

Sustainable Development Select Committee Agenda

Wednesday, 8 November 2017

7.00 pm,

Committee room 3, Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Timothy Andrew (Tel: 02083147916)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed except for appendix two of item six on the Agenda. For legal reasons, that item will be considered in private with the press and public excluded.

Part 1

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Sustainable Development Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 8 November 2017.

Barry Quirk, Chief Executive
Tuesday, 31 October 2017

Councillor Liam Curran (Chair)	
Councillor Mark Ingleby (Vice-Chair)	
Councillor Abdeslam Amrani	
Councillor Andre Bourne	
Councillor Suzannah Clarke	
Councillor Amanda De Ryk	
Councillor Sophie McGeevor	
Councillor Eva Stamirowski	
Councillor Paul Upex	
Councillor James-J Walsh	
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE SUSTAINABLE DEVELOPMENT SELECT COMMITTEE

Wednesday, 13 September 2017 at 7.00 pm

PRESENT: Councillors Liam Curran (Chair), Mark Ingleby (Vice-Chair), Abdeslam Amrani, Andre Bourne, Suzannah Clarke, Amanda De Ryk, Sophie McGeevor, Paul Upex and James-J Walsh

APOLOGIES: Councillor Eva Stamirowski

ALSO PRESENT: Timothy Andrew (Scrutiny Manager), Deborah Efemini (Capital Project Manager), Roland Karthaus (Director) (Make Architects), Jessie Lea (Senior Programme Manager), Kplom Lotsu (SGM Capital Programmes), Freddie Murray (SGM Asset Strategy and Technical Support), Gavin Plaskitt (Programme Manager), Emma Talbot (Head of Planning), Sarah Walsh (Regeneration and Urban Design Planning Manager) and Ralph Wilkinson (Head of Public Services)

1. Minutes of the meeting held on 19 July 2017

- 1.1 **Resolved:** that the minutes of the meeting on 20 July be agreed as an accurate record.

2. Declarations of interest

- 2.1 There were none.

3. Responses from Mayor and Cabinet

- 3.1 Ralph Wilkinson (Head of Public Services) introduced the response from Mayor and Cabinet on post office changes. The following key points were noted:

- The recommendations put forward by the Committee had been agreed and all actions had been implemented.
- Provisional terms for a new lease for Sydenham post office had been agreed.
- A consultation on the relocation of the post office in New Cross had started. The consultation would close in October.

- 3.2 Ralph Wilkinson (Head of Public Services) and Freddie Murray (SGM, Asset Strategy and Technical Support) responded to questions from the Committee, the following key points were noted:

- 'Heads of terms' for Sydenham post office had been agreed, a contract had not yet been signed.
- The consultation in New Cross was about the relocation of services. The Post Office had already decided that the service would be franchised.

- 3.3 **Resolved:** to note the response from Mayor and Cabinet.

4. Beckenham Place Park update

4.1 Gavin Plaskitt (Programme Manager) introduced the report. The following key points were noted:

- The report responded to a number of questions that had been raised about the regeneration of Beckenham Place Park. This included an update on the rationale for the interim use of the mansion building in the park as well as information about the events and activities that were taking place in the park.
- A number of options had been considered for the use of the buildings in the park.
- The option for providing round the clock surveillance and security for the mansion house would have cost more than a quarter of a million pounds a year.
- A second option for property guardianship was considered, which would have required additional spending to make the building habitable.
- A third option for meanwhile use was also considered, which entailed some costs but also enabled the mansion building to host events and activities for park users.
- A pros and cons analysis of each of the options was included in the appendix.
- One of the significant benefits of the meanwhile use option was to attract new audiences to the park and to generate positive feelings about the regeneration.
- The meanwhile use option was chosen (for an initial period of 22 months), this helped the project avoid significant security costs and provided additional time for the consideration for future options for usage of the mansion house.
- It was believed that the audience for activities in the park needed to be better developed before options for the long term use of the mansion could be decided.
- A range of meanwhile activities were currently taking place and the mansion building was being well used.
- Analysis on building usage carried out over the past few weeks demonstrated that a majority of users from Lewisham were from Bellingham and Downham wards.
- It was estimated that over the year more than ten thousand people would use the building.

4.2 Gavin Plaskitt responded to questions from the Committee. The following key points were noted:

- Officers had considered a number of options for the meanwhile use of the mansion house. A single provider (which the Council had an existing relationship with) had been considered for the meanwhile management of the mansion house, but they had withdrawn at the last moment.
- The short timescale for the safeguarding of the building and the extremely high potential security costs meant that officers had to act quickly to appoint a meanwhile use provider.
- The meanwhile use provider in the mansion house at present had a record of sustaining activities in buildings that were not in optimum condition.
- There was not a tendering process for the leasing of the meanwhile use contract for the building. Officers had to demonstrate that the contract

for the lease was good value of money but there was no requirement for a tendering exercise.

- There were options to adapt the business rates system to encourage meanwhile use (that would be applicable across the borough). One option was to value the social impact of activities taking place alongside the rateable value, in practice, this was very rarely done.
- The park had been in decline for decades. The process of regenerating and rehabilitating the park would take the best part of a decade.
- £20-£25m in funding had been secured to invest in the park. Work was just beginning and not everything would happen at once.
- The Heritage Lottery fund had advised that the decision about the future of the mansion house should not be rushed. It was important to gain a good understanding of the audience for activities in the park. It was likely that over the course of the regeneration scheme, the audience for activities would change.
- Consultation was taking place with stakeholders to address concerns about the application for an events license in the park. The license would enable more of the types of events that were currently being held in the park, rather than any large scale music events or festivals.

4.3 In the Committee discussion, the following key points were also noted:

- Members were concerned about the timing and management of the appointment process for the meanwhile managers of the building.
- Opinions differed between members of the Committee about the appropriateness and the ambition of the medium to long term vision for the use of the mansion house building in the context of the regeneration of the park.
- Several members commented on the excellent variety and high quality of events and activities taking place in the park.
- Members were disappointed that the application for the events license in the park had been delayed.

4.4 **Resolved:** that the report be noted.

5. Catford town centre quarterly update

5.1 Kplom Lotsu (SGM Capital Programmes) introduced the report. The following key points were noted:

- The report included updates on the timetable for the development of the regeneration programme. There were also updates on the consultation and a presentation on the start of masterplanning processes.
- An indicative timeline from Transport for London for the realignment of the South Circular had been provided in the report.
- A timeline for the development of the masterplan for the town centre had also been provided. Dates had been factored into gather the views of the Committee before consideration by Mayor and Cabinet.

5.2 Deborah Efemini (Capital Project Manager) introduced an update on the regeneration communications programme. The following key points were noted:

- Filigree communications (based in the business incubator space in the Old Town Hall) had been appointed to support the consultation.
- Filigree specialised in consultation for regeneration projects.

- Filigree and officers involved in the regeneration communications programme had branded themselves as ‘team Catford’ to represent the views of local people.
- A range of engagement activities, both face to face and online, were taking place.
- The Commonplace platform was being well received. More than a thousand people had registered to use the platform and made comments online.
- The team were tracking interactions through social media and attempting to generate positive comments about the town centre and the Council.
- Consultants from Urban Narrative had been working with Councillors and officers to gather information and ideas about the views of these stakeholders.

5.3 Sarah Walsh (Regeneration and Urban Development Programme Manager) and Roland Karthaus (Director of Matter Architects) gave a presentation (included in the part two papers). The presentation incorporated an update on the development of the brief for the masterplan for the town centre. An overview was provided of the different options for the use of space in Catford, including the possible criteria for configurations and locations for the Council’s civic and office functions. It was reported that a key consideration for the master plan was the integration of existing activities taking place in the town centre as well as the place making opportunities of the redevelopment. It was noted that the process that had been followed for the development of the masterplan so far would enable the Council to focus its options for the masterplan brief.

5.4 Sarah Walsh, Kplom Lotsu and Deborah Efemini responded to questions from the Committee. The following key points were noted:

- The consultation and regeneration plans were encouraging positivity about the future of Catford.
- Historically, people had only moved to Catford because it was affordable. There were positive signs that people were coming to Catford for a broader range of reasons.
- There would be different options for the future location of the registry office. Beckenham Place Park provided one option but – depending on timing of the regeneration programme- there might be opportunities to move the office into the new civic complex in Catford.
- In order to keep its London Plan designation as a major town centre Catford would need to retain its current level of retail. It was not envisaged that the amount of retail floor space would substantially change.
- Officers had carried out a study of major town centres in London and the layout of the transport and infrastructure offer. The study indicated that of London’s 35 major town centres Catford’s transport connections were most disconnected from the town centre.

5.5 In the Committee discussions, the following key points were also noted:

- Officers should give consideration to the impact of air pollution on the people who live and work in the town centre.
- The Council’s offices and civic space should be open to the public to enable interaction between the community and elected members.
- It was encouraging that work was taking place to consider how the built environment could improve the Council’s civic and official functions.

- Officers should build on existing knowledge and research (including the historic Intercultural Cities work that was carried out in Deptford) to develop plans for the cultural offer in the town centre.
- Officers should consider working with estate agents to encourage positivity about Catford town centre.
- There should be collaboration between the regeneration team and the officers responsible for the management of Catford town centre to ensure that decisions about the management of the shopping centre reflected the ambition of the regeneration programme.
- The Committee was concerned about the affordability of Catford's future retail offer and the variety and uniqueness of local businesses.
- Members reiterated their support for an improved cycling and pedestrian environment along the key arterial routes into Catford.

5.6 **Resolved:** that the Committee should refer its views to Mayor and Cabinet, as follows:

- The Committee welcomes the sense of coherence and direction provided by the delivery of the masterplanning process. The Committee commends the work of the Catford regeneration programme team and it reiterates its appreciation for the careful consideration that officers are giving to all elements of the programme.
- The Committee believes that the process of masterplanning has reached a point at which all councillors would benefit from the opportunity to be involved in discussions. The Committee asks that opportunities be provided for all elected members to be involved in the next stages of the development of the Catford town centre masterplan.
- The Committee recommends that proposals for the future of the Council's offices and civic facilities retain a connection between civic functions, office space and the public. The Committee believes that the Council's offices should be open and accessible to the community so that there are opportunities for all residents to engage in the civic life of the borough.
- The Committee recommends that officers' future discussions with Transport for London and the Greater London Authority should emphasise the connection between the delivery of housing action zone targets and improvements in transport connections. The Committee is concerned about current plans to stop the extension of the Bakerloo line in Lewisham, rather than extending it to Hayes (via Catford).
- The Committee reiterates the importance of incorporating quality cycling and walking routes on the key arterial routes into Catford.
- The Committee recommends that as part of the master planning process officers should consider the potential for the development of an education campus with further and higher education providers.
- The Committee highlights the importance of Catford's varied and unique collection of businesses. The Committee recommends that consideration be given to options for provision of affordable premises for local businesses and organisations with a social purpose. This might include changes to the business rate system which enable innovation, encourage social purpose and support community participation.

6. Planning: key policies and procedures

6.1 Emma Talbot (Head of Planning) introduced the report, the following key points were noted:

- The report provided an update on the work that the planning department work progressing.
- The elections had slowed progress on the new Lewisham Plan.
- There had been a senior appointment to develop the Council's approach to the Bakerloo line.
- The Mayor of London had published housing viability planning guidance. Officers were looking for opportunities to brief all members about the implications of the new guidance for Lewisham.

6.2 Emma Talbot responded to questions from the Committee. The following key points were noted:

- Officers would give consideration to the definitions used in planning documents. The example given by Committee of the distinction between a house and a home would be reviewed as part of the local plan process.
- The process of site selection for a gypsy and traveller site in the borough started about two years ago. At each stage of the selection the Council was attempting to be as open and transparent as possible about the options.
- More work was taking place to develop the two existing options for gypsy and traveller sites.
- Decisions on the options for Lewisham's gypsy and traveller site had been taken by Mayor and Cabinet, future reports would be subject to scrutiny in the usual way.
- Officers were keeping the options for protecting large amounts of Lewisham's housing stock from becoming homes in multiple occupation under review following the review in 2015/16.
- The Council's approach to basements would be included in the residential extensions and alterations SPD.
- The technical standards for new developments has improved since some of the recent developments in Lewisham had been approved. However, the Mayor of London was supporting schemes reducing the minimum floor areas to increase the level of affordable housing.

6.3 **Resolved:** that the report be noted.

7. Select Committee work programme

7.1 The Committee discussed the work programme. It was noted that the Lewisham Future Programme savings were due to be considered at the next meeting and the Committee might need to alter the work programme at short notice in order to accommodate the savings report. Members also suggested that the Committee's future work programme might include items on:

- Further developments at Beckenham Place Park.
- Recycling and the implementation of the new waste service.
- Markets.

8. Items to be referred to Mayor and Cabinet

8.1 **Resolved:** that the Committee should refer its views to Mayor and Cabinet under item five, as follows:

- The Committee welcomes the sense of coherence and direction provided by the delivery of the masterplanning process. The Committee commends the work of the Catford regeneration programme team and it reiterates its appreciation for the careful consideration that officers are giving to all elements of the programme.
- The Committee believes that the process of masterplanning has reached a point at which all councillors would benefit from the opportunity to be involved in discussions. The Committee asks that opportunities be provided for all elected members to be involved in the next stages of the development of the Catford town centre masterplan.
- The Committee recommends that proposals for the future of the Council's offices and civic facilities retain a connection between civic functions, office space and the public. The Committee believes that the Council's offices should be open and accessible to the community so that there are opportunities for all residents to engage in the civic life of the borough.
- The Committee recommends that officers' future discussions with Transport for London and the Greater London Authority should emphasise the connection between the delivery of housing action zone targets and improvements in transport connections. The Committee is concerned about current plans to stop the extension of the Bakerloo line in Lewisham, rather than extending it to Hayes (via Catford).
- The Committee reiterates the importance of incorporating quality cycling and walking routes on the key arterial routes into Catford.
- The Committee recommends that as part of the master planning process officers should consider the potential for the development of an education campus with further and higher education providers.
- The Committee highlights the importance of Catford's varied and unique collection of businesses. The Committee recommends that consideration be given to options for provision of affordable premises for local businesses and organisations with a social purpose. This might include changes to the business rate system which enable innovation, encourage social purpose and support community participation.

The meeting ended at 9.45 pm

Chair:

Date:

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Sustainable Development Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	8 November 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;

(b) and 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)

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Overview and Scrutiny		
Report Title	Lewisham Future Programme 2018/19 Revenue Budget Savings Report	
Key Decision	No	Item No. 4
Ward	All Wards	
Contributor	Executive Director for Resources & Regeneration	
Class	Part 1	08 November 2017

1. PURPOSE

- 1.1. To set out the officer revenue budget savings proposals to be considered by Scrutiny, and need to be approved as part of the preparation of a balanced budget for 2018/19.

2. EXECUTIVE SUMMARY

- 2.1. The Council's net General Fund budget for 2017/18 is £232.7m. This is based on using reserves for the fourth consecutive year to balance the budget and follows three years of Directorates overspending, in part due to the delivery of savings becoming harder. The current Directorate projections for 2017/18 are for an overspend of over £13m, of which £7m relates to previously agreed but as yet unachieved savings.
- 2.2. To put the Council's finances on a sustainable footing, the Medium Term Financial Strategy identifies the need for £33m of ongoing savings in the two years to 2019/22 - £22m in 2018/19 and £11m in 2019/20. This is on top of the need to address the persistent in-year overspend in Directorate budgets.
- 2.3. The MTFS anticipates that post 2020 approximately £10m per year of savings will be required. These savings projections remains an estimate pending confirmation of any policy, funding, or wider implications from the Chancellor of the Exchequer's Autumn Budget in November and Local Government Finance Settlement announcement in December. And the next Comprehensive Spending Review (CSR), expected in 2020.
- 2.4. From 2010 to 2020 this will bring the total savings made and required to £193m, of which £160m have been agreed with £153m delivered and £7m in the forecast overspend. This report concentrates on the £40m - £7m to be delivered (agreed and part of the 2017/18 budget) and the £33m to be identified (£22m in 2018/19 and £11m in 2019/20).
- 2.5. Through the Lewisham Future Programme approach officers have worked hard to identify possible new savings proposals towards meeting these

savings targets. In so doing, targets by work strand have been set on a differential basis to protect front-line services where possible.

- 2.6. The detail presented in this report identifies potential savings proposals from officers of £4.85m. By work strand these are:

Savings proposals for 2018/19	Prev. agreed	New proposals	Total	Target	Gap
	£'000	£'000	£'000	£'000	£'000
A - Smarter & deeper integration of social care & health	300		300	6,100	-5,800
B - Supporting People		70	70	0	70
D – Efficiency Review		1,000	1,000	0	1,000
E - Asset rationalisation		500	500	4,400	-3,900
I - Management & corporate overhead		1,290	1,290	3,300	-2,010
J - School effectiveness		360	360	600	-240
K - Drugs & alcohol		30	30	0	30
L- Culture & community services	130		130	1,000	-870
M - Strategic housing		250	250	600	-350
N Environment services			0	2,300	-2,300
O - Public Services		500	500	1,400	-900
P - Planning & economic development		270	270	600	-330
Q - Early intervention & safeguarding	150		150	1,700	-1,550
Proposals	580	4,270	4,850	22,000	-17,150

- 2.7. Proformas are provided for the new savings for 2018/19 and are appended to this report.
- 2.8. At this stage, if all these savings proposals are agreed and there are no surprises from the local government finance settlement in December, the Council's budget for 2018/19 would need to be set using £17.15m of reserves. By not overstating the level of possible savings at this stage this will hopefully give services the time to address the 2017/18 overspends and consolidate and extend the service changes already in train.
- 2.9. Overall the strategic direction for services in terms of the Lewisham Future Programme and Lewisham 2020 themes remains sound. Management focus is on:
- Catching up and delivering unachieved savings from 2017/18 and taking management action to bring overspends back in-line with budgets;

- Continuing the work to manage demand, improve service effectiveness and efficiency, and generate income to bring the return for this work through the financial monitoring in 2018/19; and
- Work on bringing forward further proposals to close this gap as soon as possible, including through 2018/19 so that part year effects can be taken.

2.10. Finally, the report notes that the Public Health savings are being made separate and there is over £15m of current expenditure in areas where there is discretion but no proposals at present. This spend will be kept under review as part of the work outlined above.

3. RECOMMENDATIONS

3.1. The scrutiny committees are asked to:

3.1.1. Note the progress with identifying savings, the £17m shortfall against the target for 2018/19, and the implications for the use of reserves.

3.1.2. Review the new savings proposals presented in Section 9 and Appendices i to xii, totalling £4.3m and referenced: B4; D2; E8; I12, 13, 14, & 15; J3; K5; M8; O5; and P3.

3.1.3. Note the previously agreed savings for 2018/19 in Section 11, totalling £0.6m and referenced: A19; L8; and Q6 & 7.

3.1.4. Note the update on progress in relation to Public Health savings in Section 12.

3.1.5. Make any recommendations to the Public Accounts Select Committee for referral to Mayor & Cabinet.

4. STRUCTURE OF THE REPORT

4.1. The report is structured into the following sections with supporting Appendices.

Section	Title
1	Purpose of the report
2	Executive summary
3	Recommendations
4	Structure of the report
5	Financial Context
6	Lewisham Future Programme Approach
7	Principles
8	Lewisham 2020

9	Savings
10	Other Areas
11	Previously Agreed Savings
12	Public Health Savings Update
13	Timetable
14	Financial implications
15	Legal implications
16	Conclusion
17	Background documents
	Appendices

5. FINANCIAL CONTEXT

- 5.1. The Council has a net General Fund budget for the current financial year, 2017/18, of £232.7m. The schools Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) are discrete and so do not form part of this savings report.
- 5.2. In addition, the Council receives and spends other income and grants for General Fund services which are budgeted for on a net nil basis – i.e. expenditure matches the level of income. These include: Public Health, Better Care Fund & improved Better Care Fund, fees and charges; and various grants for areas such as troubled families and homelessness. Any overspend in these areas has to be met from other resources in the General Fund.
- 5.3. In 2016/17 the Council ended the financial year with a Directorate overspend position of £9m with the largest pressures being in the areas of Children’s Social Care, Joint Commissioning, Adult Social Care, and Environment. These pressures arise from a combination of the:
- Impact of government policy changes;
 - Market developments and responses to inspection findings;
 - Demand pressures as the population of Lewisham grows; and
 - Difficulties in delivering agreed savings with the full financial impact.
- 5.4. The 2017/18 budget is under pressure from the need to deliver services within the available level of financial resource and identify further savings. The 2017/18 budget was set using £5m of reserves as insufficient savings were agreed. This savings shortfall is carried forward and forms part of the £22m target for 2018/19. Furthermore, Directorates are currently forecasting an end of year overspend in the region of £13m, including £7m of as yet unachieved savings. Any overspend also has to be met from the use of the Council’s once-off reserves and provisions.

- 5.5. In the eight years between 2010/11 and 2017/18 the Council has agreed savings of £160m of which £153m have been delivered and £7m form part of the forecast overspend for 2017/18 as noted above.
- 5.6. In July 2017, the Council's Medium Term Financial Strategy (MTFS) was presented to members. This referenced a number of risks, the likelihood and impacts of which remain uncertain. The main risks are in the areas of:
- government policy and funding changes;
 - development and changes for London via the devolution agenda;
 - employment and business prospects impacting the local tax take; and
 - demographic change and the wider social implications resulting from the above.
- 5.7. For 2018/19 and beyond, to put the Council's finances on a sustainable footing, the MTFS identifies the need for £33m of ongoing savings in the two years to 2019/20 – split £22m in 2018/19 and £11m in 2019/20.
- 5.8. The MTFS also anticipates that post 2020 approximately £10m per year of savings will be required. These longer dated savings projections remain uncertain pending confirmation of any policy, funding, or wider economic changes. These estimates will be revisited for any implications from the Chancellor of the Exchequer's Autumn Budget in November and Local Government Finance Settlement announcement in December. And, looking further ahead, for the next Comprehensive Spending Review (CSR) expected in 2020.

6. LEWISHAM FUTURE PROGRAMME APPROACH

- 6.1. The Lewisham Future programme is the Council's approach to making the transformational changes necessary to reposition itself strongly for the future while living within the financial resources at its disposal. It is guided by the Council's enduring values and Corporate Savings Principles agreed in 2010 (see Appendix x), the elected administration's manifesto commitments, and its emerging political priorities for the savings.
- 6.2. The Council continues to approach the task of identifying savings around the thematic and service areas agreed in the Programme. This involves looking at the anticipated savings required for the five years to 22/23, considering the finances available, growth and other pressures on Council services, and other wider social and economic risks and opportunities. The MTFS identifies a base line savings requirement of £52m over the next five years, equivalent to a reduction of 22% from the 2017/18 net General Fund budget of £232m.
- 6.3. Given the level of uncertainty noted in the financial context above, targets by work strand have only been set for the next two years, to 2019/20. These total £33m and will take the Council to the end of the current four year settlement from Government to 2019/20. As in previous years, the Lewisham Future Programme continues to try and protect front line services where possible and fairly reflect what has been delivered to date.

Work strand and savings target as % of net General Fund budget		£m
A	Smarter & deeper integration of social care & health	-9.2
B	Supporting people	-0.0
D	Efficiency	-0.0
E	Asset rationalisation	-6.6
H	Enforcement & regulation	-0.0
I	Management & corporate overheads	-4.9
J	School effectiveness	-0.9
K	Crime reduction	-0.0
L	Culture & community services	-1.5
M	Housing strategy & non-HRA services	-0.9
N	Environmental services	-3.4
O	Public services	-2.1
P	Planning & economic development	-0.9
Q	Safeguarding & early intervention services	-2.6
	Total	-33.0

- 6.4. As for 2017/18 the cross cutting work strands C, F & G have not been set targets. These areas, include business and customer transformation, shared services, and income generation. This is to avoid duplicate work and the risk of double counting. This does not mean work in these areas stops, indeed these areas are the focus of the Lewisham 2020 approach set by members (see below).
- 6.5. Savings identified by these enabling approaches will be tracked but with the main financial monitoring continuing via the service budgets. This is to ensure that the Council has a direct view and understanding of where savings are being taken from budgets and that the responsible budget holders are clear on the budgets they have and are responsible for managing within
- 6.6. The focus of the savings has to be on the net General Fund budget as this is the subject of the statutory requirement for the Council to set a balanced budget. However, in respect of the Lewisham 2020 transformation enablers it is also important to look at the full (gross) scale of activity to effectively change operational models and culture through different ways of working. This further highlights where the scale of the Council's activity is and where there are more opportunities to re-shape, rather than stop services, while delivering the savings required.

7. PRINCIPLES

- 7.1. As noted above, the proposals are presented by Lewisham Future Programme thematic work strand. They have been developed with regard to the nine savings principles defined by the Council to take a one Council view (avoid

cost shunting), build for sustainable options where possible, and be equitable by putting the customer first (see Appendix x).

7.2. Savings are presented in the context of the budget and scope of the service areas in each work strand. The savings are presented as (although not in this order): 1) those proposals officers are progressing, 2) those proposals which need further member input and decisions to progress, and 3) those areas under review but further work is required before savings can be proposed with certainty.

7.3. To facilitate tracking of the individual proposals, as was done last year, the referencing used by Lewisham Future Programme work strand is the same and the numbering continues on from the 2017/18 proposals.

8. LEWISHAM 2020

8.1. The savings proposals will also be assessed through the lens of the enabling approaches, set out in the Lewisham 2020 strategy, to help with monitoring how the savings and service changes are delivered.

8.2. The Lewisham 2020 themes are:

- Creating the conditions where communities will be able to support themselves;
- Actively exploring all opportunities to share services;
- Digitising our services and our interactions with residents (to help simplify and manage demand); and
- Developing entrepreneurial approaches to income generation, particularly in relation to assets.

8.3. The table below summarises examples of savings made to date and proposed (as set out in this report) by Lewisham 2020 transformation theme.

Transformation theme	Examples - proposed
Communities supporting themselves	<ul style="list-style-type: none"> • None at this time
Sharing Services	<ul style="list-style-type: none"> • None at this time
Digitising services	<ul style="list-style-type: none"> • Implementing enterprise resource planning system for finance, HR & payroll processes
Managing demand	<ul style="list-style-type: none"> • Offering better housing solutions for those in temporary accommodation
Income generation	<ul style="list-style-type: none"> • Improve accuracy of single person discount claims • Planning Services

8.4. In addition to the approaches noted above, the level of savings required continues to require work on cost control in all areas (e.g. use of agency staff, contract management, etc.) and an acceptance of more service and financial risk through leaner corporate governance, risk and control arrangements.

9. SAVINGS

9.1. The £4m of savings presented in overview in this section all relate to the savings required of £22m in 2018/19. The £0.6m of previously agreed savings for 2018/19 that also contribute to this target are recapped in Section 11 below.

9.2. As there is a substantial gap in the level of savings proposed against the target required for 2018/19, the current financial position and ongoing work is also presented by work strand.

A Smarter & deeper integration of social care & health

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
112.9	-44.3	68.6	-6.1

Scope

9.3. The largest part of this area’s spend relates to the delivery of Adult Social Care services, which offer a range of care and support services to help frail, disabled and other vulnerable adults to remain independent, active and safe. Support is provided in their own homes, in a community setting or in a care home. Also important to the success of this area is the work with partners on shaping local health services and support for the health of the local population.

9.4. This work strand now excludes changes to Public Health funding (including early years health visiting) as the ongoing annual reductions of this grant to 2019/20 are being managed separately to keep spending in line with available grant (see Section 12 below).

9.5. The gross level of expenditure reflects the level of annual Better Care Fund and improved Better Care Fund monies, income from self-funding clients, and other grants for these services. The net budget includes the contribution from the Adult Social Care precept raised as part of the Council Tax which is meeting the above inflationary rises to the London Living Wage.

9.6. The Adult Social Care Precept (ASCP) was levied in 2016/17 at 2% on Council Tax and in 2017/18 at 3%. Going into 2018/19 this has added £4.6m to the service budget. As part of the four year settlement with Government to

2019/20 the Council can levy a further 3% on Council Tax for the ASCP. The MTF5 assumes this will be done by 1% on 2018/19 and 2% in 2019/20.

Savings

- 9.7. In 2017/18 the service is forecasting an overspend of £1m which includes unachieved savings of £3m which have slipped.
- 9.8. Work continues to deliver these savings as planned. The savings are dependent on delivery of the extra care housing schemes, effective care planning, managing commissioning and market stability, and service reorganisations to take advantage of the systems upgrade and digital transformation work currently underway.
- 9.9. This service area is very dependent of the good working relationships with partners and there is a lot of potential change in respect of the integration of health and care governance, financing and operational arrangements, both locally and at the south east London regional level. This complicates planning.
- 9.10. No new savings are proposed at this time as the work still in progress needs to be concluded and the impact evaluated to avoid any unintended consequences. This leaves a savings gap for 2018/19 of £6.1m for this workstrand.

B – Supporting People

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
17.6	-8.2	9.4	-0.0

Scope

- 9.11. The service is focused on supporting those vulnerable people who are working to overcome addiction, the impact of violence or mental health issues to help them get back into main stream support.

Savings

- 9.12. This service are is current forecasting a balanced budget for 2017/18.
- 9.13. No further savings target has been set for this area in 2018/19 following the re-procurement of contracts in recent years. This will be kept under review.

Nonetheless the service is proposing one saving for £70k in respect of service rental income.

Risks

9.14. The risk of taking this approach is felt to be minimal at 1% of the budget.

Summary

9.15. The potential saving for work strand B – is:

D – Efficiency Review	18/19 £'000	Key decision	Public consultation	Staff consultation
B4 – Service economy rental income	70	N	N	N

9.16. Please see appendix i for the saving proforma B4.

D Efficiency Review

Budget

9.17. No specific budget applies to this work strand and as such no savings target has been attributed. However, as set out in the MTFS, allowance is made in the financial modelling for the budget for annual inflationary increases. For 2018/19 these are £1.1m for pay and £2.6m for non-pay expenditure.

Savings

9.18. For the past four years the allocation of inflation has been reduced by £2.5m annually as a general cost control measure. It is now proposed to reduce the levels of inflationary growth allocated to services by £1.0m when setting the base budgets for 2018/19.

Risks

9.19. The risk to achieving this saving is that services will not be able to contain their expenditure within the tighter limits, either on staffing costs (including agency spend) or contract expenditure, resulting in an overspend.

Summary

9.20. The potential saving for work strand D – is:

D – Efficiency Review	18/19 £'000	Key decision	Public consultation	Staff consultation
D2 – reduction in allocated inflation	1,000	Y	N	N

9.21. Please see appendix i for the saving proforma D2.

E Asset rationalisation

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
47.7	-40.4	7.3	-4.4

Scope

9.22. This service works to renew the physical fabric of the borough sustainably and to enhance the overall well-being of Lewisham as a place. This is managed through programme management capital delivery, school place expansion programme, town centre regeneration, asset strategy, contract management, maintenance of the corporate estate (including investment assets), and transport (including highways improvement and lighting).

Savings

9.23. This service are is forecasting an overspend of £0.6m for 2017/18, mainly due to shortfalls income from utilities companies for licensed work and advertising income.

9.24. While not delivered exactly as profiled, the service has delivered the budget reductions agreed as savings in previous years. Given the scale of the Council's assets and landlord commitments, any significant future savings will need to come as income from development rather than cost reduction. By its nature such development is complex and takes time, many years, to bring forward.

9.25. As part of this work is ongoing to bring forward Private Rented Scheme (PRS) development options as a means to generating additional income for the Council while also providing additional housing stock in the Borough.

9.26. **E8** – Establishment of Joint Venture to develop Besson Street PRS - £0.5m

- Subject to the Mayor and Cabinet decision on the Besson Street procurement in December 2017, it is anticipated that the value realised from the proposed partnership will start to accrue from 2018/19.

Risks

9.27. The risks and challenges to achieving these savings will be the ability to appraise, design, procure, partner and deliver developments at pace and in line with the Council's, often competing, financial, economic development, planning and social objectives.

Summary

9.28. The potential saving for work strand E – is:

E – Asset Rationalisation	18/19 £'000	Key decision	Public consultation	Staff consultation
E8 – income from PRS joint venture for Besson St.	500	Y	N	N

9.29. Please see appendix ii for the saving proforma E8. This leaves a savings gap for 2018/19 of £3.9m for this work strand.

H Enforcement & regulation

9.30. No savings target has been set for this area following the major reorganisation and change of approach to an intelligence led and targeted response service. Some aspects of this service, in particular food standards, are subject to external inspection and the approach now in place is proven but with concerns noted for any further reductions. The service performance is being monitored before further risks and savings are considered.

I Management & corporate overheads

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
22.4	-5.7	16.7	-3.3

Scope

9.31. The services included within this work strand include the corporate and democratic core, the cost of members and senior management, and the corporate administrative services that help coordinate and support the externally focused work in Directorates. These services include: Human Resources; Legal and Electoral Services; Corporate Resources; Finance; Policy, Performance and Governance; and Strategy.

Savings

9.32. Most of these services are spending to budget in 2017/18. The main exception is Information Technology where an overspend of £1.2m is forecast. This has arisen due to: 1) the higher than expected costs to complete the digital upgrade work as part of making Lewisham's technology fit for purpose going into the shared service with the London Borough of Brent; and 2) lower than expected savings from the expansion of the shared service to include other partners, most recently the London Borough of Southwark.

9.33. From this starting point, the four savings proposed in this work strand continue the rigorous focus on tightening up procedures to increase productivity and realise further efficiencies. They are:

9.34. **I12** – Administration budget cut - £0.02m

- Further reduce the administrative budget to support senior management

9.35. **I13** – More efficient and effective finance processes - £0.2m

- Following the move to Oracle Cloud as part of the 'Invest to Save' work to implement an Enterprise Resource Planning (ERP) system, revisit the finance operating model and procedures to streamline processes.

9.36. **I14** – Loss of the Police Officer secondment - £0.07m

- In 2017/18 the Police Officer secondment programme was ended by the Metropolitan Police Service.

9.37. **I15** – Review of accounting policies in respect of the balance sheet - £1.0m

- As part of the Treasury Management Strategy review the Council's Minimum Revenue Provision policy and re-evaluate the appropriate levels required in line with current asset valuations to remain prudent.

Risks

9.38. The risks and challenges to achieving these savings will be to ensure Council business is covered satisfactorily, undue risk and cost shunts do not arise, and statutory obligations continue to be met in full. These risks remain particularly acute in the area of management and corporate overheads as the Council has emphasised savings from these corporate support functions and their related activities in services (e.g. local finance, technology and business support activities) to protect front line services to citizens.

Summary

9.39. The savings being proposed for work strand I – are:

I – Management & corporate overheads	18/19 £'000	Key decision	Public consultation	Staff consultation
I12 – Administration budget cut	20	N	N	N
I13 – More efficient and effective finance processes	200	N	N	Y
I14 – Loss of the Police Officer secondment	70	N	N	N
I15 – Review of accounting policies in respect of the balance sheet	1,000	Y	N	N

9.40. Please see appendix iii to vi for the saving proforma proposals I12 to I15. This leaves a savings gap for 2018/19 of £2.0m for this work strand.

J School effectiveness

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
2.6	-1.1	1.5	-0.6

Scope

9.41. The Service includes all functions related to raising standards of achievement in schools; governors; elective home education; the Attendance and Welfare service; improving schools' and settings' capacity to meet the needs and raise standards for all children. The Service also includes Looked After Children education, Not in Education or Employment Training (NEET) reduction, a traded HR service for schools and places planning and delivery of those places across early years, mainstream school places and Special Education Needs (SEN) places.

Savings

9.42. The service is currently spending to budget. While it is not anticipated that the Council's statutory duties for schools, and particularly safeguarding within them, will be removed schools funding is to be channelled to them directly. This is likely to change the relationship and level of engagement the Council has with schools and the related costs or recharges appropriate for the Council's work with schools in future.

9.43. The savings proposed for this are:

9.44. **J3** – Statutory functions for school effectiveness - £0.36m

- The Department for Education (DfE) has moved the grant supporting statutory education services to the schools.

Risks

9.45. The risks to this service include the demographic pressures with a growing number of children and young people in London, a rising level of need for additional support in schools with a high level of pupils eligible for free school meals, and the national funding formula changes which is putting cost pressures on Lewisham schools.

Summary

9.46. The savings being proposed for work strand J – are:

J – School Effectiveness	18/19 £'000	Key decision	Public consultation	Staff consultation
J3 – Statutory functions for school effectiveness	360	?	?	?

9.47. Please see appendix vii for the saving proforma for proposal J3. This leaves a savings gap for 2018/19 of £0.24m for this work strand.

K Crime reduction

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
3.1	-1.2	2.9	-0.0

Scope

9.48. The service is focused on Crime reduction, safer neighbourhood initiatives and CCTV. Supporting children and young people who are involved in or are the victims of crime.

Savings

- 9.49. No savings target has been set for this area as it is now almost entirely covered by the overlap with decisions on public health spending and reliance on London Mayoral funding. Overall the service is on budget but experiencing some pressures from Youth Justice and Remand costs.
- 9.50. However, a saving for £30k is proposed to reduce the allocated resource to support problem solving processes which could require small amounts of resources to deliver and tackle problems identified throughout the year.

Risks

- 9.51. The risk of taking this approach will be slower and less flexible response from the Council impacting users and partners.

Summary

- 9.52. The potential saving for work strand K – is:

K – Crime Reduction	18/19 £'000	Key decision	Public consultation	Staff consultation
K5 – Reduce budget for problem solving support	30	N	N	N

- 9.53. Please see appendix **i** for the saving proforma K5.

L Culture & community services

Budget

2017/18 Budget book			Savings target for 2018/19
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	£m
16.5	-7.2	9.3	-1.0

Scope

- 9.54. The service area is responsible for libraries, arts and entertainment, adult education, community/neighbourhood development (including grants programme) and leisure, sports and recreation activities.

Savings

- 9.55. The service is on budget for 2017/18 with a previously agreed saving for 2018/19 – see Section 11 below. The majority of services here fall into those described in Section 10 below and no savings are proposed at this time.
- 9.56. This leaves a savings gap for 2018/19 of £1.4m for this work strand.

M Housing strategy & non-HRA services

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
26.5	-20.9	5.6	-0.6

Scope

- 9.57. This division includes the following service areas: housing strategy and programmes; housing needs (including housing options and homesearch); and private sector housing agency.

Savings

- 9.58. The service is on budget for 2017/18 but with some variations in spending by area as welfare reforms impact and housing developments come on stream. The saving proposed is:
- 9.59. **M8** - Reduced costs of providing nightly paid accommodation - £0.25m
- This will be achieved by focusing on demand, cost, and developing more suitable alternative accommodation.

Risks

- 9.60. The risks and challenges to achieving these savings are to address current pressures on No Recourse to Public Funds, Temporary Accommodation and an income shortfall on private sector leasing services while also delivering savings.

Summary

- 9.61. The savings being proposed for work strand M – are:

M – Housing strategy and non HRA services	18/19 £'000	Key decision	Public consultation	Staff consultation
M8 – Reduced costs of providing nightly paid accommodation	250	N	N	N

- 9.62. Please see appendix viii for the saving proforma for proposal M8. This leaves a savings gap for 2018/19 of £0.3m for this work strand.

N Environmental services

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
35.9	-17.5	18.5	-2.3

Scope

- 9.63. This division includes the following service areas: waste management (refuse and recycling); cleansing (street sweeping); Green Scene (parks and open spaces); fleet and passenger services; bereavement services, and markets.

Savings

- 9.64. The service is forecasting an overspend of £2m in 2017/18. This is due to unachieved savings due to the delayed implementation of savings in respect of service changes and anticipated income streams, and rising contract and waste disposal costs.
- 9.65. A review of shared service options for refuse collection and the depot is underway but these are longer dated to deliver. An added complexity is that the Wearside depot site may be impacted by the Bakerloo Line extension. Transport for London (TfL) recently consulted on proposals for a ventilation and access shaft on the north eastern part of the Wearside depot site, together with a wider piece of land around this shaft for a works site. TfL are also proposing that overrun tunnels, which provide parking for trains that are not in operation, be located underneath this portion of the depot site. These tunnels may assist in the potential second phase of the Bakerloo Line extension from Lewisham to Hayes. This could have an impact on the future use of the site.
- 9.66. The focus is on delivering these previously agreed savings and exploring the potential future strategic options for the service. No new savings are proposed at this time. This leaves a savings gap for 2018/19 of £2.3m for this service.

O Public services

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
14.7	-2.4	12.3	-1.4

Scope

- 9.67. This division provides the 'front door' to a wide range of services across the Council. This includes the Customer Contact Centre; Registration; Revenues; Benefits; Business Support; Emergency Planning; and Parking Management services.

Savings

- 9.68. The service is currently overspending by £1m in 2017/18 mainly due to income shortfalls, cost of collection, and adjusting to less administration grant while also implementing Universal Credit. It is anticipated that management actions already in train will correct this position by 2018/19.
- 9.69. Management is working on extending these efficiencies through further automation of online forms to support channel shift, changing customer engagement and practices, and improving debt collection practices.
- 9.70. The saving proposed for 2018/19 relates to debt collection and is:
- 9.71. **O5** – Council tax single person discount review - £0.5m
- Following a more detailed data matching exercise on those claiming this discount it is expected that more Council Tax will now be collected.

Risks

- 9.72. The general risks and challenges to achieving savings in this area are the ability to communicate and change user expectations and the routes to engaging with the Council. This should also improve compliance and limit the opportunities for customers to incorrectly present their circumstances

Summary

- 9.73. The saving being proposed for work strand O – is:

O – Public Services	18/19 £'000	Key decision	Public consultation	Staff consultation
O5 – Council tax single person discount review	500	N	N	N

- 9.74. Please see appendix viii for the saving proforma for proposal O9. This leaves a savings gap for 2018/19 of £0.9m for this work strand.

P Planning & economic development

Budget

2016/17 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
2.6	-1.6	1.0	-0.6

Scope

- 9.75. This division provides employment and business support for local businesses or those seeking to invest in Lewisham; maintenance of the local economic assessment; strategic leadership on business employment and the EU. Development and the use of land in the long term public interest are achieved through a positive and proactive approach to shaping, considering, determining, and delivering development proposals.

Savings

- 9.76. The service is currently forecasting a small underspend for 2017/18 due to slightly higher than anticipated income. As housing and planning policies continue to change and developments in Lewisham mature it is anticipated that the service will be able to generate more income.
- 9.77. The proposal is for the service to target additional income of £270k in 2018/19.

Risks

- 9.78. The risks and challenges to achieving these savings are tied to the performance of the London economy and the related demand for planning services that result.
- 9.79. Please see appendix xii for the saving proforma for proposal K5. This leaves a savings gap for 2018/19 of £0.3m for this workstrand.

Q Safeguarding & early intervention services

Budget

2017/18 Budget book			Savings target for 2018/19 £m
Gross Exp. £m	Income £m	Net Gen. Fund Exp. £m	
38.5	-0.8	37.7	-1.7

Scope

- 9.80. This work strand covers all Children's Social Care functions, including early intervention services such as Children's Centres and Targeted Family

Support. The service works with children who need to be looked after and safeguarded from harm.

- 9.81. The work strand also includes the services to individual children with complex needs; those with special educational needs; the youth service; and the youth offending service and health care commissioning for children and young people.

Savings

- Overspending by £7.5m across children social care by £5.6m and targeted services/early intervention by £1.9m
 - Some £1m of undelivered savings and savings strategy focused on strengthened MASH arrangements and more local fostering options
- 9.82. In 2017/18 the service is forecasting an overspend of £7.5m which includes unachieved savings of £1m which have slipped. Overspending on these services is a recognised pressure for councils nationally.
- 9.83. The bulk of the overspend reflects higher than expected demand for these services which drives overspending on both staffing budgets to manage the work and through the cost of placements and support. In the long run the decisions in the MASH will help manage this demand and flow through to placements.
- 9.84. Consistent with the strategic direction established by the service following the Ofsted review in 2016/17, work is ongoing to better understand the data and performance of current social work practices to influence decision making and the allocation of resources to help reduce reliance on agency staff and the number and the cost of placements through earlier and alternative less costly interventions where possible. This is being supported by the digital transformation work in progress to improve systems and service information.
- 9.85. No new savings are proposed at this time as the work still in progress needs to be concluded. This leaves a savings gap for 2018/19 of £1.7m for this workstrand.

10. OTHER AREAS

Discretionary spend

- 10.1. In preparing the above there is over £10m of discretionary spend which has not been put forward for further consideration at this stage.
- 10.2. These budgets are for valued services. However, with some minimum statutory obligations, they are discretionary services. So if the savings proposals presented here and to follow do not meet the level of savings

necessary to set a balanced budget, then these discretionary spend areas may also need to be revisited before 2019/20.

11. PREVIOUSLY AGREED SAVINGS

- 11.1. In September 2016, the Mayor agreed savings for 2018/19. These, totalling £0.580m, are tabled below and re-presented to the Mayor for noting and re-endorsement:

Previously Agreed 2018/19 Revenue Budget Savings Proposals

Ref.	Description	2018/19 £'000
A	Smarter & deeper integration of social care & health	
A19	Workforce productivity from better technology	300
L	Culture and Community Services	
L8	Facilities management – retender of contract for Deptford Lounge	130
Q	Safeguarding and Early Intervention	
Q6	Developing alternative pathways for care – improved planning	100
Q7	Redesign of CAMHS	50
	Total	580

12. PUBLIC HEALTH

- 12.1. Following the Spending Review and Autumn Statement 2015 the Government announced further cuts to funding for public health services and a continuing of the ring fence. In 2017/18 the additional responsibility for early years health visiting was transferred to local authorities as part of the public health funding.
- 12.2. For Lewisham, while the annual reduction is less than for the general fund, there is still a requirement of for an annual 2.6% reduction, or £0.7m, per year.
- 12.3. The proposals for reducing public health spending are being managed by the Community Services Directorate under the scrutiny of the Healthier Select Committee. For 2018/19 the saving of £0.7m is expected to be largely met through the shared services work across London to align and reduce tariffs for sexual health services.

13. TIMETABLE

- 13.1. The key dates for considering this savings report via scrutiny and Mayor and Cabinet (M&C) are as follows:

Review of Savings proposals	Children & Young People	Healthier	Housing	Public Accounts	Safer Stronger	Sustainable
Select Ctte.	1 Nov	1 Nov	9 Nov	16 Nov	2 Nov	8 Nov
M&C	6 December					

- 13.2. The M&C decisions are then subject to the usual Business Panel scrutiny call in process and reconsideration at the following M&C if necessary. This report will be presented to the Overview and Scrutiny Business Panel on the 19th December 2017.
- 13.3. If required, two more savings rounds can be taken through the decision process, still with the possibility of achieving a full-year effect of savings in 2018/19. The key dates for these rounds are as follows:

Review of Savings proposals	Children & Young People	Healthier	Housing	Public Accounts	Safer Stronger	Sustainable
Select Ctte.	11 Dec	30 Nov	14 Dec	20 Dec	13 Dec	14 Dec
M&C	10 January 2018					
Select Ctte.	30 Jan	24 Jan	31 Jan	6 Feb + Budget	25 Jan	18 Jan
M&C	7 Feb + Budget					

- 13.4. The Overview and Scrutiny Business Panel for these rounds will be 23 January and 20 February respectively.
- 13.5. In addition to the above, further proposals will need to be presented for decision during 2018/19, with the possibility of achieving a partial year effect for that year and full year effect for future years.

14. FINANCIAL IMPLICATIONS

- 14.1. This report is concerned with the saving proposals to enable the Council to address the future financial challenges it faces. There are no direct financial implications arising from the report other than those stated in the report and appendices itself.

15. LEGAL IMPLICATIONS

Statutory duties

- 15.1. The Council has a variety of statutory duties which it must fulfil by law. The Council cannot lawfully decide not to carry out those duties. Even where there is a statutory duty there is often a discretion about the level of service provision. Where there is an impact on statutory duty that is identified in the report. In other instances, the Council provides services in pursuit of a statutory power, rather than a duty, and though not bound to carry out those activities, decisions about them must be taken in accordance with the decision making requirements of administrative law.

Reasonableness and proper process

- 15.2. Decisions must be made reasonably taking into account all relevant considerations and disregarding all irrelevant matters. These are particular to the service reductions proposed and are set out in the body of the report. It is also imperative that decisions are taken following proper process. Depending on the particular service concerned, this may be set down in statute, though not all legal requirements are set down in legislation. For example, depending on the service, there may be a need to consult with service users and/or others and where this is the case, any proposals in this report must remain proposals unless and until that consultation is carried out and the responses brought back in a further report for consideration with an open mind before any decision is made. Whether or not consultation is required, any decision to discontinue a service would require appropriate notice. If the Council has published a procedure for handling service reductions, there would be a legitimate expectation that such procedure will be followed.

Staffing reductions

- 15.3. If service reductions would result in redundancy, then the Council's usual redundancy and redeployment procedure would apply. If proposals would result in more than 20 but fewer than 100 redundancies in any 90 day period, there would be a requirement to consult for a period of 30 days with trade unions under Section 188 Trade Union and Labour Relations (consolidation) Act 1992. The consultation period increases to 45 days if the numbers are 100 or more. This consultation is in addition to the consultation required with the individual employees. If a proposal entails a service re-organisation, decisions in this respect will be taken by officers in accordance with the Council's re-organisation procedures.

Equalities Legislation

- 15.4. 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.

- 15.5. 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.
- 15.6. 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 in the paragraph above.
- 15.7. 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.
- 15.8. 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>
- 15.9. <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 15.10. 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.

- 15.11. 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: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>
- 15.12. The EHRC has also issued Guidance entitled “Making Fair Financial Decisions”. <https://www.equalityhumanrights.com/en/advice-and-guidance/making-fair-financial-decisions>. It appears at Appendix ix and attention is drawn to its contents.
- 15.13. The equalities implications pertaining to the specific service reductions are particular to the specific reduction.
- 15.14. Members are reminded that the overall equalities in respect of these savings and the other scrutinised and presented to Mayor & Cabinet in September 2015 were considered through the individual proposals and overall. Appendix xi presents that information for ease of reference.

The Human Rights Act

- 15.15. Since the introduction of the Human Rights Act 1998 (HRA) the rights set out in the European Convention on Human Rights (ECHR) have been incorporated into UK law and can be enforced in the UK courts without recourse to the European courts.
- 15.16. Those articles which are particularly relevant in to public services are as follows:-
- | | | |
|------------|---|---|
| Article 2 | - | the right to life |
| Article 3 | - | the right not to be subject to inhuman or degrading treatment |
| Article 5 | - | the right to security of the person |
| Article 6 | - | the right to a fair trial |
| Article 8 | - | the right to a private and family life, home and correspondence |
| Article 9 | - | the right to freedom of thought, conscience and religion |
| Article 10 | - | the right to freedom of expression |
| Article 11 | - | the right to peaceful assembly |

Article 14 - the right not to be discriminated against on any ground

The first protocol to the ECHR added

Article 1 - the right to peaceful enjoyment of property

Article 2 - the right to education

15.17. Some of these rights are unconditional, such as the right not to be tortured or subject to degrading treatment. Others may be limited in finite and well defined circumstances (such as the right to liberty. Others are qualified and must be balanced against the need of the wider community – such as the right to a private and family life. Where there are human rights implications associated with the proposals in this report regard must be had to them before making any decision.

Crime and Disorder

15.18. Section 17 of the Crime and Disorder Act 1998 requires the Council to have regard to the likely effect on crime and disorder when it exercises its functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.

Best value

15.19. 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.

Environmental implications

15.20. Section 40 Natural Environment and Rural Communities Act 2006 states that “every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions to the purpose of conserving biodiversity”. No such implications have been identified in this report.

Specific legal implications

15.21. Members’ attention is drawn to the specific legal implications arising in relation to particular proposals set out in this report in Appendices i to ix.

EQUALITIES IMPLICATIONS

15.22. Each new saving proposal reviews the potential equalities implications for those impacted. In this case, with one exception, they are all Low or Not Applicable (N/A). The assessed medium impact is in respect of the crime

reduction proposal, K5. Subject to being agreed, these assessments will be kept under review as the services are implemented.

15.23. They current assessed equality implications for new proposals are as follows:

- **B4** Supporting People – Low as a 1% budget reduction
- **D2** Efficiency review – Low as applied evenly and proportionally across all areas of spend.
- **E8** Develop PRS – N/A as such schemes are in the market.
- **I12** Admin budget cut – N/A as this is not a service budget
- **I13** Finance restructure – Low and any staff change will be managed in line with the Council's HR policy for managing change
- **I14** Police Officer – N/A as this was an external scheme that had been cancelled
- **I15** MRP review – N/A as this is a technical accounting review
- **J3** School effectiveness – N/A as this is a funding change and not a service reduction
- **K5** problem solving – Medium as, while a small saving, this limits flexibility of service and partners
- **M8** less nightly paid – Low and positive as will help people into better accommodation
- **O5** Council Tax collection – N/A as no change to the policy
- **P3** Planning income – N/A as choice to use the service is discretionary

16. CONCLUSION

16.1. The Council expects to need to make further savings between now and 2019/20 as the resources available to run services continue to be reduced and because insufficient savings have been identified to date. This is resulting in the Council using its reserves when setting the budget. This is not sustainable as reserves are only available on a once off basis.

16.2. The expected amount and timing of the savings for 2018/19 and future years has been detailed above. However, the definitive position is dependent on the Autumn Budget and Local Government Finance Settlement due in November and December respectively. For these reasons the work of the Lewisham Future Programme continues.

17. BACKGROUND DOCUMENTS AND FURTHER INFORMATION

Short Title of Report	Date	Contact
Medium Term Financial Strategy http://councilmeetings.lewisham.gov.uk/documents/s51446/Medium%20Term%20Financial%20Strategy.pdf	July 2017	David Austin
Budget 2017/18 http://councilmeetings.lewisham.gov.uk/documents/s47966/2017%2018%20Budget%20Report.pdf	February 2017	David Austin

Appendices

- i. B4 – Supporting People
- ii. D2 – Efficiency review proposal
- iii. E8 - Asset rationalisation proposal
- iv. I12 - Management & corporate overhead proposal Policy & Governance
- v. I13 - Management & corporate overhead proposal Finance
- vi. I14 - Management & corporate overhead proposal Counter Fraud
- vii. I15 - Management & corporate overhead proposal Accounting review
- viii. J3 - School effectiveness proposal
- ix. K5 – Crime problem solving
- x. M8 - Strategic housing proposal
- xi. O5 – Public services proposal
- xii. P3 – Planning income
- xiii. Corporate Savings Principles
- xiv. Making Fair Financial Decisions guidance
- xv. Summary of Equalities Implications
- xvi. Summary of savings proposals

For further information on this report, please contact:

David Austin, Head of Corporate Resources on 020 8314 9114

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Appendices

- i.** B4 – Supporting People
- ii.** D2 – Efficiency review proposal
- iii.** E8 - Asset rationalisation proposal
- iv.** I12 - Management & corporate overhead proposal Policy & Governance
- v.** I13 - Management & corporate overhead proposal Finance
- vi.** I14 - Management & corporate overhead proposal Counter Fraud
- vii.** I15 - Management & corporate overhead proposal Accounting review
- viii.** J3 - School effectiveness proposal
- ix.** K5 – Crime problem solving
- x.** M8 - Strategic housing proposal
- xi.** O5 – Public services proposal
- xii.** P3 – Planning income

Savings Proposals Appendices i to ix – October 2017

Appendix i

1. Savings proposal	
Proposal title:	Service economy rental income
Reference:	B4
LFP work strand:	Supporting People
Directorate:	Community Services
Head of Service:	Head of Public Protection and Safety
Service/Team area:	Supporting People
Cabinet portfolio:	Cabinet Member for Health, Wellbeing, and Older People
Scrutiny Cttee(s):	Healthier / Safer Stronger Select Committees

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Service Economy	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The supporting people service funds housing related support via a number of providers to clients with varying needs. These range from high-support hostels to floating support in the community. To date savings proposals have been put forward totalling £5.5m since 2013.
Saving proposal
The service receives income from rental and the savings proposal is 50% if this income. The full amount is not proposed as this is required to support the services.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The use of the income would support provision if not used for savings.
Outline risks associated with proposal and mitigating actions:
These are minimal and any resources allocated to this area are used directly for commissioning services .

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,549	(1,171)	5,378	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Service Economy	70	0	0	70
Total	70	0	0	70

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5. Financial information				
% of Net Budget	1%	%	%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
negative	negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	low	Pregnancy / Maternity:	Low
Gender:	low	Marriage & Civil Partnerships:	Low
Age:	low	Sexual orientation:	Low
Disability:	low	Gender reassignment:	Low

Savings Proposals Appendices i to ix – October 2017

9. Service equalities impact			
Religion / Belief:	low	Overall:	low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
No specific legal implications

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
September 2017	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
October 2017	Proposals submitted to Scrutiny committees leading to M&C (despatch 24 October)
November 2016	Scrutiny meetings held with consultations ongoing
December 2017	Proposals to M&C for decision on 6 December (Despatch 29 Nov) and (full decision) reports returned to Scrutiny for review
January 2018	Transition work ongoing
February 2018	Transition work ongoing and budget set 21 February
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

Appendix ii

1. Savings proposal	
Proposal title:	Corporate efficiency from unallocated inflation
Reference:	D2
LFP work strand:	Efficiency Review
Directorate:	Corporate
Head of Service:	Head of Corporate Resources
Service/Team area:	Strategic Finance
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Ctte

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Corporate efficiency measure	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
This saving corporate and not related to any specific service area. It will be implemented through the annual budget process when agreed at Council in February 2018.
Saving proposal
The proposal is to not allocate £1m of the estimated £3.7m of inflation (£1.1m for pay and £2.6m for non-pay) to service budgets when setting the 2018/19 cash limits.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The impact cannot be identified specifically as this is a general corporate saving. The impact will however be very limited as it represents a reduction of less than a half of one percent from all service budgets. Services will have to manage how best to absorb the reduction to their budget. For example; negotiate contract or agency rates, hold vacancies, limit discretionary spend during the year, etc..
Outline risks associated with proposal and mitigating actions:
The risk is that services will not contain their expenditure within their budget. This would be identified quickly through the financial monitoring and highlighted for action.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	232,700		232,700	

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5. Financial information				
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Corporate efficiency from unallocated inflation	1,000			1,000
Total	1,000			
% of Net Budget	0.5%	%	%	0.5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing services
Low		C. Digitisation
		D. Income generating
		E. Demand management

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	2. Young people's achievement and involvement
Negative		3. Clean, green and liveable
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	4. Safety, security and a visible presence
Low		5. Strengthening the local economy
		6. Decent homes for all
		7. Protection of children
		8. Caring for adults and the older people
		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

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9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
None – this saving, if agreed, will be taken as part of the Budget report to Council February 2018.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

Appendix iii

1. Savings proposal	
Proposal title:	Income from Private Rented Scheme (PRS) Joint Venture
Reference:	E8
LFP work strand:	Asset Rationalisation
Directorate:	Resources and Regeneration
Head of Service:	Executive Director
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Regeneration
Scrutiny Cttee(s):	Housing Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Generate rental income from PRS	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>R&P and Strategic Housing are currently procuring a Joint Venture (JV) partner from the private sector. The Council will dispose of the Besson Street site into the JV, who will build, own and operate circa 230 Private Rental Sector (PRS) units. These units will comprise of at least 35% discounted London Living Rent units and provide a GP surgery at nil cost.</p>
Saving proposal
<p>Accounting for the procurement costs, financing costs, and management costs, the net annual rental revenues paid by the JV to the Council (in the form of an investment return) will generate circa £500k of new income for the Council over a period of not less than 30 years.</p> <p>The procurement is due to conclude and a report be presented to M&C on the 6 December 2017. It is anticipated that the JV will form in March 2018, with the land transfer (and receipt) in 2018/19 after successful planning approval.</p> <p>Annual rental income will be generated from approximately 2021/22 onwards.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Positive impact on housing provision within the Borough, improved access to private rented accommodation. Increased Council Tax receipts. New, improved GP practice.</p> <p>Council staffing/management of JV needs to be considered and provided.</p>
Outline risks associated with proposal and mitigating actions:

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4. Impact and risks of proposal

Planning risk – JV appoints suitable architects and enters into a Pre-Planning Application to mitigate this

Financial risk – costs of build increase or rental levels decrease – JV competitively tenders build package and ensures that product produced can attract appropriate rental income

Partnership Risk – JV collapses – an extended public procurement exercise has been used with detailed HoTs agreed to ensure that the JV structure is robust and the most suitable partner appointed.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	16,870	(9,479)	7,391	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a)	500			500
Total	500			500
% of Net Budget	7%	%	%	7%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	Yes	No
If DSG, HRA, Health impact describe:			Transfer of site to GF will increase HRA headroom	

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence
Impact on main	Impact on second	

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7. Impact on Corporate priorities		
priority – Positive / Neutral / Negative	priority – Positive / Neutral / Negative	5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Yes - New homes, community space and commercial space
	If impacting one or more wards specifically – which?
	New Cross

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
<p>A M&C report is scheduled for the 6 December with full legal implications, including the formation of a JV and the approval to enter into this for the purpose of funding and developing the Besson Street site.</p> <p>The last M&C report was the 13 July 2016 and obtained approval to start the procurement of the JV partner.</p>

12. Summary timetable
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.

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12. Summary timetable	
Month	Activity
September 2017	Dialogue with bidders
October 2017	Final bids submitted
December 2017	M&C approval of JV partner
March 2018	Obtain SoS approval for disposal
March 2018	Enter JV, form new LLP
December 2018	Planning application made
March 2019	Land transfer to JV, land receipt received

Savings Proposals Appendices i to ix – October 2017

Appendix iv

1. Savings proposal	
Proposal title:	Administrative budgets
Reference:	I12
LFP work strand:	Management & Corporate Overheads
Directorate:	Resources & Regeneration
Head of Service:	Head of Policy and Governance
Service/Team area:	Executive Support
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Ctte

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduction of administrative budget	N	N	N

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p><u>Support to senior management and directorates</u></p> <p>This area of business provides support to senior management (Chief Executive, Executive Directors, Director and Heads of Service) and includes staffing and administrative costs. The function provides a wide range of administrative and clerical activities that support senior management in the planning and co-ordination of business within and across directorates. The function supports both internal (Mayor and Councillors) and external relations (with Government departments, partner agencies and the public). Significant reductions in staffing support have been delivered in recent years, culminating in the consolidation of most of these functions into a central location.</p>
Saving proposal
<p>A saving of £20k will be made from top slicing administrative budgets across the support activities to senior management.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Significant savings have already been made on the staffing support over recent years through rounds of staff cuts in this area of business. The consolidation of the remaining staffing support, largely to one floor, has exploited the scope for some efficiencies of co-location to mitigate the impact of such staff reductions and management of administrative costs.</p> <p>The focus now is on top slicing operational or administrative budgets but it does increase risks to meeting basic administrative needs. These risks are mitigated in part by excluding the key subscriptions budgets (the LGA and London Councils) from this saving and the beneficial impact of going increasingly “paperless” (reducing demand</p>

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4. Impact and risks of proposal
for paper).
Outline risks associated with proposal and mitigating actions:
None noted

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	65	0	65	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Reduce administrative budget	20			20
Total				
% of Net Budget	31%	%	%	31%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
M		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority –	Level of impact on second priority –	

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7. Impact on Corporate priorities		
High / Medium / Low	High / Medium / Low	9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No Specific Impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
None

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented as part of 2018/19 budget

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Appendix v

1. Savings proposal	
Proposal title:	Finance function efficiencies through the implementation of Oracle Cloud
Reference:	I13
LFP work strand:	I - Management and Corporate Overheads
Directorate:	Resources and Regeneration
Head of Service:	Head of Financial Services
Service/Team area:	Financial Services Division
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Ctte

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Finance function service changes - £200k for 2018/19	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Financial Services division forms part of the Resources and Regeneration Directorate. It provides a range of different services which include; a statutory accounting function including core reconciliations, financial business and management accounting advice to managers, as well as a payroll and pensions administration function. Similar to the approach taken in recent years, it should also be noted that discussions about 'finance' also includes the strategic finance team, which is part of the Corporate Resources division. This team provides a budget strategy, treasury management and pensions' investment function.</p>
Saving proposal
<p>The Financial Services Division is expected a saving at £300k over the course of the next two years, £200k for 2018/19 and £100k for 2019/20. This target could only be achieved in the context of ensuring that the Council continues to meet its financial statutory obligations. This proposal provides focus on the identification and delivery of the £200k saving for 2018/19.</p> <p>In May 2017, Mayor & Cabinet took a decision to integrate the IT functionality of the finance, procurement, human resources and payroll services through the development and implementation of an integrated Enterprise Resources Planning (ERP) solution. This programme, known as Oracle Cloud, is being designed to deliver a solution which will enable joined up information, processes and decision making. Amongst the most important element of business change, which financial services want to assist with, is encouraging business managers to take an enterprise view, by providing them with properly joined up information and a single entry point to initiate actions, rather than the separate ones for finance and human resources etc.,</p>

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3. Description of service area and proposal

To deliver these savings it will be necessary to undertake an in-depth review of the Council's finance function in terms of how the staff teams are arranged and specific duties they are required to undertake. The aspiration is to move the function more towards an advisory type position, but it will take time to get there. This work is underway and it will be possible to deliver revenue budget savings of £200k for 2018/19.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The new solution is expected to engender greater self service for manages and budget holders throughout the organisation. Full adoption of the solution will be essential if the organisation is to fully realise the benefits and achieve the efficiencies needed.

Outline risks associated with proposal and mitigating actions:

Delivering savings of this order could have a significant impact on the council's ability to achieve its statutory obligations, the most fundamental one of which is to close the annual accounts and achieve a clean audit opinion at the end of that process. This will come about if officers are unable to fully realise the benefits of the new Oracle Cloud solution and ensure that it is used in the appropriate way.

Some of the function's routine responsibilities such as making statutory government returns (NNDR, Section 251, CTB, RA and RO forms etc.) would continue to be affected by reductions in the staffing compliment. Therefore, unless the finance function is deemed 'business ready' by April 2019 when the new Oracle Cloud solution is expected to have gone live, then there would be major risks of taking any more money out of the function. These risks are being mitigated through close monitoring of the Oracle Cloud design and delivery programme to ensure that any deviations from the plan can be appropriately rectified.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,682	(1,472)	3,210	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Finance function service changes	200			200
Total	200			200
% of Net Budget	6%	%	%	6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

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5. Financial information				
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Digitisation	Sharing Services	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Inspiring Efficiency, effectiveness and equity	N/A	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	N/A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	N/A	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	None
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			

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9. Service equalities impact	
None	
Is a full service equalities impact assessment required: Yes / No	No

10. Human Resources impact					
Will this saving proposal have an impact on employees: Yes / No					Possibly
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications
State any specific legal implications relating to this proposal:
There are no specific legal implications which arise from agreeing this budget saving proposal. Any staffing changes, once identified, will be managed in compliance with the Council's managing change policy.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
September 2017	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
October 2017	Proposals submitted to Scrutiny committees leading to M&C (despatch 24 October)

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12. Summary timetable	
November 2016	Scrutiny meetings held with consultations ongoing
December 2017	Proposals to M&C for decision on 6 December (Despatch 29 Nov) and (full decision) reports returned to Scrutiny for review
January 2018	Transition work ongoing
February 2018	Transition work ongoing and budget set 21 February
March 2018	Savings implemented

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Appendix vi

1. Savings proposal	
Proposal title:	Loss of seconded Police Officer to Counter Fraud team
Reference:	I14
LFP work strand:	I – Management and Corporate Overheads
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Audit & Risk – Anti Fraud and Corruption Team (A-FACT)
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Ctte

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Loss of Police Officer secondment	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Anti-Fraud and Corruption Team (A-FACT) fulfils the statutory obligation on the Council to investigate Housing fraud. It also investigates, in accordance with legislation, allegations of misuses of public resources or internal fraud and promotes good practices to help protect public funds.
Saving proposal
Reduce the A-FACT budget by £70k to recognise the loss of the seconded police officer to Lewisham Council.
During 2017/18 the Metropolitan Police Service recalled all their Detective Constables, including the one seconded to Lewisham Council. They also confirmed that they would not be renewing this scheme that saw police officers seconded to London Boroughs and that in future this partnership working would return to being wholly between the authority and their local force.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The loss of the Police Officer will mean that any criminal cases will have to be taken up by the local force rather than directly. In addition the Police Officer was the Council's Financial Investigator, able to pursue Proceeds of Crime cases. This access and skills are being lost.
Outline risks associated with proposal and mitigating actions:
The risks are the inability to pursue criminal cases or seek the recovery of assets without the support of the local police or other qualified investigators. The mitigations are to continue working closely with the Borough police force and look to train another

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4. Impact and risks of proposal

member of the team and a Financial Investigator or access these skills through the CIPFA Counter Fraud hub on an as needed basis.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	330	(30)	300	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Loss of Police Officer seondment	70			70
Total	70			70
% of Net Budget	23%	%	%	23%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	Yes	No
If DSG, HRA, Health impact describe:			Some investigations concern housing matters	

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
B		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative		
Level of impact on main priority –	Level of impact on second priority –	

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7. Impact on Corporate priorities		
High / Medium / Low	High / Medium / Low	9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No Specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
None

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

Appendix vii

1. Savings proposal	
Proposal title:	Balance sheet review of accounting policies
Reference:	I15
LFP work strand:	Management and corporate overheads
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Strategic Finance and Core Accounting
Cabinet portfolio:	Resources
Scrutiny Cttee(s):	Public Accounts Select Cttee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Review of MRP accounting policy	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The service area facilitates the Council's Strategic Finance activities (managing the savings and budget setting process, providing corporate finance advice (including procurement), performing treasury management functions, and managing the pension fund) to support delivery of Council objectives.
Saving proposal
As part of the Treasury Management Strategy, review the Council's Minimum Revenue Provision (MRP) policy and re-evaluate the appropriate levels required in line with current asset valuations to remain prudent and comply with international finance and CIPFA accounting guidance.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This is a technical finance accounting adjustment that will not directly impact service users.
Outline risks associated with proposal and mitigating actions:
The risk is that if there is a sudden swing in the value of the Council's assets an in year charge would need to be taken to the Council's revenue budget. This will be mitigated by ensuring the asset position is considered with reference to the underlying value of the assets and any related borrowing costs to ensure a prudent approach.

5. Financial information				
Controllable budget:	Spend	Income	Net Budget	

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5. Financial information				
General Fund (GF)	£'000	£'000	£'000	
	N/A		N/A – this concerns the balance sheet not revenue account	
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Review of MRP accounting policy	1,000			1,000
Total	1,000			1,000
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
N/A		A. Strengthening community input F. Sharing services G. Digitisation H. Income generating I. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Med		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No Specific impact

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8. Ward impact	
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
TBC – this will be part of setting the Council's Treasury Strategy as part of the budget in February 2018

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
September 2017	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
October 2017	Proposals submitted to Scrutiny committees leading to M&C (despatch 24 October)
November 2016	Scrutiny meetings held with consultations ongoing
December 2017	Proposals to M&C for decision on 6 December (Despatch 29 Nov) and (full decision) reports returned to Scrutiny for review
January 2018	Transition work ongoing
February 2018	Transition work ongoing and budget set 21 February
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

Appendix viii

1. Savings proposal	
Proposal title:	Statutory functions of School Effectiveness
Reference:	J3
LFP work strand:	School Effectiveness
Directorate:	Children and Young People
Head of Service:	Head of Standards and Inclusion
Service/Team area:	Access, Inclusion and Participation
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Statutory functions to be funded from DSG	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Attendance and Welfare service delivers services to ensure children and young people attend school and have appropriate access to education. This includes attendance and welfare, child employment and support for parents and schools on exclusions and the education of Looked After Children. Part of the service is traded with schools, the statutory functions have up to now been funded from the General Fund.
Saving proposal
The Department for Education removed the Education Services Grant (ESG) from Local Authorities in 2017/18. The grant was then treated as part of the General Fund. The Department for Education however moved the part of the grant that supported statutory education services to the Dedicated Schools Budget. It is now proposed that those former statutory services be funded out of the Dedicated Schools Grant.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
None
Outline risks associated with proposal and mitigating actions:
The former education services grant has been incorporated into the new central block of the Dedicated Services Grant, potentially this could be reduced by central government or a fall in pupil numbers which would put pressure on these services. Over the past few years the level of the Dedicated Services Grant has been cash frozen and this is likely to continue in the future, making the need for efficiencies to be made in the service.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	366	0	366	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Statutory functions to be funded from DSG	366			366
Total	366			366
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	Yes		
If DSG, HRA, Health impact describe:		Costs transferred to the DSG		

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
A	B	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
2	10	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

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8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
There are no specific legal implications

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented when setting GF and DSG budgets for 2018/19

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Appendix ix

1. Savings proposal	
Proposal title:	Problem solving crime reduction
Reference:	K5
LFP work strand:	Crime reduction
Directorate:	Community Services
Head of Service:	Head of Public Protection and Safety
Service/Team area:	Crime, Enforcement and Regulation
Cabinet portfolio:	Community and Equalities
Scrutiny Committee(s):	Safer Stronger Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Problem solving crime reduction	No	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The Crime, Enforcement and Regulation Service covers the following statutory areas:</p> <ul style="list-style-type: none"> • Crime reduction service inc ASB, PREVENT • Statutory Nuisance • Licensing • Trading standards <p>And the following non-statutory areas:</p> <ul style="list-style-type: none"> • Serious Youth Violence • VAWG • Hate Crime • CCTV • Counter extremism <p>The CER service was created in Aug 15. There has been significant investment in staff development and training to enable staff to deliver in this multi-faceted service. Areas such as PREVENT, Serious Youth Violence, aspects of the VAWG service etc are all externally funded.</p>
<p>Saving proposal</p> <p>The service has allocated funds to support problem solving processes which could require small amounts of resources to deliver and tackle problems identified throughout the year. The proposal is to reduce this budget and resource by 50%. The full amount is not proposed as this will significantly limit services being delivered directly to communities as problems are identified.</p>

4. Impact and risks of proposal
<p>Outline impact to service users, partners, other Council services and staff:</p> <p>The impact based on previous years will be a limited flexibility to deliver and support</p>

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4. Impact and risks of proposal

problems that arise. This will impact on residents and partners.

Outline risks associated with proposal and mitigating actions:

Reduced service offer designed to tackle problems identified. The risks can not be mitigated as resources across the partnership are also reduced.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,092	(1,233)	1,859	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
a) Problem solving crime reduction	30	0	0	30
Total	30	0	0	30
% of Net Budget	1%	%	%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
A		A. Strengthening community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing services C. Digitisation D. Income generating E. Demand management
Medium		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
4	1	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
negative	negative	
Level of impact on main priority –	Level of impact on second priority –	

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7. Impact on Corporate priorities		
High / Medium / Low	High / Medium / Low	9. Active, healthy citizens
Medium	Medium	10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	Low
Gender:	Medium	Marriage & Civil Partnerships:	Low
Age:	Medium	Sexual orientation:	Low
Disability:	Medium	Gender reassignment:	Low
Religion / Belief:	Medium	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

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1. Savings proposal	
Proposal title:	Reduced costs of providing nightly paid accommodation
Reference:	M8
LFP work strand:	Housing non-HRA
Directorate:	Customer Services
Head of Service:	Head of Strategic Housing
Service/Team area:	Housing Needs and Refugee Services
Cabinet portfolio:	Housing
Scrutiny Cttee(s):	Housing Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduced costs of providing nightly paid accommodation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Housing Needs and Refugee Service manages the housing and homelessness assessment process, the statutory provision of emergency housing for homeless households, and the work that the Council is doing to support refugees.</p> <p>The London wide housing crisis has driven huge operational and financial pressures for all London local authorities in this area. In Lewisham there are now more than 1,800 households who are homeless and living in temporary accommodation, of whom more than 500 are living in “nightly paid” accommodation.</p> <p>Over the past five years the Council has pursued a wide ranging strategy to address these pressures. This has included: ambitious targets for Council house building; a range of projects to create better and cheaper forms of temporary accommodation of which PLACE/Ladywell has been the most high profile example; providing £40m of loan finance to Lewisham Homes to enable it to acquire properties for use for homeless households; and a focus on intervening with families earlier in the homelessness process in order to prevent rather than respond to potential problems.</p> <p>Through all of these measures, the number of households in nightly paid temporary accommodation has broadly stabilised at around 520, and there are on-going strategies in place to continue to reduce this number.</p>
Saving proposal
<p>The proposed saving is to reduce, by £250k, the budget of £3.05m which is held to fund “nightly paid” accommodation for homeless households.</p> <p>It is projected that this saving can be enabled in three ways:</p> <ol style="list-style-type: none"> 1. By reducing the number of households placed in nightly paid accommodation 2. By reducing the average cost per placement for households placed in nightly

3. Description of service area and proposal

accommodation

3. By generating income from alternative forms of temporary accommodation that are being bought or built by the Council

The reduction in the overall number of households is projected to be achieved by continuing the range of interventions set out above. Further property acquisitions, conversions, leases and developments are expected to come forward in the coming year which will help to provide alternatives to nightly paid options. In addition the continuing focus on homelessness prevention should continue to tackle the overall level of demand.

The reduction in average cost per placement can be achieved through the effective targeting of the most expensive placements, supported by high quality management information and reporting on cases and costs that has been developed over the past two years. This approach has already helped to reduce average placement costs even as the number of placements has stayed the same.

Finally, some alternative forms of temporary accommodation generate an income to the Council, and in some cases also generate an operating surplus over and above the costs of operation and of financing the original investment. The PLACE/Ladywell and Hamilton Lodge developments are examples of where this has been possible, and have already facilitated revenue savings in previous iterations of the budget setting process. Officers are bringing forward further similar projects which will, in due course, also generate an operating surplus to the Council. While most of these are projected to come on-stream from 2018/19 onwards, it is still expected that a small additional operational surplus can be made in the coming year and can contribute to the overall £250k saving.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The Council and its service users are negatively impacted by the on-going housing crisis and the efforts set out above to address this by sourcing better and more sustainable accommodation benefit both homeless households and the Council's financial position.

In that sense, this proposal mainly provides benefits rather than risks. That said, there are risks to delivery. The London housing crisis could worsen, and increase demand more than currently expected. Equally the savings are predicated on the continuing tight management of placement costs, and continuing delivery of acquisition and new build projects, without which the saving will not be deliverable.

Outline risks associated with proposal and mitigating actions:

Tight operational management of costs can be facilitated through a structured approach to decision making and the provision of regular and robust management information to support decisions.

The delivery of acquisition and development projects can be supported by ensuring sufficient operational resources, processes and access to technical support is in place.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	28,263	(22,675)	5,588	
HRA	n/a	n/a		
DSG	n/a	n/a		
Health	n/a	n/a		
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Reduced costs of providing nightly paid accommodation	250			250
Total	250			250
% of Net Budget	5%	%	%	5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:	n/a	n/a	n/a	n/a

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Decent Homes for all	Inspiring efficiency, effectiveness and equity	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

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8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Nightly paid accommodation is least stable form of emergency accommodation. By providing alternatives to this form, residents will benefit from a positive impact			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
There are no specific legal implications from reducing this budget. The specific proposals that have enabled it to be made, and future iterations of those, are all considered separately at Mayor and Cabinet and legal implications are considered at that time.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
April 2018	Budget reduced and savings implemented

Savings Proposals Appendices i to ix – October 2017

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1. Savings proposal	
Proposal title:	Council Tax single person discount review
Reference:	O5
LFP work strand:	Public Services
Directorate:	Customer Services
Head of Service:	Head of Public Services
Service/Team area:	Revenues / Council Tax
Cabinet portfolio:	Resouces
Scrutiny Ctte(s):	Public Accounts Select Ctte

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Council Tax single person discount review	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Council Tax collection and administration.
Saving proposal
<p>There are 125,000 households in the borough and of these 47,000 (37%) are in receipt of a single person discount. This is the highest percentage of single person discount claims in London.</p> <p>The Council has reviewed its single person discounts on an annual basis for many years using an external provider that carries out a data match exercise. This has generated additional Council Tax of over £700,000 pa. However, in 2017/18 the Council carried out a proof of concept using a more detailed data match, which identified a possible 2,500 incorrect claims and lost Council Tax of potentially up to £800,000 pa.</p> <p>The saving is the billing and collection of the additional Council Tax the review identified as due. The service believes it will collect at least £500K of this additional Council Tax in 2018/19.</p> <p>The reason the £500K is below the estimate of £800K, is because it is expected that further challenges to the discount withdrawal will be received once the Council sends a bill. In addition, the Council is expecting it is going to have to take a higher than normal level of enforcement action to collect the debt.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The impact on service users will be that those Council Tax payers who are not entitled to a single person discount will have to pay more. There will be no impact on

Savings Proposals Appendices i to ix – October 2017

4. Impact and risks of proposal

partners. There will be some additional administration for staff.

Outline risks associated with proposal and mitigating actions:

There is a risk that the data used is unreliable. However, Council Tax payers have been given two opportunities to challenge it before we withdrew the discount and sent an amended bill.

There is a risk that Council Tax payers may not pay the increased bill. However, the service will take enforcement action against those that do not pay their bill.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	N/A	N/A	N/A	
HRA	-			
DSG	-			
Health	-			
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Council Tax single person discount review	500			
Total	500			
% of Net Budget	N/A	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
D		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence
10		
Impact on main	Impact on second	

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7. Impact on Corporate priorities		
priority – Positive / Neutral / Negative	priority – Positive / Neutral / Negative	
Positive		5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
None.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.	
Month	Activity
March 2018	Savings implemented

Savings Proposals Appendices i to ix – October 2017

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1. Savings proposal	
Proposal title:	Planning savings
Reference:	P3
LFP work strand:	Planning and economic development
Directorate:	Resources and Regeneration
Head of Service:	Head of Planning
Service/Team area:	Planning
Cabinet portfolio:	Regeneration
Scrutiny Ctte(s):	Sustainable Development

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) increase income	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Government has recently laid before Parliament draft legislation relating to changes to the Planning Statutory Fees. It is proposed that planning application fees will be increased by 20%, which should be in place by 1 April 2018.</p> <p>Planning Application Fees for 2016/17 were £910,778 and are forecasted as £1.2m during 2017/18, against an annual budget of £929,000 for both years. An increase of 20% would have uplifted this income to £1,092,934, an increase of £182k (2016/17) and £1,440,000 a forecast increase of £240k (2017/18).</p> <p>However, we are only able to take advantage of the 20% increase in fees if we do not reduce our base budget. This Government requirement has been introduced to ensure that the application fee increase will be “ring-fenced” to improve planning capacity and customer service. Therefore, the Development Management (E44613) base budget of £1,751,393 cannot be reduced in the budget savings exercise for the foreseeable future.</p> <p>The Planning Service have therefore looked to identify opportunities to generate additional income as opposed to savings to the base budget.</p>
Saving proposal
<p>In total £270k made up of:</p> <p>£240k from the outline proposal for 2018/19 presented in the savings round for 2017/18. This was anticipated to come from £200k income and £40k restructure. Due to the ringfencing of the base budget, the £40k restructure figure is no longer achievable via a restructure but would be more than offset by the statutory fee increase.</p> <p>The additional £30k increase in income to the DM budget will come through a further</p>

Savings Proposals Appendices i to ix – October 2017

3. Description of service area and proposal

review of and increase to chargeable services.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

There will be an impact on service users through the increase of fees. However, these have not been reviewed for some time and we would be seeking to ensure that we are fully recovering the cost. The Planning Service are continuing to improve the Planning web pages to ensure that a free offer is available to any householders looking to undertake works in the Borough. Discussions with developers has indicated a willingness to pay increased fees if it enables a good level of service to be provided.

Outline risks associated with proposal and mitigating actions:

There is a risk that by increasing fees, less customers will choose to use the service. In order to minimise this, the Planning Service are already looking at customer satisfaction and ways of promoting and marketing services.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,637	(1,582)	1,055	
HRA				
DSG				
Health				
Saving proposed:	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
income	270			270
Total	270			270
% of Net Budget	26%	5%	%	26%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
Income generating	Demand management	A. Strengthening community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing services
Low	Medium	C. Digitisation
		D. Income generating
		E. Demand management

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
		1. Community leadership and empowerment

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7. Impact on Corporate priorities		
Decent Homes for all	Strengthening the local economy	2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
neutral	neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
low	low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
As increasing income to cover the full cost of undertaking service, no legal implications.

12. Summary timetable
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

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12. Summary timetable

The main savings timetable for 2018/19 has been included here FYI. Please amend for proposal if different.

Month	Activity
September 2017	Proposals prepared
October 2017	Proposals submitted to Scrutiny committees leading to M&C (despatch 24 October)
November 2016	Scrutiny meetings held with consultations ongoing
December 2017	Proposals to M&C for decision on 6 December (Despatch 29 Nov) and (full decision) reports returned to Scrutiny for review
January 2018	Transition work ongoing
February 2018	Transition work ongoing and budget set 21 February
March 2018	Savings implemented

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Corporate Savings Principles

Prior to the General Election in 2010, the Labour Government instituted a programme of austerity planned over a five year period. In 2010 the Coalition Government increased the level of and pace of “fiscal consolidation” (i.e. tax increases and spending cuts) that applied to the nation’s public finances. In 2013 these were increased again such that the original plans of the (then) Labour Government to reduce public spending have been increased dramatically. To ensure that this scale of service cuts did not impact adversely on front-line services the Mayor and Cabinet agreed a set of principles to underpin the Council’s decision making. These principles ensure that we:

- 1) Take account of the impact on service outcomes and social results for customers and citizens
- 2) Be prudent and sustainable for the longer term, we will not just opt for short term fixes
- 3) Reflect a coherent “one organisation” approach that avoids silo-based solutions
- 4) Encourage self-reliance, mutualism and cooperative endeavour
- 5) Mitigate potential harm in accordance with an appropriate assessment of needs
- 6) Be mindful of the impact on the geography of fairness across Lewisham (and our boundaries)
- 7) Involve service users, staff and other stakeholders in the redesign of services for the future
- 8) Consider the current or potential actions of other public agencies and the voluntary sector locally, including sharing and reshaping services (Total Place)
- 9) Consider the impact on the Lewisham approach where we listen to all voices, take account of all views and then we move forward to implement.

Appendix xiv



**Making fair financial decisions
Guidance for decision-makers**

3rd edition, January 2015

Introduction

With major reductions in public spending, public authorities in Britain are being required to make difficult financial decisions. This guide sets out what is expected of you as a decision-maker or leader of a public authority responsible for delivering key services at a national, regional and/or local level, in order to make such decisions as fair as possible.

The public sector equality duty (the equality duty) does not prevent you from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop you from making decisions which may affect one group more than another group. The equality duty enables you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of your community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on people with different protected characteristics.

Assessing the impact on equality of proposed changes to policies, procedures and practices is not just something that the law requires, it is a positive opportunity for you as a public authority leader to ensure you make better decisions based on robust evidence.

What the law requires

Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have had 'due regard'.

It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act 1998. We would therefore recommend that public authorities consider the potential impact their decisions could have on human rights.

Aim of this guide

This guide aims to assist decision-makers in ensuring that:

- The process they follow to assess the impact on equality of financial proposals is robust, and
- The impact that financial proposals could have on people with protected characteristics is thoroughly considered before any decisions are arrived at.

We have also produced detailed guidance for those responsible for assessing the impact on equality of their policies, which is available on our website at www.equalityhumanrights.com

The benefits of assessing the impact on equality

By law, your assessments of impact on equality must:

- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making
- Consider ways of mitigating or avoiding any adverse impacts.

Such assessments do not have to take the form of a document called an equality impact assessment. If you choose not to develop a document of this type, then some alternative approach which systematically assesses any adverse impacts of a change in policy, procedure or practice will be required.

Assessing impact on equality is not an end in itself and it should be tailored to, and be proportionate to, the decision that is being made.

Whether it is proportionate for an authority to conduct an assessment of the impact on equality of a financial decision or not depends on its relevance to the authority's particular function and its likely impact on people with protected characteristics.

We recommend that you document your assessment of the impact on equality when developing financial proposals. This will help you to:

- **Ensure you have a written record of the equality considerations** you have taken into account.
- **Ensure that your decision includes a consideration of the actions that would help to avoid or mitigate any impacts on particular protected characteristics.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public authorities, so that people with particular protected characteristics are not unduly affected by the cumulative effects of different decisions.

- **Make your decisions based on evidence:** a decision which is informed by relevant local and national information about equality is a better quality decision. Assessments of impact on equality provide a clear and systematic way to collect, assess and put forward relevant evidence.

- **Make the decision-making process more transparent:** a process which involves those likely to be affected by the policy, and which is based on evidence, is much more open and transparent. This should also help you secure better public understanding of the difficult decisions you will be making in the coming months.

- **Comply with the law:** a written record can be used to demonstrate that due regard has been had. Failure to meet the equality duty may result in authorities being exposed to costly, time-consuming and reputation-damaging legal challenges.

When should your assessments be carried out?

Assessments of the impact on equality must be carried out at a **formative stage** so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted. Financial proposals which are relevant to equality, such as those likely to impact on equality in your workforce and/or for your community, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of your organisation. The assessment should form part of the proposal, and you should consider it carefully **before** making your decision.

If you are presented with a proposal that has not been assessed for its impact on equality, you should question whether this enables you to consider fully the proposed changes and its likely impact. Decisions not to assess the impact on equality should be fully documented, along with the reasons and the evidence used to come to this conclusion. This is important as authorities may need to rely on this documentation if the decision is challenged.

It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.

What should I be looking for in my assessments?

Assessments of impact on equality need to be based on relevant information and enable the decision-maker to understand the equality implications of a decision and any alternative options or proposals.

As with everything, proportionality is a key principle. Assessing the impact on equality of a major financial proposal is likely to need significantly more effort and resources dedicated to ensuring effective engagement, than a simple assessment of a proposal to save money by changing staff travel arrangements.

There is no prescribed format for assessing the impact on equality, but the following questions and answers provide guidance to assist you in determining whether you consider that an assessment is robust enough to rely on:

- **Is the purpose of the financial proposal clearly set out?**

A robust assessment will set out the reasons for the change; how this change can impact on protected groups, as well as whom it is intended to benefit; and the intended outcome. You should also think about how individual financial proposals might relate to one another. This is because a series of changes to different policies or services could have a severe impact on particular protected characteristics.

Joint working with your public authority partners will also help you to consider thoroughly the impact of your joint decisions on the people you collectively serve.

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent if the decisions were considered in isolation.

• **Has the assessment considered available evidence?**

Public authorities should consider the information and research already available locally and nationally. The assessment of impact on equality should be underpinned by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact.

• **Have those likely to be affected by the proposal been engaged?**

Engagement is crucial to assessing the impact on equality. There is no explicit requirement to engage people under the equality duty, but it will help you to improve the equality information that you use to understand the possible impact on your policy on different protected characteristics. No-one can give you a better insight into how proposed changes will have an impact on, for example, disabled people, than disabled people themselves.

• **Have potential positive and negative impacts been identified?**

It is not enough to state simply that a policy will impact on everyone equally; there should be a more in-depth consideration of available evidence to see if particular protected characteristics are more likely to be affected than others. Equal treatment does not always produce equal outcomes; sometimes authorities will have to take particular steps for certain groups to address an existing disadvantage or to meet differing needs.

• **What course of action does the assessment suggest that I take? Is it justifiable?**

The assessment should clearly identify the option(s) chosen, and their potential impacts, and document the reasons for this decision. There are four possible outcomes of an assessment of the impact on equality, and more than one may apply to a single proposal:

Outcome 1: No major change required when the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

Outcome 2: Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

Outcome 3: Continue despite having identified some potential for adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact, as discussed below.

Outcome 4: Stop and rethink when an assessment shows actual or potential unlawful discrimination.

• **Are there plans to alleviate any negative impacts?**

Where the assessment indicates a potential negative impact, consideration should be given to means of reducing or mitigating this impact. This will in practice be supported by the development of an action plan to reduce impacts. This should identify the responsibility for delivering each action and the associated timescales for implementation. Considering what action you could take to avoid any negative impact is crucial, to reduce the likelihood that the difficult decisions you will have to take in the near future do not create or perpetuate inequality.

Example: A University decides to close down its childcare facility to save money, particularly given that it is currently being under-used. It identifies that doing so will have a negative impact on women and individuals from different racial groups, both staff and students.

In order to mitigate such impacts, the University designs an action plan to ensure relevant information on childcare facilities in the area is disseminated to staff and students in a timely manner. This will help to improve partnership working with the local authority and to ensure that sufficient and affordable childcare remains accessible to its students and staff.

• **Are there plans to monitor the actual impact of the proposal?**

Although assessments of impact on equality will help to anticipate a proposal's likely effect on different communities and groups, in reality the full impact of a decision will only be known once it is introduced. It is therefore important to set out arrangements for reviewing the actual impact of the proposals once they have been implemented.

What happens if you don't properly assess the impact on equality of relevant decisions?

If you have not carried out an assessment of impact on equality of the proposal, or have not done so thoroughly, you risk leaving yourself open to legal challenges, which are both costly and time-consuming. Legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.

Example: A court overturned a decision by Haringey Council to consent to a large-scale building redevelopment in Wards Corner in Tottenham, on the basis that the council had not considered the impact of the proposal on different racial groups before granting planning permission.

However, the result can often be far more fundamental than a legal challenge. If people feel that an authority is acting high-handedly or without properly involving its service users or employees, or listening to their concerns, they are likely to become disillusioned with you.

Above all, authorities which fail to carry out robust assessments of the impact on equality risk making poor and unfair decisions that could discriminate against people with particular protected characteristics and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duty, the Commission monitors financial decisions with a view to ensuring that these are taken in compliance with the equality duty and have taken into account the need to mitigate negative impacts, where possible.

Appendix xv

Summary of Equalities Implications

Please see section 15.22 of the main report.

APPENDIX xvi

2018/19 SAVINGS - SUMMARY TABLE OF NEW PROPOSALS WITH PROFORMA AT NOVEMBER 2017

Ref.	Description	18/19 £'000	Key Decision	Public Consultation	Staff Consultation
B	Supporting People				
B4	Service economy rental income	70	N	N	N
D	Efficiency Review				
D2	Reduction in allocated Inflation	1,000	Y	N	N
E	Asset Rationalisation				
E8	Income from PRS joint venture - Besson St.	500	Y	N	N
I	Management and Corporate Overheads				
I12	Administration budget cut	20	N	N	N
I13	More efficient & effective finance processes	200	N	N	Y
I14	Loss of the Police Officer secondment	70	N	N	N
I15	Review of accounting policies in respect of the balance sheet	1,000	Y	N	N
J	School Effectiveness				
J3	Statutory functions for school effectiveness	360	N	N	N
K	Crime reduction				
K5	Crime problem solving	30	N	N	N
M	Housing strategy and non-HRA funded services				
M8	Reduced costs of providing nightly paid accommodation	250	N	N	N
O	Public Services				
O5	Council tax single person discount review	500	N	N	N
P	Planning and economic development				
P	Service income	270	N	N	N
	Sub Total	4,270			
	Previously Agreed (A19, L8 and Q 6 & 7)	580			
	TOTAL	4,850			

Ref.	Description	18/19 £'000	Key Decision	Public Consultation	Staff Consultation	Select Ctte	Comment
B	Supporting People						
B4	Service economy rental income	70	N	N	N	Healthier	
D	Efficiency Review						
D2	Reduction in allocated Inflation	1,000	Y	N	N	Public Accounts	
E	Asset Rationalisation						
E8	Income from PRS joint venture - Besson St.	500	Y	N	N	Housing/Public Accs	
I	Management and Corporate Overheads						
I12	Administration budget cut	20	N	N	N	Public Accounts	
I13	More efficient & effective finance processes	200	N	N	Y	Public Accounts	
I14	Loss of the Police Officer secondment	70	N	N	N	Public Accounts	
I15	Review of accounting policies in respect of the balance sheet	1,000	Y	N	N	Public Accounts	
J	School Effectiveness						
J3	Statutory functions for school effectiveness	360	N	N	N	Children and Young People (CYP)	
K	Crime reduction						
K5	Crime problem solving	30	N	N	N	Safer Stronger	
M	Housing strategy and non-HRA funded services						

Ref.	Description	18/19 £'000	Key Decision	Public Consultation	Staff Consultation	Select Ctte	Comment
M8	Reduced costs of providing nightly paid accommodation	250	N	N	N	Housing	
O	Public Services						
O5	Council tax single person discount review	500	N	N	N	Public Accounts	
P	Planning and economic development						
P	Service income	270	N	N	N	Sustainable Development	
	Sub Total	4,270					
	Previously Agreed: A19; L8; and Q 6f & 7a.	300 130 50				Healthier Safer Stronger CYP	
	TOTAL	4,850					

Sustainable Development Select Committee		
Title	Lewisham Cycling Strategy	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	08 November 2017

1. Summary

- 1.1 Further to the Committee's previous consideration of the development of the Lewisham Cycling Strategy, the Vice-Chair of the Committee requested that the full draft strategy be received by the Committee.
- 1.2 Public consultation on the draft strategy recently closed and a finalised strategy is due at Mayor and Cabinet in December.
- 1.3 In July, the Committee considered some of the proposals for the draft cycling strategy, as well as representations from Lewisham Cyclists. The Committee decided to refer its views on the developing strategy to Mayor and Cabinet.

2. Recommendations

- 2.1 The Committee is asked to:
 - Note the contents of the draft cycling strategy.
 - Note that a response to its previous referral is due at the Committee's meeting in December.

3. Implications

- 3.1 There are no additional implications to note as a result of the implementation of the recommendations in this report.

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Lewisham Cycle Strategy 2017 Draft

London Borough of Lewisham

Document Reference: 100003636

Date: September 2017

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CENTRE**

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1. FOREWORD

The London Borough of Lewisham wants to make cycling safer and more attractive. Its health benefits to the individual are well documented and show that active travel far outweigh the risks and can extend someone's life by many years.

Other benefits of more cycling include:

- reducing obesity and obesity related diseases
- tackling London's air quality issues
- providing a cheap form of transport
- reducing traffic collisions
- reducing crowding on other forms of transport

More people in Lewisham are realising these benefits as participation statistics show there has been sustained growth in the number of people cycling for well over a decade. We want this to continue.

In recent years there has been step change in the quality of cycling facilities which has led to a people focused approach to street design, as seen in the Mayor of London's Healthy Streets and draft Transport Strategy (2017) documents. These changes to cycling infrastructure quality include the introduction of:

- Cycle superhighways
- Quietways
- Better residential cycle parking

Lewisham's population continues to grow and how people get around in Lewisham will change significantly over the next decade. The Bakerloo line extension, although still some time away, upgrades to national rail infrastructure and the introduction of the Rotherhithe to Canary Wharf pedestrian and cycling crossing (possibly by 2020) are changes that we know are coming.

This strategy recognises that the time is right to step up and grow cycling in Lewisham, helping to make it a better place for everyone. It sets out where we want to be and what needs to be done to get there.

Forward to be confirmed

2. OUR VISION

London Borough Lewisham wants to be one of the easiest and safest places to cycle in London, where cycling is a natural and easy choice of transport for anyone. This cycling strategy looks at where cycling in Lewisham is at and where it aspires to take it in the near future (2021) and plans for beyond this.

There are four key targets which will help track progress, these are to:

1. Double the number of cycling journeys
2. Increase the proportion of employed residents cycling to work to 10%
3. Halve the casualty rate of cyclists
4. Increase the number of children cycling to school by 50%

See page 34 for details of the above targets.

We have made 31 pledges that set out how we will deliver this vision. The following measures are the headline items to be progressed:

The Lewisham Spine (A21 Healthy Streets Corridor): This includes Cycle Superhighway quality cycle facilities, a low emissions bus zone, healthy streets and “liveable neighbourhoods” improvements. It will transform the centre of Lewisham.

Cycle Network: A better cycle network of signed routes. The introduction of the Quietways and Cycle Superhighways in London has been a step change in the standard of signed routes and is helping to increase the number of people cycling. Rolling out a network of these high quality routes is fundamental to achieving the targets in this strategy.

Cycle Parking: More convenient and secure residential cycle parking, such as cycle hangers in existing residential areas. These help make it convenient to use and access a cycle, which increases the frequency of cycling. New developments are required to provide appropriate facilities.

One-Way Streets: Allowing contra flow cycling in many low trafficked streets will provide more convenient access as well as reducing the need for people on cycles to use busier streets.

Junction Improvements: Improving the most important junctions that do not fit on a proposed cycle route alignment will help tackle some of the barriers that keep people off their cycles.

Liveable Neighbourhoods: Making spaces available for people to enjoy some parts of the streets without motor vehicles, particularly near schools, will help those on foot or on cycle and those that live on the streets.

Soft measures: A continuation of some of the successful “soft” measures that include: cycle training, the bicycle loan scheme and promotions.

3. POLICY CONTEXT

Improved conditions for cycling and increased numbers and frequency of people cycling continue to be part of London's regional and local policies.

3.1 Mayor's Transport Strategy June 2017 (Draft)

In June 2017, the Mayor of London released the Mayor's Transport Strategy (MTS) for comment. This is the statutory plan for London's transport. This sets the direction for transport funding in London, which local authorities, through the Local Implementation Plan funding, help to deliver.

It states that:

London must become a city where walking, cycling and green public transport become the most appealing and practical choices for many more journeys.

These transport choices:

- Support the health and wellbeing of Londoners
- Reduce congestion by providing the most efficient use of space, and
- Make London a better place to live.

This strategy clearly prioritises a shift away from car use. It aims to increase cycling numbers from 600,000 to 1,500,000 by 2026.

3.2 Healthy Street for London

The Mayor's 'Healthy Streets for London' document provides greater clarity on how streets can be assessed and changed in order to achieve the broader desire to reducing car dependency and enabling a shift towards more walking, cycling and public transport use.

Transport for London's Business Plan covers the investment plans over the next 5 years (to 2020/21), with the Healthy Streets Approach at its heart. A total of £2.1bn will be invested to create healthy streets including building a cycle network of:

- new Quietways
- the Central London Cycle Grid
- more Cycle Superhighways, and
- Mini-Hollands

3.3 Lewisham Policies

For many years Lewisham has supported cycling. Much of the financial support has come through Local Implementation Plan (LIP) funds. The policies support cycling and align with the Mayor of London's desires that have been set out in the MTS.

The LIP sets out how Lewisham will help deliver the Mayor's Transport Strategy. The current LIP (2014-2017) sets targets for:

- Cycling mode share (5% by 2026)
- Cycling casualties reduced to 73 per year by 2020

There are many links between the development of the cycling strategy and other relevant strategies of Lewisham Council. These include the following strategies and relevant items:

Air Quality Action Plan 2016-2021

- Expanding the Council's Sustainable transport Infrastructure – Facilitate cycling, walking and the use of public transport.
- Action ID 37. Reprioritisation of road space; reducing parking at some destinations and or restricting parking on congested high streets and A roads to improve bus journey times, cycling experience, and reduce emissions caused by congested traffic.
- Action ID 38. Provision of infrastructure to support walking and cycling
- Action ID 39. Develop a 'Stand-alone' cycling strategy for the borough
- Action ID 40. Increasing cycle parking

Lewisham's Sustainable Community Strategy 2008-2020

- Lewisham safer – Reduction in the number of people killed or seriously injured in road traffic accidents.
- Clean, green and liveable – Reduction in the borough's CO2 emissions
- Maximise Lewisham's contribution to a sustainable future – Promote opportunities for people to make environmentally friendly choices and minimise their personal impact on the environment and encourage the use of sustainable forms of transport and minimise the need for people to rely upon car travel by making it easier and safer to walk or cycle around the borough.
- Healthy, active and enjoyable – Improve the well-being of our citizens by increasing participation in healthy and active lifestyles.
- Dynamic and prosperous – Improve access to sustainable modes of transport within the borough and our connections to London and beyond

- Improve access to sustainable modes of transport and connections to London and beyond – Promote and improve alternatives other than car (walking, cycling and public transport) so that they remain the community's preferred means of moving within the borough and beyond.

Lewisham Regeneration Strategy – 2008-2020

- Clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.
- An evolving environment – Encourage local people the use of sustainable transport methods such as walking and cycling
- Transport – walking and cycling are actively promoted.

DRAFT

4. KNOWN OTHER SCHEMES / CHANGES IN LEWISHAM

There are a number of other schemes that are taking place in the Lewisham Area that are worth noting as they will influence the future of cycling in the area, these include:

- Creekside development
- Bakerloo Line extension.
- A2 study including the Amersham Gyratory
- A20/A21 low emission bus corridor
- Crofton Park scheme
- A205 Realignment (south circular at Catford)
- Baring Road 20mph scheme with cycle lanes

In addition, the population of Lewisham continues to increase. Some key figures are:

- In 2001 it was 249,000
- In 2011 it was 276,000
- In 2021 it will be close to 320,000.

5. WHERE IS CYCLING IN LEWISHAM?

5.1 Volume of Cycling

Cycling in Lewisham, and the whole of London, has shown continued growth for over a decade. There is an aim and expectation that this will continue into the foreseeable future.

The London Travel Demand Survey (LTDS) shows there has been a growth in daily cycle journeys of almost 100% in six years (figure 1). The LTDS is undertaken each year and the data for Lewisham has been grouped into three year blocks in order to ensure the sample size is significant and a trend can be captured. The LTDS can be used to continue to monitor this into the future, but the data will always take a year or two before it is available.

Daily cycle trips by Lewisham residents

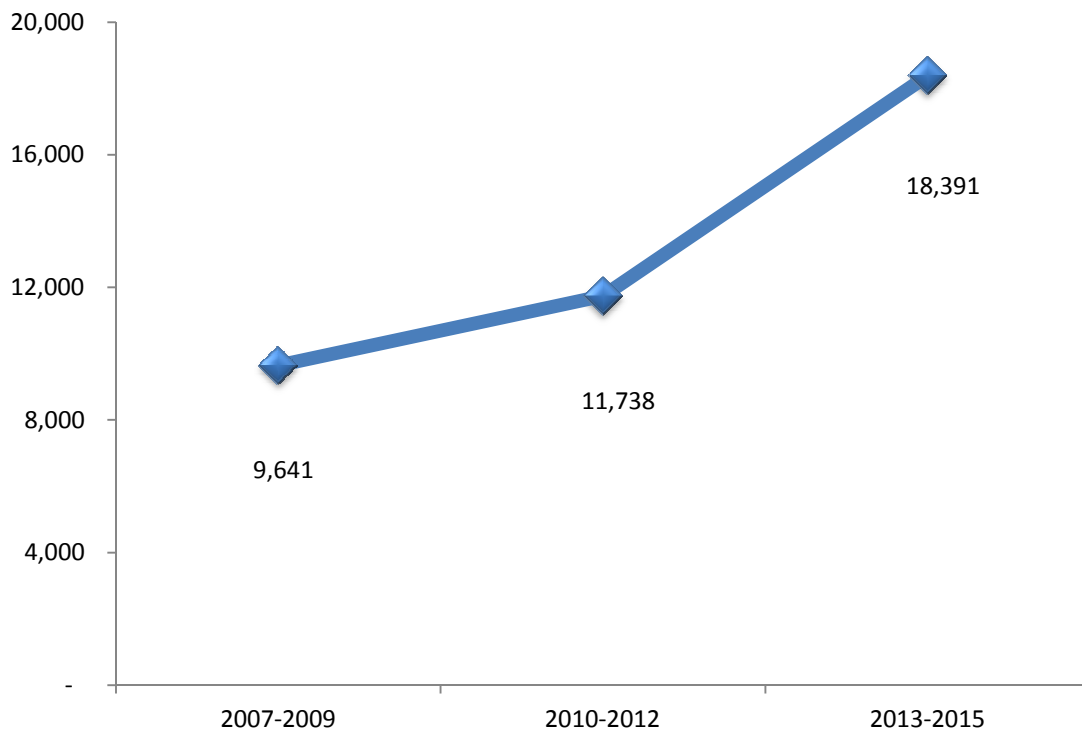


Figure 1 – London Travel Demand Survey Daily Cycle Trips by Lewisham Residents.

A secondary method of being able to track the change in cycling levels into the future is via site surveys, using the method as was undertaken in the final week in April 2017. This date was chosen as it is a balanced time of the year to quantify cycling volumes and can be replicated into the future without the impact of Easter playing a significant role. Surveys were undertaken on Wednesday 26th of April from 7am -7pm.

This survey also captures motor vehicle numbers, which will allow a comparison to be made in the future. E.g. are they increasing/decreasing compared to cycle numbers?

Two screen lines captured the significant portion of cycle numbers for east-west movements, at the west of the Borough (western screen line), and north-south movements across a line in the centre of the Borough.

Some key overall points of the counts are:

- 114,919 motor vehicles counted over 10 sites along the western screen line.
- 5,973 cycles over 11 sites on the western screen line
- 45,182 motor vehicles across three sites in the central screen line.
- 2,387 cycles across nine sites on the central screen line
- 595 cycles at the spot sites x and y

As shown in figure 2, the busiest sites for cycling were:

- 6 (A2 – New Cross Road Street) – 2132 cycles
- 2 (Evelyn Street) – 2007 cycles
- 11 (Eddystone Bridge) – 1124 cycles
- E (A21 Lewisham High Street) – 643 cycles

Cycle and Traffic Counts

7am - 7pm average weekday
- April 2017

LEGEND

- 1-11 Western Screenline sites
- A-I Central Screenline sites
- X & Y Individual sites
- All traffic survey
- Cycle only survey

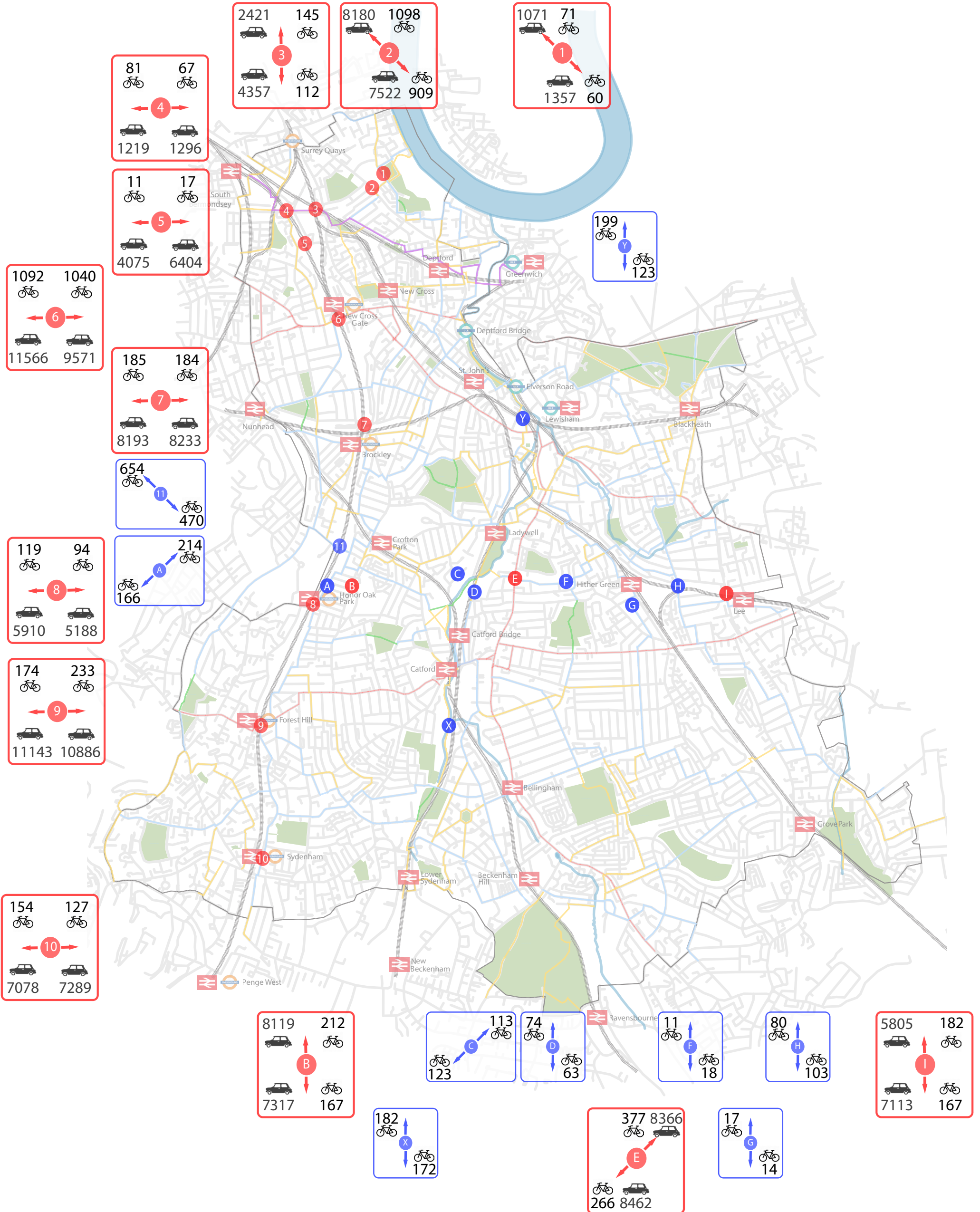


Figure 2 - Cycle and Traffic Counts - Traffic and Cycle Counts, Wednesday 26th April 2017 (7am-7pm)

5.2 Cycling to Work

The number of people in Lewisham that cycle to work (as their main mode) has grown at a faster rate than cycling in Lewisham as a whole (as per figure 1 in section 5.1). According to census data the number of Lewisham residents cycling to work was 4.7 times higher in 2011 than in 2001 (5375 compared to 1144). This is a far greater increase than seen in the LTDS data. However, the population of Lewisham continues to increase. Therefore, the percentage of the working population that cycle to work has increased by a little over double from 1.8% to 4.0%.

Notably, the increase is less than the average across all Inner London Boroughs, which rose from 2.3% to 6.8%. Figure 3 shows how Lewisham compares to a selection of inner London boroughs. This graph shows that cycling to work in London has grown significantly in many boroughs and that the potential for it to continue to grow in Lewisham is very high.

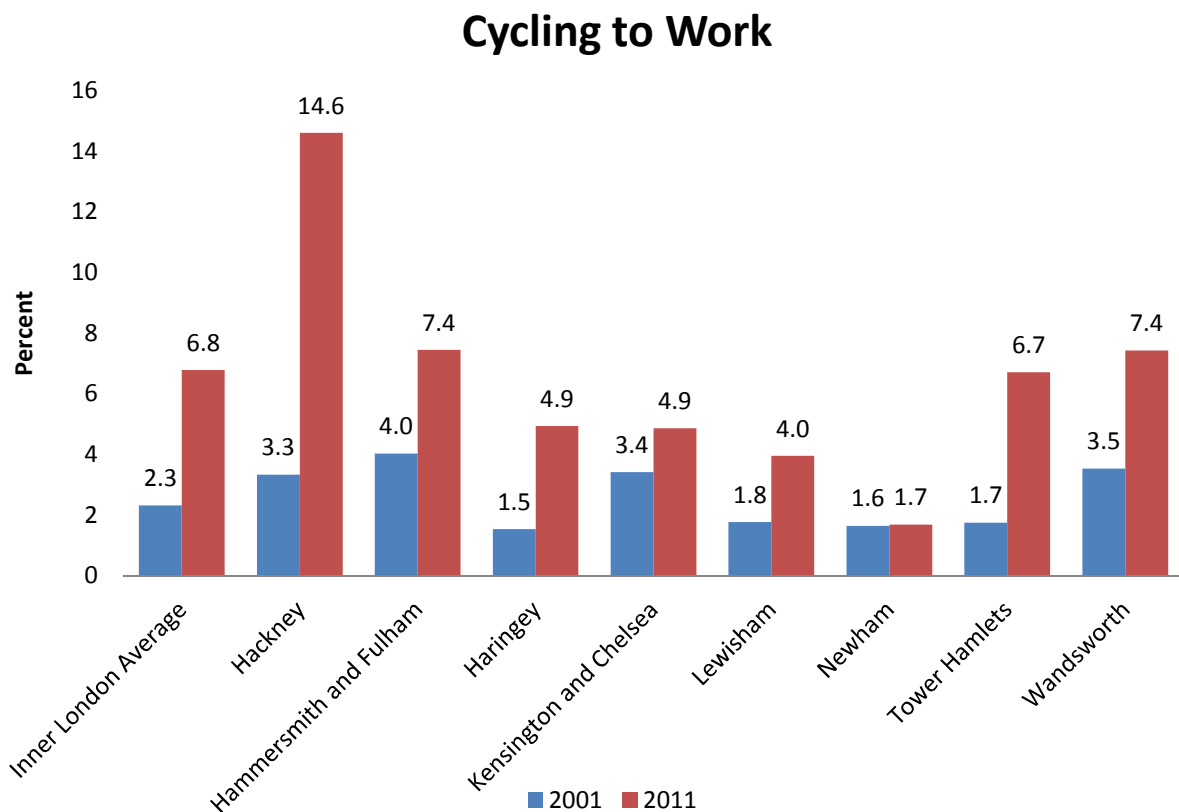


Figure 3 – Cycling to work as a percentage of those employed in Inner London

Lewisham will work with businesses to promote and support cycling to work.

5.3 Cycling to School

Cycling accounts for 3.2% of journeys to school as measured in the “hands up” survey in school year 2015/16 (see figure 4). These surveys are undertaken as part of school travel plan commitments.

Journeys to school tend to be shorter than other journeys, therefore have a greater potential to be undertaken by walking and cycling.

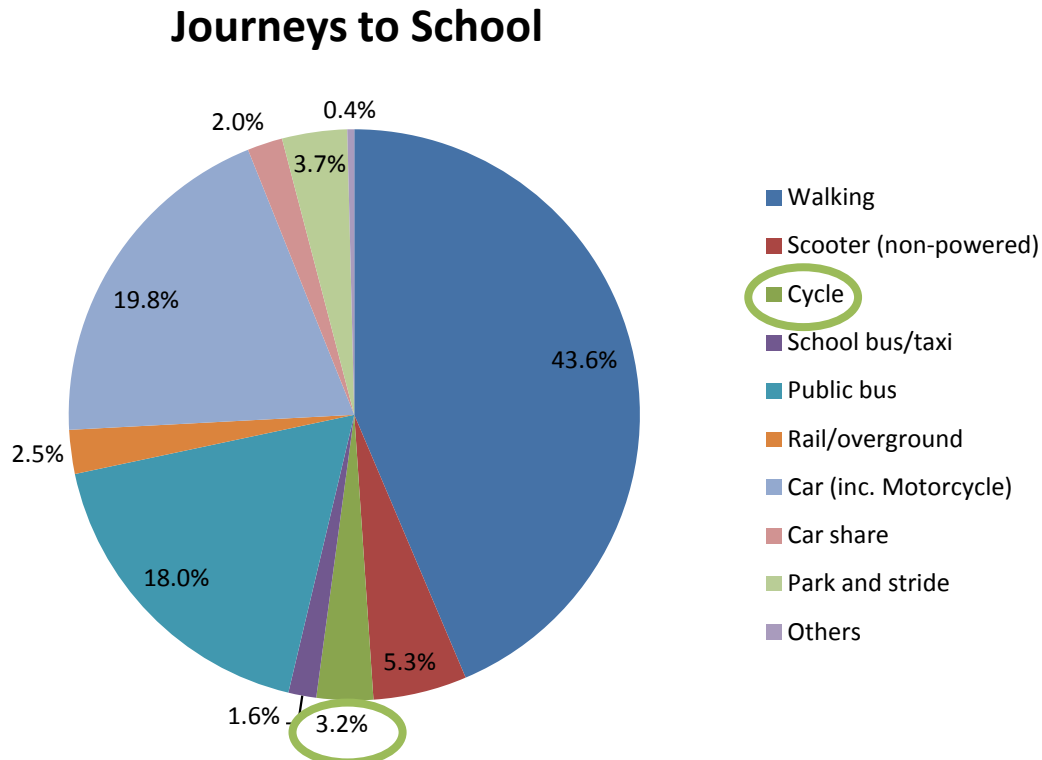


Figure 4 – hands up survey results for journey to school in Lewisham in the 2015/16 school year.

Lewisham Council already offers support to schools to develop sustainable travel plans. This document promotes safe, healthy and sustainable travel to and from school. Sustainable Travel: Active, Responsible, Safe (STARS) is an accreditation scheme. It helps inspire schools and young people to show a commitment to their school travel plan to reduce congestion, improve road safety and improve health and well being. In Lewisham, schools have been awarded the following STARS status.

- 20 Schools are Gold accredited.
- 8 Schools are Silver accredited.
- 40 Schools are Bronze accredited.
- 25 Schools are not engaged.

On average, schools that participate in the STARS programme reduce car use by 6%.

There are many schools in Lewisham that have shown a high level of commitment to sustainable travel to school and it is therefore expected that many more will continue to do so. With the removal of the requirement for schools to undertake travel plans, it is expected that some schools may not continue this, however there should be many that continue to participate and monitor the progress into the future. Transport for London continue to provide funding for schools for this purpose.

The main two reasons cited for parents as to why their children don't cycle more are:

1. They are not old enough (33%)
2. I'm worried about traffic / collisions (26%)

We will introduce "Liveable Neighbourhoods" sections to roads near schools, offering traffic free space for people walking and cycling.

We will offer free cycle training to year 6 pupils in all schools.

We will continue to support schools in the STARS programme and encourage further schools to participate.

5.4 Potential Cycle Journeys

The Analysis of Cycling Potential 2016 report outlines the potential for cycling in Lewisham, with numbers so high that change will largely depend on the willingness for change. A few key points from this analysis were:

- Only 7% of potentially cyclable trips in Lewisham are being made by cycle (18,400 current cycle trips compared to 264,200 potential cycle trips).
- The potential could be met by those that already cycle. One quarter of the potentially cyclable could be made by those that already cycle. This would result in an increase in cycling more than 500%.
- More than half (55.4%) of all potential trips are less than 3km, about a 10 minute walk.

Current and Potential Cycle trips

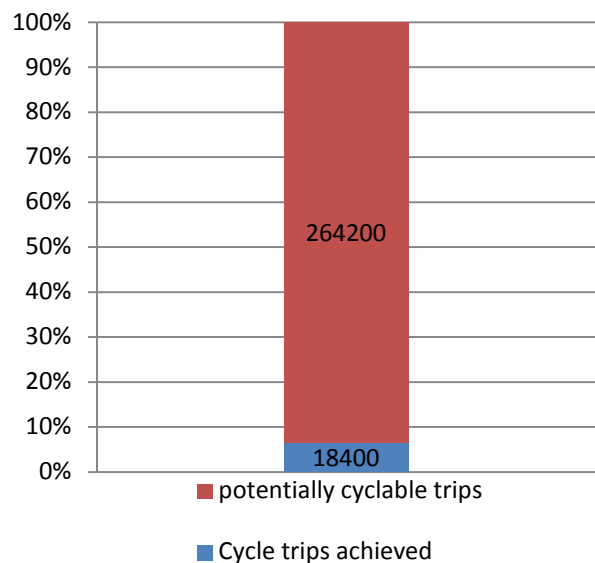


Figure 5 – Current and Potential Cycle trips 2012/13-2014/15.

6. SAFER CYCLING

Safety is a significant factor for people’s decision to cycle. The rate of collision injuries should be used as the measure to improving safety for people when cycling. This is preferred to a simple comparison of the number of casualties because of the significant health benefits associated with regular cycling.

Figure 6 below shows the number of cycle casualties for the 10 year period of 2006 -2015. It appears that the general trend is that casualties are increasing, with that trend possibly starting to change in 2015. However, the perception of safety gained from such a graph is quite different to that from a comparison of the rate of casualties, which takes into account the number of cycle journeys as shown in figure7 (all casualties) and figure 8 (killed and serious injury casualties – KSI).

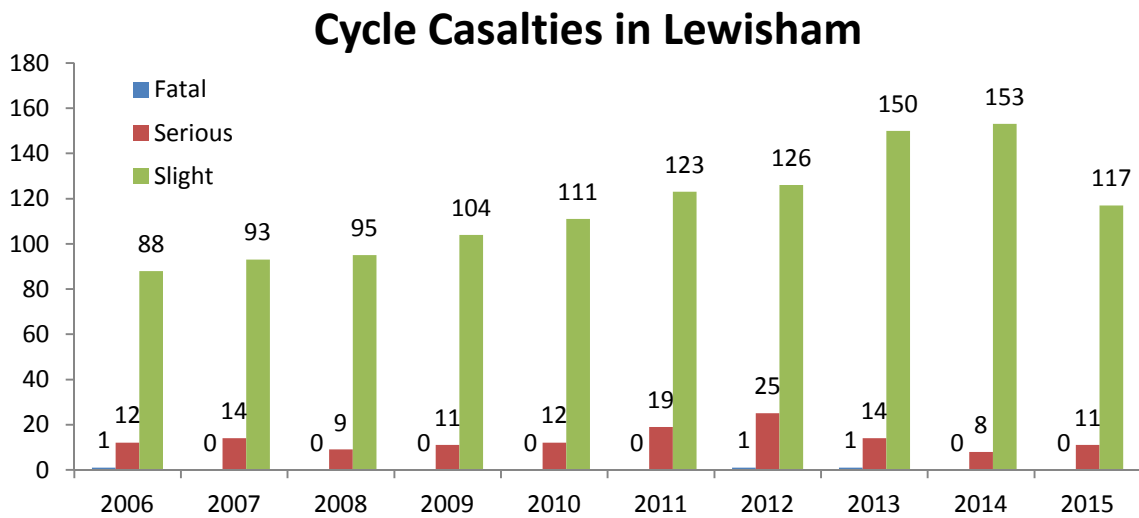


Figure 6 – Cycle casualties by severity in Lewisham over 10 years

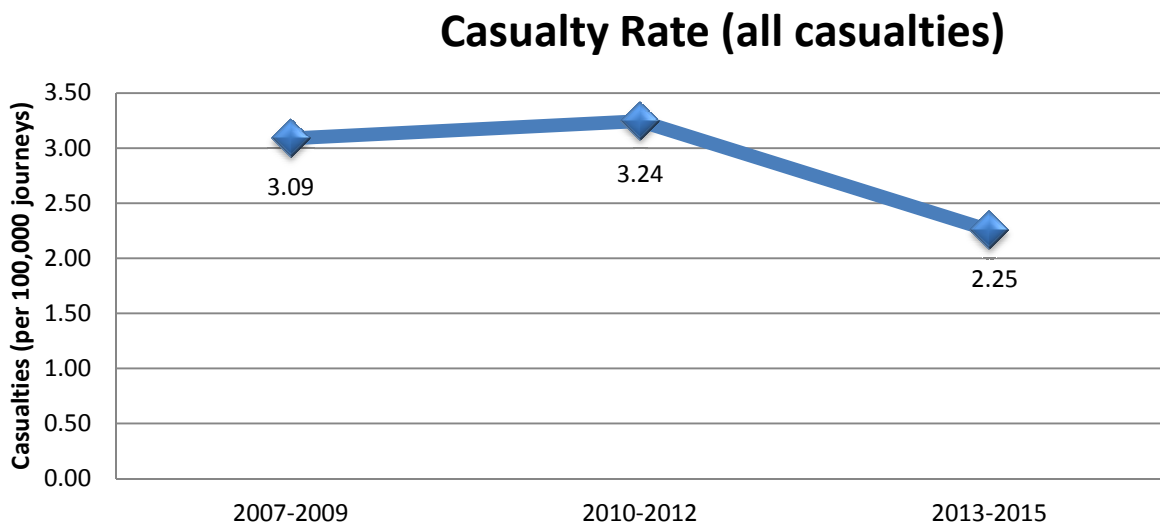


Figure 7 – Casualty rate (all casualties per 100,000 journeys, based on LTDS data)

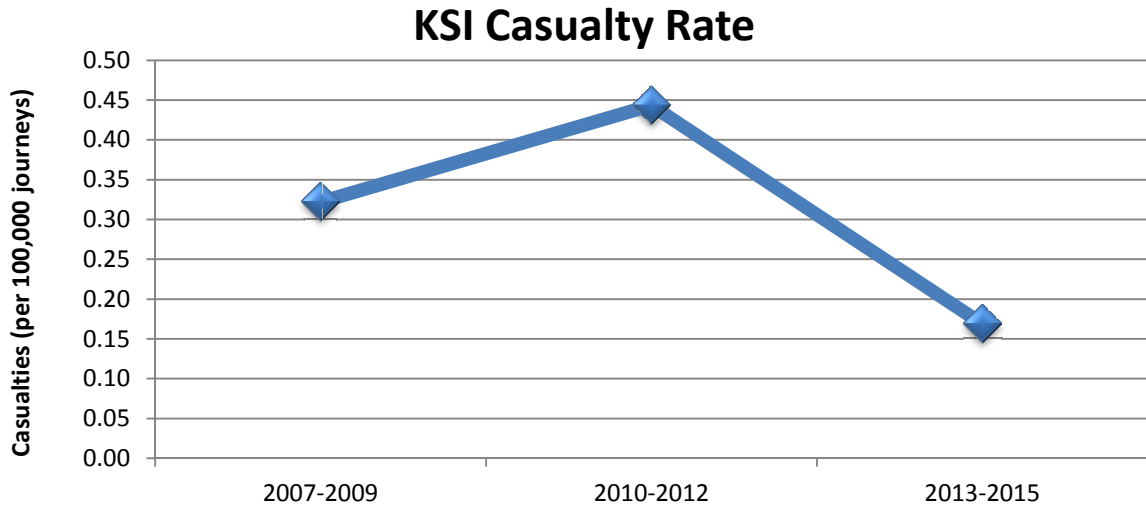


Figure 8 – Killed or seriously injured casualty rate (per 100,000 journeys, based on LTDS journey data)

Figure 7 clearly shows that the rate of casualties reduced significantly in the 2013-2015 period. Figure 8 is even more encouraging, with the rate of cycling killed or seriously injured dropping dramatically.

To further reduce the rate of casualties, targeted improvements to locations with the highest casualties is proposed. These include:

- The streets with the highest casualty rates.
- Routes that can provide alternatives to those with the highest casualties.
- Junctions with the highest casualties.

Figure 9 shows the streets in Lewisham that have the highest number of cycle collision injuries per kilometre over a three year assessment period (36 months to Aug 2016). There are a few that clearly stand out (as shown in table 1), most of which are managed by Transport for London.

Street(s)	Highway Authority	Casualties rates (casualties/km)	Number of Casualties
Evelyn Street	Lewisham	25	36
Lewisham Way (A20)	TfL	24	48
Lee High Road (A20)	TfL	23	51
Queen's Road (A202) / New Cross Road (A2)	TfL	22	19
Lewisham High Street (A21)	TfL	16	34
Bromley Road (A21)	TfL	11	21

Table 1 – Streets with highest casualty rates

Rate of Cycle Casualties (per km)

(36 months to Aug 2016)

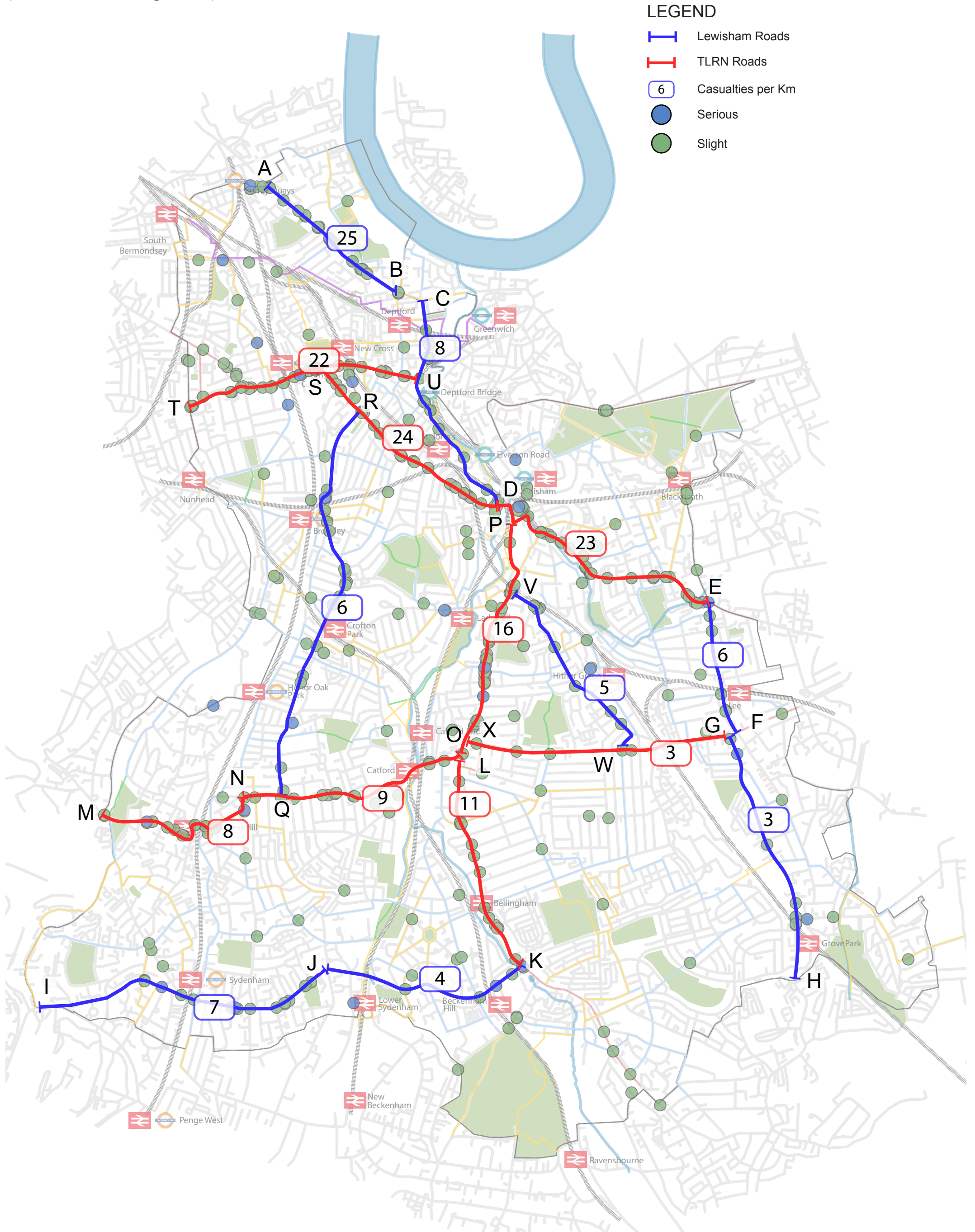


Figure 9 - Rate of cycle casualties (per km over three years)

An assessment of the junctions with the most number of cycle casualties shows that many of the routes identified in figure 9 also have the junctions with the highest numbers of cycle casualties. Half of the junctions identified fall on three roads:

- Evelyn Road
- A21 Lewisham High Street / Bromley Road (The Lewisham Spine)
- A2 New Cross Road

Table 2 and figure 10 show the junctions with the most cycle casualties and their respective numbers. The junctions chosen include all those with four or more casualties, as well as those with more than one which includes a serious injury.

Junction no.	Junction	Slight	Serious	Total	Highway Authority
1	EVELYN ST J/W GRINSTEAD RD	11		11	Lewisham
2	LOAMPIT VALE J/W MOLESWORTH ST	7	1	8	TfL
3	BROMLEY RD J/W CANADIAN AVE	8		8	TfL
4	EVELYN ST J/W DEPTFORD HIGH ST	6		6	Lewisham
5	LEWISHAM WAY J/W LAURIE GROVE	4	1	5	TfL
6	NEW CROSS RD J/W ST JAMES'S	4	1	5	TfL
7	CATFORD RD J/W DOGGETT RD	5		5	TfL
8	LEWISHAM HIGH ST J/W LEWISHAM RD	5		5	TfL
9	LOAMPIT VALE J/W ELSWICK RD	5		5	TfL
10	LEWISHAM HIGH ST J/W ALBACORE CRES	3	1	4	TfL
11	SYDENHAM RD J/W MAYOW RD	3	1	4	Lewisham
12	LEE HIGH RD J/W EASTDOWN PARK	4		4	TfL
13	NEW CROSS RD J/W WATSON'S ST	4		4	TfL
14	LEWISHAM HIGH ST J/W WHITBURN RD	4		4	TfL
15	EVELYN ST J/W ABINGER GROVE	4		4	Lewisham
16	EVELYN ST J/W BLACKHORSE RD	1	2	3	Lewisham
17	WALDRAM PARK RD J/W SUNDERLAND RD	2	1	3	TfL
18	BROMLEY RD J/W SOUTHEND LANE	2	1	3	TfL
19	BESTWOOD ST J/W TRUNDLEY'S RD	1	1	2	Lewisham
20	BROCKLEY CROSS J/W ENDWELL RD	1	1	2	Lewisham
21	SOUTHEND LANE J/W ALLERFORD RD	1	1	2	Lewisham
22	BEACON RD J/W ARDMERE RD	1	1	2	Lewisham

Table 2 – Junctions with the most cycle casualties (36 months to Sept 2016)

We will work with TfL to implement improvements to the streets along routes and junctions to significantly reduce the cycle casualty rate.

Junctions with Most Cycle Casualties

LEGEND

- 1 Lewisham maintained roads
- 2 TFL maintained roads



Figure 10 - Junctions no. for those with the most cycle casualties (36 months to Sept 2016)

7. REDUCING BARRIERS TO CYCLING

7.1 Mental barriers

The main deterrent to taking up cycling is the fear of being involved in a collision and too much traffic. Although the frequency of collisions compared to journeys is very low, it is a genuine concern and needs to be acknowledged.

Figure 11 illustrates the main deterrents to taking up cycling compared to the main deterrents to cycling more. The deterrents are mainly similar to both sectors, but:

- The fear of being involved in a collision is higher in non-cyclists residents than cyclists by more than 10%
- Not being confident in cycling is listed as a deterrent for 25% of non-cyclists, yet less than half the number of cyclists states this as a reason for not cycling more.
- Preferring other mode of transport instead of pedal cycle is almost 3 times higher for non-cyclists than for cyclists. Only 10% of the cyclists don't cycle more often because they prefer another mode of transport.

Mental barriers to cycling

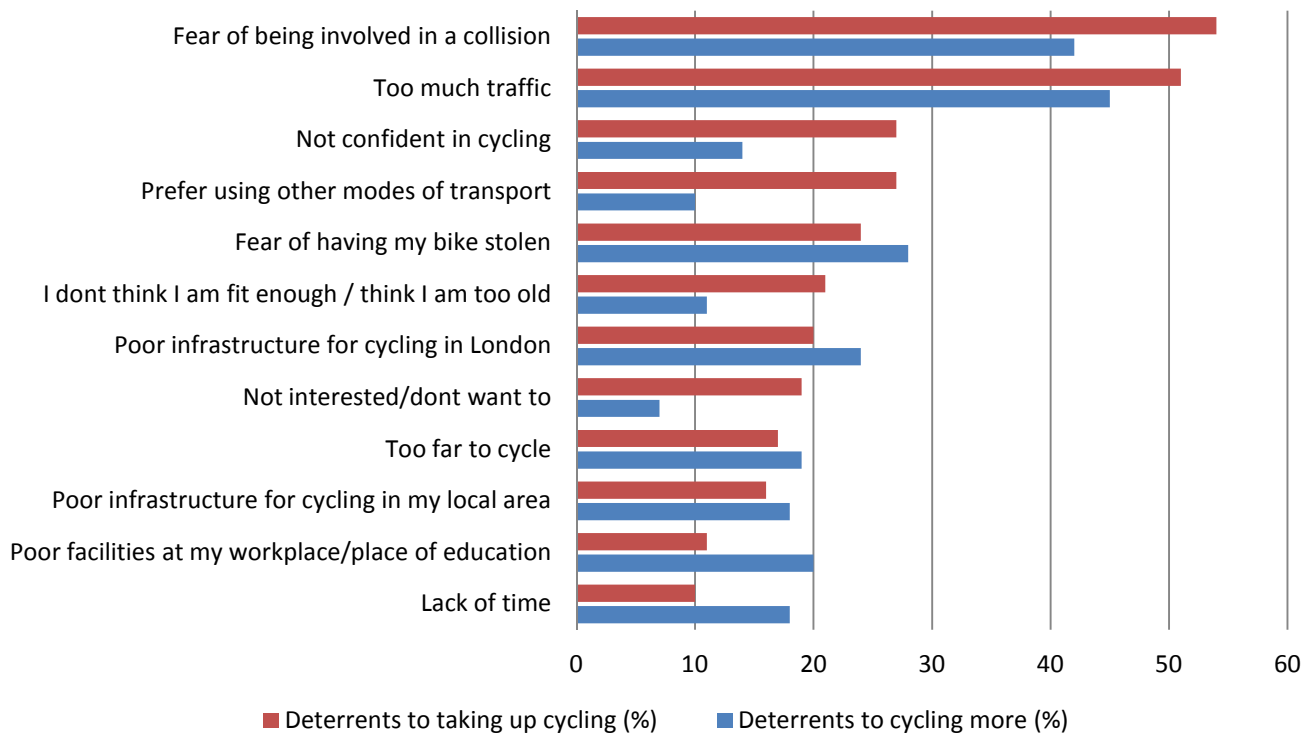


Figure 11 – mental barriers to cycling.

We will take into account the mental barriers when designing upgrades and new cycle routes.

We will continue to provide free cycle training to those that live, work or study in Lewisham.

7.2 Physical barriers

The biggest physical barriers to cycling in the Lewisham area are:

- Crossing the Thames
- Safe crossings of the TLRN
- Safe crossings of the rail lines in the southern parts of the Borough

Lewisham has a significant number of features that can hinder, or help, cycling. The major transport barriers that restrict movement are the many above ground rail lines and the busiest streets, such as the Transport for London Road Network (TLRN).

Although these can benefit cycling by reducing access for motor vehicles, such as routes that follow the rail lines, more often these barriers result in cycling routes being longer or having to deal with high levels of motor traffic.

Figure 12 shows the location of the crossing points of the rail lines and most likely locations on the TLRN (such as where cycle routes meet it). These have been rated simplistically (using a variation on the Cycle Level of Service method) in order to be able to visualise the locations that could or do form part of a good cycle route (in green) or those that, if improved, would help reduce the separation that these barriers create. It also allows us to note where there are limited good connections across these barriers (e.g. the A21 and the southern portions of the rail lines).

Figure 12 should be used as a resource to focus attention on overcoming barriers to cycling. Some more specific locations on the TLRN where poor connections exist and where improvements might be achievable are:

- The Lewisham Spine (A21)
- Crossing the A2 (north - south)
- The south circular

We will look for opportunities to improve conditions for cycling across the rail lines.

We will work with and encourage TfL to improve the cycle route crossings of the TLRN, with particular attention to the A2 and A21.

7.3 The Thames

The biggest physical barrier in the area is the Thames. This barrier impacts on potential cross borough cycling journeys. Although it may only affect a portion of potential cycle journeys by Lewisham residents, the limitations for these journeys are significant. The proposed pedestrian and cycling bridge between Rotherhithe and Canary Wharf will be a huge attractor for cycling because the current choices are so poor:

- **Greenwich foot tunnel:** although a trial is taking place that permits cycling during quieter periods, the official byelaw states that cycling is not permitted in the foot tunnel. This means that a journey across the Thames requires a cycle to be walked for almost 400m.
- **Rotherhithe Tunnel:** this 20mph road tunnel is approximately 3km from Greenwich and is very narrow, with awful air quality. Although it is legal to ride a cycle through this tunnel, it is not wide enough to allow a motor vehicle to overtake a cycle, which is extremely unnerving as the tunnel inclines and the speed of cyclists drop.
- **Blackwall tunnel:** cycling through this tunnel is not permitted.
- **Woolwich:** This is 6km from the Greenwich foot tunnel. There is a foot tunnel and ferries that operate every ten minutes at best
- **Tower Bridge:** 6km from Greenwich foot tunnel is the closest bridge, Tower Bridge. This has a 20mph speed limit, but no cycle facilities. Therefore, cyclists are required to share relatively narrow traffic lanes in this location.

We will support the implementation of a pedestrian and cycling bridge between Rotherhithe and Canary Wharf.

We will support Greenwich in their trial of allowing cycling through the Greenwich foot tunnel.

TLRN and Rail Line Crossings

LEGEND

-  Pedestrian/Cycles Only
-  Road Connection
-  Stepped Access
-  Cycle Specific (e.g. Toucan)
-  Signalised Junction Signals
-  No Signals/ Give Way

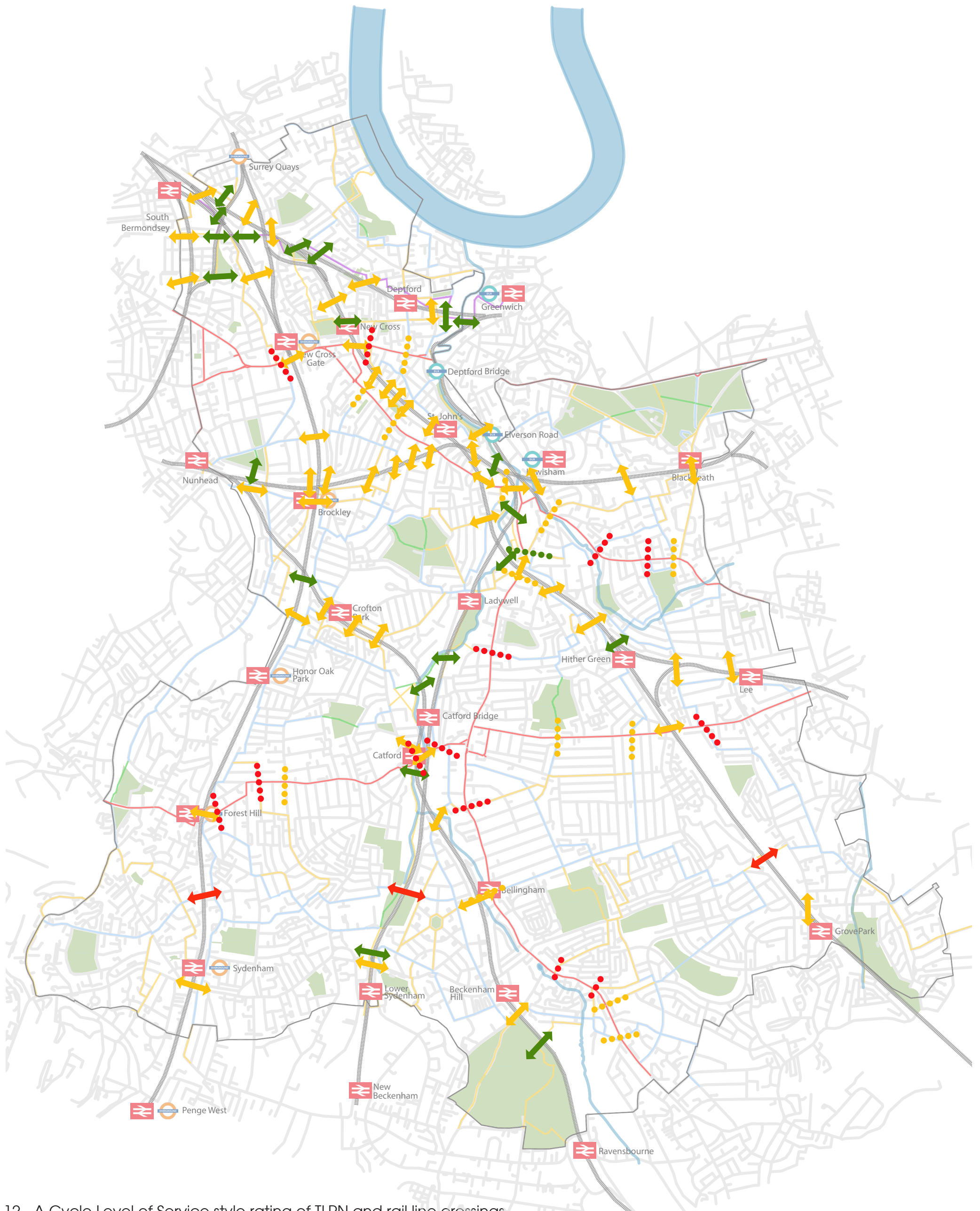


Figure 12 - A Cycle Level of Service style rating of TLRN and rail line crossings-

8. A BETTER CYCLE NETWORK

Much of the funding for cycle improvements in the coming years will be to improve the standard of cycling network to that seen in on Quietways and Cycle Superhighways. Such changes will represent a huge step-change in the quality of provision, which in turn will go a long way to encourage more cycling.

8.1 Existing network

The existing cycle network consists largely of many signed routes that use quieter streets (see figure 13) with two noteworthy routes:

- The Waterlink Way (part of the London Cycle Network route 21 and National Cycle Network route 21) forms a north – south route through the centre of Lewisham with many off road paths linked by quiet streets.
- Quietway 1, introduced in 2016 and running between Greenwich and Waterloo, has introduced a number of sections of segregated facilities, which undoubtedly appeal to many people who prefer to cycle with less traffic.

Over time, signs and carriageway markings can disappear, which can result in significant disruption for new cyclists looking to navigate a cycle route. Occasionally, these need to be reviewed and maintained.

We will assess the existing cycle route signs and carriageway marking, reinstate any missing and add them where it would be valuable.

Lewisham has dozens of one way roads, some of which already allow cycling in both directions. Some London local authorities have, over time, changed almost all of their one way streets to legally facilitate cycling in both directions. This has provided huge benefits to people on cycles to allow them to avoid as many busy streets as is possible. Many of them can be changed at little cost, if they are seldom used by motor vehicles.

We will assess and change one-way streets to allow cycling two-way for as many roads as is reasonably feasible.

Traffic calming is an important part of the roads that help with safety. They can, however, impact on the enjoyment of cycling and therefore the uptake of it. Recent improvements to cycle routes, as part of the Quietways programme, have helped highlight the value of sinusoidal profiled humps as a cycle friendly design to traffic calming.

Where speed humps need replacing or are introduced we will do so with cycle friendly sinusoidal profiled humps, or other cycle friendly designs.

Existing Cycle Network



Figure 13 - Existing Cycle Network

8.2 Proposed Routes

Quietways and Cycle Superhighways are a step change in the quality of cycle facility and will be the standard of new and improved cycle routes.

The Proposed Routes map (figure 14) shows the Quietways and Cycle Superhighways routes that are proposed to be upgraded over the next 10 years. These include those that have funding already identified and those that do not, some of which need a long planning phase, such as those on the Transport for London Road Network (TLRN).

The Future Cycle Network map (figure 15) includes all phases of improvements on top of the existing network, so that a full picture of the network is visible, including the existing signed cycle routes.

Transport for London's (TfL) current phase of Quietways (phase 2) and Cycle Superhighways will see numerous routes improved in Lewisham up to their completion in 2019.

Approximately 15km worth of routes will be enhanced. These include a number of short sections of routes in Lewisham as well as 8km of upgrade to National Cycle Network 21 (and Waterlink Way) running north-south through the centre of the borough.

The proposed (unfunded) routes will stretch up to and past TfL's current business plan that ends in 2021/22.

8.2.1 The Lewisham Spine (A21 Healthy Street Corridor)

A central spine through Lewisham should be the focus of many improvements, including cycle superhighway standard facilities, low emission bus zone, healthy streets improvements and liveable neighbourhood improvements in the neighbouring streets.

It is proposed to run from CS4 (the A200) at the north to the southern boundary of Lewisham on Bromley Road (A21). The majority of the route will be on the A21.

These improvements are not just about movements, but also about places to linger, such as improving the piazza type environments. Improvements will be for people that make being there, not just moving through there, that much more enjoyable. This will in turn create an environment that makes people want to cycle to work, shop, rest and play in Catford and Lewisham.

We will seek TfL's support to improve The Lewisham Spine along the A21 and link it to the wider cycle network.

8.2.2 Quietways

Quietways offer routes more for people who find it important to avoid traffic.

More of these will attract more people to cycle more often, including those who have stated that fear of being involved in a collision, too much traffic and poor infrastructure prevents them from cycling. Quietway 1 which was introduced in 2016 as part of phase 1 had an initial increase in use of 38%.

Quietways include:

- Some segregation
- Use of quieter streets
- Route continuity
- Better route signing
- Cycle friendly sinusoidal humps
- Improved aesthetics and greening
- More cycle parking, including bike hangers

Phase 1 – Completed (3.2 km in Lewisham)

Quietway 1 between Waterloo and Greenwich is completed, which includes 3.2km in Lewisham.

Phase 2 - Six routes (13.3km) – by 2019

We are working with TfL to implement the current phase of Quietways (phase 2), which include:

- One main north – south route utilising much of the existing Waterlink Way/National Cycle Network 21
- Catford to Burgess Park (LCN 22)
- CS4 to Canada Water (along the Thames)
- Quietway 1 extension through Blackheath
- Lower Sydenham to Bromley
- Lee Green to Woolwich (TLRN only in Lewisham)

Figure 14 shows the phase 2 routes as funded. Unfunded routes shown are what we propose to take forward in future phases.

Unfunded routes extend the coverage of the network of Quietways across the Borough and join up phase 2 routes, resulting in a higher quality and joined up cycle network. Such a

future network will have slightly more routes in the north of the Borough, where demand and potential growth is highest.

These routes can be prioritised as follows:

Phase 3 - Four routes (11.7km) – by 2021/22

- New Cross Gate (Q1) to Crofton
- Lee Green to Grove Park
- Beckenham Place Park to Lower Sydenham
- Lee Green to the Waterlink Way (Catford)

Phase 4 - Three routes (10.3km) – by 2023/24

- Crofton to Sydenham
- Forest Hill to Lower Sydenham
- Crofton to Deptford Bridge

Phase 5 - One route (2.6km) – by 2027

- Ringway Alignment

Although only one route has been identified at this stage, improvements in this phase are expected to include other routes. These will be identified as progress is made implementing the earlier phases.

We will continue to implement the improvement to the Quietways, phase 2.

We will work with TfL to agree future Quietway phases, with the proposed network as our starting position.

We will work with neighbouring local authorities to ensure that cycle routes continue across borough borders ensuring a joined up cycle network.

We will progress feasibility studies on future Quietways during the current TfL business plan period, so they are ready to implement (see section 11).

8.2.3 Cycle Superhighways

Cycle Superhighways are largely physically segregated cycle routes that run along main transport corridors. They offer direct and faster routes for cyclists with huge benefits for people who cycle.

Work on Cycle Superhighway 4 (CS4) from London Bridge to Greenwich along Evelyn Street has begun. This route is a key route and includes 1.7km in Lewisham. It has the highest number of cycle casualties per distance in the Borough and features five out of top six junctions with the most cycle casualties that Lewisham is the highway authority for.

Additional new Cycle Superhighways (currently unfunded) covering 10.3km are proposed for:

- The Lewisham Spine - A21 Lewisham High Street and Bromley Road
- A2 New Cross Road and Queen's Road, connecting Deptford Bridge to Peckham and further west to Cycle Superhighway 5.
- CS4 (A200) to Deptford Bridge then to the A21.
- Linking the NCN21/Waterlink Way to The Lewisham Spine (e.g. Catford Bridge Station to the A21)

These routes will address some of the roads with the worst collision rates by either directly improving them, or providing a direct alternative.

Cycle Superhighways are large infrastructure projects and require long term planning. These routes are mostly on the TLRN and will therefore require TfL to design and implement much of them.

The north-south connection provided by the route along the A21 is currently the busiest north-south route for cycle use. It would provide a different facility to the Quietway that runs along the Waterlink Way route, which will double as a leisure route.

We will continue to work with TfL to deliver Cycle Superhighway 4.

We will seek TfL's support for further Cycle Superhighways for the A21 and A2.

On completion of the proposed routes the future cycle network will be as shown in figure 15.

Proposed Routes

LEGEND

Cycle Routes

- The Lewisham Spine
- Cycle Superhighway Funded
- Cycle Superhighway Unfunded
- Quietways Funded
- Quietways Unfunded

Highway Authority

- Lewisham roads
- TLRN



Figure 14 - Proposed cycle routes

Future Network



Figure 15 - Future cycle network

9. EDUCATION, TRAINING AND PROMOTION

Appropriate training and promotion increases the chances of people cycling. Lewisham already carries out some of those soft measures as:

- Free cycle training to adults, children and young people who live in the borough.
- Cycle loan scheme for people who live, work or study in Lewisham.
- 'For only £10 you can borrow a quality bike for a month. It includes a helmet, bike lock and high visibility vest so you're ready to ride. And if, at the end of the month, you want to buy your bike, we can offer some great discounts'
- This scheme has been successfully carried out for a number of years, providing the opportunity to cycling to more than 300 people every year, with more than 30% of the participants buying their bikes when the trial month finished.
- Low cost cycle maintenance courses for people who live or work in Lewisham.
- Cycling for school children, where accredited cycle trainers work in schools with year 6 pupils to help young cyclists feel safe on the roads.

There are many activities that the schools can carry out to promote cycling, that fall under the STARS programme. An example is The Golden Lock, a funny way to encourage pupils to ride their bikes to school as often as possible by offering them the chance to win a prize. On a weekly or monthly basis, surprise one of your pupils by fixing the golden lock onto their bicycle. At the end of the day as your pupils leave the school, whoever's bike has the golden lock gets to claim the prize. Announce winners in assemblies and include their photograph in the school newsletters to further promote cycling.

We will continue delivering training and support schools on their initiatives to promote cycling within the STARS programme.

We will continue the cycle loan scheme

We will offer cycling training to people who live, work or study in Lewisham.

Public cycles for short term hire have spread throughout the world over the last decade and are a popular form of public transport. These include the well known Santander Cycles that are generally limited to Central London, but also include other emerging options such as those run by Brompton and dockless cycle hire schemes.

We will support schemes and encourage providers of hire bikes including dockless cycle hire schemes.

10. CYCLE PARKING

Convenient and secure cycle parking will increase the chances of people cycling. This strategy has a number of provisions to improve the quality and quantity of its current provision:

10.1 On Street Short Stay Parking

The majority of publicly accessible cycle parking is used for short stays, such as shopping or leisure trips. As cycling journeys increase so too is the demand for cycling parking.

We will assess cycle parking quantities at local and major shopping centres and other destinations in Lewisham. The number of on street spaces will be significantly increased.

10.2 On Street Secure Long Stay Parking

Due to the nature of many of the residential areas in the borough, there is a lack of off-street provision for a significant proportion of Lewisham's existing residents, with little opportunity for this to change. In recent years, secure, covered on street cycle parking facilities (such as cycle hangers) have made their way onto many London roads. In doing so, these have provided convenient and secure locations for people to access their cycles, thus increasing the likelihood of journeys being undertaken by cycle. Parking for vehicles on the roads will be for people with cars and cycles. The demand for these is expected to be very high.



Figure 16 – “secure cycle hanger” by Cyclehoop.

We will introduce lockable on-street cycle hangars, or similar. These will be implemented where people desire them.

10.3 Private Off Street Parking

Providing the most secure of cycle parking, it is important that this is convenient and secure in order for continued uptake of cycling. In having security at the home, it will allow people to explore the borough and take advantage of the local amenities and on street short stay parking. Cycling is a door to door activity and it is important that your base and not just your destination is secure and accessible.

We will work with developers to ensure residential cycle parking is implemented as part of new developments.

10.4 Cycle hubs

Cycle hubs provide a point where a number of cycle facilities are grouped together at a destination. They enhance the appeal of cycling to such locations, such as train stations. Cycle hubs may vary depending on the location.

These secure cycle hubs, particularly at train stations, can provide an enclosed environment, enhanced level of security and keeps cycles out of the elements. They can feature a key fob entry, cctv and can be used for a small fee (e.g. £25 per year). Their enhanced security can increase the number of people that cycle to stations, particularly commuters who leave their cycles for long periods during the day.

We will work with developers to implement covered cycle parking, cycle maintenance stands and cycle pumps.

We will ensure the highest standard of cycle hubs are introduced as part of future redevelopments at Lewisham and Catford Train Stations.

11. PROPOSED PROJECTS / ACTION PLAN

Actions from this strategy focus heavily on what can be done in the next four years, with longer term project being set up, ready to be implemented later. The time periods can be broken down as:

- Short term – until 2019, the period when phase 2 of the Quietways is being implemented and includes the “interim” LIP year of 2018/19.
- Medium – until 2021/22, the period when TfL current business plan covers
- Long term – until 2023/24
- Longer term – until 2027

The projects action plan is shown in table 3 below:

Project ID	Projects *	Stage	Time period
1	The Lewisham Spine (A21)	Concept	Short
2	Quietways phase 2	Implementation	Short
3	Quietways phase 3	Feasibility	Short
4	Two-way cycling streets	Feasibility	Short
5	Cycle Superhighway 4	Implementation	Short
6	Cycle Route Signs upgrade	Feasibility	Short
7	Cycle Parking (short stay)	Implementation	Short to Longer
8	Cycle Parking (long stay)	Implementation	Short to Longer
9	Two-way cycling streets	Implementation	Short and Medium
10	The Lewisham Spine (A21)	Implementation	Medium to Longer
11	Quietways phase 3	Implementation	Medium
12	Quietways phase 4	Feasibility	Medium
13	Cycle Route Signs upgrade	Implementation	Medium
14	Cycle superhighway A2	Feasibility	Medium and Long
15	Quietways phase 4	Implementation	Long
16	Quietways phase 5	Feasibility	Long
17	Cycle superhighway A2	Implementation	Long and Longer
18	Quietways phase 5	Implementation	Longer

*NB: See page 27 for list of Quietways projects and phases

Table 3 – Project Action Plan

12. FUNDING

Historically, much of the funding for cycling projects has come from TfL, either directly or through the LIP funding allocation, which is for Lewisham to help deliver the Mayor's Transport Strategy. This is expected to continue, but there are other opportunities for funds to help deliver what is set out in this strategy.

Funding can be sought from the following areas:

- Local Implementation Plan (LIP) – this is where much of the funds in the past have come from and will continue to do so.
- Road Safety Schemes – these may be
- STARS funding for schools to help with the school travel plans
- Liveable Neighbourhoods funding – this is likely to be available for major schemes. Therefore, combining many of the improvement measures, such as spaces near schools, bike hangers, a cycle hub, cycle routes and ideally near town centres is a suitable way to bid for and utilise these funds.
- S106 and CIL from developments – these may include the Creekside scheme
- Bakerloo Line Extension – Although numerous years away still, there will need to be changes around the station areas, such as New Cross Gate and Lewisham.
- Low Emission Bus Zone – this is a separate funding stream from Transport for London. The A21 has been named as a corridor for these funds to be used on.

13. TARGETS AND PLEDGES

The work to deliver improvements for cycling in Lewisham will be measured against the four challenging targets (see table 4). These have a timeframe soon enough to mean immediate action is required.

The four key targets are shown in the following table.

Target	Base	Target Value (approx 2021)
Daily cycle journeys	18391 ¹	37000 ²
Cycling to work	4.0% ³	10.0% ⁴
Casualty rate	2.2 ⁵	1.1 ⁶
Cycling to school	3.2% ⁷	4.8% ⁸

Table 4 – cycle strategy targets.

13.1 Daily Cycling Journeys

The LTDS will be used as the primary method to measure the number of cycle journeys. It will measure the average daily cycle journeys over the three year period of 2018/19 – 2020/21 compared to the period six years earlier. Although the base years are before the date of this strategy, the target seeks a 100% increase in journeys in six years compared to the Mayor of London's aim to increase cycle journeys in London by 150% over 10 years to 2026. Therefore the target will be challenging.

Incremental progress of this target can be monitored against the onsite counts that were undertaken in April 2017 (see section 5.1). This will also give much quicker feedback on the progress because the data from the LTDS is not available for quite some time after the dates it covers.

13.2 Cycling to Work

The Census will be used as the method to measure the number of people that cycle to work regularly. It was last taken in 2011, when 4.0% of Lewisham residents said that it was their main mode of travel to work. It will be undertaken again in 2021, when the target is to have

¹ London Travel Demand Survey (LTDS) - average daily journeys for 2012/13-2014/15

² To be measured in the LTDS - average for 2018/19 - 2020/21

³ Census 2011 journey to work for employed persons

⁴ To be measured in Census 2021 journey to work for employed persons

⁵ Casualties per 100,000 cycle journeys LTDS 2012/13 - 2014/15

⁶ To be measured over the period of 2018/19 - 2020/21

⁷ Based on school hands up surveys in 2015/16 school year

⁸ To be measured in 2020/21 school year.

10% of residents stating that it is their main mode of travel to work. This is an increase of 150% in a 10 year period. With the population of Lewisham increasing dramatically at the same time, the number of people cycling to work will have to increase by about 300%.

13.3 Casualty Rate

This target relates cycle collisions to the volume of cycling journeys. It is an acknowledgement that cycling is good for your health and should be encouraged, while wanting to reduce the number of people involved injured. This target is to effectively halve the number of cycling injury collisions compared to the number of cycle journeys. Put another way, this target seeks to see no increase in the number of cycle casualties, while doubling the number of cycle journeys (as per target no.1). The rate from 2012/13-2014/15 was 2.2 casualties per 100,000 journeys. This target seeks to reduce it to 1.1 for the period of 2018/19 - 2020/21.

13.4 Cycling to School

The hands up surveys undertaken by schools during the school year will continue to be the way of monitoring the progress of this target. This can be undertaken each year, with the target year of reaching 4.8% being the 2020/21 school year.

13.5 Pledges

The pledges as set out in this strategy are:

Where is cycling in Lewisham?

Cycling to work

1. Lewisham will work with businesses to promote and support cycling to work.

Cycling to school

2. We will introduce "Liveable Neighbourhoods" sections to roads near schools, offering traffic free space for people walking and cycling.
3. We will offer free cycle training to year 6 pupils in all schools.
4. We will continue to support schools in the STARS programme.

Safer cycling

5. We will work with TfL to implement improvements to the streets along routes and junctions to significantly reduce the cycle casualty rate.

Reducing barriers to cycling

Mental barriers

6. We will take into account the mental barriers when designing upgrades and new cycle routes.
7. We will continue to provide free cycle training to those that live, work or study in Lewisham.

Physical barriers

8. We will work with and encourage TfL to improve the cycle route crossings of the TLRN, with particular attention to the A21 and A2.
9. We will look for opportunities to improve conditions for cycling across the rail lines.
10. We will support the implementation of a pedestrian and cycling bridge between Rotherhithe and Canary Wharf.
11. We will support Greenwich in their trial of allowing cycling through the Greenwich foot tunnel.

A better cycle network

Existing network

12. We will assess the existing cycle route signs and carriageway marking, reinstate any missing and add them where it would be valuable.
13. We will assess and change one-way streets to allow cycling two-way for as many roads as is reasonably feasible.
14. Where speed humps need replacing or are introduced we will do so with cycle friendly sinusoidal profiled humps, or other cycle friendly designs.

The Lewisham Link

15. We will seek TfL's support to improve The Lewisham Spine along the A21 and linking it to the wider cycle network.

Quietways

16. We will continue to implement the improvements to the Quietways, phase 2.
17. We will work with TfL to agree future Quietway phases, with the proposed network as our starting position.
18. We will work with neighbouring local authorities to ensure that cycle routes continue across borough borders ensuring a joined up cycle network.
19. We will progress feasibility studies on future Quietways during the current TfL business plan period, so they are ready to implement.

Cycle Superhighways

20. We will continue to work with TfL to deliver Cycle Superhighway 4.
21. We will seek TfL's support for further Cycle Superhighways for the A21 and A2.

Education, training and promotion

22. We will continue delivering training and support schools on their initiatives to promote cycling within the STARS programme and encourage further schools to participate.
23. We will continue the cycle loan scheme
24. We will offer cycling training to people who live, work or study in Lewisham.

25. We will support schemes and encourage providers of hire bikes including dockless cycle hire schemes.

Cycle Parking

On street short stay parking

26. We will assess cycle parking quantities at local and major shopping centres and other destinations in Lewisham. The number of on street spaces will be significantly increased.

On-Street Secure Long Stay Parking

27. We will introduce lockable on-street cycle hangars, or similar. These will be implemented where people desire them.

Private Off-Street Parking

28. We will work with developers to ensure residential cycle parking is implemented as part of new developments.

Cycle Hubs

29. We will work with developers to implement covered cycle parking, cycle maintenance stands and cycle pumps.
30. We will ensure the highest standard of cycle hubs are introduced as part of future redevelopments at Lewisham and Catford Train Stations.

Review

31. We will review the progress of cycling against the targets set out in this strategy and set new targets once the data from the 2021 Census and London Travel Demand Surveys are available.

Quality

It is the policy of Project Centre to supply Services that meet or exceed our clients' expectations of Quality and Service. To this end, the Company's Quality Management System (QMS) has been structured to encompass all aspects of the Company's activities including such areas as Sales, Design and Client Service.

By adopting our QMS on all aspects of the Company, Project Centre aims to achieve the following objectives:

- Ensure a clear understanding of customer requirements;
- Ensure projects are completed to programme and within budget;
- Improve productivity by having consistent procedures;
- Increase flexibility of staff and systems through the adoption of a common approach to staff appraisal and training;
- Continually improve the standard of service we provide internally and externally;
- Achieve continuous and appropriate improvement in all aspects of the company;

Our Quality Management Manual is supported by detailed operational documentation. These relate to codes of practice, technical specifications, work instructions, Key Performance Indicators, and other relevant documentation to form a working set of documents governing the required work practices throughout the Company.

All employees are trained to understand and discharge their individual responsibilities to ensure the effective operation of the Quality Management System.



DOCUMENT CONTROL

Project Centre has prepared this report in accordance with the instructions from London Borough Lewisham. Project Centre shall not be liable for the use of any information contained herein for any purpose other than the sole and specific use for which it was prepared.

Job Number	Issue	Description	Originator	Checked	Authorised
1000003636	01	Lewisham Cycle Strategy 2017 Draft	Jereme McKaskill 19.07.17	Chris Harrison 19.07.17	Chris Harrison 19.07.17
1000003636	02	Lewisham Cycle Strategy 2017 Draft	Jereme McKaskill 19.09.17	Chris Harrison 19.09.17	Chris Harrison 19.09.17

File path: <G:\Project Centre\Project-BST\1000003636-LBLE Cycle Strategy 2017\3 Reports\2 Final Reports>

DRAFT

Award Winning



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Sustainable Development Select Committee		
Title	Catford Regeneration Programme – update and masterplan brief	Item 6
Contributor	SGM Capital Programme Delivery	
Class	Part 1 and part 2	8 November 2017

1. Purpose of paper:

1.1. SDSC has requested regular updates on the progress of the Catford Regeneration Programme. This paper provides a general update on the delivery of the programme, with a specific focus on the draft Masterplan Brief (attached as appendix 2) for Catford Town Centre Masterplan.

2. Recommendations:

2.1. The Select Committee is asked to note the contents of the reports and provide feedback on the draft masterplan brief noted as appendix 2 of this report.

3. Background:

3.1. The previous update to SDSC was provided on 13 September 2017. The following report seeks to update the Committee on all relevant matters in relation to progress made on the Catford Regeneration Programme since that date.

3.2. The report includes an appendix at (Appendix 2) draft Masterplan Brief which sets out the Council’s broad aspirations for the regeneration of Catford Town Centre.

4. Update:

4.1. Engagement

4.1.1. A report on the latest engagement progress update is attached for information in Appendix 1.

4.2. Meanwhile Use:

4.2.1. Officers continue to work with CRPL to make best use of their assets in support of the regeneration of the Town Centre.

4.2.2. Officers are working towards a lease agreement on Thomas Lane Depot; with the Council’s selected preferred tenant, Supersets, a film and theatre set-building company. Subject to final lease agreement and planning

permission (a decision is due in mid-November), Supersets are aiming to move in by the end of November. They completed a successful crowdfund for the community element of their proposal, winning £45,000 in support of their proposal, including £25,000 from the Mayor of London.

- 4.2.3. With regards to the Brookdale Club, officers had been progressing negotiations but unfortunately the preferred tenant recently withdrew their offer due to the estimated cost of remedial works. Officers will now be revisiting the shortlist of prospective tenants and looking at alternative options for this property.
- 4.2.4. 17 and 18 Catford Broadway are currently the subject of an architect's feasibility study, which intends to fully renovate and redevelop the building, which has major structural issues, to deliver commercial units for rent on the ground floor and residential units on the upper floors. Following feasibility and costing, approval will be sought for CRPL to fund the agreed planned programme for the construction works.
- 4.2.5. Other opportunities are continuously being explored, for example, as lease renewals arise.

4.3. Broadway Theatre

- 4.3.1. The Programme Team continue to work closely with the Community Services team to deliver the three main workstreams associated with the theatre. A brief update on each element is provided below.

4.3.1.1. *Café/bar*

Planning consent was granted for adaptations to allow the café operator to provide a more extensive food offer. Construction work is due to be completed by the end of November.

4.3.1.2. *Minor Works Programme*

The project team are continuing to work towards an application for Listed Building Consent for the majority of the planned minor works. This process will take some months, and is being supported by the Conservation Management Plan. Any works that can be done without Listed Building Consent, e.g. removal of foliage from exterior brickwork and broken window repair, are now being progressed.

4.3.1.3. *Heritage Lottery Fund Bid*

The Conservation Management Plan is now underway, measured surveys have been undertaken and initial workshops with internal stakeholders are being planned.

4.4. Housing Zone:

4.4.1 Officers continue to work with the GLA towards the signing of the Overarching Borough Agreement. Officers also continue to work with the GLA to consider what other funds may be available to assist in the delivery of the regeneration scheme.

4.4.1. Officers recently submitted a bid for £10M Housing Infrastructure Fund, recently opened by the Department for Communities and Local Government, and are currently awaiting a response.

4.5. TfL - Road Realignment

4.5.1. TfL have submitted an application bid to their Growth Fund. The Growth Fund bid, if successful, can provide an absolute maximum of 50% of delivery costs; a decision on this bid is expected sometime in the Autumn.

4.5.2. Indicative delivery timescales for the road move, from TfL, are:

Feasibility: to September 2018

Concept Design: to March 2019

Detailed Design: to February 2020

Delivery: to December 2021

4.5.3. In the meantime, the project team is working closely with the Planning department to ensure that the plans for the road re-alignment are fully incorporated into the Council's Local Plan creation, which is due to begin statutory consultation from Autumn 2018.

4.6 Site Studies and The Masterplan Brief

4.6.1 The project team has been collecting input from internal stakeholders within the Council in the following areas, to inform both the Masterplan Brief and the overall delivery strategy for the masterplan itself:

- Asset Strategy
- Community services; Culture and Leisure Strategy
- Delivery and Finance Strategy
- Education and CYP Strategy
- Environmental Sustainability Strategy
- Housing Strategy
- Office Accommodation Strategy

- Parks and Public Realm Strategy
- Highways, Transport and Parking Strategy
- Planning Policy and Urban Design Strategy

4.6.2 A draft copy of the Masterplan Brief is appended as a restricted document (Appendix 2) to this report. The brief sets out the Council’s broad aspirations for Catford Town Centre as well as the key deliverables or outputs expected of a masterplanner. The completed brief will be underpinned by the suite of documents noted in 4.6.1 above. Due to procurement rules and commercial sensitivity, the brief is required to be Part 2 while being drafted until a final document is produced for the procurement of a masterplanner.

4.6.3 Of particular interest to this Committee will be the Environmental Sustainability Strategy. A Members’ workshop on this subject is planned for 21st November, with feedback from the workshop expected to directly inform the Masterplan Brief.

4.6.4 As always, the Committee’s input into the Masterplan Brief is welcomed by the Programme Team and they are encouraged to contact the Programme Team directly with any feedback, comments or information that they feel should be included, throughout the Brief creation process.

4.6.5 Programme of Key Dates

The previous list of planned key dates still applies and is set out in the table below.

08-Nov-17	SDSC Catford Update
18-Jan-18	SDSC Catford Update: Masterplan Brief final review
07-Feb-18	M&C Report: Masterplan Brief
Feb 2018	Procurement of Masterplanner begins
22-Mar-18	SDSC Catford Update
Spring 2018	Appointment of Catford Masterplanner

Appendices:

Appendix 1: Catford Regeneration Engagement Update

Appendix 2: draft Catford Town Centre Masterplan Brief (***Restricted Document***)

Exclusion of the press and public for the consideration of appendix 2:

It is recommended that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting during discussion of this item

because it involves the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Act as set out below:

It includes information relating to the financial or business affairs of any particular person (including the authority holding that information).

For further information please contact Jessie Lea, Senior Programme Manager, Capital Programme Delivery on 020-8314-9256.

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TEAM CATFORD

‘Team Catford are a team that specialises in urban regeneration, engagement and place-making. We all live in the borough, mostly Catford, and are passionate about about what happens in our neighbourhood.

We speak up for the community, champions local views and are encouraging everyone who lives, works, socialises, commutes or runs a business to have their say as Catford goes through its biggest change in decades.’

Engagement Strategy

Team Catford are executing an engagement strategy that will:

- Ensure that engagement is clear, meaningful, and two-way, understanding the knowledge, interests and concerns of all stakeholders
- Create realistic expectations with regards to timescales, scope and constraints
- Reduce misunderstanding and misperceptions about the scheme and its impacts, by providing the right amount of information in appropriate detail at the right time



Engagement can be dominated by small vocal interest groups, rather than the 'silent majority', therefore we will be pro-active in gathering the views from a range of stakeholders including:

- Elected members
- Strategic stakeholders
- Internal stakeholders
- Partner organisations
- Residents and residents associations
- Housing associations
- Local businesses and representative business groups
- Local workforce
- Voluntary groups
- Community/amenity groups
- Landlords
- Faith groups
- Nurseries, schools and colleges
- Young people
- Children
- Commuters
- Estate agents
- Users or clients of specific services (or their carers or relatives)

TIMETABLE

Sept 2017	Phase One: building momentum and enthusiasm.	<p>#Catfordconversation – narrative on emerging issues from Commonplace supported by photos/graphics/film. Tease local people to find out what’s being said in their area, encourage participation, promote forthcoming engagement events.</p> <p>Start of monthly engagement events – 2/3 pop-up sessions to coincide with Film Festival and Arts Trail.</p> <p>Steering themes for 72-hour film challenge and capturing ‘behind the scenes’ film footage to share and promote engagement.</p>
Oct – Nov	Phase Two: community engagement to determine issues and priorities	<p>Monthly engagement events - Catford Library, Little Nan’s, Civic Suite, Ward Assembly meetings</p> <p>Walk and talk the masterplan: guided walkabouts for interest groups such as people with reduced mobility or cyclists.</p> <p>On Assignment - youth-led media course in filmmaking journalistic style. Taught to use GoPro cameras and basic filmmaking and interviewing techniques, they will each be assigned a story to find and tell within the Catford Town Centre</p>
Dec		Monthly engagement events – to coincide with Christmas Fair.
Jan		<p>Feedback analysis and development of summary narrative.</p> <p>Development of Catford Character (part one) content and film.</p>
Feb - Mar	Phase Three: defining the vision	<p>Launch Catford Character (part one) – content and upbeat film compilation to reflect the unique, distinctive and creative core of Catford and the emerging themes.</p> <p>Regular engagement events</p>
Apr - May	Phase Four: creating a feeling of community ownership in the master plan.	<p>Feedback analysis and development of summary narrative.</p> <p>Development of Catford Character (part two) content and film to share feedback and rationale for preferred option.</p>
Jun - Aug		Launch of Catford Character (part two) at Lewisham People’s Day.

Methods

- **Face-to-face community engagement** - every month, there will be opportunities for local people to chat to Team Catford at pop-up exhibitions and events where we'll encourage members of the community to express their views on issues and priorities for the town centre. We'll establish an urban room as a hub for engagement activity and community-led activities. All feedback will be captured via Commonplace and analysed to understand emerging themes.
- **Stakeholder relations** - we're developing a stakeholder matrix to ensure we have regular contact with the key groups, associations and representatives
- **Shareable content** – to encourage participation, we're developing shareable content that will be promoted on social media, the Commonplace platform and via the digital (and print) newsletter.
- **Social media** – Team Catford will strengthen its role on Twitter and Instagram as well as Facebook. We'll coordinate the team to post and respond in line with our content planner and a tone of voice consistent with all communication channels.
- **Newsletters** – digital newsletters will be distributed quarterly via email and printed versions hand-delivered to local businesses.
- **Media relations & thought leadership** – as well as using local news to publicise the engagement programme and the CRP milestones, we'll explore themes related to place-making in detail in order to provide a steady stream of topical content, comment, opinion, interviews and profiles that will be used to establish Lewisham Council as a thought leader in London-wide and trade media.

#CatfordConversations
Portraits, vox pops and film clips will be uploaded to the website and shared on social media to encourage others to speak up about how they feel about Catford.



Theresa Dadies
on the Catford Centre: “I would like the building to be changed to a shopping centre... where you can go in, and you can sit down and you can drink coffee, buy cakes and things to eat and relax a bit before you continue your journey.”



Dervise Kocayigit

On working in Catford “I’m a solicitor and have business here . All the businesses in the area look after each other. That’s what I like most - the community spirit”



Claire Stirling, on priorities for Catford: “To really get a sense of community going and some nice places for people to go and to sit within a community.”



TeamCatford @TeamCatford

Free on 27th Sept? Come along & tell us what you love or want to change in #Catford. We'll be @Littlenansbar 1-5pm.
<http://ow.ly/PW9130fguu8>
pic.twitter.com/7Z2c8sgJJm

Seen by almost 4,000 people and retweeted 28 times



TeamCatford @TeamCatford

What do you think of all the artwork popping up in #Catford? Local mosaic artist @mosaicallsorts shares her views.
<http://ow.ly/O8Bg30fXA8h>
pic.twitter.com/VRTH2sOgke

98 video plays (in tweet and via Vimeo link)



TeamCatford @TeamCatford

Who's feeling thirsty? The evening session of @CatfordGinFest starts at 5pm. Got FOMO? Tickets still available for tomorrow 11-5pm #catford pic.twitter.com/3FjIB5d1Ly

Seen by 4,300 and direct engagement (clicks, likes, shares etc) by 85 people.

Followers

1,249 ↑ 124



Mentions

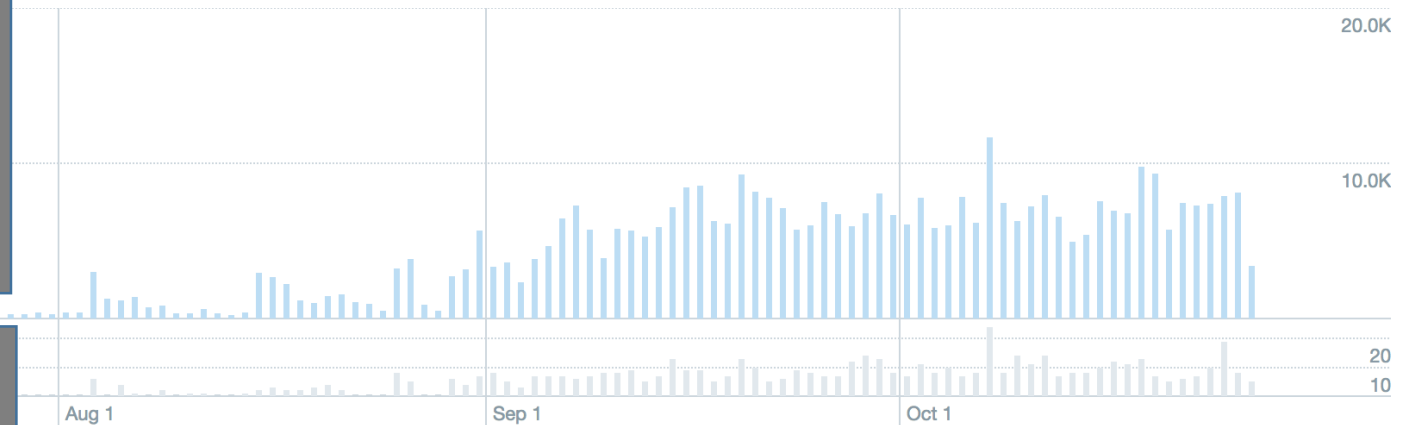
520 ↑ 30.3%



Twitter snapshot

Number of @teamcatford followers increasing by average of **10%** per month. Typically tweeting **270+** times per month.

Up to **203,000** individuals viewing tweets and **511** mentions in any one month.



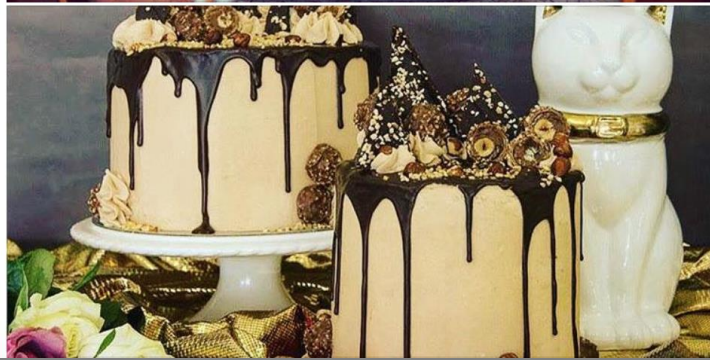
This graph shows @teamcatford's growing twitter profile since the start of the project (Sept 2017 -).

418,000 individuals saw @teamcatford tweets over this three month timeframe – that's an average of **4,600** per day. Engagement is growing too with **1,100** link clicks, **1,400** retweets, **3,500** likes and **318** direct replies.



Team Catford added 2 new photos.
Published by Kristen Fuller [?] · October 24 at 8:38pm

Are you free tomorrow (25th Oct) between 1-4pm? Do you like a good natter & free cake? Come along to **Little Nan's Bar** on Catford Broadway to join the **#CatfordConversation** and be part of Catford's biggest change in decades.



Reached 749 people with 16 reactions, comments and shares.



NOV 25 Team Catford at the festive light switch on

Public · Hosted by Team Catford and Lewisham Council

★ Interested ✓ Going Plan With Friends Share ...

🕒 Saturday, November 25 at 4 PM

📍 Catford Broadway, London, SE6 4, United Kingdom [Show Map](#)

Event has reached 1,800 and already 44 indicated they're attending.

Facebook snapshot

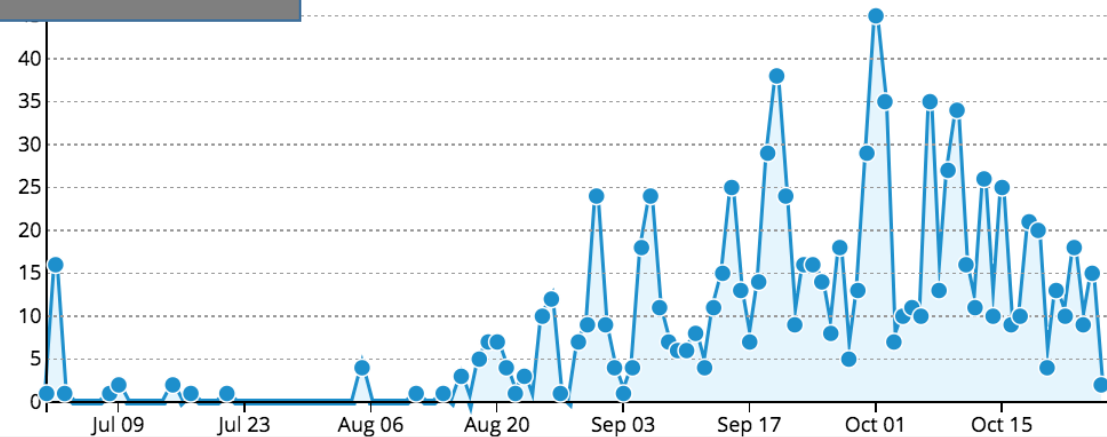
Number of page likes up to 140 in six weeks. Up to **248** individuals viewing posts reaching **4,165** people in any one month.

210
Minutes Viewed

746
Video Views

TOTAL MENTIONS

Interval displayed: **Daily**



Love Catford
Page Liked · September 30

Rushey Green Assembly Fund will be launched at #RGAssembly next Tuesday 3 Oct <https://t.co/IGIwAlk2me> Team Catford will also be continuing #CatfordConversation so we'll see you there!

Like Comment Share

Team Catford

Online Engagement Tool – Commonplace

<https://catfordtowncentre.commonplace.is/>

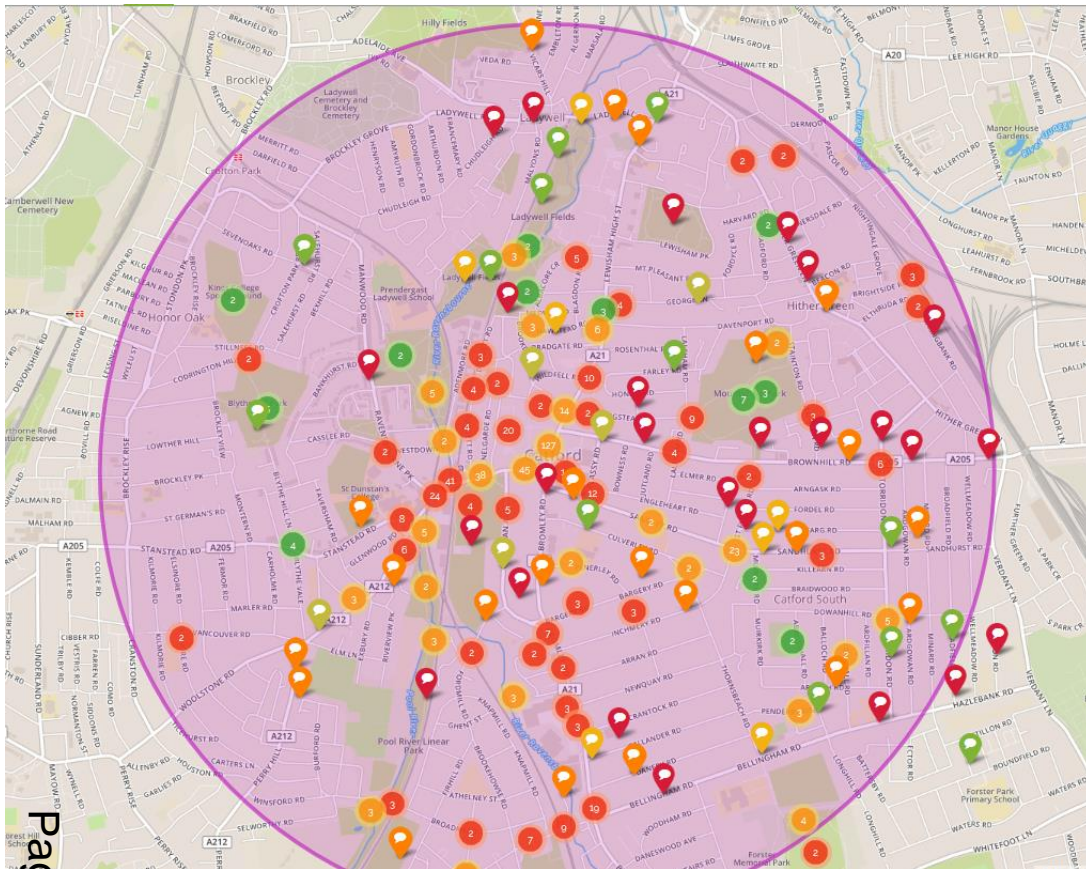
The platform supports established methods of face-to-face engagement with a web application and integration with social media, both of which are critical for achieving meaningful and comprehensive engagement

It enables the Council to engage a larger cross-section of the community, promoting open transparent dialogue. Benefits include:

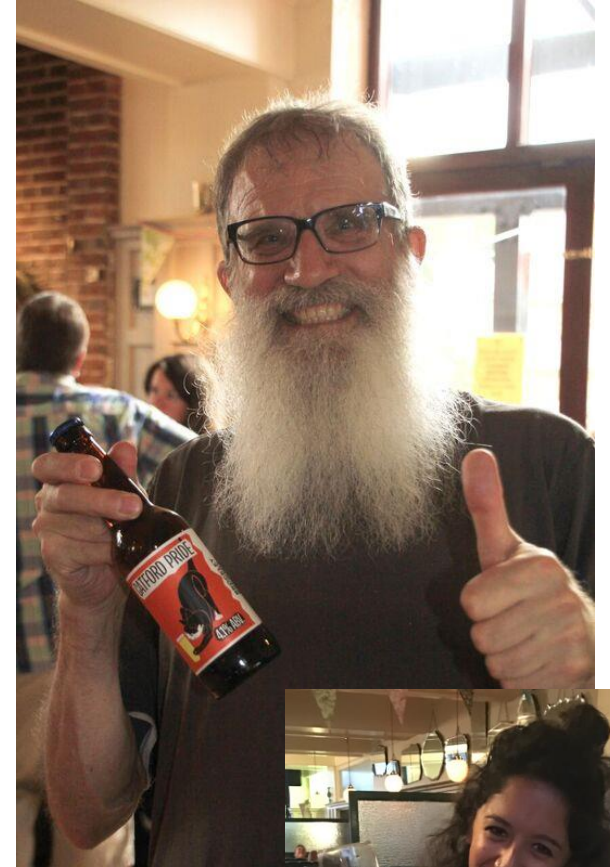
- Reduced risks relating to planning processes and eventual approval
- Increased trust from within the community, hearing many more representative voices
- High quality of engagement demonstrated to the public with clear data analytics
- A single, consistent engagement data platform from pre-planning through to post-occupancy

There are three elements to the tool:

- The Needs Analysis: essential in gathering an understanding of what local people feel about their neighbourhood. It is useful for community and stakeholder mapping, understanding people's needs, and creating a benchmark against which people's responses to subsequent plans can be compared. It also provides an indication of what local people will perceive as benefits from the development
- The Design Feedback Tool: allows the Council to publish plans or ideas, and get immediate feedback from the community. This can be useful for development of more detailed proposals for infrastructure and construction in collaboration of local people
- 3. Social Sustainability and Customer Feedback Tools: allow the Council to with engage the community during construction phases of the project and beyond.
This allows you to manage communications around disruption experienced by local people due to construction, and to track changes in the perception of local people over time, to measure the impact of a development on local people



PLACE-MAKING EVENTS



urban narrative - CATFORD FUTURES

Summary of initial discussions with members and field trips

Headline responses:

- Catford will be a modern civic centre for Lewisham
- Possible collocation with other public agencies- flexible working
- Catford will not be a major retail centre
- It needs to serve the local convenience needs of workers and local community
- Need to improve quality and diversity of offer
- Need to provide more evening and night time attractions
- Improve the market
- The existing housing in the areas outside the central area will remain largely unchanged
- There is potential for many more homes in central Catford
- The preference is for mid-rise (up to ten storeys) apartments of many types
- The theatre provides a strong starting point for considering arts and culture in Catford
- Temporary use of unused spaces should be an essential part of the transformation process
- Attracting the artistic and creative community to Catford has major potential



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

Document is Restricted

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Sustainable Development Select Committee		
Title	Draft response to the Mayor of London's environment strategy consultation	
Contributor	Scrutiny Manager	Item 6
Class	Information item	08 November 2017

1. Summary

- 1.1 The Mayor of London is consulting on the development of a new environment strategy.

2. Recommendations

- 2.1 The Committee is asked to:
- Note the content of officers' draft response to the consultation.
 - Note that a final response will be submitted to the consultation, following approval by the Mayor of Lewisham.
 - Submit any questions or thoughts by email to the environmental protection team.

3. Implications

- 3.1 There are no additional implications to note as a result of the implementation of the recommendations in this report.

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Consultation on the London Mayor's Draft London Environment Strategy:

Draft Consultation Response

Briefing note
Council Officer's Response

Compiled by Environmental Protection Team

October 2017

Consultation on the London Mayor's Draft London Environment Strategy

Introduction

The Mayor of London is consulting on the Draft London Environment Strategy. The strategy seeks to tackle pollution, promote cleaner energy & make more than 50 per cent of London green by 2050.

This is the first strategy to bring together approaches to every aspect of London's environment. The Strategy is divided into the following areas:

- [Air quality](#)
- [Green infrastructure](#)
- [Climate change mitigation and energy](#)
- [Waste](#)
- [Adapting to climate change](#)
- [Ambient noise](#)

Main objectives for London from the Strategy include:

Greener: All Londoners should be able to enjoy the very best parks, trees and wildlife. Creating a greener city is good for everyone – it will improve people's health and quality of life, support the success of businesses and attract more visitors to London

Cleaner: Londoners want their city to be clean, attractive and healthy – living in a big city does not mean they should accept a dirty and polluted environment. The Mayor will clean up London's air, water and energy in a way that is fair, protects the health of Londoners, and contributes to the fight against climate change.

Ready for the future: Water, energy and raw materials for the products we consume will be less readily available in the future, and climate change will mean higher temperatures, more intense rainfall and water shortages. The Mayor will make sure the city does not waste valuable resources, is prepared for the future and is safeguarded for future generations

This briefing with consultation comments by Officers has been produced to inform Members and provide an opportunity for comment before the consultation submission.

The deadline for the consultation submission is the 17th November.

Consultation on the London Mayor's Draft London Environment Strategy

Aims, Policies and Objectives

The consultation sets out:

- The London Mayor's key aims, objectives and proposals for the six environmental policy areas; Air quality; Green infrastructure; Climate change mitigation and energy; Waste; Climate change adaptation and Ambient noise. To make the Mayor's vision of transforming the city's environment a reality, this strategy establishes some key aims for London.

The Mayor aims:

- for London to have the best air quality of any major world city by 2050, going beyond the legal requirements to protect human health and minimise inequalities
 - for more than half of London's area to be green and for tree canopy cover to increase by ten per cent by 2050
 - for London to be a zero carbon city by 2050, with energy efficient buildings, clean transport and clean energy
 - to make London a zero waste city. By 2026 no biodegradable or recyclable waste will be sent to landfill, and by 2030 65 per cent of London's municipal waste will be recycled
 - for London and Londoners to be resilient to severe weather and longer-term climate change impacts. This will include flooding, heat risk and drought
 - to improve Londoners' quality of life by reducing the number of people adversely affected by noise and promoting more quiet and tranquil spaces
- Four strategic approaches for informing and linking the strategy in a holistic approach through:
 - *low carbon circular economy*: A low carbon circular economy is one in which as much value as possible is extracted from resources, through their use and reuse, before they become waste.
 - *smart digital city*: A smart digital London is one that looks to use new technologies and increased connectivity to make better use of infrastructure and provide more efficient services.
 - *green infrastructure and natural capital accounting*: Natural capital accounting brings together the full benefits of green infrastructure and presenting them in a similar way to other capital assets, like buildings.
 - [*the Healthy Streets Approach*](#): The Healthy Streets Approach provides a framework for putting human health and experience at the heart of planning the city.

In addition to consultation questions for the six environmental policy areas there is also a set of general questions.

The following briefing provides objectives for each of the Policy Areas. The Strategy provides more detail setting out the Policy and Proposals under each objectives.

The full report can be found on: <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy-have-your-say>

Officer response to the consultation questions are provided in Appendix A.

Consultation on the London Mayor's Draft London Environment Strategy

Air Quality

Policy Area: London will have the best air quality of any major world city by 2050, going beyond the legal requirements to protect human health and minimise inequalities.

With the following objectives they are expecting the following air quality improvements:

- For NO_x, compared to a 2013 baseline, a 40 per cent reduction is expected by 2020, a 53 per cent reduction by 2025, a 61 per cent reduction by 2030 and a 79 per cent reduction by 2050.
- For PM_{2.5}, compared to a 2013 baseline, a 26 per cent reduction is expected by 2020, a 34 per cent reduction by 2025, a 41 per cent reduction by 2030 and a 61 per cent reduction by 2050.

OBJECTIVES

SUPPORT LONDON AND ITS COMMUNITIES, PARTICULARLY THE MOST VULNERABLE AND THOSE IN PRIORITY LOCATIONS, TO HELP EMPOWER PEOPLE TO REDUCE THEIR EXPOSURE TO POOR AIR QUALITY

ACHIEVE LEGAL COMPLIANCE WITH UK AND EU LIMITS AS SOON AS POSSIBLE, INCLUDING BY MOBILISING ACTION FROM LONDON BOROUGHS, GOVERNMENT AND OTHER PARTNERS

ESTABLISH AND ACHIEVE NEW, TIGHTER AIR QUALITY TARGETS FOR A CLEANER LONDON BY TRANSITIONING TO A ZERO EMISSION LONDON BY 2050, MEETING WORLD HEALTH ORGANISATION HEALTHBASED GUIDELINES FOR AIR QUALITY

Green infrastructure

Policy Area: London will be a National Park City where more than half of its area is green; where the natural environment is protected and the network of green infrastructure is managed to benefit all Londoners.

With the following objectives they are expecting the following green infrastructure improvements:

- Protecting and increasing the amount of green space in the capital
- Increasing access to green spaces for Londoners of all ages, particularly in areas where there is currently a deficiency
- Increasing the quality of green spaces, ensuring they are well maintained and create healthy habitats for wildlife
- Valuing London green spaces, accounting for the health, environmental, social and economic benefits it brings to London.

OBJECTIVES

MAKE MORE THAN HALF OF LONDON'S AREA GREEN BY 2050

CONSERVING AND ENHANCING WILDLIFE AND NATURAL HABITATS

VALUE LONDON'S NATURAL CAPITAL AS AN ECONOMIC ASSET AND SUPPORT GREATER INVESTMENT IN GREEN INFRASTRUCTURE

Consultation on the London Mayor's Draft London Environment Strategy

Climate change mitigation and energy

Policy Area: London will be a zero carbon city by 2050, with energy efficient buildings, clean transport and clean energy.

The Mayor's ambition is to have a zero emission transport network by 2050. This will be achieved through an integrated approach to reducing carbon emissions and air pollutants from transport. The policies and proposals to reduce London's carbon emissions from transport have therefore been combined with policies and proposals under the air quality chapter of this strategy.

OBJECTIVES

REDUCE EMISSIONS OF LONDON'S HOMES AND WORKPLACES WHILE PROTECTING THE MOST VULNERABLE BY TACKLING FUEL POVERTY

DEVELOP CLEAN AND SMART, INTEGRATED ENERGY SYSTEMS UTILISING LOCAL AND RENEWABLE ENERGY RESOURCES

A ZERO EMISSION TRANSPORT NETWORK BY 2050

Waste

Policy Area: London will be a zero waste city so that by 2026 no biodegradable or recyclable waste will be sent to landfill and by 2030 65 per cent of its municipal waste will be recycled.

OBJECTIVES

DRIVE RESOURCE EFFICIENCY TO SIGNIFICANTLY REDUCE WASTE, FOCUSING ON FOOD WASTE AND SINGLE USE PACKAGING WASTE

MAXIMISE RECYCLING RATES

REDUCE THE ENVIRONMENTAL IMPACT OF WASTE ACTIVITIES

MAXIMISE LOCAL WASTE SITES AND ENSURE LONDON HAS SUFFICIENT INFRASTRUCTURE TO MANAGE ALL THE WASTE IT PRODUCES

Consultation on the London Mayor's Draft London Environment Strategy

Adapting to climate change

Policy Area: London and Londoners are resilient to severe weather and longer-term climate change impacts. This will include flooding, heat risk and drought.

OBJECTIVES

UNDERSTAND AND MANAGE THE RISKS AND IMPACTS OF SEVERE WEATHER AND FUTURE CLIMATE CHANGE IN LONDON ON CRITICAL INFRASTRUCTURE, PUBLIC SERVICES, BUILDINGS AND PEOPLE

REDUCE RISKS AND IMPACTS OF FLOODING IN LONDON ON PEOPLE AND PROPERTY AND IMPROVE WATER QUALITY IN LONDON'S RIVERS AND WATERWAYS

ENSURING EFFICIENT, SECURE, RESILIENT AND AFFORDABLE WATER SUPPLIES FOR LONDONERS

LONDON'S PEOPLE, INFRASTRUCTURE AND PUBLIC SERVICES ARE BETTER PREPARED FOR AND MORE RESILIENT TO EXTREME HEAT EVENTS

Ambient noise

Policy Area: Improve the quality of life of Londoners by reducing the number of people adversely affected by noise and promoting more quiet spaces.

OBJECTIVES

REDUCING THE ADVERSE IMPACTS OF NOISE BY TARGETING LOCATIONS WITH THE HIGHEST NOISE POLLUTION FROM TRANSPORT

PROTECT AND IMPROVE THE ACOUSTIC ENVIRONMENT OF LONDON

The Strategy also provides details on the 'Transition to a low carbon circular economy' but there are no specific consultation questions relating to this area.

Appendix A. Consultation Response

Overarching Questions

1. Do you agree with the overall vision and principles of this draft London Environment Strategy?

London Borough of Lewisham supports the aspirations of the Strategy and is keen to work with the GLA in bringing the vision to reality, within the constraints of the growing demand in London for housing and related infrastructure requirements. It welcomes this overarching strategy and would want to see the principles transposed into relevant plans and policies within different environmental areas. It is an ambitious document that includes a number of positive proposals. Whilst we welcome the overall aims of the strategy, there are a few areas that we seek further clarification on which are detailed in the Council's comments to the main strategy areas.

One overarching area relates to the funding pressures that the boroughs, and other public organisations, currently face which needs to be recognised and taken into account when implementing actions. This also has ramifications for ongoing costs that will impact on boroughs. As an example, while the Council supports the aims to plant more trees and install more green infrastructure across London, this represents an ongoing cost in terms of maintenance that will likely fall on the boroughs. The Mayor's proposal to develop new business models for the delivery and management of London's green spaces, which we support, will need to give particular focus to this, as with all other environmental measures that require Council funding.

2. To achieve the policies and proposals in this strategy, which organisations should the Mayor call upon to do more (for example central and local government and businesses) and what should the priorities be?

In order to fulfil the vision of this strategy, the value placed on the environmental objectives outlined will need Central Government's endorsement/agreement and acceptance for the opportunities to be realised, otherwise there will always be pressure and compromise, that will override the needed health prerogative detailed in this strategy.

3. Do you agree that this draft London Environment Strategy covers all the major environmental issues facing London?

Yes, however, as stated in the London Council's response, the strategy doesn't mention non-native invasive species and the impact they have on biodiversity in London. This is a big problem in the capital and is expensive to address. The plan also does not mention light pollution and policy in this area would help biodiversity and reduce carbon emissions. Light has a major impact on bird migration, insects and nocturnal mammals.

4. There are a number of targets and milestones in this draft London Environment Strategy, what do you think are the main key performance indicators that would demonstrate progress against this integrated strategy?

Appendix A. Consultation Response

There are already targets provided within the Strategy for the different chapter/areas, and where applicable we've commented on these in our consultation responses.

Air Quality has a particular focus for monitoring, in order to meet necessary health limits and the Council particularly support the following identified target within the Strategy:

“For NO_x, compared to a 2013 baseline, a 40 per cent reduction is expected by 2020, a 53 per cent reduction by 2025, a 61 per cent reduction by 2030 and a 79 percent reduction by 2050.”

“ For PM_{2.5}, compared to a 2013 baseline, a 26 per cent reduction is expected by 2020, a 34 per cent reduction by 2025, a 41 per cent reduction by 2030 and a 61 per cent reduction by 2050.’

5. What are the most important changes Londoners may need to make to achieve the outcomes and ambition of this strategy? What are the best ways to support them to do this?

Londoners need to move away from 'consumer' based approach to living to a 'sustainable' based approach. In order to do this obstacles to making these sustainable right choices need to be removed. This will require some financial incentive and funding for the infrastructure necessary.

Air Quality

1. Do you agree that the policies and proposals outlined will meet the Mayor's ambitions for air quality in London and zero emission transport by 2050? Is the proposed approach and pace realistic and achievable, and what further powers might be required?

The strategy states legal compliance can only be achieved if the London boroughs, government and others also play their full role and take ambitious action. The main responsibility for ensuring that compliance is achieved rests with government. They can use unique tools, such as control over fiscal incentives, which can accelerate compliance. The Strategy from the London Mayor's is one we support, but there is clearly a need for Government to take similar ambitious actions and Lewisham supports the introduction of a new twentyfirst century Clean Air Act to tackle pollution in London once and for all.

Due to higher tailpipe emission levels and because of previous policy that encouraged the purchase of diesel cars they are currently the highest contributor to road transport NO_x and PM_{2.5} emissions in London. As indicated in the Strategy there are major discrepancies between official emission measurements and real-world vehicle performance in urban environments.

The latest emissions standard for heavy duty engines (Euro VI), which includes on-highway verification, has started to alleviate these shortcomings. An example provided in the Strategy is that TfL has seen a 90 per cent reduction in NO_x emissions between Euro V and Euro VI buses.

On road verification for cars and vans hasn't been introduced yet, with legislation not taking full effect until 2021. This means some of the newest trucks on the road are expected to have emissions of NO_x and PM better than some family cars.

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Lewisham would encourage the introduction of independent testing, such as the Mayor's Cleaner Vehicle Checker, to help to alleviate this issue by creating transparency and improving consumer confidence and would support the Mayor's action in putting pressure on the government to deliver effective national incentives such as taxation and scrappage to discourage diesel while these vehicles remain more polluting.

The London Mayor's approach for moving to low emission strategy is supported by the borough and the policies that support phasing out all fossil fuels and accelerating the uptake of zero emission vehicles. A Low Emission Vehicle Strategy, is currently being developed by the Council, with an initial proposal to install EV Charge Points within 500m throughout the Borough. We are also working with TfL to bring forward rapid charging facilities on or close to the TLRN, and we are prioritising charge points on the A21 and A2 Low Emission Bus Corridor to maximise the impact on that corridor. The strategy states that going forward the Mayor will seek to integrate hydrogen technology into the zero and alternative fuels plan for London transport infrastructure, alongside electric. This is a normalisation phase which will support the development of mechanisms towards mass introduction and use of hydrogen fuel cell technologies. Lewisham would like the Mayor to engage with the Council on this as it develops and as it reviews its own Low Emission Vehicle Strategy.

Lewisham's endorses London Councils comments, particularly in relation to 'the development of zero emission freight vehicles through the combined boroughs' and Mayors' procurement power. The Mayor and boroughs should work together to trial new technologies. It is clear that more charging infrastructure is needed to support this. The Mayor needs to investigate whether he can leverage his own assets to help with the development of charging infrastructure for hydrogen and electric vehicles. We also welcome the Mayor's focus on adopting smarter practices and reducing freight movements through better use of consolidated trips. Freight trips becoming more efficient are essential, as well as the better provision for freight in new developments. ' Lewisham notes the Mayor's timescale for all heavy vehicles (greater than 3.5 tonnes) in GLA group fleets being fossil fuel-free from 2030 and its desire for the wider public sector, including London boroughs and the NHS to adopt similar dates.

Following timescales are included within the Strategy:

all taxis and private hire vehicles to be zero emission capable by 2033

all TfL buses to be zero emission by 2037

Lewisham supports the London Councils response and would welcome the Mayor to revisit these target dates, to bring the delivery forward.

In Proposal 4.2.1a it states: 'The Mayor will promote and prioritise more sustainable travel in London including walking, cycling and public transport, as part of the Healthy Streets Approach' Lewisham welcomes the Mayor's initiatives in a shift to more sustainable travel like walking, cycling or public transport throughout London. With analysis suggesting that three quarters of journeys now made by car could be done on foot, by bicycle or by public transport, Lewisham would want some strong communication strategy from the London Mayor in delivering this message and the public health benefits to a more active and healthy lifestyle.

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The headline aim in the Mayors Transport Strategy Vision is for 80% of all daily trips in London to be made by non-car modes. The Council agrees that, with growing concerns over air quality, and the need to provide new homes for Londoners in a sustainable way, a renewed focus on reducing car usage in London is required at the earliest possible time.

In Lewisham's response to the Mayors Transport Strategy the Council have stated that 'Setting aside the challenge of making developments fully car-free, removing a third of all existing car journeys is a challenge that cannot be met in Lewisham with the infrastructure proposals that are currently committed in the Strategy. The target is particularly challenging for areas towards outer London, and for Lewisham, it would require a substantially increased investment in public transport and cycling infrastructure than is currently identified in TfL's Business Plan.

For Lewisham, this would mean a commitment to better links between the north and south of the Borough, as well as better orbital links:

- a full extension of the Bakerloo Line Extension to Hayes;
- delivery of Lewisham's Rail Vision, including devolution and metro-isation;
- full delivery of the Lewisham Cycling Strategy, including A21 Cycle Superhighway;
- improved bus services across the south of the Borough, and;
- orbital as well as radial public transport links.'

On 20 September 2017, a motion was approved by Full Council setting out support for the full Bakerloo Line Extension to Hayes, and expressing disappointment at the missed opportunity of curtailing the proposal at Lewisham.

Public Transport is essential for the Council in being able to move residents away from car use, particularly South of the borough. In addition to improvements to NOx levels reduced car use will also have a greater impact on PM10 and PM2.5, as reducing the number of kilometres driven will reduce emission from tyre and brake wear as well as from exhausts. This strategy recognises the need to go beyond legal limits for PM10 and PM2.5 to meeting WHO guidelines by 2030.

This strategy has indicated that it is possible to deliver quick wins to improve both air quality and prevent climate change by adopting tighter PM2.5 limits. Given the health implications and benefits to climate change Lewisham supports the Mayor's commitment in reaching a WHO limit for PM2.5 by 2030. In saying the above however Lewisham is concerned that most recent analysis shows that sources outside London make the largest contribution to the estimated death risk from long-term exposure to PM2.5 in London as a whole. Clearly in order to meet the WHO guidelines negotiations with EU Nations on limits is necessary and as indicated in the strategy the EU National Emissions Ceiling Directive must incorporate tighter emission limits for countries across Europe to address transboundary pollution on a quicker timescale.

Finally the Mayor proposes (subject to the development of detailed proposals and consultation) that the ULEZ is expanded to Inner London by 2021 for light vehicles (cars, vans, minibuses and motorbikes), covering an area up to the North / South Circular. It is also proposed that by 2020 the ULEZ is expanded

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London-wide for heavy vehicles, which the strategy states ‘will result in only an estimated one per cent of road length in Outer London remaining in exceedance of the NO2 limit values in 2025: primarily on the North Circular and around Heathrow (which is a matter for national policy).’ It also states that the Mayor will ‘keep the situation under review and consider what measures will be most effective and likely to secure equivalent compliance on those Outer London roads in the shortest time possible’. Lewisham has always argued for the extension of the ULEZ for light vehicles also to be London wide and would want this proposal reviewed again.

2. Do you agree with the Mayor’s policies and proposals to raise Londoners’ awareness of the impacts of poor air quality?

The Council is in agreement with proposals for raising Londoner’s awareness of impacts of poor air quality, particularly providing timely air pollution information to vulnerable groups, such as schools, hospitals, GP surgeries and care homes.

There is a need to improve understanding of air quality health impacts but also to understand the limitations of monitoring equipment and how best to interpret and publish results. The Council welcomes the Mayor’s proposal to offer guidance and advice on how air quality is monitored in London, with a focus to help people understand what type of equipment is available and establishing a process for accrediting monitors for different purposes. With the increase in community groups engaging in air quality monitoring across London, it would be helpful for the Mayor to provide some advice to these groups to assist them in understanding and interpreting data, particularly as stated below where he seeks to exploit new technologies and approaches such as personal and localised monitoring.

‘Proposal 4.1.2b The Mayor will work with boroughs to safeguard the existing air quality monitoring network and enhance it by exploiting new technologies and approaches such as personal and localised monitoring.’ As indicated in the Strategy, the London Air Quality Network is one of the ways in which local authorities play a crucial role in helping to understand and address air pollution. The high quality monitoring data helps to understand the long-term trends in air pollution and is used to validate the comprehensive pollution modelling provided by the Mayor through the London Atmospheric Emissions Inventory (LAEI). Additional funding however for the Council is required to continue the ongoing maintenance of these sites if, as the Mayor suggests, he wishes to protect them and particularly if they are to be enhanced. The Mayor identified particular areas of focus in increasing the number of long-term NO2 diffusion tube monitoring, especially in air quality focus areas. Another is identifying opportunities for additional PM2.5, black carbon and ultra-fine particle monitoring. The Mayor will work with boroughs and others to encourage innovation in monitoring. The Council welcomes initiatives for improved monitoring but this needs to be provided in a proportionate manner, given costs, particularly where there are high maintenance costs involved.

3. Do you agree with the Mayor’s policies and proposals to safeguard the most vulnerable from poor air quality?

The Council does agree with this and is keen to work with the Mayor on proposal for safeguarding the vulnerable. The Council will be carefully considering its policy response as part of LIP3 and drawing up

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a pilot programme for healthy school streets. Through the Lewisham Mayor's Air Quality Campaign, approaches are being made to schools in appointing School Air Quality Champions and piloting some air quality recognition scheme for schools. The Council has been working with the TfL School audit scheme and would welcome this scheme being rolled out to all schools where air quality exposure for children is potentially high. Long term, there will need to be money made available to Councils for the funding of measures identified, to introduce actions that reduces exposure. The Council believes that improving air quality around schools is critical.

Also and as indicated in Q2 The Council is in agreement with proposals for raising Londoner's awareness of impacts of poor air quality, particularly providing timely air pollution information to vulnerable groups, such as schools, hospitals, GP surgeries and care homes.

4. Would you support emergency measures, such as short-term road closures or vehicle restriction, during the periods of worst air pollution (normally once or twice a year)?

In principle we would support these emergency measures, but these can only be worked on through very close participation with the Council if ever was seen to be a requirement.

5. Do you agree with the proposed approach to reducing emissions from non-transport sources (including new buildings, construction equipment, rail and river vehicles and solid fuel burning)?

Lewisham supports the development of a new enhanced website for management of Non-Road Mobile Machinery (NRMM) and the development of guidance for developers to ensure new large-scale developments in London are 'Air Quality Positive', although as detailed in the London Council's response we would like more information on how this would be introduced in practice and the impact on the borough work streams. It also supports policy to prevent emissions from energy production plant, including from CHP, that would exceed those of an ultra-low NOx gas boiler, in areas which already exceed legal air quality limits.

Given the growth in domestic wood fire burning the revitalising of smoke control zones and addressing wood burners through a new fit-for-purpose testing regime and information on appropriate technology/fuels for smoke control zones at point of sale is important and supported by the Council.

6. Please provide any further comments on the policies and programmes mentioned in this chapter.

In, Proposal 4.2.3b 'The Mayor will work with industry and other partners to seek reductions in emissions from construction and demolition sites.' The strategy states that it is important to develop and share best practice to support and improve the measures the construction sector already puts in place. Similarly, the understanding of how monitoring can be used on construction sites to inform the operators when additional measures are required must be improved. The Council is currently, through the MAQF, working on a Framework Construction Logistics Plan for the Evelyn Road corridor to specifically control the impact of Construction vehicle movements in the area on air quality. Construction traffic has a significant impact on air quality, particularly within Growth Areas. We are currently piloting a monitoring

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approach with Kings ERG as part of the project and would be happy to share good practice once it's run for a sufficient period.

Green Infrastructure

1. The Mayor's ambition is to make London a National Park City. What should the attributes of a National Park City be and what would we need to achieve for it to be considered successful?

We endorse the London Councils response and support efforts to make London a greener city, but the Mayor's ambition to make London a 'National Park City' lacks detail about its practicalities. The London boroughs need to have clarity on how this initiative would impact on their work (not only their parks and open spaces functions, but also their planning, place and community functions). We want to understand whether being a National Park City will place any expectations on boroughs. The reality of being a major urban centre and the Mayor's priority to build more homes need to be balanced against the National Park City concept.

2. In what ways can the Mayor help to ensure a more strategic and coordinated approach to the management of London's network of parks and green spaces?

Given the different levels of jurisdiction in this area across London, the sharing of information is key to effective management and planning of green spaces, especially when space is such a precious commodity. Focusing on effective communication is important if the Mayor wants over half of London to be green by 2050.

3. Do you think the proposed policies and programmes will ensure London's important wildlife is protected and enhanced?

The distinction between 'green spaces' and 'good quality green spaces' (for example spaces high in biodiversity, habitat opportunities and providing resilience to flooding) needs to be central to London's green infrastructure plans. Knowing the many benefits that green spaces can bring, talking about the total area of green space is insufficient as this may not realise these many benefits. The quality of a green space drives the benefits it offers and accessibility to the public should be part of this. As local authorities continue to face increasingly difficult financial situations, the fact that parks are non-statutory responsibilities means that there is the potential for the quality and maintenance of parks to decrease over time as revenue resources are reduced. This is a major risk that has not been acknowledged by the Mayor.

We supports the policy to protect a core network of nature conservation sites and ensure a net gain in biodiversity, but the Mayor needs to provide more detail on a number of proposals. This includes explaining how the network will work in practice, and how it will impact on London boroughs, as they play a significant role in managing much of London's green space.

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The inclusion of Sites of Importance for Nature Conservation (SINCs), and the promotion of wildlife friendly landscaping in the new London Plan are both welcomed in principle. However, it is not known how these proposals will work in practice. A recurring theme throughout this response is the fact that the enforcement capacity of many of London's boroughs are already restricted, and further policies of this nature would need to reflect that fact. It would be welcome to see the Mayor commit to using his enforcement powers to support the boroughs in this endeavour.

The Council believe that planting the right species of tree for the location will have the net effect of lowering maintenance liability especially if these trees are targeted on soft areas of ground (i.e. not pavement) and also if the promotion of planting is extended to private landowners as a mean of creating the desired canopy cover.

4. Do you think the proposed policies and programmes will be effective in increasing London's tree canopy cover?

We endorse the London Councils response that this is a positive addition to the strategy, but the Mayor should also ensure that within this policy, there is an acknowledgement that different types of green infrastructure have different roles, and the different options available (including the most appropriate tree species depending on its location).

Lewisham Greenscene believe that planting the right species of tree for the location will have the net effect of lowering maintenance liability especially if these trees are targeted on soft areas of ground (i.e. not pavement) and also if the promotion of planting is extended to private landowners as a mean of creating the desired canopy cover.

The Council principally support the aim 'For more than half of London's area to be green and for tree canopy cover to increase by ten per cent by 2050' and welcome the focus on good quality green space, however we believe that increasing tree canopy cover may not be the best indicator for this. Some street trees in particular have the potential to cause structural damage to buildings and consideration of the right tree, right location principles often means replacement programme will choose different and smaller species suitable for the specific characteristics of the road. In addition there are frequently issues around restrictions to planting availability because of underground services. The Council believe that planting the right species of tree for the location will have the net effect of lowering maintenance liability especially if these trees are targeted on soft areas of ground (i.e. not pavement) and also if the promotion of planting is extended to private landowners as a mean of creating the desired canopy cover.

6. How best can natural capital thinking be used to secure greater investment in the capital's green infrastructure?

The Council endorse London Councils response on trialing new ways of measuring, in addition to Greenspace Information for Greater London (GIGL) who collates and manages datasets on the type and composition of London's green infrastructure alongside data on habitats and species. The availability of data on the quality, functions and uses of London's green infrastructure is limited. With a new way of measuring this could help build up the financial case to invest in green infrastructure in London. The

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Green Infrastructure Taskforce report 'Natural Capital: Investing in Green Infrastructure' also highlights opportunities for greater strategic collaboration across the sub-regional groups in London on green infrastructure.

6. Please provide any further comments on the policies and programmes mentioned in this chapter.

Climate Change Mitigation and Energy

1. Do you agree that the policies and proposals outlined will meet the Mayor's ambition to make London a zero carbon city by 2050? Is the proposed approach and pace realistic and achievable?

Delivering on the target to make London a zero carbon city will take concerted action from the public sector across central, regional and local government, from the private sector and the community and voluntary sector and also from individuals recognising and responding to the need to take action. The draft strategy is primarily public sector focussed. There are good reasons for this, but the contribution that other sectors and individuals will need to make should be recognised.

2. To achieve the Mayor's zero carbon ambition we estimate (between now and 2050), up to 100,000 homes will need to be retrofitted every year with energy efficiency measures. Do you agree with the Mayor's policies and proposals to achieve his contribution to this? What more can central government and others do to achieve this?

The analysis in the strategy clearly identifies the need – and the challenge – of retrofitting existing building stock, at a scale of 100,000 buildings a year to 2050. This does not however seem to translate into the policies. Delivery of the ambition needs a transformation in the energy retrofit industry in London from funding, through to local engagement and delivery. It is not clear that the proposed actions match the level of ambition that has been described. It is recognised that the GLA cannot take on responsibility for delivering the level of transformation needed and this is reflected in 6.1.1c. But the GLA can and should be setting out the challenge to central government and also to London's local authorities and unless this happens London's inefficient housing will continue to consume energy and inflate carbon figures. This challenge therefore should come first and foremost and it should include London's local authorities.

3. Which policies or programmes would most motivate businesses to reduce energy use and carbon emissions?

The approaches to innovation, development of the supply chain and investment outlined in section 10 of the draft strategy could play a really important role here and it is important to make sure that although they are covered in separate sections that the Strategy emphasises this.

4. Please provide any further comments on the policies and programmes mentioned in this chapter,

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including those in the draft solar action plan and draft fuel poverty action plan that accompany this strategy.

The branding of different aspects of the GLA's approach to energy efficiency, carbon reduction and fuel poverty is unclear, particularly in relation to the focus and roles and responsibility of Energy for Londoners, RE:NEW and the Decentralised Energy Enabling Project (DEEP).

The Fuel Poverty Action Plan is welcomed although the detail is yet to be set out, particularly in relation to the £10m planned over the next 10 years. It is hoped that these new resources can be prioritised to fuel poverty, to help offset the imbalances created by the shortfall in Energy Company Obligation spend and help enable activity in boroughs where there is less capacity.

Proposed guidance or good practice on PRS enforcement and carbon offset funds are welcomed.

Waste

1. Do you agree that the Mayor's policies and proposals will effectively help Londoners and businesses to recycle more?

Yes. Pleased that it has been recognised that local authorities can only reach 42 per cent recycling rates and achieving 50 per cent and then 65 per cent recycling requires more recycling from businesses, schools and government organisations located in the capital.

2. Do you support the Mayor's ambition to ensure food waste and the six main recyclable materials (glass, cans, paper, card, plastic bottles and mixed plastics) are collected consistently across London?

Yes, Lewisham currently collect the 6 main materials and have just implemented food collection to 80,000 properties with the view of rolling this out further. Not sure whether the timescale is possible for some other local authorities.

3. Do you think the Mayor should set borough specific household waste recycling targets?

Yes, due to different challenges Councils have to face, including transient population, large number of flats and reduced number of gardens. Some LA's would have to achieve higher targets to cover those LA's that under achieve.

4. What needs to happen to tackle poor recycling performance in flats?

The Mayor needs to use a breakdown on types of flats when addressing flats recycling because it is hard to see an improved recycling services to flats. Focusing on flats where it is easier to reduce contamination, such as in converted houses and low-rise flats might be the place to start. However,

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boroughs are unlikely to be able to introduce food waste services into flats where they do not already exist by 2020.

5. What are the most effective measures to reduce single-use packaging in London such as water bottles and coffee cups?

The Mayor needs to support the efforts of organization that are currently active on issues relating to plastics and coffee cups.

6. Please provide any further comments on the policies and programmes mentioned in this chapter.

The Council supports the policy: 'To make London a zero waste city. By 2026 no biodegradable or recyclable waste will be sent to landfill, and by 2030 65 per cent of London's municipal waste will be recycled zero waste to landfill' assuming that this refers to zero waste to landfill. Planning powers would need to be used to help achieve these targets for new builds. However, in order to achieve the 65 per cent target, we also need to work with the current stock and behaviour change needs to play a major role in this. More effort needs to be undertaken to reduce waste occurring and reuse materials as much as possible, as the waste hierarchy suggests.

Climate Change Adaptation

1. Do you think the Mayor's policies and proposals are sufficient to increase London's resilience to climate change?
2. Do you agree with the Mayor's policies and proposals to make Londoners, more aware of the risks of climate change, like overheating in buildings and flooding following heavy downpours?
3. Do you agree with the Mayor's policies and proposals to reduce water demand and leakages in London?
4. What do you see as the biggest opportunities to tackle climate change risks in London and how can the Mayor support this?
5. Please provide any further comments on the policies and programmes mentioned in this chapter.

The level of ambition is sufficient but the policies and proposals to deliver this are not currently commensurate with this. The Strategy sets out a number of areas where there are policy and delivery responsibilities which sit with other organisations but more could be identified – particularly with regards to the interface with the health sector, particularly Public Health.

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More detailed mapping and discussion of what climate change impacts will look like at a local level across London would be helpful to make it more tangible. Currently it's too nebulous for people who aren't engaged in the issue to understand and therefore to take action themselves, or look for organisations – whether in the public, private or community sectors – to take action.

Ambient Noise

1. Are there any other actions you think the Mayor should be taking to work with the boroughs and other key stakeholders to reduce noise?

There is a clear link between air quality and ambient noise, as both have road traffic as their main source. This is particularly the case when assessing improvements and links in mode shifts to reduce car use and more sustainable models of travel. The Strategy states: 'Streets make up 80 per cent of London's public space, so reducing the impact of road traffic noise has the potential to dramatically improve the experience of living, working and spending time in the city.' The GLA have provided Air Quality Focus Areas and although DEFRA have identified and mapped important areas it would be helpful for the Mayor to provide some consolidated mapping of air quality and noise in London. This will provide a greater understanding when modelling different scenarios with changes in vehicle types and numbers, as to overall environmental impacts.

The expansion of the EVCP infrastructure and development of hydrogen cell technology will facilitate the urgent change from use of conventional combustion engine for powering transport. This will not only deal with air quality (and discussed more fully in the Air Quality Chapter), but will also reduce noise. With reduced noise from the engine, the tyre/road interaction is likely to be the main noise source from road traffic. The average traffic speed in London is below 20mph. Low noise road surfaces have previously had more effect where speeds are higher. New advice in DMRB takes a conservative view of the benefits of quieter surfaces, and restricts it to a maximum reduction of 3.5dB. The Council would like the Mayor to research the lower noise material designed for noise absorption and provide detail on expected improvements to noise for typical speeds in London. There is clearly a need to provide some more research into benefits.

Smoothing flow of traffic, has an important role in reducing the noise impact. Also and as indicated in the Strategy less aggressive driving styles can decrease noise by 1-5dB (A) for cars and heavy commercial vehicles, and as much as 7dB (A) for motorcycles. The Council would like the Mayor to consider a campaign that promotes the importance on how people drive and to work with the Driver and Vehicle Standards Agency to include within the driver testing the need for a more passive form of driving and providing details on the benefits.

If TfL are publishing best practice guidance on noise mitigation for freight operators later this year, it would be useful to include this as part of the FORS recognition scheme so the guidance is incorporated within the industry. Issues of localised noise nuisance need to be considered where options of re-timing for delivery by moving trips from busy to quieter times, given the background noise levels will be lower and the potential localised impact would be greater, particularly in relation to L_{Amax} levels. In providing

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guidance there needs to be a commitment to using quieter technologies and methodologies and associated management of noise around residential roads for avoiding nuisance.

In Proposal 9.1.2b it states 'The Mayor will work with TfL to ensure new rail infrastructure uses technology that is effective at reducing noise'. There is an objective to enable mode shift by increasing the capacity of rail based services across London by at least 80 per cent by 2041. There is also the emphasis on the night time economy and providing the necessary public transport infrastructure. All of this will need to be done balancing the need for reducing the noise from transport. The Council welcomes the proposals but with the increasing capacity and use of public transport it is essential that technology is developed that reduces the impact of noise from rail. The Council would like the Mayor to initiate research and development of new technology in this area.

The strategy has stated: 'The Mayor requires noise issues to be addressed as part of all planned railway works and for steps to be taken that minimise the impact of works on neighbours. The Mayor wants suburban rail services to be devolved. This will help ensure integration of the provision of services and a more consistent experience for customers.' The Council has to deal with many complaints around maintenance works on rail and would support this devolution of suburban rail to the Mayor to provide a more effective means of managing the communication and resolution of issues and complaints, where works are often needing to take place at night.

The Council supports the Mayor's stance in resisting proposals for a Heathrow expansion until it can be shown that 'no new noise harm will result and the benefits of future regulatory and technological improvements would be fairly shared with affected communities'. The Strategy has identified this expansion could expose another 200,000 people to significant aircraft noise (at 55dB Lden), in comparison to a no expansion scenario. The Council welcomes the Proposal 9.1.2e 'The Mayor will continue to lobby to minimise the adverse impacts of noise from aviation'. The Council has noted the full responses to all the aviation consultations from the Mayor to date found at <https://tfl.gov.uk/corporate/publications-and-reports/aviation>.

The strategy states that the Mayor will minimise adverse noise impacts on local residents from construction on large and long-term building sites. It states that it will establish best practice guidance for noise produced by construction and demolition, and advice on noise management of construction activity. The Council would like to draw attention to the work carried out by the CIEH London Authorities Noise Action Forum (LANAF) Good Practice Guide. A Lewisham Council officer chaired the working group for the guidance and at the time the GLA was offered the opportunity of joining. The Council believes it would be a lost opportunity for the current Mayor if he didn't now consider adopting this guidance, details are found: <http://www.cieh.org/WorkArea/DownloadAsset.aspx?id=60404>

2. Do you think that the boroughs and the Mayor have sufficient powers to manage noise across London? If not, what additional powers are required and which organisation should hold them?

There is currently little powers available for control of ambient noise sources, particularly in relation to traffic noise. The strategy states: 'almost 2.4 million people are exposed to road traffic noise levels that are above those provided as a guideline by the WHO (55dB).' The development of actions within the

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Noise Action Plan for large agglomerations is unclear and would benefit from having more delegated powers to the London Mayor. The primary areas of ambient noise are from TfL owned roads so providing more controls and powers to the London Mayor will help with establishing and coordinating actions.

The existing London Plan states that the ‘management of noise is about encouraging the right acoustic environment in the right place at the right time – to promote good health and a good quality of life within the wider context of achieving sustainable development. Managing noise includes improving and enhancing the acoustic environment and promoting appropriate soundscapes.’

With respect to noise the WHO guideline of 55 dB(A) has been taken as a starting point for looking at the designation of quiet areas. Rather than having specific noise levels, it is more appropriate to provide some guidance on how relative tranquillity can be assessed and appropriate areas designated. The Council would appreciate the Mayor taking a lead on this as the existing nomination of ‘quiet areas’ in line with guidance from DEFRA needs reconsidering for London and should have a more overall assessment on tranquillity, considering the relative quiet particularly when comparing against people who live with background noise levels that are high. This can be incorporated within the Mayor’s Proposal 9.2.1a ‘Through the new London Plan the Mayor will consider policies that encourage boroughs to promote more quiet spaces across London’.

The Council supports Proposal 9.2.2a ‘Through the new London plan the Mayor will consider policies that promote the use of good acoustic design’ but agree with London Council’s response that any additional enforcement burden on boroughs must be taken into account at the policy development stage.

3. Do you agree with the Mayor’s policies and proposals to improve Londoners’ awareness of the health risks of noise?

The World Health Organisation (WHO) recognises environmental noise as the second largest environmental health risk in Western Europe behind air quality. WHO also identifies some groups as more vulnerable to noise. This includes children, chronically ill people, older people, and shift workers. In addition, the less affluent who cannot afford to live in quiet residential areas or to adequately insulate their homes, are likely to suffer disproportionately. The strategy indicates that despite this link, no London-based research has been completed to consider how noise impacts vulnerable groups. The Council would like the Mayor to action this research.

There are no specific policies or proposals within the Strategy for raising awareness of the health risk of noise. The Council would agree this would be important and would like clarity on how the Mayor proposes to do this.

Noise mapping data is available that can benefit society by informing individuals on how their choices will affect their health, and quality of life. The air quality data used for proposing less polluted routes for walking could incorporate noise data and provide a more unified map identifying the associate health benefits. This could also provide some benefits for promoting green spaces and the use of these areas.

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The Council would recommend that the Mayor contacts <https://tranquilitycity.co.uk/> who are working with Organicity to produce some form of map for people to explore areas of relative tranquility to walk and visit and provide some mapping for the community to encourage them in recognising the positive spaces and routes for reduced noise as well as other environmental benefits.

4. Please provide any further comments on the policies and programmes mentioned in this chapter.

The existing London Plan states that ‘the management of noise is about encouraging the right acoustic environment in the right place at the right time – to promote good health and a good quality of life within the wider context of achieving sustainable development. Managing noise includes improving and enhancing the acoustic environment and promoting appropriate soundscapes.’ With the proposal for night time economy growth, and as detailed in this Strategy, it is important to understand and mitigate the noise of people coming and going between venues. In areas with a strong night time economy, quick and quiet exit routes for customers must be considered. These must take people quickly to transport stops and help direct them away from quieter residential areas. The Council would like some work carried out by the Mayor on providing good practice on the protection of acoustic environments around areas where night-time economy are being considered so providing effective management at the design stage.

Sustainable Development Select Committee		
Title	Select Committee work programme	
Contributor	Scrutiny Manager	Item 8
Class	Part 1 (open)	08 November 2017

1. Purpose

To advise Members of the proposed work programme for the municipal year 2017-18 and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the work programmes of each of the select committees on 22 May 2017 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear about what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny;

4. The work programme

4.1 The work programme for 2017-18 was agreed at the Committee's meeting on 20 April 2017.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority so they can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 14 December 2017:

Agenda item	Review type	Link to corporate priority	Priority
Planning: key policies and procedures	Performance monitoring	Clean, green and liveable; Inspiring efficiency, effectiveness and equity	Medium
Planning: section 106 and CIL update	Performance monitoring	Clean, green and liveable; Inspiring efficiency, effectiveness and equity	Medium
Planning service annual monitoring report	Policy development	Clean, green and liveable; Inspiring efficiency, effectiveness and equity	Medium

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these items, based on the outcomes the Committee would like to achieve, so that officers are clear about what they need to provide for the next meeting.

6. Financial implications

There are no financial implications arising from this report.

7. Legal implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 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.

- 8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

Background Documents

Lewisham Council's Constitution

Scrutiny work programme – prioritisation process



Sustainable Development Select Committee work programme 2017-18

Programme of work

Work Item	Type of item	Priority	Strategic Priority	Delivery deadline	20-Apr	14-Jun	20-Jul	13-Sep	08-Nov	14-Dec	18-Jan	22-Mar
Lewisham Future Programme	Performance monitoring	High	CP10	Ongoing					Savings			
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP6	Apr								
Select Committee work programme 2017/18	Constitutional requirement	High	CP6	Ongoing								
Asset Management System (AMS) and asset register update	Performance monitoring	Medium	CP10	Apr								
Beckenham Place park update	Standard item	High	CP3	Apr								
Implementation of the air quality action plan	Performance monitoring	Medium	CP3	Jun								
Catford Town Centre Regeneration	In-depth review	High	CP3, CP10	Ongoing								
Implementation of the cycling strategy	Performance monitoring	Medium	CP3	Jun								
Waste strategy implementation and performance monitoring	Performance monitoring	High	CP3	Jun								
Bakerloo line extension update	Policy development	High	CP3/CP5	Jul								
Fire safety in tall buildings	Performance monitoring	High	CP3/CP6	Jul								
Planning key policies and procedures	Policy development	High	CP10	Dec								
Flood risk management strategy	Information Item	Low	CP3	Nov								
Mayor of London's draft environment strategy response	Information Item	Medium	CP3	Nov								
Markets	Standard item	Medium	CP3	Dec								
Section 106 and CIL	Standard item	Tbc	CP6	Dec								
Planning service annual monitoring report	Information Item	High	CP3, CP 5	Dec								
Annual parking report	Performance monitoring	Low	CP 3, CP5	Jan								
Work and skills strategy implementation	Performance monitoring	Low	CP5	Jan								
Home energy conservation	Standard item	High	CP 3	Mar								

	Item completed
	Item ongoing
	Item outstanding
	Proposed
	Item added

Meeting Dates:			
1) Thu	20-Apr	5) Wed	08-Nov
2) Wed	14-Jun	6) Thu	14-Dec
3) Wed	20-Jul	7) Thu	18-Jan
4) Wed	13-Sep	8) Thu	22-Mar

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020		
	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities		
	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2017 - February 2018

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

September 2017	Business Rates - London pooling	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2017	Discretionary Business Rates Scheme 2017/2018 Revaluation Support	25/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member Resources		
August 2017	Lewisham Homes Business Plan	25/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
August 2017	Introduction of a new Public Space Protection Order	25/10/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Addition to Lewisham's Local List - No.7&8 Bell Green Gasholders	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Extension of Existing contract plus contract variation for the delivery of day services at the Calabash Centre	25/10/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Single Tender Action for Warm Homes Fund	07/11/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
March 2017	Achilles Street Regeneration Proposals	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
May 2017	Transfer of the Applications Support Function to the LB Brent Shared Service	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Joint Strategic Depot Review	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
September 2017	Adoption of Lewisham Cycling Strategy	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2017	New Precision Manufactured Homes: Edward Street	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Precision Manufactured Homes	15/11/17	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	and GLA Innovation Fund Update	Mayor and Cabinet	Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
	Update on Fire Safety in Lewisham	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
August 2017	Fostering Strategy	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2017	Gypsy and Traveller Local Plan Update	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2017	Ladywell Playtower: selecting a restoration partner	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
	Lewisham Poverty Commission	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Joe Dromey, Cabinet Member Policy & Performance		
	New Homes Programme Update Parts 1&2	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Consultation on removal of subsidies for Day Care meals	15/11/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2017	Response to Consultation regarding changes to Targeted Short Breaks Provision	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Cutting Energy Costs through new local energy supply models	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Wide Horizons refinancing	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Disposal of the former Saville Centre	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Main Grants Programme	15/11/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Contract Award and Approval to Proceed with 1 FE expansion at Ashmead School	15/11/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	School Kitchen Facilities Maintenance	15/11/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Business Rates - London	22/11/17	Janet Senior, Executive		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Pooling	Council	Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	Financial Regulations and Directorate Schemes of Delegation	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Report of the Barriers to Participation Working Party	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
September 2017	LGO finding against the Council	22/11/17 Council	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Lewisham Poverty Commission	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		
	Appointment Process for a	22/11/17	Adam Bowles, Head of		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Chief Executive	Council	OD & HR and Councillor Alan Hall, Chair of Overview & Scrutiny Committee		
	Northgate Contract Extension	28/11/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	Review of Implementation of the Armed Forces Community Covenant	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Financial Monitoring 2017/18	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	School Deficits	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Brownfield Land Register	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Planning Service Annual Monitoring Report 2016-17	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Contract Awards for Support Services for Young People with Housing and Support Needs	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2017	Contract Extension for Shared Care Adult Substance Misuse Services	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Contract Extension Provision of Homecare Services (Lead Provider)	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Health, Wellbeing and Older People		
August 2017	School Improvement Partnership	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Council Tax Base	10/01/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Schools Minor Works Programme	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	10/01/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Council Tax Base	17/01/18 Council	Janet Senior, Executive Director for Resources &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Deptford Lounge & Tidemill Academy Facilities Management and Centre Management Contract Award	07/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Update on Fire Safety in Lewisham	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Agreed Syllabus Review and Syllabus Launch	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

FORWARD PLAN – KEY DECISIONS

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