017 and 2016. The reasons for this were still unknown but it did appear to mirror the fall in the birth rate between 2011/12 and 2012/13.
- 8.10 Demographic change was dynamic and causation was inter-related and complex. Historically policies tended to be created based on simple linear dependencies and not taking into account the current complex interdependent system.

- 8.11 Budgetary pressures from changing demographics included a predicted 33% increase in the numbers of people aged over 80 years old in Lewisham over the next 13 years. This figure was lower than the predicted increases across the whole of London and the UK. The implications from the increase in numbers of people over 80 and 90 years old for the NHS and Social Services were huge. Page 18, Appendix 1 shows that whilst London overall has a predicted 44% increase in people aged over 80 between 2017 and 2030; the rest of England has a 59% predicted increase over the same period.
- 8.12 The percentage of working age adults was forecast to increase by 11.6% in London by 2030 compared to 3.5% across England as a whole. The difference between London and the rest of England would therefore be likely to be exaggerated unless an external factor drove change such as house prices, pollution/congestion or Brexit. Page 19 of Appendix 1 shows the correlation between healthcare costs and age, demonstrating why this is so important.
- 8.13 The percentage of BAME residents in Lewisham was not predicted to change dramatically between now and 2030 with a predicted increase of just 2 percentage points and in many other inner London boroughs such as Lambeth the percentage of BAME residents as a proportion of total residents looked likely to fall. This was in contrast to some outer London boroughs such as Newham where there has been a large increase in the number of BAME residents between the 2001 and 2011 census and a trend that looks likely to continue.
- 8.14 According to the PWC report “Facing Facts”, London’s workforce was educated with 43% holding a degree or equivalent. The report also stated that UK and EU-15 migrants tended to work in managerial and professional roles across the full range of industry sectors, whereas non-EU and Post-2004 Accession Country migrants tended to undertake semi-routine and routine work, work in small businesses or are self-employed – often in the construction, tourism or wholesale & retail sectors.
- 8.15 In Lewisham there was one household in 70 that was in temporary accommodation. Further increases would have an impact on the Council’s budget. Lewisham faced significant challenges but would be less hard hit by the costs of care for the elderly than many areas.
- 8.16 There were significant concerns about the implications of Brexit. 20% of the London economy was finance based which could be badly hit if Britain were to leave the Single Market area. There was a limited understanding of the full supply chain and the knock-on effect this could have across sectors.
- 8.17 In Lewisham, there were currently 70,000 children aged 0-18 of which 450 are currently “looked after”. There are currently an additional 1500 others which the Council has concerns about. Therefore the current range is between 0.6% to 3% of children in the borough. If the population projections up to 2030 in terms of numbers and age make-up are accurate there would be an additional 20,000 children in the borough. If the risk profile of these children was the

same as the current risk profile of Lewisham children, this would mean that the corresponding “safeguarding” and “concern” figures would rise to 540 and 2700 respectively.

- 8.18 A lot of uncertainty around future predictions still existed. Lewisham was in a strong position in terms of the value of land still being significantly lower than many other inner London boroughs making it comparatively more affordable. It was still unclear as to whether a fall in house prices or a fall in net migration would reduce housing problems or not.
- 8.19 Lewisham’s demographics linked to different geographies for different services. For example; the health economy was linked to Lambeth, Greenwich, Bromley and Southwark; employment was linked to central London and Docklands; Education was linked to Bromley and Greenwich.
- 8.20 The changes to local government funding from the introduction of Business Rate Retention would be very challenging for many local authorities. Property tax would be rising at less than inflation at a time when social care costs will be rising dramatically.

9 Conclusion

- 9.1 Demographics and Demographic change is complex and dynamic. It is important for the Council to have a thorough understanding of the demographics of Lewisham, London and the UK and an understanding of predictions and projections for demographic change. There will always be differences in predictions between practitioners and understanding this and the implications for the Council in ensuring service delivery and robust policy development is important.
- 9.2 The report summarises the evidence the Committee has received around demographic change in Lewisham, London and the UK. It draws on evidence from sources such as the Office of National Statistics, the GLA, the Indices of Multiple Deprivation and from the evidence the Committee heard from Barry Quirk, Chief Executive of the London Borough of Lewisham.

10 Monitoring and ongoing scrutiny

- 10.1 The recommendations from the review will be referred for consideration by the Mayor and Cabinet at their meeting on 13 September 2017 and their response reported back to the Safer Stronger Communities Select Committee within two months of the meeting. The Committee will receive a progress update in six months’ time in order to monitor the implementation of the review’s recommendations.

Sources and Background Papers

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Websites and datasets

GLA DataStore <https://data.london.gov.uk/>

ONS, Population Estimates

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>

Mayor and Cabinet		
Title	Comments of the Sustainable Development Select Committee on fire safety in tall buildings	
Contributor	Sustainable Development Select Committee	Item
Class	Part 1 (open)	13 September 2017

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 an officer report about fire safety in tall buildings, considered at its meeting on 20 July 2017.

2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note the Committee's comments as set out in this report and to ask the Executive Directors for Customer Services and Resources and Regeneration to provide a response.

3. Sustainable Development Select Committee views

- 3.1 On 20 July 2017, the Sustainable Development Select Committee considered a report on fire safety in tall buildings. The Committee resolved to advise Mayor and Cabinet of the following:
- 3.2 The Committee welcomes officers' report on fire safety in tall buildings. The Committee recommends that there be an ongoing commitment to full openness and clarity regarding the fire safety work taking place in the borough.
- 3.3 The Committee requests that a publicly available list of all tall buildings in the borough be produced for ease of reference. This should contain a summary of fire safety activities, that can be cross checked against each building, with the action taken and assurances provided to date. This would include, for example, dates on key building control actions, whether private or council, fire safety inspections, LFB inspections, cladding checked or not etc.
- 3.4 Officers have agreed to provide additional information about the Council's responsibility for buildings for which it has provided building control services. The checklist for buildings (requested above) would need to include actions taken by officers to meet all building control requirements in those buildings. This information should also be provided to the fire service.
- 3.5 The Committee is concerned about the complex technical nature of some of the materials and machinery being used in new developments. The Committee therefore

recommends that officers be tasked with considering what expert advice the appropriate Council Committees need when making decisions in relation to new developments.

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 20 July 2017: [link](#)

If you have any questions about this report, please contact Timothy Andrew, Scrutiny Manager (timothy.andrew@lewisham.gov.uk)

Mayor and Cabinet		
Title	Comments of the Sustainable Development Select Committee on implementation of the cycling strategy	
Contributor	Sustainable Development Select Committee	Item
Class	Part 1 (open)	13 September 2017

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 an officer report about cycling, considered at its meeting on 20 July 2017.

2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note the Committee's comments as set out in this report and to ask the Executive Director for Resources and Regeneration to provide a response.

3. Sustainable Development Select Committee views

- 3.1 On 20 July 2017, the Sustainable Development Select Committee considered a report on the development of Lewisham's cycling strategy. The Committee resolved to advise Mayor and Cabinet of the following:
- 3.2 The Committee recommends that there should be a communications campaign to encourage the uptake of the Council's cycle proficiency training.
- 3.3 The Committee recommends that the programme of activities in the draft strategy be reevaluated to determine how the dates for implementation could be brought forward. The Committee would particularly welcome efforts to bring forward the work on the Transport for London Road Network and asks that the Executive give consideration to any options it might have to encourage Transport for London to fast-track this work.

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 20 July 2017: [link](#)

If you have any questions about this report, please contact Timothy Andrew, Scrutiny Manager (timothy.andrew@lewisham.gov.uk)