



# AGENDA

## MAYOR AND CABINET

**Date: WEDNESDAY, 21 MARCH 2018 at 6.00 pm, or upon the rising of Mayor & Cabinet Contracts, whichever is the later**

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

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### MEMBERS

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

**Members are summoned to attend this meeting**

**Janet Senior  
Acting Chief Executive  
Lewisham Town Hall  
Catford  
London SE6 4RU  
Date: Wednesday, 21 March 2018**



INVESTOR IN PEOPLE

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

## ORDER OF BUSINESS – PART 1 AGENDA

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



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

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

<b>MAYOR &amp; CABINET</b>		
<b>Report Title</b>	Declarations of Interests	
<b>Key Decision</b>	No	Item No. 1
<b>Ward</b>	n/a	
<b>Contributors</b>	Chief Executive	
<b>Class</b>	Part 1	Date: 21 March 2018

## Declaration of interests

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

### 1 Personal interests

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

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

### 2 Disclosable pecuniary interests are defined by regulation as:-

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

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

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

### **(3) Other registerable interests**

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

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

### **(4) Non registerable interests**

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

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

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

## **(6) Sensitive information**

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

## **(7) Exempt categories**

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

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



# Agenda Item 2

MAYOR AND CABINET		
<b>Report Title</b>	Minutes	
<b>Key Decision</b>		Item No.2
<b>Ward</b>		
<b>Contributors</b>	Chief Executive	
<b>Class</b>	Part 1	Date: March 21 2018

## Recommendation

It is recommended that the minutes of that part of the meeting of the Mayor and Cabinet which were open to the press and public, held on February 28 2018 (copy attached) be confirmed and signed as a correct record.

# MINUTES OF THE MAYOR AND CABINET

Wednesday, 28 February 2018 at 6.00 pm

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

ALSO PRESENT: Councillor John Muldoon.

Apologies for absence were received from Councillor Rachel Onikosi.

## 172. Declaration of Interests

None were made.

## 173. Minutes

RESOLVED that the minutes of the meeting held on February 7 2018 be confirmed and signed as a correct record.

## 174. Young Mayor Budget Paper

The Young Mayor's budget proposals were presented by the outgoing Young Mayor, Kayla Sh'ay and five of the Young Advisors. She and her team answered questions posed by Cabinet members and received thanks from the Mayor, who said he was persuaded to accept the proposals.

Having considered an officer report and presentation by the outgoing Young Mayor, Kayla Sh'ay and her advisors and the Deputy Mayor, Councillor Alan Smith, the Mayor:

RESOLVED that the following Young Mayor's budget proposals be approved:

Curriculum for Life £10000  
Curriculum for Enterprise £15000

## 175. Lewisham Gateway

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

RESOLVED that:

(1) the HIF contribution of £10m be accepted on the basis set out;

(2) the contribution of £9.6m of section 106 (s106) funds to match fund the HIF funding and support the delivery of additional affordable housing on the Lewisham Gateway scheme be approved, subject to planning permission for the scheme being approved and the signing of a section 106 agreement to provide a long-term commitment to retaining the units as affordable housing;  
and

(3) authority be delegated to the Executive Director for Resources and Regeneration, in consultation with the Head of Planning and the Head of Law, to finalise the terms of the funding allocation and any associated documentation and to enter into the associated funding agreement.

#### **176. Establishment of Lewisham Learning Partnership**

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

RESOLVED that:

(1) the Council formally join the Lewisham Learning Partnership, working alongside all the borough's schools to secure school improvement.

(2) the governance arrangements for the Partnership, including the representation from the council and the funding arrangements be noted.

#### **177. Catford Masterplan Brief**

The Mayor welcomed the proposals and said a transformational opportunity existed for Catford in which the Council would be a major player given the extent of its landholdings.

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

RESOLVED that:

(1) the draft Catford Town Centre Masterplan brief be approved and the procurement approach for engaging an architect to develop a masterplan for the Town Centre be noted; and

(2) officers provide an update to Mayor and Cabinet at an appropriate point during the development of the Masterplan.

#### **178. Torridon Amalgamation**

The Mayor was advised by the Executive Director of Children & Young People's representative that in order to complete the statutory process it was likely a late report would be required at the April 18 meeting.

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

RESOLVED that:

(1) the results of the consultation on the proposal to amalgamate Torridon Infant and Nursery School and Torridon Junior School with effect from 1 September 2018 be received;

(2) the tight timescale that officers and the Governing Bodies are working to, to enable a decision in April 2018 allowing Governing Bodies to conduct the necessary recruitment process for headship of the school(s) for the Autumn term;

(3) officers commence the formal statutory process to consult on the proposal to amalgamate Torrington Infant and Nursery School and Torrington Junior School, by way of conducting the following Publication and Representation phases in parallel;

- o Closure of Torrington Junior School
- o Change of age range of Torrington Infant and Nursery School

(4) officers report back to Mayor and Cabinet on 18 April 2018 with the results of both 'Representation' periods requesting Mayoral decisions as the statutory decision maker.

### **179. Sandhurst Amalgamation Decision**

The Mayor was advised by the Executive Director of Children & Young People's representative that all responses to the consultation had been in support of the proposals.

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

RESOLVED that:

(1) the results of the period of representation on both the proposal to close Sandhurst Junior School and the proposal to change the age range of Sandhurst Infant School, with effect from 1 April 2018 be received;

(2) if decisions are taken to close Sandhurst Junior School and change the age range of Sandhurst Infant School, a new Instrument of Government of the remaining school be developed and brought back to the Mayor for approval;

(3) Sandhurst Junior School be closed as of 1 April 2018; and

(4) the age range of Sandhurst Infant School be changed to include Key Stage 2 as of 1 April 2018

### **180. Watergate Expansion Decision**

The Mayor was advised by the Executive Director of Children & Young People's representative that the expansion required planning permission.

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

RESOLVED that:

(1) the results of the period of representation on the proposal to expand Watergate School be received; and

(2) Watergate School be expanded by 59 places (from 108 to 167) with an implementation date of September 2019.

#### **181. Greenvale Expansion Decision**

The Mayor was advised by the Executive Director of Children & Young People's representative that the expansion required planning permission.

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

RESOLVED that:

(1) the results of the period of representation on the proposal to expand Greenvale School be received; and

(2) Greenvale School be expanded by 93 places (from 117 to 210) through the provision of an annexe on Mayow Road, SE23 2XH, with an implementation date of September 2019.

#### **182. New Woodlands Age range**

The Mayor was advised by the Executive Director of Children & Young People's representative that works to deliver a Key Stage 4 expansion would require planning permission.

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

RESOLVED that:

(1) the results of the period of representation on the proposal to change the age range of New Woodlands School be received; and

(2) New Woodlands School change its age range to include Key Stage 4 with an implementation date of September 2018.

#### **183. New Homes Programme Update**

The Mayor was advised by the Executive Director for Customer Services representative that two of the sites had proved contentious and it was anticipated the detail could be resolved in the planning process.

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

out in the report:

RESOLVED that:

- (1) the progress made on the New Homes, Better Places Programme be noted;
- (2) the design development and consultation which has been carried out on the proposed development at Bampton Estate (50 homes), summarised at section 6 be noted;
- (3) the design development and consultation which has been carried out on the proposed development at Hillcrest Estate (22 Homes), summarised at section 7 be noted;
- (4) having considered the responses to the consultation, Lewisham Homes proceed to submit planning applications to deliver 50 new Council homes at Bampton Estate;
- (5) having considered the responses to the consultation, Lewisham Homes proceed to submit planning applications to deliver 22 new Council homes at Hillcrest Estate;
- (6) the design changes to both Grace Path and Silverdale Hall since their Mayoral approval be approved and notes that planning applications for the newly configured projects will be submitted in March

#### **184. Demolition of 57-242 Lethbridge Close**

The Mayor was advised by the Executive Director for Customer Services representative that in paragraph 6.4 of the report, 128 out of the 132 properties were now empty and had been decommissioned, and that in paragraph 6.6 of the report 45 out of the 52 properties were now empty and had been decommissioned.

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

RESOLVED that:

- (1) the progress of the Heathside and Lethbridge Regeneration Scheme and the current position in relation to Phases 5 and 6 as set out be noted;
- (2) a licence be granted to Family Mosaic on the terms set out to demolish the blocks in Phases 5 and 6 (comprising 57-106 Lethbridge Close, 107-134 Lethbridge Close, 135-162 Lethbridge Close, 163 – 190 Lethbridge Close, 191 – 218 Lethbridge Close and 219 – 242 Lethbridge Close) as soon as vacant possession of Phases 5 and 6 has been obtained by the Council;
- (3) authority be delegated to the Head of Law to finalise the terms of the demolition licence with Family Mosaic; and

(4) once detailed planning permission for Phases 5 and 6 has been obtained by Family Mosaic, a further report be brought to Mayor and Cabinet in due course to agree the final Project Brief for Phases 5 and 6 and the final terms of transfer of the land to Family Mosaic.

#### **185. Healthier Communities SC SP review**

The report was briefly presented by Councillor John Muldoon, the Chair of the Healthier Communities Select Committee, who described the background to the review and touched upon the inspiration offered by philosopher Theodore Zeldin who had twice visited Lewisham.

Having considered an officer report and a presentation by the Chair of the Healthier Communities Select Committee, Councillor John Muldoon the Mayor:

RESOLVED that the views and recommendations of the Committee set out be received and the Executive Director for Community Services be asked to prepare a response for Mayoral consideration and reporting to the Healthier Communities Select Committee.

#### **186. Excalibur Regeneration Update part 1**

Councillor Janet Daby, a local ward member, welcomed the scheme which she regarded as a high quality success story.

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

RESOLVED that:

(1) the programme update be noted;

(2) the inclusion of 8 Ector Road, a vacant Council-owned property, within Phase 3 of the scheme be approved;

(3) subject to the consent of the Secretary of State being obtained under Section 19 of the Housing Act 1985 in respect of the parts of the land consisting of dwellings, agrees to the appropriation of the Council owned land within Phase 3 of the Excalibur Estate re-development scheme, shown edged red on the attached plan (excluding the three properties hatched red on the plan), from housing purposes to planning purposes under Section 122 of the Local Government Act 1972;

(4) an application be made to the Secretary of State under Section 19 of the Housing Act 1985 for consent to the appropriation of the parts of the land consisting of dwellings referred to above;

(5) the consent of the Secretary of State is not required in respect of the parts of the Phase 3 land that do not consist of dwellings, shown coloured black on

the plan attached at Appendix B, and that the appropriation of this land will take effect immediately;

(6) the increased budget required for land assembly for Phase 3 be approved; and

(7) the current budget position be noted in relation to Phases 4 and 5, most of which will be recovered from L&Q at the point of land transfer, as set out in a part 2 report.

(8) the financial information provided in the confidential report be noted

(9) the changes to the proposed budget requirements as set out in the confidential report be noted.

#### **187. Disposal of the Former Saville Centre**

Item withdrawn.

#### **188. Exclusion of Press and Public**

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

18. Excalibur Regeneration Update part 2.

20. Pupil Places Programme – SEND School Expansions (Greenvale, Watergate and New Woodlands).

21. Miscellaneous Debt Write-Off.

#### **189. Excalibur Regeneration Update part 2**

This report was considered in conjunction with the Part 1 item.

#### **190. Disposal of the Former Saville Centre**

Item withdrawn.

#### **191. SEND Expansions**

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



RESOLVED that:

(1) the procurement route to be used in order to deliver the capital works for the expansion of Watergate and Greenvale SEND schools be noted and that officers are in the process of appointing a provider to undertake multi-disciplinary services up to RIBA stage 6 for remodelling of New Woodlands;

(2) the indicative total budget to deliver the works be approved, on the understanding a further report be presented for the award of the construction contracts for Greenvale, Watergate and New Woodlands after the detailed design stage is complete;

(3) officers be authorised to proceed with the procurement of the demolition of the former Brent Knoll School building on Mayow Road, and authority be delegated to the Executive Director for Resources and Regeneration to enter into a contract for the works;

(4) authority be delegated to the Executive Director for Resources and Regeneration to enter into a Pre-Construction Services Agreement for Watergate and Greenvale forming stage one of the proposed two-stage Design and Build process that will be used to deliver each scheme.

#### **192. Miscellaneous Debt Write-Off**

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

RESOLVED that the write-off of unrecoverable debts to the value of £205,803.32 as set out be approved.

The meeting closed at 7.10pm.

# Agenda Item 3

MAYOR AND CABINET		
<b>Report Title</b>	Report Back On Matters Raised By The Overview And Scrutiny Business Panel or other Constitutional bodies	
<b>Key Decision</b>	No	Item No.
<b>Ward</b>		
<b>Contributors</b>	Head of Business & Committee	
<b>Class</b>	Open	Date: March 21 2018

## Purpose of Report

To report back on any matters raised by the Overview and Scrutiny Business Panel following their consideration of the decisions made by the Mayor on March 15 2018 or on other matters raised by Select Committees or other Constitutional bodies.

<b>MAYOR AND CABINET</b>		
<b>Report Title</b>	Report Back on Matters Raised by the Overview and Scrutiny (Education) Business Panel	
<b>Key Decision</b>	No	Item No.
<b>Ward</b>		
<b>Contributors</b>	Senior Committee Manager	
<b>Class</b>	Part 1	Date: 21 March 2018

## **1. Purpose of Report**

To report back on matters raised by the Overview & Scrutiny (Education) Business Panel following their consideration of the Mayor's decisions at their meeting on 13 March 2018.

### **Establishment of Lewisham Learning Partnership**

#### **1.1** Following discussion at the Overview and Scrutiny (Education) Business Panel, Business Panel Members noted the Mayor's decision and agreed to make the following comments to Mayor and Cabinet:

- i.** Business Panel notes funding is from public money.
- ii.** Business Panel raised concerns about a future change in the Partnership's status.
- iii.** Business Panel recommends an explicit Mayoral decision to be made if there is a change of structure or status of the Partnership.
- iv.** Business Panel recommends that a Mayoral decision should be required in any change in the structure and status of the Partnership.
- v.** Business Panel requested that in relation to the Leadership recruitment; the proposed secondment will be reviewed in a year's time and the Business Panel recommends an 'open' recruitment commence.
- vi.** Business Panel requests a framework of work for the Children and Young People Select Committee for consideration.
- vii.** Business Panel request that the responsible Cabinet Member regularly review the work of the Partnership.

<b>MAYOR AND CABINET</b>			
<b>Report Title</b>	Report Back on Matters Raised by the Overview and Scrutiny Business Panel		
<b>Key Decision</b>	No		Item No.
<b>Ward</b>			
<b>Contributors</b>	Senior Committee Manager		
<b>Class</b>	Part 1	Date: 21 March 2018	

## 1. Purpose of Report

To report back on matters raised by the Overview & Scrutiny Business Panel following their consideration of the Mayor's decisions at their meeting on 13 March 2018.

### Lewisham Gateway

- 1.1 Following consideration of an officer report and discussion at the Overview and Scrutiny Business Panel, Business Panel Members noted the Mayor's decision and agreed to make the following comments to Mayor and Cabinet:
- 1.2 Business Panel recommends that the Section 106 Agreement Prioritises Lewisham residents in accommodation that is 'Pepper Potted' in the development.
- 1.3 Business Panel would also like officers to report back to Mayor and Cabinet the different types of accommodation provision, and how the money had been used.

## 2. Catford Masterplan Brief

- 2.1 Business Panel considered the officer report and following discussion at the meeting, agreed to make the following comments to Mayor and Cabinet:
  - i. Business Panel would welcome regular updates to Sustainable Development Select Committee.
  - ii. Business Panel requests that the Mayor ask officers to report the appointment of the Architect to Mayor and Cabinet.
  - iii. Business Panel recommends the Broadway Theatre remain the heart of the project, and urge that the remodelling and conservation of the Theatre be accelerated in order to progress with the Masterplan.

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

Report for: Mayor   
 Mayor and Cabinet   
 Mayor and Cabinet (Contracts)   
 Executive Director

Information  Part 1  Part 2  Key Decision

Date of Meeting	21 <sup>st</sup> March 2018	
Title of Report	Review of the Armed Forces Covenant for Lewisham	
Originator of Report	Sam Elliot	Ext.49258

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

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

*Kevin Emami*

Signed:  
 Executive Member  
 Date: 13/3/18

*J. Mc*

Signed:  
 Director/Head of Service  
 Date: 13/3/18

**Control Record by Committee Support**

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

<b>MAYOR &amp; CABINET</b>			
<b>Report Title</b>	Review of the Armed Forces Covenant for Lewisham		
<b>Key Decision</b>	No	<b>Item No.</b>	
<b>Ward</b>	All		
<b>Contributors</b>	Executive Director Resources & Regeneration		
<b>Class</b>	Open	<b>Date:</b>	21 March 2018

## 1 Summary

- 1.1 This report outlines a recent review of the Council's work under the umbrella of the Armed Forces Covenant.

## 2 Recommendations

- 2.1 The Mayor is recommended to

- note the review of the implementation of the Armed Forces Covenant for Lewisham;
- note the ongoing work being done to live up to the commitments made in the Armed Forces Covenant for Lewisham;
- note the appointment of Cllr Kevin Bonavia as Armed Forces Cabinet Champion;

## 3 Policy Context:

- 3.1 The measures in this report aim to meet the aspirations outlined in the Armed Forces Covenant for Lewisham agreed by Council on November 28 2012 and signed by the Mayor on 12 March 2013.
- 3.3 Providing support to the borough's armed servicemen and women and their families links to the Corporate Priority of **Community Leadership**, and the Sustainable Community Strategy priority of **Ambitious and Achieving**.

## 4 Background

- 4.1 The Armed Forces Covenant expresses a mutual moral obligation between the nation and the British armed forces. Community Covenants were created in 2011, aiming to encourage local communities to support their local armed forces in a tangible way, promote an understanding of service life and to integrate the armed forces into the local community.
- 4.2 Lewisham has an excellent track record of supporting its local armed forces led by the Council's Reserve and Cadet Force Councillors, Pauline Morrison and James-J Walsh, and the Armed Forces Cabinet Champion Damien Egan. In 2000 it adopted all the local

cadet units, and in 2007 Lewisham staged a welcome home reception for Lewisham service personnel returning from Iraq.

- 4.3 Since the creation of Armed Forces Day Lewisham has arranged an annual service at the Allerford Road Memorial Garden in Bellingham to recognise its veterans from all conflicts.
- 4.4 In 2012 the Council formally adopted 1475 Squadron ATC to cement the relationship that has existed for over seventy years with the squadron and to honour them after they were judged as the best ATC unit in the whole of the UK. Each November Lewisham stages two Remembrance Sunday Services in the borough attended jointly by around 1,500 people.
- 4.5 In November 2012 Council agreed to sign up to a covenant with partners to demonstrate its ongoing commitment and appreciation for our local armed forces. The covenant document formed a statement of this borough's mutual support between our civilian and armed forces communities. It was formally signed in March 2013.
- 4.6 At the signing of the Armed Forces Covenant, the Council committed to the following ambitions:
- Facilitate the placement of children of service personnel at Lewisham's schools and colleges.
  - Provide support care for returning servicemen and women, including mental health.
  - Set out to the armed forces how to access housing services in the borough.
  - Forge closer links with our key partners and the wider community in the borough and the armed forces.
  - Help the transition from serving to becoming a 'veteran' and recognise and remember the sacrifices made by the armed forces community.
  - Assist ex-service personnel with retraining, education and employment opportunities enabling their full integration into Lewisham's community.
- 4.7 In September 2013 the Mayor agreed a series of policy measures that sought to make tangible in council policy and action the commitments within the Covenant.

## **5 Evaluating the Covenant**

- 5.1 It is now over five years since the Covenant was signed. In late 2017 the Mayor appointed Cllr Kevin Bonavia as Armed Forces Cabinet Champion to lead a review of the Covenant and its associated policies. This report summarises the outcome of that review.

### **Covenant Infrastructure**

- 5.2 In 2013 the Mayor agreed the creation of a single officer contact for all members of the armed forces community (Head of Benefits) and the appointment of a Cabinet member as an Armed Forces Member Champion to complement the work of the Council's representative for Reserve Forces and Cadets Associations.
- 5.3 The Civic Coordinator already acts as the Armed Forces Officer Champion, with a particular focus on maintaining relationships with the local armed forces, and leading on remembrance and recognition ceremonies.
- 5.4 The Ministry of Defence recommends that councils should also have in place an outward-facing forum which includes representatives of the armed forces and their families to ensure ongoing collaboration and communication.

5.5 Lewisham has therefore established a Covenant Stakeholder Group, including members, officers and representatives of the MoD, local reserve regiments and armed forces charities. Its first meeting took place in February 2018 and informed the development of this report.

**Eligibility**

- 5.6 The Covenant commits the council to offer support to the local Armed Forces community and make it easier for those who serve in the British armed forces, their families and veterans to access the help and support available to them.
- 5.7 The September 2013 decisions noted that in some areas resource implications make it necessary to focus support on a smaller group of veterans, recognising recent service and helping those who have recently returned to civilian life to rejoin the community and receive the support they need. In these cases the priority is given to former service personnel who are Lewisham residents and have returned from service in the last five years. Newly returning service men or women are eligible for similar support from five years from the date of their return.
- 5.8 At present there are no formal arrangements for the services to inform the council that ex-service personnel are coming back to reside in the borough, nor any precise numbers of ex-service personnel currently living in Lewisham. MoD estimates that the following numbers of former service personnel live in the borough.

<b>Ex Service Personnel in Lewisham</b>			
<b>Age 16-44</b>	<b>Age 45 – 64</b>	<b>Age 65 +</b>	<b>Total</b>
1,288	1,234	11,070	13,592

5.9 The Head of Benefits reports that only a small number of veterans have come through to him as the single point of contact. This could mean that our veteran community requires relatively little support from the local authority, but it may equally mean that we need to communicate better with those who do in order to ensure our support matches their need.

**Communication**

- 5.10 Stakeholders have recommended that the council needs to improve its communication with the armed forces community about the services and support its offers. This will be done not only through the new Stakeholder Group, but also through a new Armed Forces Covenant communications plan.
- 5.11 This plan includes refreshed, visible and high profile information on the council website as well as proactive publicity about the council’s offer at regular points during the year, especially around e.g. Armed Forces Day or Remembrance Sunday.

**Policy Areas**

**A Forces Friendly Employer**

- 5.12 The Council prides itself on being a forces friendly employer and positively supports staff who are reservists. Our offer to reservist employees includes:
- 10 days additional paid leave each year to attend military training
  - a flexible working policy to assist with military commitments



- management support in preparation for, during and after mobilisation
- access to an Occupational Health service
- eligibility for sickness absence pay in line with terms and conditions
- eligibility for maternity, paternity and adoption leave in line with terms and conditions

- 5.13 Lewisham Council recognises the transferable skills that job applicants with an Armed Forces background can bring to help us continue to successfully deliver Council services. The Council guarantees to interview any armed forces veteran who has left the services in the last five years and meets the minimum criteria for the job as outlined in the job description and person specification. This also applies to the spouse of a veteran who has left the services in the last five years. Our application process asks candidates to confirm whether they are ex armed forces, or a military spouse, and are applying for the role under this scheme.
- 5.14 New recruitment and payroll systems that are due to go online in 2018 will enable us to monitor the number of reservists employed at Lewisham and the numbers of former armed services personnel applying for roles in the organisation.
- 5.15 Lewisham has been recognised with a Bronze award under the Ministry of Defence Employer Recognition Scheme and has been invited to apply for a silver award in 2018. The application has been submitted with the result to be announced in the autumn.

### **Re-integration and employment**

- 5.16 The Council committed to work with the South London District Armed Services Lead at Jobcentre Plus to reintegrate ex service personnel back into the community by:-
- Promoting events and facilitating access to British Forces resettlement services
  - Promoting Armed Forces Independent Payments and supporting eligible ex service personnel to apply for these payments
  - Promoting events coordinated by the Career Transition Partnership, including employment fairs with a range of job opportunities from multi-national co-operations
  - Working with the British Legion to establish mutual referral protocols to services provided by partner organisations. This will also include identifying individuals and undertaking diagnostic interviews so that ex service personnel who need additional support can be identified
  - Acting as a point of contact between key voluntary and community service organisations and ex service personnel
- 5.17 Learners who are in, or were previously in, the armed forces are eligible for full funding (zero fees) for English and Maths courses through Lewisham Council's adult education service, and may also be eligible for full funding for our ESOL, vocational and supported learning provision.

### **Housing**

- 5.18 Lewisham's Housing Allocations Scheme incorporates The Housing Act 1996 (Additional Preference for Armed Forces) (England) Regulations 2012, giving additional preference priority for housing to members of the armed forces and their family.
- 5.19 Ex-armed forces can therefore apply for Council housing if they meet the following criteria:-
- those who are serving or have served in the regular armed forces within the period of 5 years preceding their application

- or a person has recently ceased, or will cease to be entitled, to reside in accommodation provided by the Ministry of Defence following the death of that person's spouse or civil partner where the spouse or civil partner has served in the regular forces; and their death was attributable (wholly or partly) to that service
- or is serving or has served in the reserve forces and who is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to that service

5.20 When a single ex-armed forces personnel approach Lewisham for housing they are referred to SHIP (Single Homeless Intervention & Prevention). They are:

- assessed to ensure they meet one of the above criteria
- if accepted they would attract band 3 (priority housing)
- if assessed as having as high priority e.g. high medical this would attract a band 2 (high priority)
- if a case is assessed as band 2 a case can be put forward to the Lettings & Support Services Manager to grant additional priority and as a consequence moved up into Band 1.
- Eligible for one offer only

5.21 When ex-armed forces personnel and family approach Lewisham they are assessed by the Applications Team. They are:

- assessed to ensure they meet one of the above criteria
- if accepted they would attract band 3 (priority housing)
- if assessed as having as high priority e.g. high medical this would attract a band 2 (high priority)
- if a case is assessed as band 2 a case can be put forward to the Lettings & Support Services Manager to grant additional priority and as a consequence moved up into Band 1.
- Eligible for one offer only

5.22 Lewisham has a 'local connection' criteria of having to live within the borough for 5 years. Ex-armed forces personnel (who meet the above criteria) are not subject to this criteria.

5.23 In addition to this, Lewisham entered into an additional nomination agreement with the Veterans Nominations Scheme (VNS) in 2014. We agreed to offer two properties; one studio and one 1 bed and each year we have met and often exceed this target.

5.24 Since 2014 we have moved 12 ex-serving armed forces personnel via the VNS scheme. A further three ex-serving armed forces personnel have moved since 01.04.13 where they met the statutory criteria. Therefore, in total of 15 ex-serving armed forces personnel have moved since 01.04.13.

5.25 There are currently 6 households including former armed services personnel registered on Lewisham's housing register:

	<b>1 Bed</b>	<b>2 Bed</b>	<b>4 Bed</b>
<b>Former armed forces personnel</b>	4	1	1

5.26 Stakeholders felt the Allocations and Lettings Team demonstrated some particular good practice, in particular by asking residents applying for housing whether they had an armed

forces background as standard. They felt this approach should be replicated across services as far as possible.

### **Health and Well-being**

- 5.27 All ex-service personnel are offered information, guidance and sign-posting into statutory services via their named contact at the council.
- 5.28 Additionally for those who have returned from service in the last five years the Council has committed to:
- Commissioning additional places through the IAPT Service, providing specialist short term support for lower level mental health issues such as anxiety and depression.
  - obtaining an agreement with our leisure contractors to offer concessionary access to sports and leisure.
- 5.29 Lewisham's leisure operators are enthusiastic about this commitment but take up has been very low. Identification has also been cited as a barrier to implementing this commitment, as armed forces personnel, veterans and their families do not have a single consistent form of documentation that can be used to prove entitlement to discounts. Officers will be meeting soon with the Ministry of Defence and local regiments to discuss how this can be overcome.

### **School Admissions**

- 5.30 All applications for school places for the children of full-time service personnel are prioritised under the 'exceptional medical or social' criterion under Lewisham's school admissions policy.
- 5.31 If the child is in Key Stage 1, where infant class size legislation applies, the child can be placed as an 'exception' as detailed in the School Admissions Code.

### **Promoting the Armed Forces to young people and the community**

- 5.32 The council has committed to promoting and strengthening local cadet organisations through our links with Youth First, the Young Mayor's Office and the council's corporate communications, as well as existing volunteer organisations.
- 5.33 On International Women's Day, Thursday 8<sup>th</sup> March, the council hosted careers advice sessions from the Armed Forces aimed in particular at young women and girls.
- 5.34 The council also promotes events like Armed Forces Day, Personal Development Days, and other events for Lewisham residents led locally by 106 Regiment.

### **Other Achievements**

- 5.35 Lewisham has joined the Royal British Legion Count Them In campaign, which is calling for new questions to be added to the 2021 census to improve understanding of the armed forces community and ensure that politicians, charities and service providers fully meet the needs of our serving personnel, veterans and their families. The Mayor has written to Chris Skidmore MP, Minister for the Constitution, to support the campaign.
- 5.36 Lewisham is also the lead borough in a successful bid to the Armed Forces Covenant Fund by the Ministry of Defence to improve the understanding and facilitate delivery of the Armed Forces Covenant across the 32 London Boroughs and the City of London. London

Councils and the MoD will use the funding to recruit a Programme Manager to build networks, provide training and raise awareness of the Covenant across London.

## **6 Extending the Covenant**

- 6.1 Stakeholders suggested additional areas where the council could build on its commitment to the Covenant, in particular by promoting the goals of the Covenant to other partners.
- 6.2 Armed forces personnel, veterans and their dependents often have difficulty accessing healthcare services, especially when they are new to an area. Officers will facilitate opportunities for this issue to be discussed through the Health and Wellbeing Board.
- 6.3 Stakeholders considered whether the council's contractors could be asked to also commit to upholding the Armed Forces Covenant. The Crown Commercial Service has issued advice about how to do this to Government Departments. The Armed Forces Cabinet Champion will work with officers to consider whether the council can incorporate a similar policy into its procurement.

## **7 Conclusion**

- 7.1 Stakeholders believe that Lewisham's offer to the armed forces is a good one, but more people need to know about it. We need to be sure we are reaching the people who need support and ensuring support matches their needs.
- 7.2 This report has outlined how the council will continue to engage with its local armed forces community, improve its communication and explore new opportunities to ensure veterans and their dependents are not disadvantaged.

## **8 Financial implications**

- 8.1 The Armed Forces Community Covenant is designed to ensure that the needs of the Armed Forces community are considered by the whole council. Therefore the majority of measures outlined in this report will be absorbed as part of the council's core business. It is impossible accurately to predict the numbers of ex-service personnel who make seek help from the council and in some cases such help will not have a direct financial cost, for example in terms of the changes already made to the housing allocations system. However, direct costs that are incurred will initially be met from corporate reserves.

## **9 Legal Implications**

- 9.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.
- 9.2 The specific powers in relation to the allocation of Council housing to ex-armed forces personnel are set out in the body of the Report at paragraphs 5.18-5.26.
- 9.3 The School Admissions Code issued under Section 84 of the School Standards and Framework Act 1998 requires local authorities to allocate a place to children of UK armed service personnel with a confirmed posting to their area, or returning from overseas to live in that area. They must allocate a place in advance of the family arriving in the area. Local authorities must also ensure that arrangements in their area are committed to removing disadvantage for children of service personnel.
- 9.4 Under the National Health Service Act 2006 the Council is able to commission mental health services from Health providers and the Council has entered into arrangements relating to this provision with the Maudsley Foundation Trust under this Act.

- 9.5 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.6 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 9.7 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 9.8 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 9.9 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
  2. Meeting the equality duty in policy and decision-making
  3. Engagement and the equality duty
  4. Equality objectives and the equality duty
  5. Equality information and the equality duty
- 9.10 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

## **10 Crime and Disorder Implications**

- 10.1 There are no crime and disorder implications relevant to this report.

## **11 Equalities Implications**

- 11.1 The Covenant is in place to ensure that in service personnel, veterans and their families do not face disadvantage compared to other citizens in the provision of services that civilian communities have access to.
- 11.2 The measures outlined in this report are therefore not considered to have a disproportionate impact, negatively or positively, on those with the protected characteristics of pregnancy and maternity, race, religion and belief, sex or gender reassignment.

## **12 Environmental Implications**

- 12.1 There are no environmental implications relevant to this report.

### **Background Documents**

Community Covenant (Council Report, November 2012)

<http://councilmeetings.lewisham.gov.uk/documents/s18991/Community%20Covenant.pdf>

Armed Forces Community Covenant (Mayor & Cabinet Report, September 2013)

<http://councilmeetings.lewisham.gov.uk/documents/s24448/Armed%20Forces%20Community%20Covenant.pdf>

If there are any queries on this report please contact Sam Elliot on 020 8314 9258.

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

Report for: Mayor   
 Mayor and Cabinet   
 Mayor and Cabinet (Contracts)   
 Executive Director


Information  Part 1  Part 2  Key Decision

Date of Meeting	21 <sup>st</sup> March 2018	
Title of Report	Interim response to the Lewisham Poverty Commission	
Originator of Report	Sam Elliot	Ext.49258

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

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

  
 Signed: \_\_\_\_\_  
 Executive Member  
 Date: 13/3/18

  
 Signed: \_\_\_\_\_  
 Director/Head of Service  
 Date: 13/3/2018

**Control Record by Committee Support**

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

<b>MAYOR &amp; CABINET</b>			
<b>Report Title</b>	Interim response to the Lewisham Poverty Commission		
<b>Key Decision</b>	Yes	<b>Item No.</b>	
<b>Ward</b>	All		
<b>Contributors</b>	Executive Director Resources & Regeneration		
<b>Class</b>	Open	<b>Date:</b>	21 March 2018

## 1 Summary

- 1.1 This report constitutes an initial council response to Working together to tackle poverty in Lewisham, the final report of the Lewisham Poverty Commission, published in October 2017.
- 1.2 It indicates where progress has already been made against the Commission's recommendations, where there are barriers, and where further detailed work needs to be done in the next administration

## 2 Recommendation

- 2.1 The Mayor is recommended to note the initial response and agree that a further update is brought to Mayor and Cabinet in October.

## 3 Policy Context:

- 3.1 Lewisham's Sustainable Communities Strategy (2008-2020) sets out a vision of a resilient, healthy and prosperous borough. The Strategy informs the direction of Council policy and it guides the process of decision making. One of the governing principles of the Strategy is the ambition to 'reduce inequality and narrow the gap in outcomes for citizens'. It is recognised in the Strategy that '...deprivation and poverty can limit people's prospects (and) some of our communities are more likely to experience their effects than others'.
- 3.2 In addition, the Council has a number of corporate priorities, three of which are particularly relevant to the commission's work: Community leadership, Decent Homes for All and Strengthening the local economy. The Commission has made recommendations for action in each of these areas.
- 3.3 The final report of the Lewisham Poverty Commission makes recommendations to Lewisham Council and its partners on how poverty can be alleviated, how its negative effects can be mitigated against and how people's resilience can be strengthened. The Commission recommendations and the actions taken in response therefore contribute to the aims of Lewisham's Sustainable Communities Strategy and to the three corporate priorities of the Council as outlined above.



## **4 Background**

- 4.1 The Lewisham Poverty Commission was established by Mayor and Cabinet in September 2016 following a recommendation from the Safer Stronger Communities Select Committee. Its aims were to review poverty in the borough and develop recommendations to tackle it.
- 4.2 The Lewisham Poverty Commission published its final report “Working together to tackle poverty in Lewisham” in October 2017. The report contained recommendations to Lewisham Council, other public sector bodies in the borough, partners in the borough’s voluntary and community sector and national government.
- 4.3 The Commission made over fifty recommendations across four keys areas of focus:
- Supporting residents to access well-paid, secure jobs inside and outside of Lewisham
  - Tackling child poverty by supporting parents into decent work
  - Improving the local housing market
  - Strengthening support within communities
- 4.4 Appendix A of this report provides officer responses to each recommendation. Since the publication of the report officers across all service areas have been working to identify how recommendations can be progressed, where there might be barriers to implementation, and where further exploratory work is needed.
- 4.5 This covering report summarises the responses, highlighting in particular where significant progress has been made. The Commission further recommended that an annual report be brought to Mayor and Cabinet to monitor progress towards tackling poverty.
- 4.6 The Mayor is therefore recommended to note the progress made so far and agree that a further report is brought to Mayor and Cabinet to mark twelve months since the publication of the Commission report in October 2018.

## **5 Summary of Response**

### **Supporting residents to access well-paid, secure jobs inside and outside of Lewisham**

- 5.1 The Commission made recommendations to support residents into employment. The key recommendation was for Lewisham’s ‘anchor’ public institutions to come together to promote inclusive growth and make a series of joint commitments under a ‘Lewisham Deal’.
- 5.2 Since late last year Lewisham has been participating in the LGA’s Leading Places programme that supports councils, universities and other local institutions to work together in meeting the key challenges facing their local residents and businesses.
- 5.3 Lewisham Council and Goldsmiths, University of London, are working in partnership with Phoenix Community Housing, Lewisham Homes, Lewisham and Greenwich NHS Trust and Lewisham Southwark College.
- 5.4 An officer steering group has been established and a Leadership Group has agreed in principle to progress towards signing a Lewisham Deal. This is on target to be signed in March 2018.

- 5.5 Alongside this, the council's Economy and Partnerships Team have progressed with expanding the scope of existing projects to meet the Commission's aspirations.
- 5.6 The Council's approach to regeneration promotes the delivery of new business space, new jobs and employment. The extension of the Bakerloo Line, if secured, will open up new business and employment opportunities for residents both in Lewisham and across the city.

#### **Tackling child poverty by supporting parents into decent work**

- 5.7 The council is leading the way in promoting flexible working through its Smarter Working programme. Elsewhere, officers have worked closely with providers to promote take up of the extended 30 hours entitlement to child care offer. Lewisham currently has one of the highest uptakes in London of this offer, and will continue to work with providers and other services to promote entitlement.
- 5.8 Council officers also intend to work with schools to identify ways in which they are already working to alleviate poverty through the provision of, for example, before and after school clubs and school holiday provision, in order to spread good practice throughout the local school family.

#### **Improving the local housing market**

- 5.9 The Council's approach to housing seeks not only to maximise the number of affordable and social units on every site, but also directly pioneers a range of innovative new models and approaches to increasing the delivery of new affordable homes.
- 5.10 These include:
- A joint venture partnership with Grainger through which the Council invests its land into an ethical commercial landlord and secures a commercial return as well as radically improving the offer to private tenants, including the 35% of renters who will be lower-income residents paying the London Living Rent
  - Partnerships with two community land trusts to enable the development of nearly 50 affordable homes.
  - Working in close partnership with housing associations – to redevelop and deliver more than 2,000 new homes of which more than 50% will be affordable.
  - Commissioning three new purpose-built older people's housing schemes to enable downsizing and for our older residents to retain their independence at home.
- 5.10 In all of these residents and community groups are heavily involved in shaping, and in some cases delivering, projects to meet local housing need.
- 5.11 Elsewhere the council is prosecuting rogue landlords, tackling homelessness through the innovative Trailblazer programme, and preparing a case to Government for an expansion of its additional landlord licensing programme.

#### **Strengthening support within communities**

- 5.12 The Poverty Commission report was considered at a meeting of the Stronger Communities Partnership Board in late February in order to galvanise support across the voluntary

sector and explore how the recommendations were already being implemented across the partnership.

- 5.13 Community Connections are working to build up a richer picture of the 'invisible needs' of vulnerable residents through their community development work. Lewisham Local have instigated a range of initiatives to promote volunteering in the borough, and Voluntary Action Lewisham is drafting a volunteering strategy to support voluntary and community sector organisations across the borough.
- 5.14 The Stronger Communities Partnership Board have agreed to receive regular reports on progress towards the Commission's recommendations to maintain momentum.

## **6 Financial implications**

- 6.1 The Lewisham Poverty Commission focused on improving and coordinating existing work by the Council and its partners rather than recommendations that would require additional financial resources.
- 6.2 There are therefore no financial implications arising directly from this report. Activity to respond to the individual recommendations is covered from within existing budgets and programmes.
- 6.3 Any future initiatives that may incur expenditure would be subject to the Council's formal processes.

## **7 Legal Implications**

- 7.1 There are no specific legal implications for this report, save for noting the obligations imposed pursuant to the Equality Act 2010.
- 7.2 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 7.3 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 above.
- 7.4 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.

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

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

7.6 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

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

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

## **8 Crime and Disorder Implications**

8.1 There are no crime and disorder implications relevant to this report.

## **9 Equalities Implications**

9.1 The Commission worked to challenge some of the systemic inequalities existing in the borough. Its recommendations were aimed at tackling poverty and preventing the negative impacts it has on people’s lives, such as lower educational attainment, a persistence of intergenerational poverty, and poor physical and mental health outcomes. The Commission received views and ideas from across the community, but particularly from those residents living in poverty in Lewisham.

9.2 Any further decisions that may arise from the implementation of the recommendations in the Commission’s “Working together to tackle poverty in Lewisham” report will be subject to the Council’s formal decision-making and an assessment of the equalities implications of those decisions will be made then. Poverty is not a protected characteristic under the Equality Act 2010, as per paragraph 7.2.

## **10 Environmental Implications**

10.1 There are no environmental implications relevant to this report.

**Background Documents**

Appendix A: Lewisham Poverty Commission Recommendations and Officer Responses

Lewisham Poverty Commission (Mayor & Cabinet Report, November 2017)

<http://councilmeetings.lewisham.gov.uk/ieDecisionDetails.aspx?ID=3733>

If there are any queries on this report please contact Sam Elliot on 020 8314 9258.

**Appendix A - Lewisham Poverty Commission Recommendations and Officer Responses**

	Recommendation	Action
	<b>Supporting residents to access well-paid, secure jobs inside and outside of Lewisham</b>	
1	<p><i>The Council and its public sector partners, as the borough's main employers and biggest spenders in terms of procurement, should cooperate closely to support local economic growth.</i></p> <p><i>This group of anchor institutions should work to establish a 'Lewisham Deal' which outlines joint commitments to improve opportunities for residents and support inclusive local economic growth. The Lewisham Deal could include:</i></p> <p><i>A coordinated approach to apprenticeships to promote opportunities for residents, including maximising the local spend of the apprenticeship levy for upskilling and in-work progression, building on the strength of the Council's existing apprenticeship programme.</i></p> <p><i>A shared commitment to London Living Wage accreditation and promotion, flexible working and opportunities for job progression for employees.</i></p> <p><i>A shared commitment to support good mental health in work by committing to the 'Time to Change' Employer Pledge,<sup>45</sup> by developing an action plan that normalises conversations about mental health in the workplace and ensures that employees who are facing these problems feel supported.</i></p> <p><i>A shared commitment to generating social value through procurement, for example by negotiating for the provision of apprenticeships and job opportunities for local residents.</i></p>	<p>Since last year Lewisham has been participating in the LGA's Leading Places programme that supports councils, universities and other local institutions to work together in meeting the key challenges facing their local residents and businesses.</p> <p>Lewisham is part of Phase 2 which emphasises institutional capacity as a driver of local inclusive growth. Lewisham Council and Goldsmiths, University of London, are working in partnership with Phoenix Community Housing, Lewisham Homes, Lewisham and Greenwich NHS Trust and Lewisham Southwark College.</p> <p>This partnership seeks to get the anchor organisations in the borough to agree the 'Lewisham Deal' and deliver the commitments and outcomes recommended by the Commission.</p> <p>A steering groups of lead officers and a senior leadership group, including the Mayor, Council chief executive, Warden of Goldsmiths, and leadings officers from other partners met to endorse the way forward/</p> <p>Lewisham is on target to formally agree a Lewisham Deal containing a by March 2018</p>

	<p><i>A commitment to investigate whether the organisation's procurement processes could create opportunities for local, often smaller, businesses to provide goods and services, to enable more money to stay in the borough.</i></p> <p><i>A shared strategic approach to the skills and local economic development agenda, including training, employment opportunities and business engagement. This could enable the skills shortages in the NHS and wider public sector to be met through higher level apprenticeships, pre-employment support, training while in employment and routes through to Further Education (FE) and Higher Education (HE).</i></p> <p><i>A coordinated approach to encourage staff to contribute to local communities by linking staff and service users with local volunteering opportunities.</i></p> <p><i>A joint commitment to supporting the community and voluntary sector by building on existing work by Goldsmiths, Voluntary Action Lewisham and the Lewisham Local Collaboration.</i></p> <p><i>A commitment to engage with local schools and FE colleges to raise aspirations of their students and provide information and advice about apprenticeships and further/higher education or work experience opportunities.</i></p>	
2	<p><i>The Council should work with Lambeth, Southwark and Jobcentre Plus to build on the success of its joint Pathways to Employment programme to develop a pilot that supports career progression for residents who are in work, but in poverty.</i></p>	<p>Lambeth, Lewisham and Southwark are working with St Giles Trust's Routeways Project (which they secured external funding for). This in-work pilot began in January 2018 and will support 350 residents across all three boroughs with personalised support, skills training and career advice. It hopes to support residents into better work (secure contracts, LLW), increase skills levels and help with wider barriers to progression such as debt, housing and benefits. The boroughs are</p>

		supporting the project to ensure that opportunities for working with local businesses and joining up with other services is maximised. As well as that it builds on the learning the boroughs have gained from delivering Pathways to Employment.
3	<i>The Council's adult education service should work with partners, including housing providers, to support those furthest away from the job market to develop soft skills by providing access to pre-employment training.</i>	<p>Adult Learning Lewisham has an ongoing partnership with JCP for learners who are receiving benefits and who are often furthest away from the job market. This has been very successful in gaining essential ICT skills which are key to helping to secure employment.</p> <p>They are also delivering a new partnership with SLAM NHS Trust, based in Grove Park (in an area of high need) to help residents managing mental ill health to develop skills and access the job market.</p> <p>A new leaflet has been created outlining the four types of offer available from ALL for people who are unemployed/furthest away from the labour market.</p> <p>ALL has also established a new partnership with LBL Housing team, as part of the Homelessness Trailblazer programme.</p>
4	<i>The Council and its partners should continue to prioritise the improvement of Lewisham's secondary schools to offer young people the best start in life, building on the work of the Lewisham Education Commission.</i>	<p>Improvement is needed in secondary school results to ensure that Lewisham's young people have the skills and qualifications to take advantages of new opportunities in the London economy. This improvement is needed at GCSE and A level. The Lewisham Education Commission was established to set a clear direction and consensus for tackling this challenge, leading to the establishment of Lewisham Secondary Challenge and the development of a school-led improvement partnership, Lewisham Learning, to keep all schools in the Lewisham family. Our future strategy for partnership working will address the challenge of how the local authority, schools, colleges, universities and businesses can work together to improve the whole education system in Lewisham.</p>



5	<p><i>The Council and its partners should explore ways to raise aspirations and provide good quality careers advice in schools by linking industry, public sector institutions, professional trade bodies and HE and FE providers with local schools. The Council and partners should start a pilot where their staff, via their staff volunteering programmes, are encouraged to volunteer in support schools and FE colleges with careers advice and mentoring programmes. This can be expanded to include people working elsewhere in Lewisham and London.</i></p>	<p>Lewisham has a strong and effective Education Business Partnership which works with a range of employers, businesses and schools to provide young people with a rewarding and realistic introduction to the world of work.</p> <p>Officers are exploring ways in which the council's own workforce can further support these initiatives given our limited resources, as well as supporting London-wide programmes such as London Ambitions.</p>
6	<p><i>The Council's Pension Investment Committee should use its influence as an investor of roughly £1bn to open discussions about pay, working conditions and job opportunities for London residents with the businesses it invests in across London.</i></p>	<p>The Council's Pensions Investment Committee (PIC) is charged to invest the pension funds for the benefit of its members, not the Council.</p> <p>The nature of investing over £1.3bn is that the fund has a global reach and is invested at a mandate level, rather than in individual companies based on specific local or employment practices.</p> <p>Nonetheless, PIC recognise the research which shows good governance, including good employment practices, is a driver of good performance.</p> <p>Therefore, PIC pay particular attention to Environment, Social and Governance (ESG) considerations and use their influence by challenging fund managers to explain how their actions support good ESG practices (this ESG focus includes good employment practices).</p> <p>Furthermore, the Council is a member of the Pensions and Savings Lifetime Association and the Local Authority Pension Fund Forum. The latter is focused on local authority pension funds and shareholder engagement, in particular advising on ESG matters and voting – see <a href="http://www.lapfforum.org/">http://www.lapfforum.org/</a></p>
7	<p><i>The Council should use its procurement processes to ensure that all components of the Social Value Act (2012) are geared</i></p>	<p>Social value is a core part of all procurement in the Council. The Council has produced a Best Practice Social Review Report that makes further recommendations to improve the application, monitoring</p>

	<i>towards the needs of the most deprived members of the borough.</i>	and promotion of Social Value to leverage local good employment and apprenticeships. Through the Leading Places programme and the proposed Lewisham Deal, local institutions will aim to leverage their collective procurement power to maximise opportunities for employment and apprenticeships. The Council is also looking to include Social Value in all contracts over £50,000.
8	<i>The Council should include statements on the social value offer in the reports it uses in the Council's formal decision-making processes including for its Mayor and Cabinet meetings, for decisions to go to tender or to award a contract.</i>	The Economy and Partnerships Team are working closely with procurement officers to ensure that social value statements are included in all relevant decision-making processes, including Mayor and Cabinet reports.
9	<i>The Council should encourage business growth in the borough, particularly in growth sectors of the London economy. This should build on the success of the existing Council created Dek co-working business spaces and investigate the potential to introduce a local currency – the Lewisham Pound – to support local businesses.</i>	<p>The Enterprise Hub (Dek) opened in August 2016. The 4th floor of the Old Town Hall is fully occupied with creative businesses, whilst the 5th floor is building up with entrepreneurs looking for flexible work space. The Dek office space in Place/Ladywell is fully let.</p> <p>There are regular business workshops being run for Dek members and other Lewisham businesses on how to gain the skills necessary to grow and expand their business, as well as bespoke support via 1:1 mentoring and growth advisers.</p> <p>We currently have 78 existing businesses going through our ERDF-funded Dek Business Growth programme; with a target of 311 by March 2020.</p> <p>The Council is bidding for inward investment funding and providing guidance to developers through their master planning exercise to expand the network of Enterprise Hubs and affordable commercial spaces in key Town Centres.</p> <p>Officers intend to undertake a scoping exercise regarding the feasibility and possible impact of a complementary currency for Lewisham.</p>

10	<i>The Council should continue to champion the Living Wage in Lewisham. It should continue to provide an incentive in the form of a business rates discount to employers that become accredited London Living Wage employers.</i>	Lewisham became one of the first local authorities in the UK to earn living wage employer accreditation in March 2012. We continue to encourage other Lewisham-based employers to become London Living Wage employers by offering one-off discounts to businesses of up to £5,000 on their business rates, if they become accredited London Living Wage employers.
11	<i>Regeneration should deliver not just the homes that Lewisham needs, but high quality jobs too. New residential developments should look to provide space for businesses, particularly new and small businesses, so employment in the borough can be stimulated.</i>	The Council actively promote the delivery of business space in new developments, including affordable workspace to help grow the local economy. This includes securing a level of fit out above shell and core to help ensure that units are not left vacant along with marketing strategies.
12	<i>The Council should work with Central London Forward and other London partners to ensure that the devolved Central London Works Programme offers the support local people need to overcome barriers to employment and access high quality jobs. Where possible, the Central London Works Programme should link to existing infrastructure, communities and local partner organisations, building on the success of the Pathways to Employment programme.</i>	Lambeth, Lewisham and Southwark Councils through the Better Placed partnership have worked closely with Central London Forward to develop the Work and Health Programme, which went live on the 1 <sup>st</sup> March 2018. Learning from the three boroughs' Pathways to Employment programme has shaped the design of the Work and Health Programme. The boroughs regularly share learning with agencies and partners to shape the sector.
13	<i>Transport for London should extend the Bakerloo line from Elephant and Castle beyond Lewisham to Hayes as a minimum but also to Bromley Town Centre to improve access to job opportunities across London for residents living in the areas of concentrated deprivation in the south of the borough.</i>	The London Borough of Lewisham is extremely supportive of the proposal to extend the Bakerloo Line to Hayes. Together with our Transport Consultant, Parsons Brinckerhoff, the Council has undertaken a detailed piece of work to consider the benefits and opportunities presented by such a major investment in transport infrastructure, including opportunities for regeneration, housing and place-making. This response will be supported by a full technical report which will be submitted to Transport for London.
14	<i>The Council should lobby central government to ensure that London boroughs can use unspent apprenticeship levy to</i>	The Council continues to lobby for this important intervention through political and officer networks.

	<i>invest in business support and the wider skills development of their residents alongside their employees.</i>	
15	<i>Central government should pause the roll out of Universal Credit and review its design and implementation, particularly the 6-week wait for an initial payment which is causing many recipients to fall into debt. The Council should also lobby central government for an end to the welfare freeze which are impacting on those who are out of work and those who are in work on low incomes, pushing both further into poverty, and for a reversal of the cuts to Universal Credit.</i>	Despite lobbying the Government is proceeding with a full staged national rollout with Lewisham going to full service in July 2018.
<b>Tackling child poverty by supporting parents into decent work</b>		
16	<i>The Council should set an example by improving its offer of flexible working opportunities. The Council should become an accredited Timewise employer and work with the Timewise foundation to develop an improvement plan that ensures it offers good quality flexible working opportunities to its employees. The Council should encourage its partners to do the same.</i>	Through its Smarter Working programme the Council is already beginning to expand and improve the range of flexible working opportunities that it offers to staff. Officers are considering what further steps can be made in this area.
17	<i>The Council should work with its public sector partners to promote flexible working across the borough to support parental and lone-parent employment, including by engaging with local businesses.</i>	The Lewisham Deal and Leading Places programme seeks to build a coalition of support for inclusive growth across the borough's major employers, and the Council will promote flexible working through this partnership.
18	<i>The Council should work with employment and skills partners to support lone parents to develop skills the skills that will enable them to take jobs that offer flexible working opportunities.</i>	Lewisham's range of employment and skills interventions continually aim to support vulnerable residents including lone parents.

19	<p><i>The Council's adult education service and the local FE college should work together to help parents with childcare responsibilities to access opportunities that allow them to upskill and support their career progression. This could be done by creating flexible and/or family friendly learning opportunities that lead from the Adult Learning Lewisham through to more formal learning in a college setting.</i></p>	<p>Adult Learning Lewisham has mapped family learning provision by identifying the location of partners across the borough to ensure need is being met in areas of high priority.</p> <p>They continue to work with and develop their Family Learning provision to promote the soft skills needed to progress to mainstream learning such as ESOL provision for learners with very low levels of language acquisition. Family learning is also increasingly being offered at their centres which helps in providing seamless progression opportunities (and breaking down barriers in accessing learning opportunities).</p> <p>ALL have started initial discussions with LSCollege regarding a strategic partnership – but this is currently on hold, due to changes in the senior management at the college.</p>
20	<p><i>The Council's Family Information Service (FIS) directory should be improved so that it provides easy-to-use to contain up-to-date information on childcare provision in the borough. The directory should include information on the provision of childcare, including out-of-hours provision, holiday provision, schools' breakfast clubs and after-school clubs. It should include information on eligibility criteria for that care, including advice on childcare entitlements, eligibility criteria for financial support for childcare and information on which providers accept childcare vouchers. The FIS should allow parents to enter their postcode, select the type of providers they are interested in and the geographical area they would like to search, and then be provided with a list of available care providers. The Council should make sure the FIS keeps up-to-date records of extended schools services in the borough.</i></p>	<p>The FIS directory is currently being refreshed. The childcare element is already up to date and more easily accessible, allowing parents to search for childcare. The rest of the directory is in the process of being updated, with a new landing page and better links to information for parents, carers and young people on services and activities.</p>
21	<p><i>The Council should launch a targeted information campaign to promote the 30 hours entitlement to child care being introduced in September 2017 to maximise take-up, as well as provide information on the existing entitlement for some 2</i></p>	<p>The Early Years Quality and Sufficiency team has been working closely with providers to promote take up of the extended offer. Lewisham currently has one of the highest uptakes in London of the 30 hours extended offer, and will continue to work with providers and</p>

	<i>year olds. The Council should work with its Councillors and partners such as Children's Centres, private providers, schools, Jobcentre Plus and GP surgeries to get the message out to parents, including those who do not have access to the internet, and those with literacy issues. Information about childcare should be routinely offered to parents who access other council services such as the housing options centre or employment support services.</i>	other services to promote entitlement.
22	<i>The Council, children centres, schools, private, voluntary and independent nurseries but also organisations such as food banks should work with Advice Lewisham, the network of the main free advice providers in Lewisham, so parents are helped to access free, expert advice about benefits and their entitlements.</i>	The Council and its partners have well-developed relationships with advice providers, harnessed through the Strong Communities Partnership Board. As the Board continues to review their contribution to the Poverty Commission's recommendations continuing to promote these relationships will be a focus.
23	<i>The Council should work with Children's Centres, providers and parent groups to explore ways to encourage parents and extended family to participate in the provision of childcare, including by exploring options for co-operative childcare clubs, community-led and community-owned nurseries. Parents, extended family and other members of the community participating in these forms of co-produced child care can then also be supported into related careers.</i>	The Council will continue to work with providers and parent groups to explore the feasibility and options on co-produced childcare through existing networks and developing a parent champion programme.
24	<i>School buildings should be used for the provision of breakfast and after-schools clubs, either by schools providing these services directly or by schools making their buildings available for childcare provision by other providers. Parents should be encouraged to participate in the breakfast and after-schools clubs at their children's schools, which could be run as social enterprises.</i>	Council officers will work with schools to identify ways in which they are already working to alleviate poverty through the provision of, for example, before and after school clubs and school holiday provision, in order to spread good practice throughout the local school family.

25	<i>The Council and the Early Years Partnership Board should work closely with private, voluntary and independent nurseries, schools and childminders to increase out-of-hours provision of childcare, including encouraging flexible childminders that can provide care at short notice.</i>	The Council constantly works with providers to ensure sufficient high quality childcare across the borough and this includes exploring the increased use of flexible childminders. This will have an increased focus within the Early Years strategy.
	<b>Improving the local housing market</b>	
26	<i>The Council should build as much social housing as possible, and continue to press national government to lift restrictions on local authorities' abilities to use their capital funding, to allow local authorities to retain Right to Buy receipts in order to invest in new social housing, and to lift the borrowing cap on the Housing Revenue Account.</i>	Lewisham Council alongside London Councils and the Local Government Association lobby central government continuously on this matter. Sir Steve Bullock the Mayor of Lewisham is lead spokesperson for London Councils on housing issues and is a strong voice in the sector pressing central government on relaxing capital funding rules and the reasons why local authorities should keep all RTB receipts. Officers also engage proactively through, for example, the London Councils Housing Directors network and through ongoing liaison with the GLA. The council will continue to robustly lobby on this in the future.
27	<i>The Council should prioritise the building of units with more secure tenancies at rents that are affordable in relation to people's wages as opposed to units at market rent.</i>	<p>The HRA borrowing cap is effectively a barrier to local authorities returning to large-scale Council house building. In addition to the need for large scale affordable housing at social rents, there are also housing needs further up the income spectrum, amongst residents earning median incomes who cannot afford to buy and so are subject to an unregulated and often insecure private rented sector.</p> <p>Lewisham council has lobbied hard for the London Living Rent, an affordable rent level aimed at middle-income earners, which now forms part of the London Plan. Lewisham Council has also formed an investment partnership to build and own high quality private rented accommodation where tenants benefit from hugely improved terms including the promise of ten year residencies through five-year renewable tenancies. Within this project, and potential future projects, 35% of homes are for a form of affordable private rent, aimed specifically at people who do not qualify for social housing but also</p>

		cannot afford to buy. For these homes, rents are set in line with local median incomes and not the market rent according to the “Living Rent” approach.
28	<i>The Council should also continue to negotiate to increase the numbers of social and affordable housing units and other benefits from developers.</i>	<p>The Council enters all negotiations with potential development partners on the basis of current affordable housing policy of 50% affordable housing in new developments. Within this we seek to maximise the number of affordable units on every site.</p> <p>Recent examples of progress in this regard include the recent development at Tidemill in partnership with Peabody, where 74% affordable housing has been secured.</p>
29	<p><i>The Council’s land should be used more ambitiously to build mixed developments at greater density and scale, recognising that most often more market-rate properties need to be developed to deliver affordable units. Joint ventures, land-sharing arrangements, community land trusts, partnerships with housing associations and new forms of ownership should all be explored.</i></p> <p><i>Exploring the broad range of options above will best enable the council to balance the needs of those that require new housing, particularly those on the Council’s housing waiting list, with the needs of current residents. Plans should be developed in consultation with local communities.</i></p>	<p>The Council is pioneering a range of innovative new models and approaches to maximising the delivery of new affordable homes. These include:</p> <ul style="list-style-type: none"> <li>• A joint venture partnership through which the Council invests its land into an ethical commercial landlord and secures a commercial return as well as radically improving the offer to private tenants, including the 35% of renters who will be lower-income residents paying the London Living Rent.</li> <li>• Partnerships with two community land trusts – Lewisham is the only local authority in the UK working with two different CLTs – to enable the development of nearly 50 affordable homes. These projects are at Church Grove in partnership with RUSS delivering 33 affordable homes ranging from social rent to shared ownership, and at Brasted Close with the London CLT delivering 11 low-cost homes for sale where prices are based on local incomes. Both schemes are being delivered on public land on which the Council chose to make the land available to support this type of development, rather than pursue a more commercial approach.</li> <li>• The Council is working in close partnership with housing associations – with Peabody at Heathside &amp; Lethbridge and at</li> </ul>



		<p>the Deptford “Southern Sites” projects, and with L&amp;Q on the Excalibur estate - to deliver more than 2,000 new homes of which more than 50% will be affordable.</p> <ul style="list-style-type: none"> <li>• The Council continues to enable and support a range of other approaches, some of which are at earlier stages of development. In the first round of GLA Innovation Funding one in every six projects offered funding to develop their ideas were in Lewisham, supported by the Council. Over the coming period some of these projects will develop to the point at which they can be delivered, and so there will be further updates in this regard in the future.</li> </ul> <p>For all of the projects listed above, residents and community groups are heavily involved in shaping, and in some cases delivering, projects to meet local housing need. At Besson Street for instance the development is being brought forward in close partnership with the New Cross Gate Trust and will deliver a new GP surgery for the local community. Our CLT schemes are driven by the residents themselves and where we have pursued estate regeneration our work has been shaped by residents steering groups that were established right at the outset.</p>
<p>30</p>	<p><i>The Council should promote new types of housing, especially step-down units for older residents to ensure people that want to move to smaller properties are able to.</i></p>	<p>Over the past three years, three new purpose-built older people’s housing schemes have been commissioned to enable downsizing and for our older residents to retain their independence at home. Of these, two have completed – these are the Conrad Court development in Evelyn delivered by Notting Hill and the Hazelhurst Court development in Bellingham delivered by Phoenix.</p> <p>In the coming three years two more schemes will be delivered. These are the Campshill Road development in Lewisham Central being built by One Housing but designed and sponsored by the Council, and a new development at the Bampton Estate in Perry Vale that was approved by the Council in February.</p> <p>These four developments will provide more than 200 new high-quality, purpose built new homes to enable older residents to downsize and</p>

		<p>“free up” larger family accommodation for families in housing need.</p> <p>In addition, the council currently runs eight schemes to encourage tenants to downsize, mutually exchange within borough or to move other places in the country. The schemes have some crossover audience but there are some aimed directly at targeted audiences such as over 55s. The various schemes offer a wide range of housing choices from smaller sized units to bungalows, coastal homes and sheltered accommodation. Additionally the authority is a participant in the London Mayor’s cross London moves scheme.</p>
31	<p><i>A social lettings agency should be operating in the borough that works with mainstream landlords to offer more secure tenancies at the lower end of the market. This agency can provide a convenient way for tenants to provide feedback about the quality of rental properties in the borough. The Council could look to expand the work of its existing lettings agency or encourage an existing social or ethical lettings agency to operate in the borough.</i></p>	<p>The Council has run a social lettings agency since 2015. The Private Sector Housing Agency acts as the central point for the procurement of both temporary and more settled accommodation from the private rented sector to meet the accommodation needs of customers referred from a range of services across the Council (Housing Options, No Recourse to Public Funds; Children services, Adult Social Care). The Agency works with the more vulnerable customers who struggle with access to the private rented sector due to issues around affordability, lack of references and no credit checks.</p> <p>Lewisham Council will continue to explore the opportunity to extend our role in relation to a social lettings agency.</p>
32	<p><i>The Council should demand that lettings agents operating in the borough provide tenants with an information pack at the start of tenancies about their rights as tenants and how tenants can access Council services to help enforce those rights.</i></p>	<p>The Council is committed to educating both landlords and tenants about their rights and responsibilities. We are currently assessing a rating scheme for estate agents, as implemented by the London Borough of Newham. This scheme gives letting agents a “star” rating on the basis of numbers of prosecutions or CPNs recorded against an agent, whether they charge fees to tenants and whether they are a member of a professional association.</p>
33	<p><i>A local tenants’ union should be established in the borough to offer advice services, help tenants enforce their rights and organise campaigns. Lewisham Citizens, Goldsmiths’</i></p>	<p>The Council continues to examine how best to engage and support residents within the private rented sector. As part of this engagement the establishment of a tenants union, and how it would be organised and run, is under review and more information will be available in that</p>

	<i>students union and existing tenant and residents associations could be asked to develop the union.</i>	regard in the near future.
34	<i>The Council should consider investing in the enforcement of quality standards in the PRS to create wider changes to the behaviour of bad landlords as they perceive the risk of enforcement against them to increase. Newly introduced powers that allow local authorities to use civil penalties against landlords in breach of certain conditions could be used to fund this increased service.</i>	Three specialist officers have been appointed to investigate and prepare prosecutions against criminal landlords. As part of this approach, dedicated email and phone contact points have been set up for the "Rogue Landlords Report Line", enabling tenants to reach the team directly, and for action to be taken quickly.
35	<i>The Council should look into expanding the current landlord licensing scheme, and make the case to government for this.</i>	The Council initiated an additional licensing programme in February 2017, targeting houses in multiple occupation above commercial units. Legislation limits the size of permitted licensing schemes, but cases can be made to government for exemptions. Officers are currently assessing how to make such a case, as well as maximising the impact and reach of the current programme.
36	<i>The Council should work to identify those at risk of homelessness at an early stage by greater use of local data and using lessons from behavioural economics to engage with residents to prevent homelessness.</i>	Lewisham won funding of nearly £1m from the MHCLG to be part of the national Trailblazer Programme to achieve precisely this objective. Our project will devise and test interventions that can be made sooner with residents, so as to prevent homelessness sooner rather than deal with its effects later. In order to allow this to happen we will use multiple data sets to identify households at risk of homelessness and the services they are engaging with before the point of crisis, and offer support to increase their resilience to homelessness. This ambitious work is in its early stages and will be developed over the coming two years.
37	<i>The Council should create a single point of contact for private landlords to discuss the implications of universal credit and to help safeguard tenants during their transition to universal</i>	The Council recognises the need to protect tenants and landlord interests throughout the migration to Universal Credit. Much work has already been scheduled in conjunction with the DWP including budgetary and digital support for all those migrating to UC and access to a universal credit portal to enable officers to review and update on

	<i>credit, and proactively reach out to landlords via letting agents operating in the borough.</i>	<p>the progress of claims.</p> <p>The Council intends to hold a Universal Credit summit in summer to bring together Council teams, third sector, landlords and residents to consider its implications and how we can respond collectively.</p>
38	<i>The Council should extend its programme of developing units such as PLACE/Ladywell and acquiring properties to increase the quality of temporary accommodation it offers.</i>	<p>PLACE/Ladywell provided 24 units of high-quality temporary accommodation for homeless families in Lewisham, which has meant that they have a safe, secure and affordable home while they wait to be permanently housed. The development was built using innovative precision manufactured technology, and was built quicker, more efficiently and for 2/3s the cost of traditional construction. Importantly this means that the Council's Capital Investment in the building will be repaid within 10 years.</p> <p>The success of PLACE/Ladywell has meant that the Council is looking to deliver more high-quality temporary accommodation using the next iteration of the same precision manufacturing technology on other sites in Lewisham. In 2017 the GLA provided in-principle agreement for £13m of grant funding to support the delivery of a further 140 homes using the same approach as PLACE. In January 2018 Mayor &amp; Cabinet approved plans to build 33 new homes at Edward Street in Deptford, and now all four of the sites in the programme either have planning consent or will achieve that in the coming quarter.</p> <p>Further updates will be provided as these four developments come forward.</p>
39	<i>National government should lift the cap on Local Housing Allowance rates which is driving up homelessness and instead tie it to median market rents.</i>	Recommendation for national government
40	<i>The Council should also join calls for a pause to the rollout of Universal Credit, pending a review of the system. It should call for an end to the 6-week wait for an initial payment is pushing people into rent arrears.</i>	See recommendation 16

41	<i>Government should consider introducing an insurance product for tenants to replace deposits. This insurance product would cover legitimate costs for the landlord up to a maximum amount in a similar way to how deposits are currently used. This would replace the need for tenants to pay expensive deposits at the start of tenancies.</i>	Recommendation for national government
42	<i>The Council should lobby for the Mayor of London and local authorities to have greater powers over regulation of the private rented sector. This could include powers to review developers' viability assessments; to implement rent controls; to mandate quality standards in the PRS; to make it more difficult for people to be evicted from private rental properties; and to monitor and prevent discrimination in the PRS.</i>	Recommendation for national government
<b>Strengthening support within communities</b>		
43	<i>Lewisham Local should consider developing an anti-poverty fund to fill the current gap in micro-grants to support local community activity. This could be funded by using relevant financial contributions from planning obligations.</i>	Research has started into developing a fund that would encourage local businesses, employers and individuals to give. This would be used to address local needs and good causes and potentially build an endowment fund to help future financial giving in Lewisham.
44	<i>Local Assemblies should be encouraged to function as spaces in which the community sector can develop partnerships, share learning and share information on local activities.</i>	The Local Assemblies team works with coordinating groups and local partners to ensure that assemblies address key local issues and will emphasise this point in planning their agendas for the coming year.
45	<i>A 'vulnerability audit' should be conducted by the Community Connections Service, 60 that identifies where there are 'invisible needs' and where resilience is lowest across the</i>	Community Connections combines community development work with face to face community facilitation for vulnerable adults in the community. Community Facilitators gain insight into the challenges experienced by the most vulnerable in our community, and identify areas of need and hidden need in the community.

	<p><i>borough to ensure services can become more targeted towards the borough's most deprived residents.</i></p>	<p>Community Facilitators receive referrals from a range of sources, including health and social care, self-referral and the voluntary sector. They have therefore been able to identify those who are not 'known to service' which is important in their ability to identify needs which are not immediately visible.</p> <p>Community Facilitators also work closely with health and social care identifying areas where professionals identify challenges and unmet needs in the community, particularly affecting the most vulnerable adults.</p> <p>They have four Community Development Workers working according to the four neighbourhoods in Lewisham. The Community Development Workers work closely with Community Facilitators, Health and Social Partners and a range of community and voluntary sector groups to identify need, develop and build capacity of small groups and projects and build an audit of the gaps in the borough.</p> <p>Community Connections produces a gaps analysis based on the information gained from each of these sources highlighting the 'invisible needs' for the vulnerable in Lewisham. This is used as a working document for ongoing work within the community to build resilience and tackle these identified gaps.</p>
46	<p><i>Lewisham Council should work with Lewisham Clinical Commissioning Group (CCG), Lewisham GPs and the borough's third sector to enable GPs to take up Social Prescribing across the borough.</i></p>	<p>SAIL (Safe and Independent Living) Connections is working with the CCG and LBL to develop a social prescribing strategy for the borough.</p>
47	<p><i>Lewisham Council should build on its work with Go On Lewisham 61 to support the most deprived parts of the community gain basic digital skills by supporting and prioritising community activity which helps develop people's digital skills, with due consideration of where these services are located.</i></p>	<p>Advice Lewisham works with Go On and a range of volunteers to assist residents to develop their digital skills and become more self-sufficient in engaging with a range of agencies.</p> <p>Community Connections also works with Go On to develop activities to improve the digital skills of older residents.</p>

48	<p><i>The activities by the borough's community sector should be actively promoted to residents and amongst community organisations by:</i></p> <p><i>Developing a consolidated and live register of community activity</i></p> <p><i>Promoting Voluntary Action Lewisham (VAL) contact information in Lewisham Life</i></p> <p><i>Promoting local community activity more in the local press</i></p>	<p>Community Connections has developed SAIL Connections – a holistic referral service which includes referral mechanism for Advice Lewisham, and thereby access to home visiting advice workers. The project aims to bridge the gap between older people and the range of advice and support services available to them, improving accessibility and supporting older people to identify the correct service for them.</p>
49 50	<p><i>The Council should improve and promote its employee volunteering policy to encourage council staff to volunteer in the borough's most deprived communities by working with Voluntary Action Lewisham and using the evidence from the 'vulnerability audit' described above. The newly launched employee volunteering policy could then be used as an exemplar for Lewisham Local partners to promote to businesses inside and outside the borough, and encourage best practice.</i></p> <p><i>Lewisham Local, working with employers inside and outside the borough, should work towards supporting people who are not ready for work into volunteering opportunities which allow them to develop transferable skills and provide training on how to communicate or translate this in practice.</i></p>	<p>Lewisham Local have instigated the following activities in relation to volunteering:</p> <ul style="list-style-type: none"> <li>● <b>Young People's Volunteering</b> – ran several pilot initiatives with Young Mayor's, Youth First, a secondary school to get young people volunteering</li> <li>● <b>Student Volunteering</b> – Helped initiate Student Volunteering Week – now in its second year</li> <li>● <b>Employee Volunteering</b> – Recently started developing a new Lewisham offer to connect local businesses and employers with local community organisations. Conversations begun with LBL and Lewisham Homes. Over 10 community opportunities and in conversations with 15+ local businesses/employers</li> <li>● Over 200 relationships with businesses/employers</li> <li>● Through initiatives, giving/networking events</li> <li>● Using connections to talk to businesses/employers about new opportunities to connect with the community</li> <li>● Communication – Started a 'Good News' blog capturing stories of local businesses giving to hopefully inspire others</li> </ul> <p>Voluntary Action Lewisham will be working with a range of voluntary organisations, including Lewisham Local. At the Stronger Communities Partnership Board meeting it was agreed that they would pull together the key volunteering organisations in the borough with a view to developing a volunteering strategy which will be discussed at</p>

		<p>the June meeting of the Stronger Communities Partnership Board. They have listed the following activities that they are currently undertaking:</p> <ul style="list-style-type: none"> <li>● <b>Employee volunteering</b> – Looking at connecting employees with areas of most need: skilled volunteering – trustees, HR, website development, fundraising. Already working with L&amp;Q, conversations with Council and Lewisham Homes. Main role is to ensure groups have clear role descriptions are well set up to host volunteers</li> <li>● <b>GoodGym</b> – connecting them up to organisations that need practical work done (3 so far including us!)</li> <li>● <b>Promoting opportunities</b> – Volunteer marketplace event – Jan. 35 orgs and 100 members of public came along. Will be repeating similar events in different parts of the borough and planning smaller events in evenings to attract different volunteers (next one in April/May at a pub on Lewisham High Street).</li> <li>● Starting drop-ins in March at Forest Hill JCP, South Lewisham Group Practice, Green Man</li> </ul> <p>Additional work that they will be doing with volunteers includes supported volunteering, ie working with Turning Point to look at volunteering opportunities that some of their service users who have been to prison can engage with.</p>
51	<p><i>The Council should work with VAL and Lewisham CCG to support the borough's voluntary and community sector to access contract opportunities by organising 'meet the commissioner days' and committing to early notification when contracts go to tender.</i></p>	<p>VAL has begun conversations with the CCG to look at their priorities and how they can contribute.</p> <p>Community Connections has introduced a team of Community Development Workers working to build a stronger sector and to support the growth of small voluntary sector organisations and community groups, as well as building networks and partnerships. Collaboration and partnership work within the sector are a key way in which sustainability and resilience of services can be established. In addition to facilitating the 4 Neighbourhood Community Development Partnerships the team also supports 9 other community networks:</p> <p>Older Peoples Arts Network</p>



		<p>Caribbean Social Forum          Friendships Network          ESOL Providers Forum          Dementia Action Alliance          Lewisham LGBT Forum          Community Spaces network          Lewisham mental health connections          Downham Nutrition Partnership</p>
52	<p><i>The Council should use its procurement processes to ensure that all components of the Social Value Act (2010), including community engagement, are geared towards the needs of the most deprived members of the borough. This could be achieved by:</i></p> <ul style="list-style-type: none"> <li>• <i>Ensuring that all procurement processes are brought to the attention of the Social Value Officer in time to develop relationships with providers</i></li> <li>• <i>Including statements on the social value offer of all new contracts and all decisions to go to tender in the reports used in the Council's formal decision-making processes including for its Mayor and Cabinet meetings.</i></li> <li>• <i>Making community consultation and service user engagement a key component of social value</i></li> </ul>	Covered under recommendations 8 & 9
53	<p><i>Lewisham Council should continue to support the local voluntary and community sector to use their assets (such as community buildings) more efficiently and wherever possible, co-locate.</i></p>	Officers continue to do this important work. A key recent example is VAL moving to the Mulberry Centre in New Cross in order to establish the site as a community hub.
54	<p><i>The Council should work to ensure that there is a good provision of community resources in new residential</i></p>	The Council actively promote the delivery of community space in new developments.

	<i>developments by supporting developers to work with local community organisations.</i>	
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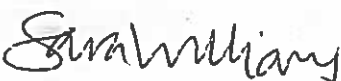
<b>Chief Officer Confirmation of Report Submission</b>	
<b>Cabinet Member Confirmation of Briefing</b>	
Report for: Mayor	<input type="checkbox"/>
Mayor and Cabinet	<input checked="" type="checkbox"/>
Mayor and Cabinet (Contracts)	<input type="checkbox"/>
Executive Director	<input type="checkbox"/>
Information <input type="checkbox"/> Part 1 <input checked="" type="checkbox"/> Part 2 <input type="checkbox"/> Key Decision <input type="checkbox"/>	

<b>Date of Meeting</b>	21 <sup>st</sup> March 2018	
<b>Title of Report</b>	Sandhurst Primary School Instrument of Government	
<b>Originator of Report</b>	Suhaib Saeed	Ext.47670

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

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

Signed:   
 Executive Member  
 Date: 13<sup>th</sup> March 2018

Signed:   
 Director/Head of Service  
 Date 12<sup>th</sup> March 2018

**Control Record by Committee Support**

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

<b>Mayor &amp; Cabinet</b>			
<b>Report Title</b>	Sandhurst Primary School Instrument of Government		
<b>Key Decision</b>	Yes	Item No.	
<b>Ward</b>	Catford South		
<b>Contributors</b>	Executive Director for Children and Young People and Head of Law		
<b>Class</b>	Part 1	Date:	21 March 2018

### 1. Summary

- 1.1 A new Instrument of Government needs to be made for Sandhurst Primary School, following the approval of the proposal to amalgamate Sandhurst Infant and Nursery School and Sandhurst Junior School by closing Sandhurst Junior School and extending the age range of Sandhurst Infant and Nursery School.

### 2. Purpose

- 2.1 To seek agreement to the making of the new Instrument of Government for the school listed below.

### 3. Recommendation

The Mayor is recommended to:

- 3.1 Approve that the Instrument of Government for Sandhurst Primary School be made by Local Authority order dated 1 April 2018 as set out in Appendix 1.

### 4. Policy Context

- 4.1 Each school has to have an Instrument of Government. The Local Authority must satisfy itself that the Instrument of Government for each school conforms to the legislation. The Local Authority must also agree its content.
- 4.2 Lewisham's Children & Young People's Plan sets out our vision for improving outcomes for all children. The main purpose of a governing body is to account for the achievement of children and young people in their schools.
- 4.3 The appointment of governors supports the broad priorities within Lewisham's Sustainable Community strategy, in particular those of being "ambitious and achieving" and "empowered and responsible". Governors help inspire our young people to achieve their full potential and they also promote volunteering which encourages them to be involved in their local area.

- 4.4 Two specific corporate priorities that are relevant pertain to “community leadership and empowerment” and “young people’s achievement and involvement”.

## **5. Background**

- 5.1 Following the submission of the report “*Decision to Close Sandhurst Junior School and Change the Age Range of Sandhurst Infant School*” to Mayor and Cabinet on 28 February 2018 on the Sandhurst Amalgamation, a decision was made by Mayor and Cabinet to:

- 5.1.1 note the results of the period of representation on both the proposal to close Sandhurst Junior School and the proposal to change the age range of Sandhurst Infant School, with effect from 1 April 2018.

- 5.1.2 note that if decisions are taken to close Sandhurst Junior School and change the age range of Sandhurst Infant School, a new Instrument of Government of the remaining school will need to be developed and brought back to the Mayor for approval.

- 5.1.3 agree that Sandhurst Junior School is closed as of 1 April 2018.

- 5.1.4 agree that the age range of Sandhurst Infant School is changed to include Key Stage 2 as of 1 April 2018.

- 5.2 Thus with respect to decision 5.3 above a new Instrument of Government for Sandhurst Primary School has been agreed by the governing body of Sandhurst Infant and Nursery School on 1 March 2018. The change of a school’s name necessitates a new Instrument of Government and, therefore, the reconstitution of the Governing Body.

- 5.3 Prior to this a representative working group with membership from both schools governing bodies led on detailed implementation work. One of the tasks for this group was to draft an Instrument of Government for the all through primary school. Local Authority officers have also been in dialogue with the Headteacher and respective chairs of governors of the Infant and Junior school throughout the process.

- 5.4 The governing body of Sandhurst Infant and Nursery School felt that it was important to have a good number of parent governors represented on the governing body, as after amalgamation the school will have in excess of 700 pupils, and the rationale is that 5 parent governors will ensure that they have a good distribution of parent voice on the governing body.

- 5.5 In addition each school’s governing body has completed a skills audit and when looking to appoint the co-opted governors they will be using the outputs of the audit to ensure they achieve coverage of skills across the new governing body. There are 9 co-opted governors on the new proposed Instrument of government.

- 5.6 For the reasons above, it was agreed at an extraordinary governing body on March 1 2018 to increase the size of the governing body from 12 to 17 members and request an amendment to the Instrument of Government.
- 5.7 The governing body must be constituted in accordance with regulations made by virtue of section 19 of the Education Act 2002 namely The School Governance (Constitution) (England) Regulations 2012, as amended.
- 5.8 The total membership of the governing body of a maintained school must be no fewer than seven governors.
- 5.9 The governing body of a maintained school must include the following:-
- (a) at least two parent governors;
  - (b) the headteacher unless the headteacher resigns the office of governor in accordance with regulations;
  - (c) one staff governor, and
  - (d) one local authority governor
- 5.10 The governing body may in addition appoint such number of co-opted governors as they consider necessary provided that the requirements in regulations are met in respect of governing bodies of foundation and voluntary schools.
- 5.11 The total number of co-opted governors who are also eligible to be elected as staff governors under Schedule 2, when counted with the staff governor and the head teacher, must not exceed one third of the total membership of the governing body.
- 5.12 Appendix 1 details the Instrument of Government the Local Authority is proposing to make by order.

## **6. Financial implications**

- 6.1 There are no financial implications arising from this report.

## **7. Legal implications**

- 7.1 Section 20 of the Education Act 2002 requires all maintained schools to have an Instrument of Government which determines the constitution of the school and other matters relating to the school.
- 7.2 Each school must have an Instrument of Government detailing the name of the school, the type of school and the membership of the Governing Body. The category of governor and the number in each category is specified in the School Governance (Constitution) (England) Regulations 2012 as amended.
- 7.3 The Instrument of Government proposed for the Governing Body of Sandhurst Primary School conforms to The School Governance (Constitution) (England) Regulations 2012 as amended.

## **Equalities Legislation**

- 7.4 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
- 7.5 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.
- 7.6 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 at 7.5 above.
- 7.7 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.
- 7.8 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>

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

7.9 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](#)

7.10 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>

## **8. Crime and Disorder Implications**

8.1 There are no specific crime and disorder implications.

## **9. Equalities Implications**

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

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

## **10. Environmental Implications**

10.1 There are no specific environmental implications.

## **Background Documents**

Short Title of Document	Date	File Location	Contact Officer
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The School Governance (Constitution) (England) Regulations 2012	2012	<a href="http://www.legislation.gov.uk/uksi/2012/1034/regulation/28/made">http://www.legislation.gov.uk/uksi/2012/1034/regulation/28/made</a>	Suhaib Saeed
The School Governance (Miscellaneous Amendments) (England) Regulations 2015	2015	<a href="http://www.legislation.gov.uk/uksi/2015/883/contents/made">http://www.legislation.gov.uk/uksi/2015/883/contents/made</a>	Suhaib Saeed
The School Governance (Constitution and Federations) (England) (Amendment) Regulations 2016	2016	<a href="http://www.legislation.gov.uk/uksi/2016/204/contents/made">http://www.legislation.gov.uk/uksi/2016/204/contents/made</a>	Suhaib Saeed

If there are any queries arising from this report, please contact Suhaib Saeed, Service Manager School Services , 3<sup>rd</sup> Floor, Laurence House, telephone 020 8314 767

**Appendix 1**

1. The name of the school is **Sandhurst Primary School**
2. The school is a **community school**
3. The name of the governing body is **The governing body of Sandhurst Primary School**
4. The governing body shall consist of:
  - a. **5 parent governors**
  - b. **1 Headteacher**
  - c. **1 staff governor**
  - d. **1 Local Authority governor**
  - e. **9 co-opted governors**
5. Total number of governors **17**
6. This instrument of government comes into effect on: **1 April 2018**
7. This instrument was made by order of Lewisham Local Authority on **21 March 2018**
8. A copy of the instrument must be supplied to every member of the governing body (and the headteacher if not a governor)

## APPENDIX D

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

Date of Meeting	21 March 2018
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Title of Report	Monthly Management Report
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Originator of Report	Steve Goldsmith	Ext. 47840
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At the time of submission for the Agenda, I confirm that the report has:

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

Signed:  Executive Member

Date: 13 March 2018

Signed:  Director/Head of Service

Date: 13-3-18

### Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	

Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

<b>MAYOR AND CABINET</b>		
<b>Report Title</b>	Management Report – January 2018	
<b>Key Decision</b>	No	Item No.
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Resources & Regeneration	
<b>Class</b>	Open	Date: 21 March 2018

## **1 PURPOSE**

- 1.1 To set out the Management Report as at January 2018.

## **2 EXECUTIVE SUMMARY**

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

## **3 RECOMMENDATION**

- 3.1 That the Mayor notes the Management Report.

## **4 BACKGROUND**

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

## **5 FINANCIAL IMPLICATIONS**

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

## **6 LEGAL IMPLICATIONS**

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

## **7 HUMAN RESOURCE IMPLICATIONS**

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

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

## **8 EQUALITIES IMPLICATIONS**

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

## **9 ENVIRONMENTAL IMPLICATIONS**

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

## **10 CRIME AND DISORDER IMPLICATIONS**

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

## **BACKGROUND PAPERS**

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

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












# Monthly Management Report

January 2018

# Contents

## Key

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

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# Foreword

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

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

## **Performance:**

Performance is being reported for December 2017. There are 13 performance indicators (68% of the total) reported as green or amber against target, and 11 indicators (58%) are showing an upward direction of travel. There are 6 performance indicators (32%) reported as red against target and 8 performance indicators (42%) which have a Red direction of travel. There are no indicators that have missing performance data.

## **Projects:**

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

## **Risks:**

Risks are being reported for December 2017. There are seven red corporate risks - noncompliance with Health and Safety legislation; financial failure and inability to maintain service delivery within a balanced budget; loss of income to the Council; failure of child safeguarding arrangement; serious adult safeguarding concern; failure to maintain strategic asset and strategic programme to develop and implement transformational charge does not deliver. There are fourteen amber risks and one green risk.

## **Finance:**

The financial forecasts as at 31 December 2017 are as follows: There is a forecast overspend of £13.3m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year-end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the year end. It is expected that there will be 13 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £3.4m.

**Janet Senior,**

**Acting Chief Executive,  
13 February 2018**

# Overall Summary: Performance

Summary of performance indicators in this report.

Priority 2 - Young People's Achievement and Involvement				Priority 2 - Young People's Achievement and Involvement				Across all performance indicators in this report				Across all performance indicators in this report			
Overall Performance				Direction of Travel				Overall Performance				Direction of Travel			
			Total				Total				Total				Total
2	0	0	2	0	0	2	2	6	3	10	19	8	0	11	19

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

Priority 6 - Decent Homes for All				Priority 6 - Decent Homes for All			
Overall Performance				Direction of Travel			
			Total				Total
0	0	1	1	0	0	1	1

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

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

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

Priority 10 - Inspiring Efficiency, Effectiveness and Equity				Priority 10 - Inspiring Efficiency, Effectiveness and Equity			
Overall Performance				Direction of Travel			
			Total				Total
2	2	2	6	3	0	3	6

## Performance

This report contains December 2017 performance data, and finds that 13 indicators are reported as green or amber against target which is one more than the last report. In December 2017, 6 indicators are reported as red against target, which is one less than the last report. There are no indicators with missing data in December 2017, which is the same as the last report.

## Direction of Travel

A total of 11 indicators are showing an upward trend in December 2017, which is three more than in the last report. There are 8 indicators with a red direction of travel, which down from 11 in the last report.

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

# Areas for Management Attention

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

## Areas requiring management attention this month

### Performance Indicators - Monthly Indicators

	Against Target Dec 17	DoT Dec 17 v Mar	DoT Dec 17 v Nov 17	Consecutive periods Red	Priority No.	Page No.
NI064 Child protection plans lasting 2 years or more	▲	▼	▲	9	7	p24
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	▲	▼	→	-	8	p27/28
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	▲	▼	▼	3	10	p32

# Areas of Good Performance

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## Areas of Good Performance

### Performance Indicators - Monthly indicators

	Against Target Dec 17	DoT Dec 17 v Mar 17	DoT Dec 17 v Nov 17	Priority No.
NI191 Residual household waste per household (KG)	★	↗	↗	3
NI193 Percentage of municipal waste land filled	★	↗	↘	3
NI062 Stability of placements of looked after children: number of moves	★	↗	↘	7
LPI202 Library visits per 1000 pop	★	↗	↘	9
BV012b Days/shifts lost to sickness (excluding Schools)	★	↗	↗	10
LPI031 NNDR collected	★	↗	↘	10

### Performance Indicators - Quaterly Indicators

	Against Target Dec 17	DoT Dec 17 v Mar 17	DoT Dec 17 v Sep 17	Priority No.
LP2705 Number of homes made decent	★	↗	↗	6

# Programmes and Projects

Project Performance - January 2018

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

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

Estimated completion dates	
Project	Date
PMSCYP Developing 2 Year Old Childcare Provision	March 2018
PMSCYP Building Schools for the Future	April 2018
PMSCUS New Homes, Better Places	Phase 2 completion - September, 2018
PMSRGN Sydenham Park Footbridge	October 2018
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	June 2019
PMSRGN Milford Towers Decant	2019
PMSCUS Bampton Estate Development	March 2020
PMSRGN Southern Site Housing - Deptf TC Prog	March 2021
PMSCUS Besson Street Development	March 2021
PMSCUS Excalibur Regeneration	Final Phase complete by February 2023
PMSRGN New Bermondsey Regeneration Scheme	2026
PMSRGN Catford Centre Redevelopment	2026
PMSCUS Lewisham Homes Capital Programme	On-going Programme
PMSCYP Pupil Places Programme	On-going Programme

## Movements in project status since December 2017

**Upgrades:**  
None

**Downgrades:**  
None

**Removals:**  
None

**Additions:**  
None

# Overall Performance: Risk

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

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

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

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

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

The Corporate Risk register has been refreshed to ensure that all risks are more clearly defined and accurately reflect the underlying risks. All of the action plans within the registers now have clear deadlines for completion and these are being made more specific for 2017/18. There are 22 risks in total on the Corporate Risk register (7 Red, 14 Amber, and 1 Green).

There are no changes to the status of any risks in the corporate risk register this quarter.

A new risk regarding 'High Levels of Poor Air Quality' has been added to the Corporate Risk Register for December 2017'. It is rated as an amber risk.

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

The Risk Management Strategy will be reported to the Audit Panel in December 2017. The Partnership Risk Register has been refreshed this quarter and reported to Executive Management Team and Internal Control Board.

# Overall Performance: Risk

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

Red (Corporate Register)		
Corporate priority	Risk name	Current status
10	1B.1. Non-compliance with Health & Safety Legislation	▲
10	1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	▲
7	2A.2. Failure of child safeguarding arrangement	▲
10	2A.3. Strategic programme to develop and implement transformational change does not deliver	▲
8	2A.5. Serious Adult Safeguarding Concerns	▲
10	5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	▲
10	5A.3. Loss of income to the Council	▲

# Overall Performance: Risk

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




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



# Overall Performance: Finance

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

## Performance

	Nov 2017	%	Dec 2017	%
	2	20	4	40
	2	20	0	20
	6	60	6	60
Totals	10	100	10	100

The Financial results for 2017/18 is as follows: There is a forecast overspend of £13.3m against the directorates' net general fund revenue budget. This compares to a final outturn of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the directorates' year-end overspend of £9.8m for that year. The Dedicated Schools Grant (DSG) is expected to balance at the end of the year end. It is expected that there will be 13 schools that require to have a licensed deficit. The Housing Revenue Account (HRA) is currently projecting an additional surplus of £3.4m

## Finance by Priorities ('000s)

	2017/18 Budget	Latest projected year end variance as at Dec 17	% variance
01. NI Community Leadership and Empowerment	4,997	0.00	0.00
02. NI Young People's Achievement and Involvement	11,100	2,600.00	23.42
03. NI Clean, Green and Liveable	18,500	2,700.00	14.59
04. NI Safety, Security and Visible Presence	9,400	-200.00	-2.13
05. NI Strengthening the Local Economy	2,500	-200.00	-8.00
06. NI Decent Homes for All	5,600	200.00	3.57
07. NI Protection of Children	37,600	5,800.00	15.43
08. NI Caring for Adults and Older People	69,800	1,600.00	2.29
09. NI Active, Healthy Citizens	2,803	-200.00	-7.14
10. NI Inspiring Efficiency, Effectiveness, and Equity	70,446	1,000.00	1.42
Corporate priorities	232,746	13,300.00	5.71

### **Lewisham marks Holocaust Memorial Day 2018**

The borough of Lewisham marked Holocaust Memorial Day 2018 with a special commemorative event on Sunday 28 January. Faith groups and children from across Lewisham came together to remember the victims of the Holocaust and other genocides at a special event held at the Rivoli Ballroom in Crofton Park on Sunday 28 January. The theme of this year's commemoration was "the power of words". Young people from local schools put on a production reflecting the theme, which included dance, drama, poetry and speeches. Former MP Lord Alfred Dubs, who was a child refugee from Czechoslovakia and travelled on the Kindertransport to the UK, joined Sir Steve Bullock, Mayor of Lewisham and local faith leaders to mark the event. Councillor Pauline Morrison, Chair of the Holocaust Memorial Committee, said: 'Every year, the Holocaust Memorial Day reminds us of the importance of respecting each other, regardless of beliefs and background. I am proud of what Lewisham Council is doing to create an inclusive and welcoming community for present and future generations.'

### **Refugee children in Lewisham get over £363,000 in funding**

We successfully applied for £363,220 from the Government to support unaccompanied refugee children in the borough. We will use the money to: increase the number of foster carers supporting refugee children; fund training for our foster carers; support refugee children leaving care. Councillor Kevin Bonavia, Cabinet Member for Resources, said, 'We will use this new funding to support vulnerable refugee children in Lewisham. Many have travelled alone for thousands of miles from war zones to reach safety here in Lewisham. This extra money will help provide secure and loving homes for refugee children to grow up in.'

## 2. Young People's Achievement and Involvement

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

Priority 2 - Monthly Performance									
	Unit	YTD Dec 17	Target Dec 17	Against Target Dec 17	DoT Last year	Against Target Nov 17	Against Target Oct 17	Against Target	16/17
LPZ940 % EHCPs issued under 20 weeks excluding exceptions to the rule	Percentage	74.20	100.00	▲	➔	▲	▲	▲	▲
LPZ941 % EHCPs issued under 20 weeks including exceptions to the rule	Percentage	73.20	100.00	▲	➔	▲	▲	▲	▲

Priority 2 - Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCYP Developing 2 Year Old Childcare Provision	CYP	£2.562m	March 2018	●
PMSCYP Pupil Places Programme	CYP	Budget 2016 - 2019: £36 M	On-going Programme	●
PMSCYP Building Schools for the Future	CYP	£230m	April 2018	★

Net Expenditure Priority 02 ('000s)					
	2017/18 Budget	Projected year-end variance as at Dec 17	Variance	% Variance	Comments
02. NI Young People's Achievement and Involvement	11,100	2,600	▲	23.42	<b>Finance Overspend</b> Schools' transport within partnership and targeted services overspend of £1.4m. The education psychologist's budget has seen an increase spending pressure due to the demand for EHCP, where the numbers issued has doubled this year. In addition the short break's budget is expected to overspend by £500k. Lastly, £0.7m, relates to unachieved previous years savings.

### 3. Clean, Green & Liveable

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

Priority 3 - Monthly Performance									
	Unit	YTD Dec 17	Target Dec 17	Against Target Dec 17	DoT Last year	Against Target Nov 17	Against Target Oct 17	Against Target	16/17
NI191 Residual household waste per household (KG)	Kg/Household	54.93	58.75	★	↗	★	★	★	★
NI192 Percentage of household waste sent for reuse, recycling and composting	Percentage	19.27	20.00	●	↗	▲	▲	▲	▲
NI193 Percentage of municipal waste land filled	Percentage	0.40	2.00	★	↗	★	★	★	★

### 3. Clean, Green & Liveable



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

Priority 3 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSRGN Sydenham Park Footbridge	Resources & Regeneration	£775k	October 2018	●
PMSCUS Beckenham Place Park Regeneration and Flood Scheme	Customer Services	£8.87M	June 2019	★

Priority 3 - Finance Net Expenditure ('000s)					
	2017/18 Budget	Projected year-end variance as at Dec 17	Variance	% variance	Comments
Page 81 NI Clean, Green and Liveable	18,500	2,700	▲	14.59	<b>Finance Overspend</b> The Environment Division has a year-end overspend of £2.7m. £1.4m overspends are predicted for refuse services and £0.3m for strategic waste management. The Passengers services are predicting an overspend of £0.5m for 2017/18. A saving of £1m was originally agreed to passenger services budgets by M&C over a 2 year period 2016/17 of £0.5m and 2017/18 of £0.5m. The Green scene budgets are projecting an overspend of £0.3m largely as a result of projected overspends on arboreal services. An overspend on grounds maintenance costs for parks and unbudgeted legal fees totalling £0.1m is also forecast. The Bereavement services are predicting £0.1m overspend arising from higher than expected expenditure on equipment.

### 3. Clean, Green & Liveable

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

Risk						
	Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
1.B.4 High levels of poor air quality			Dec 17	?	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• Support internal work streams to improve air quality</li> <li>• Encourage non Environmental Health (EH) services to raise awareness and work with Air Quality Strategy</li> <li>• Agree Council-wide strategy</li> </ul>	<b>Risk - When is it going to be completed?</b> <ol style="list-style-type: none"> <li>1. ongoing</li> <li>2. ongoing</li> <li>3. July 2018</li> </ol>

## 4. Safety, Security and Visible Presence

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

### 4.1 Performance

- ✔ Improving - where smaller is better
- ✘ Declining - where smaller is better

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

Violence with injury (MET figures)								
	Unit	Dec 17	Nov 17	Oct 17	Sep 17	Change since last month	Dec 16	Change since same period last year
Lewisham	Number	469.00	440.00	486.00	458.00	✘	476.00	✔
Inner London	Number	472.91	474.21	492.66	457.45	✔	437.00	✘
Outer London	Number	375.10	382.75	407.70	376.50	✔	360.00	✘

Robbery (MET figures)								
	Unit	Dec 17	Nov 17	Oct 17	Sep 17	Change since last month	Dec 16	Change since same period last year
Lewisham	Number	71.00	91.00	71.00	95.00	✔	76.00	✔
Inner London	Number	119.55	102.70	134.82	123.55	✘	102.00	✘
Outer London	Number	71.90	94.97	74.35	65.35	✔	54.00	✘

Sexual Offences (MET figures)								
	Unit	Dec 17	Nov 17	Oct 17	Sep 17	Change since last month	Dec 16	Change since same period last year
Lewisham	Number	44.00	59.00	50.00	54.00	✔	61.00	✔
Inner London	Number	56.27	57.30	63.00	64.45	✔	53.00	✘
Outer London	Number	38.70	54.40	49.70	43.40	✔	39.00	✔

## 4. Safety, Security and Visible Presence

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

### 4.1 Performance

- ✓ Improving - where smaller is better
- ✗ Declining - where smaller is better

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

Domestic Violence (MOPAC figures)						
Unit	Year ended Sep 17	Year ended Jun 17	Change since last quarter	Year ended Sep 16	Change since same period last year	
Lewisham	Number	6,083.00	6,210.00	✓	6,404.00	✓
Overall London	Number	4,518.56	4,575.06	✓	4,721.00	✓

Serious Youth Crime (MOPAC figures)						
Unit	Year ended Dec 17	Year ended Oct 17	Change since last month reported	Year ended Dec 16	Change since same period last year	
Lewisham	Number	301.00	311.00	✓	257.00	✗
Inner London	Number	268.09	263.55	✗	221.00	✗
Outer London	Number	245.05	238.80	✗	212.00	✗

Knife Crime, offenders aged under 25 years (MOPAC figures)						
Unit	Year ended Dec 17	Year ended Oct 17	Change since last month reported	Year ended Dec 16	Change since same period last year	
Lewisham	Number	81.00	77.00	✓	75.00	✗
Inner London	Number	81.36	82.45	✗	70.00	✗
Outer London	Number	57.75	56.00	✗	50.00	✗

Gun Crime, offenders aged under 25 years (MOPAC figures)						
Unit	Year ended Dec 17	Year ended Oct 17	Change since last month reported	Year ended Dec 16	Change since same period last year	
Lewisham	Number	8.00	7.00	✗	12.00	✓
Inner London	Number	10.45	5.65	✗	11.00	✓
Outer London	Number	10.80	9.90	✗	9.00	✗



## 5. Strengthening the Local Economy

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

Priority 5 - Monthly Contextual Performance							
	Unit	YTD Dec 17	YTD Nov 17	YTD Oct 17	YTD Sep 17	YTD Aug 17	16/17
LPI472 Job Seekers Allowance claimant rate	Percentage	2.50	2.50	2.50	2.50	2.50	2.50
LPI474 The no.of JSA claimants aged 18-24yrs	Number	755	770	795	775	780	800
LPI475 Average house price(Lewisham)	£	417,640	426,058	420,084	426,284	419,684	410,525

Priority 5 - Quarterly Contextual Performance							
	Unit	YTD Dec 17	YTD Sep 17	YTD Jun 17	YTD Mar 17	YTD Dec 16	16/17
LPI423 Local employment rate	Percentage	?	79.90	78.70	77.40	74.80	77.40

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

## 6. Decent Homes for All

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

Priority 6 - Monthly Indicators (contextual)					
	Dec 17	Nov 17	Oct 17	Sep 17	Aug 17
NI156 Number of households living in Temporary Accommodation	1,980	1,981	1,984	1,970	1,959
LPI794 Number of families in non self contained nightly paid accommodation for more than 6 weeks	0	35	28	0	34

Priority 6 - Quarterly Indicator							
	YTD Dec 17	Target Dec 17	Against target Dec 17	DoT Last year	Against Target Sep 17	Against Target Jun 16/17	
LPZ705 Number of homes made decent	631.00	459.00	★	↗	★	★	354.00

## 6. Decent Homes for All

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

Priority 6 Projects				
	Directorate	Budget	Est. completion date	Current Status
PMSCUS Bampton Estate Development	Customer Services	£300k	March 2020	●
PMSCUS Excalibur Regeneration	Customer Services	£7.242m	Final Phase complete by February 2023	●
PMSRGN Milford Towers Decant	Resources & Regeneration	£6m	2019	●
PMSRGN Southern Site Housing - Deptf TC Prog	Resources & Regeneration	£1m	March 2021	●
PMSCUS Besson Street Development	Customer Services	£1.02M	March 2021	★
PMSCUS Lewisham Homes Capital Programme	Customer Services	£49m	On-going Programme	★
PMSCUS New Homes, Better Places	Customer Services	£1.5m	Phase 2 completion - September, 2018	★

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Priority 6 - Finance Net Expenditure (?000s)					
	2017/18 Budget	Projected year-end variance as at Dec 17	Variance	% variance	Comments
06. NI Decent Homes for All	5,600	200	▲	3.57	<b>Finance Overspend</b> . The strategic housing service is projecting an overspend of £0.2m. There is a £0.2m overspend projected on the staffing budget for the no recourse to public funds team.

## 7. Protection of Children

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

Priority 7 - Monthly Performance									
	Unit	YTD Dec 17	Target Dec 17	Against Target	DoT Last Dec 17	Against Target Nov 17	Against Target Oct 17	16/17	
NI062 Stability of placements of looked after children: number of moves	Percentage	9.90	10.00	★	↗	★	★	★	
NI063 Stability of placements of looked after children: length of placement	Percentage	78.00	77.00	★	↘	★	★	★	
NI064 Child protection plans lasting 2 years or more	Percentage	6.90	4.00	▲	↘	▲	▲	★	

Priority 7 - Contextual Performance									
	Unit	England 14/15	Statistical Neighbours 14/15	Dec 17	Nov 17	Oct 17	Sep 17	Aug 17	16/17
LPI302 No. of LAC 'as at'	Number	386.00	445.00	475.00	473.00	479.00	478.00	465.00	459.00
LPI309a Number of Referrals per month	Number	294.00	252.00	227.00	?	308.00	226.00	223.00	289.00

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Priority 7 - Finance Net Expenditure ('000s)					
	2017/18 Budget	Projected year end variance as at Dec 17	Variance	% variance	Comments
07. NI Protection of Children	37,600	5,800	▲	15.43	<b>Finance Overspend</b> The Children's Social Care has overspent by £5.8m which are in the following areas: the placement budget for looked after children has overspent of approx. £2.3m; Additional pressure on the section 17 unrelated to no recourse to public funds of £0.7m. The no recourse to public funds is expected to underspend by £0.2m. Salaries and wages which show a forecast overspend of £1.5m; a total investment of £0.6m has been made in the 'new front door' service which will bring costs down in the future; the underachieved savings across the directorate amount to £1.6m of which £0.7m relates to previous years' savings.

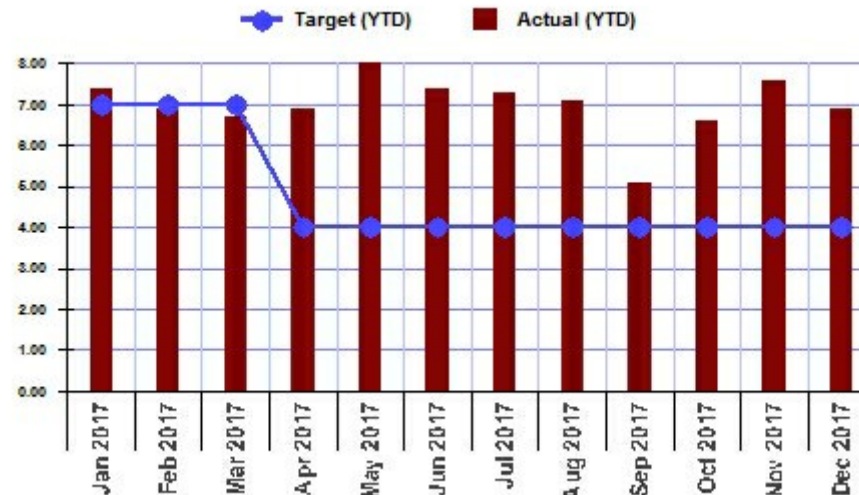
# 7. Protection of Children

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

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
2A.2. Failure of child safeguarding arrangements	Corporate	▲	★	Dec 17	→	<p><b>Risk - What are we planning to do?</b></p> <ul style="list-style-type: none"> <li>• Implement improvement plans for Children's Social Care (CSC) and Lewisham Safeguarding Adults Board (LSCB) and quality assurance strategy.</li> <li>• Data information and performance management regularly reviewed at Children's Social Care Service Management Team in light of OFSTED Action Plan</li> <li>• Implement Early Help Strategy</li> <li>• Case Study Approach at Children and Young People (CYP) DMT</li> <li>• Comprehensive workforce strategy is being launched, focussing on sufficiency, skills and performance of the workforce.</li> <li>• Actions for OFSTED implementation plan.</li> <li>• Ensure 3 year Disclosure Barring Service (DBS) renewals are taking place</li> </ul>	<p><b>Risk - When is it going to be completed?</b></p> <ul style="list-style-type: none"> <li>• Apr 18</li> <li>• Monthly reporting to SMT &amp; DMT</li> <li>• DMT review March 18</li> <li>• DMT review March 18</li> <li>• Ongoing monthly basis</li> <li>• Monthly report to SMT &amp; DMT</li> <li>• Reviewed half-termly</li> </ul>

NI064- Child protection plans lasting 2 years or more

NI064 Child protection plans lasting 2 years or more			
Percentage			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2016	7.50	7.00	▲
Jan 2017	7.40	7.00	▲
Feb 2017	6.90	7.00	★
Mar 2017	6.70	7.00	★
Apr 2017	6.90	4.00	▲
May 2017	8.00	4.00	▲
Jun 2017	7.40	4.00	▲
Jul 2017	7.30	4.00	▲
Aug 2017	7.10	4.00	▲
Sep 2017	5.10	4.00	▲
Oct 2017	6.60	4.00	▲
Nov 2017	7.60	4.00	▲
Dec 2017	6.90	4.00	▲



NI064 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Director of Children's Social Care	<p><b>Performance</b></p> <p>This indicator measures the proportion of children coming off a Child Protection Plan (CPP) in the last 12 months that were on a plan for two years or more. A rise in the percentage can demonstrate proactive work to move children to more appropriate pathways (step-down to Child In Need (CIN) plan, or proceedings for care) and can sometimes be relatively large sibling groups stepping-down to CIN plan. The target of 4% for 2017-18 was set in recognition of the improvement plans that had been put in place within Children's Social Care to reduce the number of children on a CPP more than 2 years and align Lewisham's performance with the national average. As at 31 December 2017 the number of Lewisham children subject to a CPP more than 2 years was 0 (zero), so rolling 12 months performance is now most likely to improve and move closer to target.</p>	<p><b>Performance Action Plan</b></p> <p>The number of children currently on a plan for over two years has reduced. We are stepping children down appropriately either to CIN Plans or moving them through to a higher threshold (proceedings for care).</p>

## 8. Caring for Adults and Older People

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

Priority 8 - Monthly Indicators								
	Unit	YTD Dec 17	Target Dec 17	Against Target Dec 17	DoT Last year	Against Target Nov 17	Against Target Oct 17	16/17
LPI254 1C (2) % people using social care who receive direct payments	Percentage	32.92	32.00	★	🔻	★	★	★
LPI264 2C (1) Delayed transfers of care from hospital per 100,000 population (NHS only)	Number per 100,000	4.28	4.40	★	🔻	★	★	★
LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop	Number per 100,000	4.28	0.80	▲	🔻	▲	▲	▲

### Priority 8 - Monthly Contextual Performance

	Unit	Dec 17	Nov 17	Oct 17	Sep 17	Aug 17	16/17
LPI250 ASC total service users	Number	3,096.00	3,068.00	3,098.00	3,094.00	3,106.00	3,137

### Priority 8 - Finance Net Expenditure ('000s)

	2017/18 Budget	Projected year-end variance as at Dec 17	Variance	% variance	Comments
08. NI Caring for Adults and Older People	69,800	1,600	▲	2.29	<b>Finance Overspend</b> The Adult Services Division has overspent by £1.7m. The main variance relate to placement budgets where existing pressures are compounded by the cost of new transition cases of £0.9m and by the difficulty in achieving the £4.5m savings required for 2017/18. This has been offset by an underspend in strategy and performance on £.1m .

## 8. Caring for Adults and Older People

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
2A.5. Serious Adult Safeguarding Concerns	Corporate	▲	★	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Actions from SAR to be presented to Safer Stronger Partnership Board</li> <li>Robust Safeguarding processes in place in operational provider services and partner organisations that are reviewed at the LSAB.</li> <li>Association for the Directors of Adult Social Services (ADASS) guidelines being used.</li> <li>Domestic Homicide Task and Finish Group in place to monitor all actions from Domestic Homicide Reviews (DHRs). Reviews at Safeguarding Boards and Safer Lewisham Partnership.</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Quarterly reviews</li> <li>Monthly reviews</li> <li>Monthly reviews</li> <li>Reviewed quarterly and annually</li> </ul>

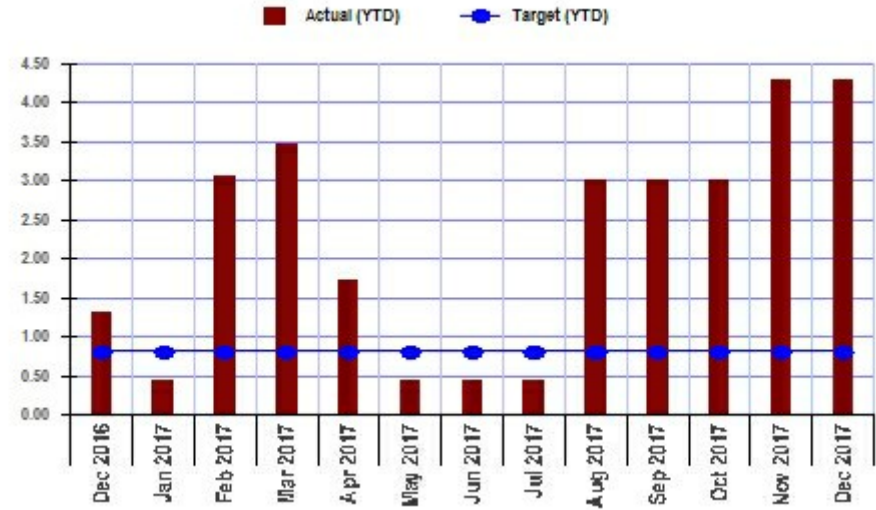


## LPI265 2C (2) Delayed transfers of care from hospital which are attributable to ASC per 100,000 pop

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

Number per 100,000

	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2016	1.31	0.80	▲
Jan 2017	0.44	0.80	★
Feb 2017	3.05	0.80	▲
Mar 2017	3.48	0.80	▲
Apr 2017	1.71	0.80	▲
May 2017	0.43	0.80	★
Jun 2017	0.43	0.80	★
Jul 2017	0.43	0.80	★
Aug 2017	3.00	0.80	▲
Sep 2017	3.00	0.80	▲
Oct 2017	3.00	0.80	▲
Nov 2017	4.28	0.80	▲
Dec 2017	4.28	0.80	▲



09 2018

Responsible Officer	Performance Comments	Action Plan Comments
Director of Adult's Social Care  Page 94	<p><b>Performance</b></p> <p>Social Care Delayed Transfers Of Care (DTCO) has been rising since October 2017, this is down to two issues. Firstly, Adult Social Care both on a weekly and monthly basis has agreed sign off procedures in place to agree and sign off Social Care DTCO with the Lewisham and Greenwich Trust (LGT), Kings, the Princess Royal University Hospital and St Thomas's. The difficulty arises when other Trusts around the country submit their monthly SITREP returns to NHS England (NHSE), allocating days to Lewisham without gaining first agreement that the borough accepts a DTCO. This process is clearly outlined as an integral part of the sign off process in the NHS England "Monthly Delayed Transfer of Care Situation Reports, Definitions and Guidance". The Association of Directors of Adult Social Services (ADASS) London is currently working with NHSE to create a database of contacts both for Trusts and Social Care so that closer working and agreement of DTCO can take place. In that context, we are working with partner NHS Trusts to refine the sign off process. Our second issue is people awaiting placement availability in Residential and Nursing Homes. The Health and Social Care system is seeing a continual growth in the acuity and age of its population, especially for people who have a dementia diagnosis. Whilst there is a robust Continuing Health Care (CHC) pathway in place and we have reduced the days in which full assessments are completed, we continue to see a high demand for dementia placements. The availability of these type of placements is very limited within the borough and often equally sparse for out of borough placements, as other local authorities are trying to purchase the same type of beds. There are no new residential/nursing providers opening new homes locally, and therefore we will continue to see delay relating to these types of placements. Care home providers are increasingly refusing to take complex people as their staffing levels cannot cope with the high number of placements for the very complex people we are trying to place. We are regularly aware that providers assess two or more people for the same vacancy and take the ones with the lowest level of need. We are now regularly being asked to provide one-to-one support on top of the placement fees, this can increase a placement cost from £750 per week on average to over £2,000 per week. The other issue in regards to residential and nursing placements is the family choice element. We often have families who will only agree placements in certain areas which are difficult to source. Our brokerage team try to offer a step down alternative, but again this is generally declined as families do not want their loved one having more than one move.</p>	<p><b>Performance Action Plan</b></p> <p>We are taking these actions:</p> <ol style="list-style-type: none"> <li>1. We have made representation to all of these Trusts asking for copies of their SITREPS and details of the Lewisham residents they are attributing the delays down to. This is ongoing work and we have asked ADASS to help mediate to resolve these issues;</li> <li>2. Introducing Enhanced Checklists which speeds up the CHC process and allows sourcing of placements before someone is deemed medically fit for discharge;</li> <li>3. Piloting a Night Owl Service to support people overnight with care for up to 10 days. This will allow us to try to return some people home with support before a long term placement is decided;</li> <li>4. Working with LGT on their Choices policy along with Greenwich and Bexley local authorities;</li> <li>5. Neighbourhood Dementia project, again to try to support more people at home therefore reducing the need to source placements.</li> </ol>

## 9. Active, Healthy Citizens

Leisure, sporting, learning and creative activities for everyone

Priority 9 - Monthly Performance									
	Unit	YTD Dec 17	Target Dec 17	Against Target Dec 17	DoT Last year	Against Target Nov 17	Against Target Oct 17	Against Target	16/17
⊕ LPI202 Library visits per 1000 pop	Number per 1000	467.45	421.00	★	↗	★	★	★	●

# 9. Active, Healthy Citizens

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

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
3B.2. Failure to agree with partners integrated delivery models for local health and care services.	Corporate	●	▲	Dec 17	→	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Continue to develop the Lewisham Health &amp; Care partnership alliance</li> <li>Continue to develop strategic commissioning function</li> <li>Work with providers to develop operational model for community based care at neighbourhood level</li> <li>Review impact of implementation of South East London Collaborative Commissioning arrangements</li> <li>Review of changes to Police/Probation/Fire.</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Monthly by Lewisham Health &amp; Care Partnership Alliance (LH&amp;CP) board</li> <li>Monthly by LH&amp;CP board</li> <li>Apr 18</li> <li>Quarterly via Safer Lewisham Partnership (SLP) with exceptions to EMT</li> <li>Quarterly via SLP with exceptions to EMT</li> </ul>

## 10. Inspiring Efficiency, Effectiveness and Equity

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

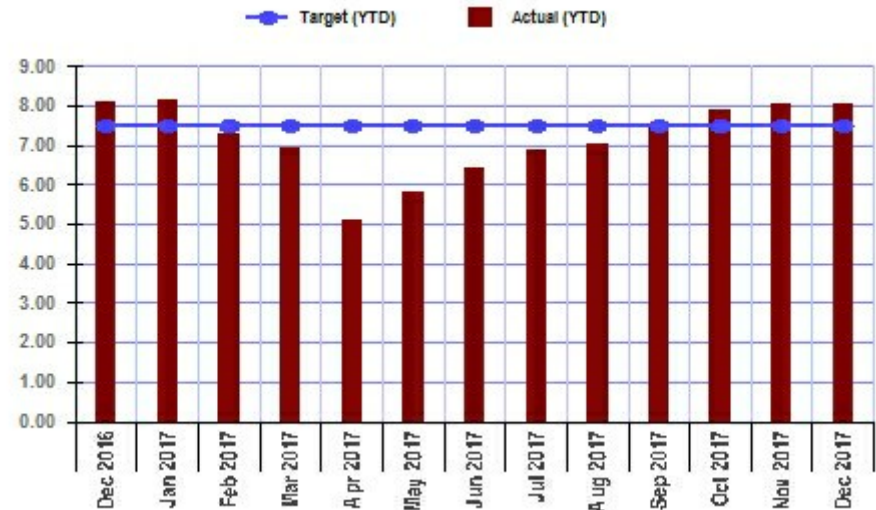
Priority 10 - Monthly Performance									
	Unit	YTD Dec 17	Target Dec 17	Against Target Dec 17	DoT	Last year	Against Target Nov 17	Against Target Oct 17	16/17
BV008 Invoices paid within 30 days	Percentage	82.99	100.00	▲		▶	▲	▲	▲
BV012b Days/shifts lost to sickness (excluding Schools)	Number	7.01	7.50	★		▶	●	★	●
LPI031 NNDR collected	Percentage	105.32	99.00	★		▶	★	★	●
LPI032 Council Tax collected	Percentage	93.27	96.00	●		▶	●	●	●
LPI755 % of customers with appointments arriving on time seen within 10min of their appointed time	Percentage	91.67	95.00	●		▶	●	●	★
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Days	8.04	7.50	▲		▶	▲	▲	★

Priority 10 - Quarterly (contextual)						
	Unit	YTD Dec 17	YTD Sep 17	YTD Jun 17	YTD Mar 17	Mar 17
LPI556 Number of reported RIDDOR incidents on non-school sites	Number	5.00	4.00	4.00	8.00	na

Priority 10 - Finance Net Expenditure (?000s)					
	2017/18 Budget	Projected year-end variance as at Dec 17	Variance	% variance	Comments
<div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; font-size: 1.2em;">Page 97</div> 10. NI Inspiring Efficiency, Effectiveness, and Equity	70,446	1,000	▲	1.42	<b>Finance Overspend</b> An overspend of £1.m is predicted. This is made up as follows: £0.5m is overspend by the Public Services division. The Technology and Change Division is forecasting an overspend of £1.2m. A reduction in the team's budget combined with a new pressure from software licenses is resulting in this overspend. The Regeneration and Place division is forecasting an overspend of £0.2m The overspends above have been netted off against the following £0.9m underspend: Corporate Policy and Governance (£400k), Strategy (£300k) and Planning (£200k).

**NI181- Time taken to process Housing Benefit / Council Tax Benefit new claims and change events**

NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			
Days			
	Actual (YTD)	Target (YTD)	Performance (YTD)
Dec 2016	8.08	7.50	▲
Jan 2017	8.15	7.50	▲
Feb 2017	7.28	7.50	★
Mar 2017	6.93	7.50	★
Apr 2017	5.10	7.50	★
May 2017	5.81	7.50	★
Jun 2017	6.43	7.50	★
Jul 2017	6.88	7.50	★
Aug 2017	7.01	7.50	★
Sep 2017	7.45	7.50	★
Oct 2017	7.89	7.50	▲
Nov 2017	8.04	7.50	▲
Dec 2017	8.04	7.50	▲



NI181 - comment

Responsible Officer	Performance Comments	Action Plan Comments
Head of Public Services	<p><b>Performance</b></p> <p>Although there was improvement in the number of days taken to process Housing Benefit/ Council Tax Benefit from November to December (9.53 days in November compared with 8.13 in December) the service is slightly off target for year to date.</p>	<p><b>Performance Action Plan</b></p> <p>Specific areas are now being targeted and new processes introduced to improve performance. We are also looking at some areas where we can automate activities to ensure the service achieves target. We are unlikely to see the impact of improvement until February / March 18.</p>

# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
Page 99	1A.1. Information Governance failure.	Corporate	●	●	Dec 17 →	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>• Continue audits/close gaps identified.</li> <li>• Subject Access Request (SAR) improvement plan to include rigorous monitoring</li> <li>• Freedom of Information (FOI), Data Protection Act (DPA), compliance with General data Protection Regulations (GDPR) audits currently ongoing.</li> <li>• Change the way data breaches are managed following recent Information Governance (IG) Board.</li> <li>• Align information technology (IT) policies with Brent with Information Governance policies to follow.</li> <li>• Implement SAR improvement plan to include rigorous monitoring of compliance.</li> </ul>	<b>Risk - When is it going to be completed?</b> Next review Feb 2018
	1A.2 Governance failings in the implementation of service changes	Corporate	●	▲	Dec 17 →	<b>Risk - What are we planning to do?</b> Reschedule early savings process for 18/19 budget	<b>Risk - When is it going to be completed?</b> CEO review process from Jan 18.

# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk						
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed
1B.1. Non-compliance with Health & Safety Legislation	Corporate	▲	▲	Dec 17	→	<p><b>Risk - What are we planning to do?</b> All Directorate Management Teams (DMTs) to have Health &amp; Safety (H&amp;S) discussion and raise awareness of H&amp;S requirements</p> <p><b>Risk - When is it going to be completed?</b> Mar 18</p>
1B.2. Failure to anticipate and respond appropriately to legislative change.	Corporate	●	▲	Dec 17	→	<p><b>Risk - What are we planning to do?</b></p> <ol style="list-style-type: none"> <li>1. Reports to Council on changes necessary to reflect legislation</li> <li>2. Significant work ongoing to assess the impact of Dilnott Care Act and Better Care Fund for further integration of social care work with health.</li> <li>3. Responding to Government consultations and lobbying in various areas of political change (e.g. business rates, schools funding, improved better care fund, London devolution)</li> </ol> <p><b>Risk - When is it going to be completed?</b></p> <ul style="list-style-type: none"> <li>• Quarterly for Constitution Working Party (CWP)</li> <li>• Quarterly for Health &amp; Welfare Board (H&amp;WB)</li> <li>• As dictated by Government agenda</li> </ul>
1B.3. Loss of a strategic asset or premises through failure to maintain it in a safe and effective condition	Corporate	▲	▲	Dec 17	→	<p><b>Risk - What are we planning to do?</b> Review building management H&amp;S governance arrangements post Grenfell - largely done and reported to members. Now focussing on compliance with works identified and commercial leases to ensure risk monitored.</p> <p><b>Risk - When is it going to be completed?</b> Apr 18</p>



# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
2A.1. Adequacy of Internal Control.	Corporate	●	●	Dec 17	➔	<b>Risk - What are we planning to do?</b> Complete non-system actions for core financial internal audit recommendations ahead of implementation of new Oracle	<b>Risk - When is it going to be completed?</b> Feb 18
2A.3. Strategic programme to develop and implement transformational change does not deliver	Corporate	▲	●	Dec 17	➔	<b>Risk - What are we planning to do?</b> Finalise monitoring and benefits realisation tracking arrangements to account for invest to save and align with savings work. Developing 18/19 transformation plan and associated investment requirements for 18/19 budget.	<b>Risk - When is it going to be completed?</b> Feb 18
2A.4. Elections not conducted efficiently or effectively.	Corporate	★	★	Dec 17	➔	<b>Risk - What are we planning to do?</b> Monitor resourcing for May 18 local elections	<b>Risk - When is it going to be completed?</b> May 18
2B.1. ICT infrastructure is not fit for purpose and/or does not meet business needs	Corporate	●	●	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Ongoing monitoring of the IT support arrangements through the shared management board.</li> <li>Review of shared governance arrangements with Brent and Southwark in Feb 18.</li> </ul>	<b>Risk - When is it going to be completed?</b> Feb 18

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# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target		Direction of Travel	What are we planning to do?	When is it going to be completed
3A.1. Loss of constructive employee relations	Corporate	●	●	Dec 17	→	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Continue to work with Trade Union (TU) colleagues to develop improved working relationships</li> <li>Introduce a programme of employee communications to help inform that changes will be taking place</li> <li>Change Champion Network launched on 22nd Jan</li> <li>Base line employee staff survey launched in January</li> <li>Change leadership training for managers being commissioned.</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Mar 18</li> <li>Jun 18</li> </ul>
3A.2. Failure to maintain sufficient management capacity & capability to deliver business as usual and implement transformational changes.	Corporate	●	●	Dec 17	→	<b>Risk - What are we planning to do?</b> Managing transition  See also risk re financial savings & gap for management & corporate overheads.	<b>Risk - When is it going to be completed?</b> Throughout 18
3B.1. Multi-agency governance failure leads to ineffective partnership working	Corporate	●	▲	Dec 17	→	<b>Risk - What are we planning to do?</b> Adult Integrated Care Programme to improve services and provide better value for money	<b>Risk - When is it going to be completed?</b> 4 year programme to 2019/20

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# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?	When is it going to be completed	
4A.1. Failure to manage strategic suppliers and related procurement programmes.	Corporate	●	▲	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Refresh contract register arrangements</li> <li>Meet requirements of transparency code</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Jan 18</li> <li>Apr 18</li> </ul>
4B.1. Failure to manage performance leads to service failure.	Corporate	●	▲	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Following creation of a single corporate policy and performance team, revisit service data and performance priorities and update performance reports and quality assurance practices</li> <li>Focus on LAS, CCS and CONTROCC systems interfaces with ORACLE to improve data accuracy</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Mar 18</li> <li>Next milestone end date Apr 18</li> </ul>

# 10. Inspiring Efficiency, Effectiveness and Equity

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

Risk							
		Current Status	Current Status against target	Direction of Travel	What are we planning to do?		When is it going to be completed
5A.1. Financial Failure and inability to maintain service delivery within a balanced budget	Corporate	▲	▲	Dec 17	➔	<b>Risk - What are we planning to do?</b> Lewisham Future Programme to bring forward further savings proposals with the draft budget for 18/19	<b>Risk - When is it going to be completed?</b> from Jan 18 in line with CEO reviews
5A.2. Lack of provision for unforeseen expenditure or loss of income in respect of Council's liabilities or funding streams.	Corporate	●	●	Dec 17	➔	<b>Risk - What are we planning to do?</b> Prepare for 100% Business Rates devolution - respond to consultations	<b>Risk - When is it going to be completed?</b> As per Government timetable
5A.3. Loss of income to the Council	Corporate	▲	▲	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Independent review of accounts payable and receivable and wider financial control environment to maximise efficiency and efficacy of processes and procedures for using the Council's systems (part of Oracle work)</li> <li>Intensive project to update financial assessments for all ASC clients.</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Dec 17</li> <li>Apr 18</li> </ul>
5B.1. Failure to effectively manage the impacts of an emergency affecting the public, business, environment and/or organisation.	Corporate	●	★	Dec 17	➔	<b>Risk - What are we planning to do?</b> <ul style="list-style-type: none"> <li>Prepare for large scale exercise</li> <li>Grenfell &amp; terrorism learning - strengthening response and speed. Engaging community ongoing.</li> </ul>	<b>Risk - When is it going to be completed?</b> <ul style="list-style-type: none"> <li>Feb 18</li> <li>Apr 18</li> </ul>

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# Appendix A - Performance Scoring Methodology

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

## Performance

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

Areas for management attention are determined by considering performance against the following 2 elements - Against target and Direction of Travel (DoT) against the previous years outturn (in this case March 2017). If both of these elements are red we consider that the indicator should be flagged as an area for management attention.

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

## Data Quality Policy

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

# Appendix B - Projects, Risk & Finance Scoring Methodology

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

## Projects

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

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

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

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

## Risk

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

## Finance

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

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

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

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

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

The Executive Management Team will take into account:-

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

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

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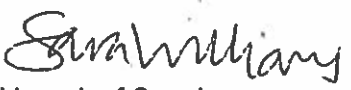
<b>Chief Officer Confirmation of Report Submission</b>	
<b>Cabinet Member Confirmation of Briefing</b>	
Report for: Mayor	<input type="checkbox"/>
Mayor and Cabinet	<input checked="" type="checkbox"/>
Mayor and Cabinet (Contracts)	<input type="checkbox"/>
Executive Director	<input type="checkbox"/>
Information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

<b>Date of Meeting</b>	21 <sup>st</sup> March 2018	
<b>Title of Report</b>	Local Authority Governor Nominations	
<b>Originator of Report</b>	Suhaib Saeed	Ext.47670

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

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

Signed:   
 Executive Member  
 Date: 13<sup>th</sup> March 2018

Signed:   
 Director/Head of Service  
 Date 12<sup>th</sup> March 2018

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

<b>MAYOR AND CABINET</b>			
<b>Report Title</b>	Local Authority Governor Nominations		
<b>Key Decision</b>	No	Item No.	
<b>Ward</b>	Forest Hill, Perry Vale, Grove Park, Lee Green, Brockley		
<b>Contributors</b>	Executive Director for Children and Young People Head of Law		
<b>Class</b>	Part 1	Date:	21 March 2018

## **1. Summary**

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

## **2. Purpose**

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

## **3. Recommendation/s**

The Mayor is recommended to:

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



- 3.2 agree to nominate the persons set out in paragraph 6 as local authority governors.

#### **4. Policy Context**

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

#### **5. Background**

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

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

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

<b>Name</b>	<b>School</b>
Jacqueline Paschoud	Holy Trinity CE
Anita Gibbons	Kilmorie
John Harrington	Marvels Lane
Spyros Elia	Brindishe Schools Federation ( Brindishe Lee, Brindishe Manor & Brindishe Green)
Kim Taylor	Addey & Stanhope

**7. Financial implications**

7.1 There are no financial implications arising from this report.

**8. Legal implications**

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

Equalities Legislation

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

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

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

- foster good relations between people who share a protected characteristic and those who do not.
- 8.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 7.5 above.
- 8.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 8.6 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:  
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>  
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 8.7 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- [The essential guide to the public sector equality duty](#)
  - [Meeting the equality duty in policy and decision-making](#)
  - [Engagement and the equality duty: A guide for public authorities](#)
  - [Objectives and the equality duty. A guide for public authorities](#)
  - [Equality Information and the Equality Duty: A Guide for Public Authorities](#)
- 8.8 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet

the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

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

## **9 Crime and Disorder Implications**

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

## **10. Equalities Implications**

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

## **11. Environmental Implications**

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

## **12. Conclusion**

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

## **Background Documents**

There are no background papers.

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

**LA Governor nominations**

**APPENDIX 1**

Name	School	Occupation	Residential Area	Précis of Suitability and Skills to be considered as a school governor	Governor Monitoring Information
Jacqueline Paschoud	Holy Trinity CE	Storyteller	SE23	<p>Jacqueline has been a governor at this school continuously since 1991 and chair since 2014. Previously she was a governor and chair of Meadowgate Special School, and member of the temporary governing body of Drumbeat Special School. She is a trustee of Brent Knoll and Watergate Cooperative Trust, and trust governor of Watergate Special School.</p> <p>Other roles include being a trustee of a provider of short breaks for children with disabilities, an elected member of the Local Authority, a member of the CYP Select Committee since 2011 and member of LB Lewisham Social Services Fostering Panel since 2014. Jacqueline has extensive experience of working in many schools as a professional storyteller, experience as member or chair of interview and disciplinary panels and a member of a hospital ethical committee.</p>	Female White British
Anita Gibbons	Kilmorie	Social Work Project Manager	SE23	<p>Anita has been a governor at Kilmorie School since prior to its official opening in 1990. She has held a variety of roles on the governing body, including previously Chair and Vice Chair.</p> <p>Anita is currently the Lead Governor for Safeguarding, a role she is well qualified to undertake given her professional career as a Social Worker. She has always been a supportive and engaged governor with a high level of attendance at Governing body meetings, sub</p>	Female White British

LA Governor nominations					APPENDIX 1
Name	School	Occupation	Residential Area	Précis of Suitability and Skills to be considered as a school governor	Governor Monitoring Information
				groups and sitting on disciplinary, sickness and other relevant panel	
John Harrington	Marvels Lane	Retired	BR1	John has been a governor at the school for a significant period and a past Chair of the governing body and current Chair of the Resources Committee and Link Governor for H & S. John remains very committed to the school and regularly attends governing body meetings. The governing body wishes for John to be nominated.	Male White British
Spyros Elia	Brindishe Schools Federation  (Brindishe Lee, Brindishe Manor & Brindishe Green)	Retired Secondary Teacher	SE12	Spyros has been a Brindishe Governor for 25 years and Chair of each of the schools individually and now collectively for 23 years. At present he is the LA governor and his four year term is about to expire.  The skills and experience brought to, used and developed in his time as a Brindishe Governor include management, curriculum, financial, safeguarding, inclusion, leadership and people management.	Male Greek Cypriot
Kim Taylor	Addey & Stanhope	Learning Consultant	E1W	Kim has 2 years' teaching experience (PGCE and QTS achieved, secondary) in a neighbouring borough (Southwark, 2015-2017). She has a MA Leadership at Institute of Education (expected completion September 2018). Her background is in corporate business improvement & training. The combination of her	Female White British

LA Governor nominations					APPENDIX 1
Name	School	Occupation	Residential Area	Précis of Suitability and Skills to be considered as a school governor	Governor Monitoring Information
				experience and qualifications demonstrates a sound understanding of the education sector both nationally and locally as well as an ability to think critically, challenge others, work within a changing environment and support and develop others.	



<b>Mayor and Cabinet</b>			
<b>Title</b>	Matters referred by the Housing Select Committee – housing delivery models in-depth review		
<b>Key Decision</b>	No	<b>Item No.</b>	
<b>Contributors</b>	Housing Select Committee		
<b>Class</b>	Part 1	<b>Date</b>	21 March 2018

**1. Purpose**

1.1 This report presents the final report and recommendations arising from the Housing Select Committee’s in-depth review of housing delivery models, attached as Appendix A.

**2. Recommendations**

2.1 The Mayor is recommended to:

- (a) Note the views and recommendations of the Committee set out in the main report.
- (b) Agree that the Executive Director for Customer Services be asked to respond to the review’s recommendations.
- (c) Ensure that a response is provided to the Housing Select Committee.

**3. Context**

3.1 The review was scoped in June 2017 and evidence sessions were held between September and December 2017. The Committee agreed the final report and recommendations at its meeting on 31 January 2018.

**4. Financial Implications**

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

**5. Legal Implications**

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

**6. Equalities Implications**

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

**7. Crime and Disorder/Environmental implications**

7.1 There are no specific implications.

If you have any queries on this report, please contact John Bardens, Scrutiny Manager (020 8314 9976).

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## Overview and Scrutiny

### Models of delivering new housing

March 2018

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#### Membership of the Housing Select Committee in 2017/18:

**Councillor Carl Handley (Chair)**

**Councillor Peter Bernards (Vice-Chair)**

**Councillor David Britton**

**Councillor Bill Brown**

**Councillor John Coughlin**

**Councillor Sophie McGeevor**

**Councillor Jamie Milne**

**Councillor Olurotimi Ogunbadewa**

**Councillor Pat Raven**

**Councillor Jonathan Slater**

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**Chair's introduction**

[to follow]

**Councillor Carl Handley** (Chair of the Housing Select Committee)

## Executive Summary

- 1.1 A chronic lack of supply of new homes in London has driven house prices to record levels and created an affordability crisis. The average house price in Lewisham is now more than £400,000 – in 2010 it was around £220,000.
- 1.2 Lewisham is making use of a range of models to deliver new housing. This review focused on some of the more innovative solutions, such as community-led projects and the joint-venture build-to-rent initiative in New Cross.
- 1.3 Community-led housing has been in the Lewisham Housing Strategy for a number of years. The council recognises the many benefits of community-led approaches in terms of resident satisfaction and community resilience, but with more than 9,000 people on the housing waiting list it is important that any housing development aligns with the Lewisham Housing Strategy goal of “building homes our residents need”.
- 1.4 It is clear that one of the main barriers to building more homes for community-led groups is access to land. The committee heard that one of the key actions that local authorities could take to help community-led groups is to identify suitable sites in the area. There are also government grants available to help community groups produce neighbourhood plans, which can significantly speed up the planning process
- 1.5 Partnership working is another way that community organisations could deliver further housing. The committee heard about a community land trust in Bristol, which has partnered with a housing association, and the London CLT, which has been part of a larger private development. Partnership working has made development less risky for community groups and provided access to resources such as staff.
- 1.6 Community-led housing groups also face difficulties accessing start-up advice and support. It is often difficult for community groups to identify a champion within the council to help them. Councils could help by reaching out to community groups and informing them about the community-led housing process, and by making data and information easily available to help with feasibility work and funding proposals.
- 1.7 Establishing a joint venture with a partner organisation is one of the options that an increasing number of local authorities are looking to in order to deliver affordable housing. Joint ventures can provide access to new development opportunities and allow councils to keep control of land and assets while sharing risk.
- 1.8 Lewisham Council has been working towards the creation of a joint venture to develop the Besson Street site in New Cross since 2016. The development will provide 232 new homes, all of which will be rented. 35% will be let at London “living rent” levels, which are set according to the local median income.
- 1.9 The committee heard about the benefits of the joint venture approach in terms of providing high-quality, affordable rented housing for Lewisham residents and in terms of providing a revenue stream for the council. The committee will closely monitor the Besson Street scheme and joint venture approach as they develop.

## **Recommendations**

### **Land**

1. *The committee notes the wide range of benefits of community-led housing, particularly in terms of affordability, quality and density, community engagement, and training opportunities, and recommends that officers create a register of sites in the borough that would be appropriate for community-led development. As well as small pockets of land this could also include empty properties which may be appropriate for self-help housing schemes.*

### **Working in partnership**

2. *The committee notes the examples of community-led housing organisations successfully working in partnership with larger organisations, private developers and housing associations, to provide further community-led housing and recommends that officers explore the possibility of including community-led housing as part of future large-scale developments in the borough. The committee appreciates that any development would have to align with the council's key strategic priority of housing those most in need.*

### **Advice and support**

3. *The committee notes the difficulty community groups often face accessing start-up advice and support and recommends that the council works with local partners to identify and reach out to other groups interested in community-led development in order to raise awareness of the help and support that is available. The committee recommends that the council and local partners work together to hold an event for interested groups in order to raise awareness of the community-led housing process generally as well as help and support available. The committee recommends that this information is also made available on the council's website.*

### **Joint ventures**

4. *The committee recognises the benefits of the joint venture approach to housing development, as demonstrated at the Besson Street development in New Cross, in terms of providing high-quality, affordable rented housing for Lewisham residents and in terms of providing a revenue stream for the council. Given this, the committee requests more information about the potential for further similar developments in the borough and an analysis of the expected "living rent" levels at the Besson Street development in the long term.*

## **The purpose and structure of this review**

- 2.1 At its meeting on 18 April 2017 the Housing Select Committee agreed to hold an in-depth review of housing-delivery models.
- 2.2 At its meeting on 26 June 2017, the Committee agreed the scope of the review.
- 2.3 The key lines of enquiry were:

**Consider the different models for delivering new housing in operation in Lewisham.** The key characteristics of each, the number of new homes being provided, within what timeframe, at what cost, and with which partners? In particular, how many affordable homes are they to provide, and which types. What are the anticipated next steps for each model?

**Consider the advantages and disadvantages of each model for Lewisham,** in the short, medium and long-term, in terms of speed, cost, scale, quality, affordability, and the needs of Lewisham residents. And gather evidence about other models that could be of interest to Lewisham.

**Consider the scope for further community-led models,** looking at, among other things, scalability, costs and local demand. **Also consider scope for different models of joint venture,** looking at, among other things, land and assets available and possible partners to council could work with – public and private.

**Consider how the council might work with partners in the future** to ensure that good levels of affordable housing are achieved, taking into account, among other things, speed, costs, and tenure mix.

**Consider the necessary involvement from the council for different models,** in the short, medium and long term. What help and support can and should the council provide in terms of, among other things, guidance, coordination and management, and funding and investment? Does the council have the capacity and necessary expertise?

- 2.4 The timetable for the review was:

### **First evidence session – 5 July 2017**

Council officers, RUSS, Lewisham Citizens, Deptford co-op, Brockley co-op, London Community Land Trust, National Community Land Trust Network.

### **Second evidence session – 6 September 2017**

Council officers, other local authorities with experience of joint ventures (Newham, Croydon, Barking and Dagenham, Haringey), Shelter, LGA.

### **Report – 9 November 2017**

Committee to consider final report presenting the evidence and agree recommendations for submission to Mayor and Cabinet.

## Introduction and policy context

- 3.1 It is widely accepted that there is a housing affordability crisis in London. The London Housing Commission said that providing enough secure, affordable and decent homes is one of the biggest challenges facing the capital – with London needing at least 50,000 new homes each year to keep pace with its growing population.<sup>1</sup>
- 3.2 The Commission found that the average house in London costs half a million pounds, more than 12 times the median income – the highest ratio since records began.<sup>2</sup> And according to Shelter, across England, eight out of ten working, private-renting families cannot afford a newly-built home in their area.<sup>3</sup>
- 3.3 Lewisham itself faces severe housing pressures across all tenures, with a chronic lack of supply of new homes driving higher prices and decreasing levels of affordability. Lewisham has a target of 18,165 new homes between 2009/10 and 2025/26.<sup>4</sup> To achieve this, Lewisham is employing a range of models of delivering new housing, including community-led approaches and joint ventures with private partners.
- 3.4 This review took a closer look at these, in particular community land trusts, cooperatives and Lewisham Council's joint venture development in Besson Street.

## Community-led housing in Lewisham

- 4.1 The Lewisham Housing Strategy supports community-led housing development. It has been included in the strategy for a number of years. Lewisham has a strong tradition of supporting community-led housing developments, including the pioneering schemes at Segal Close and Walters Way in the 1980s.
- 4.2 The council takes this legacy of investing in communities seriously and is working to promote unique, resident centred approaches to addressing the housing crisis.
- 4.3 There are two active community land trust (CLT) developments in the borough: one in Ladywell, with RUSS, and one in Sydenham, with the London CLT. As far as officers are aware, Lewisham is the only local authority in the country with two active CLTs. The council intends to monitor and assess the success of these.
- 4.4 The council is proud that housing development like CLTs are increasing the diverse range of models for building new homes being adopted across Lewisham. Community-led housing development represents one of the more innovative responses to address the housing demand in Lewisham.

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<sup>1</sup> IPPR, [Building a new deal for London: Final report of the London Housing Commission](#), 2016

<sup>2</sup> *ibid*, p5

<sup>3</sup> Shelter, [New Civic Housebuilding](#), March 2017, p2

<sup>4</sup> [Lewisham Core Strategy, 2011, p36](#)



- 4.5 The council recognises that community-led development is not just about building homes. There are vast benefits to a community approach, including increased resident satisfaction and community resilience, as well as contributing to addressing social disadvantage.
- 4.6 It is important to Lewisham Council, however, that community-led development and housing fits well with the available land and surrounding area. It is also crucial that such development aligns with the Lewisham Housing Strategy goal of “*building homes our residents need*”.<sup>5</sup> With more than 9,000 people on the housing list, housing those most in need is one of the council's highest priorities, and any time there is development in the borough, social housing has to be considered.
- 4.7 It is also important to recognise that the council does not own a lot of land anymore. While there are some pockets of land, including commercial property, which may be suitable for community-led housing, the council has to carefully consider the consequences of whatever it does with its land. The council would need to think very carefully, for example, about the possibility of a first-refusal policy on certain pockets of land for community-led housing. A blanket policy like that would restrict the flexibility of what the council can do with its land.
- 4.8 During the course of the review, the committee received written and in-person evidence from witnesses involved in community-led housing, including a number of organisations involved in developments in Lewisham. This included RUSS (Rural Urban Synthesis Society), London CLT, National CLT Network, Locality, and Brockley Tenants’ Co-op.

### **Rural Urban Synthesis Society**

- 5.1 RUSS (Rural Urban Synthesis Society) is a CLT based in Lewisham. It was established in 2009 and has 700 members. Its main focus is the provision of affordable homes in perpetuity for Lewisham residents. It’s also interested in reducing environmental impact and food growing.
- 5.2 RUSS’s first development, in Church Grove, Ladywell, will provide 33 homes of a range of tenures, including affordable sale, shared equity, affordable rent, and social homes. The sale price will be linked to average earnings in the area and RUSS will retain a 20% stake in each property to ensure that they are affordable in perpetuity.
- 5.3 A mixture of people are moving into RUSS’s Church Grove development. This includes older people downsizing and wanting to be part of a community. RUSS said that the Church Grove project has been quite a complicated process, noting that it’s a community land trust, self-build, and cohousing. The development is also being run as a co-design process with the residents, which means that the project can take longer and become more expensive.

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<sup>5</sup> Homes for Lewisham: Lewisham Housing Strategy 2015-2020, March 2015, pp19-21

- 5.4 RUSS had a ballot to allocate their homes, but applicants had to demonstrate a link with Lewisham for two out of the last five years and not be able to afford market prices. The link with the area is very important to RUSS.
- 5.5 RUSS noted that one of the main benefits to the community of self-build is the opportunity to provide training as you do it. RUSS is intending to offer accredited training on site to develop people's skills. The other incentive with self-build is that people can get a discount on a one-bed property of up to £48K if they do the full amount of custom building.
- 5.6 In terms of what makes a CLT successful, RUSS said that building a broad membership in an affordable way has been important to them. They also stressed the importance of linking in with the local community and talking about the development. RUSS said that "once we describe what we're trying to do, it resonates with people, people can't afford homes in the area."

### **London Community Land Trust**

- 6.1 The London CLT helps communities provide permanently affordable homes in their local neighbourhoods. In Lewisham they're partnering with Lewisham Citizens.
- 6.2 In 2013, Lewisham Citizens started a campaign to get CLT homes built in the borough and asked the London CLT to partner with them. In March 2016 the Lewisham Mayor & Cabinet agreed that Brasted Close in Sydenham would be the first site.
- 6.3 Since then, London CLT ran a community-led design process, led by Lewisham citizens. They held workshops on site, invited the local school and neighbours, and shortlisted architects, which the people then picked.
- 6.4 The project is on an infill garage site and is hoping to provide 10-12 homes, which will be *genuinely* affordable (linked to local median incomes). A one-bed property will be around £166-180K, a two-bed will be about £215-231K, and a three-bed around £264-282K – roughly half the market price.
- 6.5 The homes will also be permanently affordable. When residents come to sell they will have to sell it on according to local median incomes again. This continues for as long as the lease exists, often 125 to 250 years. The site is aiming to go to planning at the beginning of 2018.
- 6.6 The way homes will be allocated has not yet been decided. With the London CLT's Mile End development, applications were scored according to a criteria agreed with the local authority and people needed to have very strong connection to the local area. The London CLT would support a similar policy in Lewisham, with more input from the council if it is their land.

## National Community Land Trust

- 7.1 The National Community Land Trust Network (NCLT) is a network of 225 Community Land Trusts (CLTs) across England and Wales. The organisation has been around for seven years and in that time the community land trust movement has built 800 homes around England and Wales, with around 4000 more in the pipeline.
- 7.2 According to the NCLT, community-led housing (such as CLTs) is where the community initiates and controls the housing-delivery process, as opposed to being consultees, and is ultimately the owners or stewards of those homes in the long term.
- 7.3 Members of the NCLT network have a range of allocation policies. Those that work with a housing association or the council, for example, will often take a proportion from the council list. Those in rural towns and villages will often require people to demonstrate a strong connection to that area.
- 7.4 The NCLT noted that there are a number of community-led housing projects already active in Lewisham, including well-established cooperatives, cohousing groups, and self-help housing projects.<sup>6</sup>
- 7.5 According to the NCLT, “it is increasingly clear that we can only deliver the homes we need if we utilise all the different delivery models that are available, including the public, private and third sectors. “The current model is clearly not delivering the quantity of homes we need, and it is vital that we think imaginatively about where else supply can come from, including self and custom-build, Community Land Trusts (CLTs) in order to create a more diverse and resilient housing sector”.<sup>7</sup>
- 7.6 In 2016/17 the NCLT was involved in a review of new models of housing supply by the All Party Parliamentary Group on housing and planning. Among other things, the review found that there are obvious benefits to the community-led housing approach in terms of delivering *genuinely* affordable housing; that the community-led approach tends to lead to higher quality housing; and that community-led housing tends to see higher levels of community engagement and support, which often leads to communities accepting higher density developments.

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<sup>6</sup> Self-help housing involved local people bringing empty properties back into use – usually properties that awaiting decisions about their future use or their redevelopment. For further information see: [self-help-housing.org](http://self-help-housing.org)

<sup>7</sup> RICS, *National Housing Taskforce* (webpage), Nov 2016

## **Brockley Tenants' Co-op**

- 8.1 The Brockley Tenants' Co-op (BTC) owns 90 properties and manages 72 others for Hexagon Housing Association. BTC told the committee that they have a lot to offer in bringing people and communities together. Their mission statement is: "delivering safe, secure, decent and affordable homes for our members".
- 8.2 There's a lot of ownership involved in cooperative housing and members are made aware of their responsibility to look after their home. BTC keep their costs at minimum to keep rents reasonable. If they had to spend money on repairing damaged homes or dealing with anti-social behaviour (ASB) issues the rent would have to increase. There is currently very little ASB in their homes.
- 8.3 BTC said that the main advantages of their model is that they are not too big to show that they care and not too big to communicate effectively. They said they have the time to go and talk to people, evaluate their needs and try to help them – something which is often harder to deliver with larger organisations.
- 8.4 BTC would like to provide their services on a wider scale in Lewisham and would be interested in working in partnership with Lewisham Council, particularly with new housing developments. BTC are also currently in discussions with Lewisham Council about a more defined allocations policy with them.
- 8.5 From the wide range of evidence provided to the committee, by witnesses and officers, a number of key issues were discussed and a number of potential barriers and opportunities for community-led housing identified.

## **Land**

- 9.1 From the evidence received, it is clear that one of the main barriers to building more homes for community-led groups is accessing land, particularly in London and cities, where it's a very competitive land market. There has been fast growth of CLTs in rural areas, where Rural Exception Sites provide groups with access to land, but there is no equivalent for London.
- 9.2 Witnesses noted that initiatives such as Lewisham's programme of looking at infill sites and the Greater London Authority (GLA) and Transport for London (TFL) small-sites programme are a good opportunity for public authorities to think about how to make more sites available for community-led approaches. Community groups accept that they will often have to settle for more difficult sites (such as those with access, contamination or flooding issues) as they are unable to compete with big developers.
- 9.3 The committee heard that in areas where local authorities work with local groups, asset transfers of local authority-owned land or buildings can be extremely successful. Witnesses said that one of the key actions that local authorities can take to help community-led groups access land is to identify

suitable sites in their area for community-led housing, and create a process for making these sites available to CLH groups at less than market value.

- 9.4 In written evidence, one witness, Locality, noted that DCLG Community Buildings Grants can provide feasibility and pre-feasibility funding of up to £9,000 to support the development of a neighbourhood plan.<sup>8</sup> Locality noted that the development and adoption of a neighbourhood plan, identifying suitable sites for community-led housing, can significantly speed up the planning process. Some councils have been very proactive in encouraging the development of neighbourhood plans and developing a framework to bring forward sites for community-led housing.
- 9.5 Another key route into housing delivery for community group is the empty homes sector. This offers a lower cost option and enables groups to take on assets and make homes available more quickly than other approaches. It can also provide skills training in the process. For further information see: [self-help-housing.org](http://self-help-housing.org).

### **Recommendation**

- 1. The committee notes the wide range of benefits of community-led housing, particularly in terms of affordability, quality and density, community engagement, and training opportunities, and recommends that officers create a register of sites in the borough that would be appropriate for community-led development. As well as small pockets of land this could also include empty properties which may be appropriate for self-help housing schemes.*

### **Working in partnership**

- 10.1 Witnesses involved in community-led housing acknowledged that there are other models to new housing delivery that community organisations could explore, including those highlighted in the background paper, such as partnering, for example. The committee heard, for example, that there is a CLT in Bristol which has partnered with a housing association.<sup>9</sup> This has provided the CLT with access to core staff, which can also often be a barrier to community-led groups. RUSS noted that they would be in favour of trying a range of different approaches, including partnering with private developers and housing associations.
- 10.2 The London CLT's first development, St Clements in East London, is a private development built by Linden Homes in partnership with the Greater London Authority (GLA) and Peabody. This will provide 252 new homes, 35% of which will be genuinely affordable homes, including 58 for social rent and 23 community land trust homes. There will be CLT homes in all the blocks – there will be no separation from other tenures. The London CLT said that the benefit

<sup>8</sup> Locality, [Neighbourhood Planning](#) (webpage), undated

<sup>9</sup> <http://bristolclt.org.uk/blog/contact-us/>

of being involved in a private development is that it's less risky for community groups as they will not need to borrow money to finance the procurement risk, for example. The downside is that community group will not get the same self-build opportunities.

- 10.3 The NCLT noted that community-led projects do not always have to settle for awkward pieces of land, with a number of local authorities in the UK with bigger development sites now aiming to have a percentage of homes delivered by a community-led organisation. This is how the London CLT developed their homes in their scheme in Mile End. The NCLT also suggested that with councils around the UK introducing self-build and custom-build registers, and allocating a percentage of homes in local plans to these approaches, that the same could be done with community-build approaches.
- 10.4 Brockley Tenants' Co-op (BTC) would like to provide their services on a wider scale in Lewisham and would be interested in working in partnership with Lewisham Council, particularly with new housing developments. BTC would like to see cooperative housing included in new developments alongside the other types of housing. They would also be happy to manage housing stock on behalf of Lewisham Council. BTC said that one of the advantages of managing properties for others is that it allows it to expand its services in the community. The more properties BTC manage for others, the more revenue they can put back into housing.

#### **Recommendation(s)**

2. *The committee notes the examples of community-led housing organisations successfully working in partnership with larger organisations, private developers and housing associations, to provide further community-led housing and recommends that officers explore the possibility of including community-led housing as part of future large-scale developments in the borough. The committee appreciates that any development would have to align with the council's key strategic priority of housing those most in need.*

#### **Start-up advice and support**

- 11.1 Community-led housing groups also face difficulties accessing start-up advice and support. In some parts of the country there are well-established organisations that can support groups from the point of having an initial idea, through to getting on site. Until now this hasn't existed in London. However, the NCLT is now working with the GLA to set up a community-led housing hub for London, which would provide this type of support. The Hub will provide community housing groups, including CLTs, with technical support as well as advice on accessing funding and land.<sup>10</sup>

<sup>10</sup> [Greater London Authority announces Community Housing Hub](#), NCLT, May 2017

- 11.2 A number of witnesses noted that lack of staff and capacity, particularly among new community groups, often acts as a barrier to community-led housing development. RUSS noted that they, as a group of volunteers, have at times struggled with not having paid staff. They said that having the funding to employ someone to help run the organisation would make a significant difference.
- 11.3 The committee heard that councils could also help improve the community-led process by aligning their relevant departments in a way that helps the process of providing land to community-led groups work as smoothly as possible. This includes ensuring that officers are working across key Departments (planning, housing, community/neighbourhoods, for example) to identify opportunities for community-led housing and make it easier for groups to come forward with community-led housing proposals. Locality noted that it is often very hard for community groups to identify a champion within the Council to help them. Councils could also help by reaching out to community groups to encourage them to think about community-led housing and by making data on housing needs easily available to facilitate feasibility work and funding proposals.

#### **Recommendation(s)**

3. *The committee notes the difficulty community groups often face accessing start-up advice and support and recommends that the council works with local partners to identify and reach out to other groups interested in community-led development in order to raise awareness of the help and support that is available. The committee recommends that the council and local partners work together to hold an event for interested groups in order to raise awareness of the community-led housing process generally as well as help and support available. The committee recommends that this information is also made available on the council's website.*

#### **Procurement processes**

- 12.1 The NCLT told the committee that it is important that community groups, which usually start out with very little money, do not have to go through costly competitive procurement processes. Groups can often be put off schemes if they have to fundraise £100k to go through a procurement process. Competitive procurement processes are often only affordable to big developers, who may deliver much poorer quality.
- 12.2 The NCLT said that if community groups are able to acquire land without having to compete in the commercial land market, at a price that's going to enable genuinely affordable development, then community-led housing is able to deliver high-quality, affordable housing, with high levels of community support, while building assets and skills in the local community.

### **Long-term target**

- 13.1 In terms of increasing scale for CLTs, London CLT suggested setting a long-term target for the number of community-led homes. They said that being able to show that there's a programme in place over a number of years would make securing investment much easier. It would also provide community-led organisations with stability and allow them to plan ahead and consider employing staff. A target could be supported by agreeing a template legal agreement with CLTs, producing an accessible list of appropriate sites, and delegating the programming to officers.

### **Grant availability**

- 14.1 The committee heard that another barrier for community-led housing development is lack of capital grant for development. Locality stated that, where new start groups and new build is concerned, due to the small scale of the initiatives and the often high cost of land and development, reliance on loan finance can often fail to prove a viable option. They said that this means that the availability of capital grants is of crucial importance to the growth of community-led housing.
- 14.2 Locality themselves manage six programmes of grants and support on behalf of the Department for Communities and Local Government. This includes two types of grants for Community-led Housing projects: Community-led Buildings Pre-feasibility Grant and the Community-led Buildings Project Support Grant. They do not cover the building stage of the project however.
- 14.3 Locality also manage the DCLG Community Buildings Grants, which can provide feasibility and pre-feasibility funding of up to £9,000 to support the development of a neighbourhood plan.
- 14.4 Locality noted that new support arrangements are being set up by many Councils on the back of the DLGG Community Housing Fund. However, it is not yet clear what this looks like across the country. In its first year, the Community Housing Fund allocated £60 million to 148 local authorities to support community-led housing. Grants of £5,000 to £5,000,000 were paid were paid to authorities that had the least affordable homes or the highest density of second homes. Lewisham received £38k. The fund is due to be re-launched in January 2018.<sup>11</sup>

### **Joint ventures**

- 15.1 Establishing a joint venture with a partner organisation is one of the options that an increasing number of local authorities are looking to in order to deliver affordable housing. Joint ventures can provide access to new land and development opportunities and allow councils to keep control of land and assets while sharing risk.

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<sup>11</sup> [Community-led housing](#), Ministry of Housing, Communities & Local Government, 27 November 2017



- 15.2 There are a wide range of joint venture models in operation across the sector, from one-off contractual agreements to special-purpose vehicles. The structure of any particular joint venture ultimately depends on the objectives of the partners involved.
- 15.3 A common model is where the housing provider owns land or assets and seeks a partner to invest equity funding in the venture and to manage parts of the process, for example, constructing and selling market sale homes. Another common scenario is where a housing provider enters a joint venture to access more land opportunities – some partners may have better land-buying capability or an existing land bank, for example.
- 15.4 Lewisham Council has been working towards the creation of a joint venture to develop the Besson Street site in New Cross since 2016. Lewisham's approach is to create a 50/50 equal partnership between Lewisham Council and a private-sector partner. The council would invest its land into the joint venture and secure equal investment from its partner.
- 15.5 In December 2017, following a partner selection process, the property management company Grainger plc was appointed as preferred bidder. (Mayor and Cabinet).
- 15.6 The Besson Street development is expected to cost around £75m to build. Setting up a joint venture company allows the council to share the funding of the development and retain some control of the land. The council would also benefit from any increase in value following infrastructure or other investment in the area.
- 15.7 As a commercial company the joint venture will make an annual surplus, of which the council would receive 50% - estimated to be around £500k a year. This additional income stream can help the council with the financial and savings challenges it faces.
- 15.8 The development itself will provide 232 new homes, all of which will be rented. 35% will be let at London "living rent" levels, which are set according to the local median income. There will also be GP surgery and office and commercial space.
- 15.9 As all of the development is rented, the development will be tenure-blind. There will be no "poor doors", and no way of knowing whether one flat is let for living rent or market rent. Allocations are expected to work in a similar way to other affordable housing schemes, with priority being given to people who live or work in Lewisham.
- 15.10 The joint venture company will be the tenants' landlord, not the council. This means that tenants will not have council tenancies or be social tenants and will therefore not be able to exercise a right to buy their home.

- 15.11 The Local Government Association (LGA) is supporting a number of councils which are considering direct delivery of housing. The drivers for many councils include: generating revenue to reinvest in other services, adding quality and affordable private rented sector housing, and addressing gaps in the market for key workers.
- 15.12 The LGA has funded options appraisals to help councils assess the local landscape and identify the best route to intervene. For a number of councils considering setting up housing companies, the LGA has recommended taking more time to consider the best route to direct delivery for that particular area. Joint ventures may be more suitable than housing companies for some areas.
- 15.13 Some councils do come across barriers to direct delivery. The key barriers councils often face are skills and capacity. There are also barriers around change of land use.

#### **Recommendation**

4. *The committee recognises the benefits of the joint venture approach to housing development, as demonstrated at the Besson Street development in New Cross, in terms of providing high-quality, affordable rented housing for Lewisham residents and in terms of providing a revenue stream for the council. Given this, the committee requests more information about the potential for further similar developments in the borough and an analysis of the expected "living rent" levels at the Besson Street development in the long term.*

#### **Monitoring and ongoing scrutiny**

- 16.1 The recommendations from this review will be referred for consideration by the Mayor and Cabinet at their meeting on 21 March 2018 and their response reported back to the Committee within two months of the meeting, or at the earliest opportunity following the 2018 local elections. The Committee will also receive a progress update six months after this in order to monitor the implementation of the review's recommendations.