

Sustainable Development Select Committee Agenda

Tuesday, 10 March 2020
7.00 pm, Committee room 3
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Timothy Andrew
(timothy.andrew@lewisham.gov.uk)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Sustainable Development Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 10 March 2020.

Kim Wright, Chief Executive
Thursday, 27 February 2020

Councillor Liam Curran (Chair)	
Councillor Patrick Codd (Vice-Chair)	
Councillor Obajimi Adefiranye	
Councillor Abdeslam Amrani	
Councillor Suzannah Clarke	
Councillor Mark Ingleby	
Councillor Louise Krupski	
Councillor Pauline Morrison	
Councillor Alan Smith	
Councillor James-J Walsh	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE SUSTAINABLE DEVELOPMENT SELECT COMMITTEE

Tuesday, 21 January 2020 at 7.00 pm

PRESENT: Councillors Liam Curran (Chair), Patrick Codd (Vice-Chair), Obajimi Adefiranye, Abdeslam Amrani, Suzannah Clarke, Mark Ingleby, Louise Krupski, Alan Smith and James-J Walsh

APOLOGIES: Councillor Pauline Morrison

ALSO PRESENT: Councillor Alan Hall, Councillor Aisling Gallagher, Councillor Brenda Dacres (Cabinet Member for Safer Communities), Councillor Sophie McGeevor (Cabinet Member for Environment and Transport), Councillor Jonathan Slater (Cabinet Member for Community Sector), Timothy Andrew (Scrutiny Manager), Kheng Chau (Senior Planning Lawyer), Erik Nilsen (Principal Planning Officer), Martin O'Brien (Climate Resilience Manager), Kevin Sheehan (Executive Director for Housing, Regeneration & Environment), David Syme (Strategic Planning Manager) and Emma Talbot (Director of Planning)

1. Minutes of the meeting held on 4 December 2019

- 1.1 **Resolved:** that the minutes of the meeting held on 4 December 2019 be agreed as an accurate record.

2. Declarations of interest

- 2.1 Councillor Krupski declared a non-prejudicial interest in relation to item five as a member of Lewisham Cyclists.
- 2.2 Councillor Ingleby declared a non-prejudicial interest in relation to item five as the Chair of the Friends of Grove Park nature reserve.
- 2.3 Councillor Curran declared a non-prejudicial interests as a trustee of the Baring Trust and as a Member of the Grove Park Neighbourhood Forum.

3. Responses from Mayor and Cabinet

- 3.1 The Committee received the response to its referral as part of the consideration of item six.

4. Development of the climate emergency action plan

- 4.1 Martin O'Brien (Climate Resilience Manager) introduced a presentation appended to the minutes, the following key points were noted:
- The report provided an update on the work the Council was carrying out in response to its declaration of a climate emergency.
 - Work had been commissioned to assess the measures required for Lewisham to become carbon neutral by 2030.
 - A number of authorities across the country had declared a climate emergency. 26 authorities in London had declared an emergency and 14 had set a target of becoming carbon neutral by 2030.
 - Officers were working towards producing an action plan for presentation to Mayor and Cabinet before the end of March.

- The research commissioned by the Council helped to: define definitions; establish a clear baseline for future comparisons; determine the scale and the cost of actions needed to deliver on the Council's ambitions.
- The research did not provide the details of the Council's action plan, which would be agreed in due course.
- The report provided definitions of the key terms (including: 'carbon neutral', 'carbon offsetting' and the international greenhouse protocols for sources of emissions inside and outside of the borough). The terms 'carbon emissions and CO2' were used in the report to cover all greenhouse gasses (such as methane, amongst others), measured as carbon equivalents.
- The baseline for measurements was 2017-18. The target year for the action plan was 2030-31.
- The reduction in carbon emissions in Lewisham from 2005 to the present day was 38%, which was slightly higher than the London average (37%). Much of the reduction related to the decarbonisation of electricity supplied through the national grid.
- Emissions directly attributable to Lewisham Council amounted to slightly less than 3%.
- Domestic gas and electricity accounted for more than half of the borough's carbon emissions.
- Transport was the next biggest source of emissions, together with gas and electricity used in housing the three amounted to three quarters of the borough's carbon emissions.
- The research puts forward four scenarios for the future (baseline; core; radical stretch and systemic change). These took into account the projections for population growth as well as the plans for decarbonisation of the electricity grid.
- Actions had been developed for each of the scenarios.
- The four scenarios were complementary – the actions in each could be added to the actions from the previous scenario.
- Projections were made for the impact of each of the scenarios – with costs for carbon offsetting.
- There were significant costs associated with the delivery of each of the four scenarios.
- The Greater London Authority had produced an assessment of the costs of becoming carbon neutral by 2050. It found that the 'do nothing' option was not the cheapest scenario.
- The costs of some of the actions in the 'systemic change' scenario could not be accurately projected because they were so fundamentally different from current practice.
- One of the key unsolved problems was the carbon emissions from domestic heating.
- There were some sources of carbon emissions that could not be quantified locally (such as those from aviation).
- There was a sizable amount of emissions from road transport in the borough for journeys that began and ended outside of the borough.
- The Council had to be ambitious and needed to demonstrate leadership.
- The issue of climate change was an issue of social justice. The most vulnerable people in society would be those most likely to be adversely

affected by extreme weather events as well as increases in prices of commodities and the inability to get insurance.

- There was often a sense of 'doom and gloom' about the impacts of climate change. It was important not to lose sight of the level of threat being faced but also to recognise that people needed positive and compelling reasons for change.
- The carbon neutral target could not be delivered by the Council alone – a key part of the action plan would be lobbying government for support, funding and legislative changes.
- Delivery of the plan would rely on a broad level of culture change across the organisation, with the Council's partners and amongst residents.

4.2 Martin O'Brien responded to questions from the Committee, the following key points were noted:

- The importance of green infrastructure was recognised as part of the Council's overall approach to sustainability.
- Tree planting would not provide a solution to the issues posed by climate change but it could be a worthwhile contribution to achieving the Council's aims.
- Actions relating to trees and green infrastructure would be included in the action plan.
- The consultants had attempted to quantify the contribution that trees and green infrastructure could make to the carbon neutral target – but this was not uncomplicated.
- Standards for new buildings required increased levels of energy efficiency. There was a significant challenge in relation to the efficiency of existing housing, where there was a pressing need for new solutions.
- Efforts (and funding) should be prioritised for the most vulnerable households to improve the energy efficiency of their homes.
- The Council would lobby government on the support available for private homeowners to improve the energy efficiency of their homes. Work would also need to take place to encourage homeowners to invest in the efficiency of their homes.
- Significant amounts of money were spent by homeowners on kitchens and bathrooms – and there were sizable industries supporting this investment. The home efficiency market was 'malfunctioning'. The government should invest in the skills for this sector and consumers should be better supported to make positive choices.
- There were opportunities for investment which would release savings over time. The costs of energy were set to increase – which was why 'doing nothing' was not a sustainable option.
- The action plan would be delivered over ten years. Some actions would be identified and could be delivered immediately but others would take longer and would be longer term and broader in their scope.
- Existing expenditure would need to be directed towards more sustainable ways of working.
- It was not clear how the government was going to meet its own carbon reduction targets.
- The South East London Heat and Power plant (SELCHP) could provide a readymade source of heating, but most of the heat generated is not be

used. This was something the Council was seeking to change, working with Veolia who operate the SELCHP plant. Feasibility studies had been carried out with the operators and further work would take place to determine how best to make use of this resource.

- Some work was also taking place across the borough to ascertain the opportunities for decentralised energy generation.
- The research did not present a commitment to offset the borough's carbon emissions. Rather – it provided an illustration of what it would mean for the borough to become carbon neutral. The issue of offsetting would have to be revisited throughout the course of the action plan and a final decision would be made in 2030-31.
- The immediate focus of the action plan would be the actions that could be taken immediately and the culture change that would be required to deliver the scale of the longer term changes that would be needed.

4.3 Councillor Sophie McGeevor (Cabinet Member for Environment and Transport) addressed the Committee – the following key points were noted:

- One hectare of trees was estimated to contain 430 tonnes of carbon. Lewisham's baseline for carbon emissions was 805 thousand tonnes of carbon. Blackheath, which was one of the largest green spaces in London was 85 hectares – which, even if it was covered with fast growing trees would only mitigate the equivalent of 36.5 thousand tonnes of carbon.
- Trees and green cover were important for biodiversity, for shading and for improving the pedestrian environment but they would not provide a solution for Lewisham's carbon emissions.
- It was important to recognise that planting trees would not allow people to carry on doing things as they were. Major changes were needed.
- The climate forum meeting that was being planned at the end of January would be the first trial of a number of events engaging with residents on the climate emergency.

4.4 Two Members of 'Climate Action Lewisham' addressed the Committee – the following key points were noted:

- The information in the consultant's report was selective and took somewhat of a narrow view about the role of trees in mitigating climate change.
- The assessment of the role of trees had been overly simplified in the report. For example – no reference had been made to the potentially significant role of trees in reducing energy consumption for heating in adjacent buildings.
- Trees could also help to mitigate the impact of urban heating. This was particularly significant given the projections for global heating (meaning that by 2050 London would be the same temperature as present day Barcelona). This would result in new demands for cooling and air conditioning.
- The development of new green infrastructure took many years. Climate Action Lewisham had put together some proposals for urban tree planting – which would be at low cost to the Council.

- Residents in Lewisham were very interested in the climate emergency. Members of the group found that very few people knew that the Council had declared a climate emergency.
 - The Council needed to do more to engage with local people. The event that was being planned for the end of January had sold out very quickly.
- 4.5 A member of the public was invited to address the Committee on behalf of the Sydenham Society and the Bell Green Masterplan - the following key point was noted:
- The Committee had been approached to consider the options for the development of a heat storage project using the former Bell Green gas holders which is currently the subject of a feasibility study by the government department Business Energy and Industrial Strategy (BEIS) and concerns were raised that an opportunity could be lost to do something innovative.
- 4.6 Kevin Sheehan (Executive Director for Regeneration, Housing and Environment) addressed the Committee, the following key points were noted:
- The sums of money outlined in the report were significant – but they were still likely to be an underestimate of the amounts needed to deliver on the ambitions to make Lewisham carbon neutral.
 - Whilst money was important – it would require everyone – including residents and the government to work together to bring about significant changes to every aspect of modern life.
 - Collective efforts could bring about rapid changes.
- 4.7 In Committee discussions the following key points were also noted:
- There were concerns expressed about the sustainability and ethics of carbon offsetting.
 - There were issues with the sustainability of wide scale use of bio-gas and bio fuels.
 - There were options of solar heating water that were cost effective.
 - The planting of trees would signal the Council's intent to tackle climate change. There was also funding available from regional and national government as well as from individuals to plant trees and to improve Lewisham's streetscape.
 - Committee Members reiterated the importance of tree planting.
 - People could make small changes, such as lowering their heating and exercising at home to save on heating costs.
 - The Association for Public Service Excellence had produced a report on climate change, to which Members may wish to refer.
- 4.8 **Resolved:** that the Committee would refer its views to Mayor and Cabinet as follows –
- The Committee believes that the climate emergency action plan should place a high level of emphasis on public engagement.
 - The Committee wants to highlight the importance of tree planting and green infrastructure in: urban cooling; enhancing the thermal efficiency of buildings; improving the pedestrian environment and streetscape as well as sequestering carbon emissions from the atmosphere. It recommends

that further consideration should be given to the importance of trees and green space in the climate emergency action plan.

5. Draft Lewisham Local Plan

5.1 The Chair thanked officers for the report and welcomed the level of engagement that had been carried out with councillors in the development of the draft plan.

5.2 Emma Talbot (Director of Planning) and David Syme (Strategic Planning Manager) introduced the report – the following key points were noted:

- Officers welcomed the level of engagement from Councillors. Consideration was given to involving Councillors and the public above and beyond the minimum requirements in the Council's statement of community involvement.
- The report was still in draft form – and agreement was being sought for the next stage of consultation.
- The plan set out proposals for good growth and the development of strategic infrastructure.
- There were still a number of stages of preparation, decision making and consultation for the report to go through before it could be submitted for examination by the planning inspector.
- The draft plan brought together a number of previous planning documents, including: the core strategy, the site allocations plan, the development management policies and the previous local plan.
- Part one of the new plan set out the vision for the borough, this had been developed with the Lewisham's mayor's office to reflect the corporate strategy. This section also set out the strategic objectives (which had been agreed by all members).
- Part two of the plan set out the development management policies – which would govern the determination of planning applications in the borough. Members had previously received a briefing on key changes and the effectiveness of previous policy. Where possible, suggestions from Members had been incorporated into the new policies.
- The policies also had to align with national and regional policy changes.
- The policies strengthened Lewisham's approach to climate change.
- Part three of the plan set out the approach to Lewisham's neighbourhoods and places.
- The approach to neighbourhoods and places had been developed in line with the Committee's recommendations – as well as consultation with local communities.
- Parts four and five of the plan contained technical information.
- The public consultation on the plan would build on best practice and experience from recent consultation exercises. The strategy for the delivery of the consultation was taking longer than anticipated.
- As proposed by the Committee, officers were developing an executive summary of the plan to make it as accessible as possible.

5.3 Emma Talbot, David Syme, and Eric Nilsen (Principal Planning Policy Officer) responded to questions from the Committee – the following key points were noted:

- Officers recognised the issue of people paving over their driveways with non-permeable materials – when combined with the impacts of climate change would increase the risk of flooding. However, permitted development rights allowed people to make a number of changes to their homes without applying for planning permission.
- There was a specific policy in the plan on sustainable drainage systems – which was part of the overall approach in the plan to climate change adaptation and mitigation.
- Where the Council had power to rule on a planning application (work not carried out under permitted development rights) the development management policy specified permeable paving materials for driveways.
- Consideration was being given to the ways in which the plan should respond to the emerging climate emergency. The plan would be reviewed every five years, which would allow policy to adapt to the Council's approach to the climate emergency.
- The planning system could not stop people from running down a pub as a business. The policy proposed in the plan put in place measures to protect pubs from development but there were limits to what could be achieved through the local plan.
- Further consideration would be given to the other options for the provision of support to businesses in the borough.
- Officers had taken on board the Committee's suggestions about the protection of pubs. There were also policies in the plan that supported the night-time economy more broadly.
- Officers recognised the strategic importance of the green corridor in Lee Green and Grove Park.
- There was specific policy in the plan to support the improvement of the 'linear network of green space' in the east of the borough.
- There had been an increase in the number of enforcement officers in planning and the team was growing.
- It was recognised that the plan would be inherited by the borough's young people. Options were being explored for further engagement with young people.
- Planning officers had been working with colleagues in the transport team to develop the transport section of the plan. Further consideration would be given to the target for electric vehicle charging infrastructure in new buildings.
- The London plan cycle parking standards would apply to the local plan. Additional reference could be made to the capacity for securing cargo bikes.
- Officers would check whether developers of student accommodation were exempt from making community infrastructure levy payments.
- The local plan could not address the issues raised by members regarding leaseholders.
- Work was taking place with officers across the Council to ensure that the digital infrastructure was in place to support future housing and business growth.

- The likely impact of the expansion of the ultra-low emission zone was as yet unknown.
- Work was taking place to deal with problems caused by the ‘street clutter’ of abandoned phone boxes and signs.
- The plan identified areas of deficiency of play space in the borough.
- There were proposals in the plan to increase the volume of ‘playable public realm’ which provided informal spaces for play and recreation for people of all ages.
- Officers did not believe that the positioning of letter boxes in new buildings could be addressed in the local plan.
- Further work would take place with officers in the Council’s regeneration team to develop the borough’s civic strategy.
- Officers would consider the location of the designation of Hither Green local centre in the plan.
- Issues raised by Members at planning committees were recorded and reported in the annual monitoring report.

5.4 In Committee discussions the following key points were also noted:

- Members expressed support for increasing the protections on Lewisham’s pubs – particularly those that were in listed buildings.
- Concerns were expressed about the designation of new conservation areas because of the potential limitations on the installation of solar panels and external cladding (to improve energy efficiency).
- Members welcomed the consideration that had been given to climate change in the plan.
- Members would welcome inclusion of infrastructure for cargo bikes in the borough.
- Members asked that the lessons learnt from the development of the Catford regeneration masterplan regarding place shaping would be built into the work on the A21 corridor supplementary planning document.
- Members reiterated support for the ‘Urban National Park’ initiative centred around Grove Park nature reserve.
- Members would welcome further detail about the designation of Catford as the civic heart of the borough.
- Officers agreed with Members concerns about the impact of ‘General Permitted Development Rights’ and the poor quality of some of the housing delivered under these rights. It could not be referenced in the local plan because by definition it fell outside of the scope of the plan.
- The Council recognised the value of trees and planning officers resisted tree loss wherever possible.
- Further consideration could be given to the issue of sound proofing in homes in multiple occupation. It was important not to duplicate rules already in place through building control regulations.

5.5 The following key points made by Councillors attending under standing orders (Councillors Hall and Gallagher) were noted:

- Members from Bellingham ward were supportive of the Bell Green community masterplan.
- There were concerns about protection for listed buildings in Bell Green, including the Liversey Hall.

- Further work should take place to manage traffic in Bell Green – in order to improve air quality and the environment.
- The need for NHS services should be recognised in the local plan. This should include the future of the Sydenham Green health centre.
- The designation of the Bellingham estate as a conservation area would be welcomed.
- There were concerns about the height and massing of buildings being proposed (and permitted) along the Bromley Road because of the impact on the surrounding residential areas.
- There was a pressing need for social housing – that was truly affordable.
- Members would welcome preference being given in the plan to social housing rather than shared ownership.
- Consideration should be given to lowering the threshold for provision of affordable housing in new developments (to lower than 10 units – as at present).
- Stronger policy on ‘tenure blind’ housing and common entrances would be welcomed – given the issues that had been identified with some developments segregating types of housing.

5.6 Emma Talbot, David Syme and Erik Nilsen responded to questions from Members attending the meeting under standing orders – the following key points were noted:

- Officers were supportive of community plans for Bell Green. The area had been identified as an opportunity area – and potentially a new district centre for the south of the borough. Any plans made by the Council would incorporate the community masterplan for the area and would include local councillors.
- It was recognised that at present the environment around Bell Green was not welcoming.
- There was not specific detail in the plan about the scale and massing of buildings along the Bromley Road – however – work was beginning on the development of plans for the A21 corridor. This would give consideration to: public realm improvements; scale and massing of buildings; density of housing and social infrastructure. It was intended that this would result in the development of a new supplementary planning document for this area.
- Officers had worked hard, in consultation with the Mayor and Cabinet Member to create a strong policy on social housing – that could be justified in planning terms. The plan was specific about Lewisham’s definition of social housing.
- The infrastructure delivery plan that had been prepared alongside the local plan set out the requirements for the infrastructure required to deliver the ambitions in the local plan.
- Consideration could be given to making the Bellingham Estate a conservation area.
- The plan set out the existing conservation areas in the borough – it also identified ‘areas of special character’, which were areas that might become conservation areas in the future.

- It would not be possible to say that shared ownership was not acceptable in new developments – but the plan could state a preference based on need.
- Viability assessments indicated that affordable housing could be provided in housing developments of less than ten units. Consideration would be given to the wording in the plan regarding the preference of including affordable housing on site (rather than making a contribution to affordable housing off site).
- Further consideration would be given to the minimum standards for ceiling heights in new developments – to achieve the maximum possible.
- Officers had reviewed other borough's local plans and examples of best practice.

5.7 Emma Talbot responded to a question from about consultation with the community – the following key points were noted:

- Officers intended to carry out further work with local communities to develop the visions for their areas.
- It was correct that there was no requirement for developers to consult with the local community – and when they did consult – there was no requirement for them to do it well. Officers used the pre-application process to work with developers and encourage best practice.
- Work was also taking place through the local democracy review to ensure that there was good engagement through all parts of the planning process – from policy to the submission of applications.
- Development management policy in the new plan highlighted to developers that the Council would look more favourably on planning applications that demonstrated active engagement with local communities.

5.8 Resolved: that the Committee would refer its views to Mayor and Cabinet as follows –

- The Committee commends the work that has been carried out by officers in developing the draft local plan. It particularly welcomes the engagement that has been carried out with councillors.
- The Committee recommends that there should be greater emphasis in the new plan on the 'Urban National Park' initiative which is proposed in the south of the borough.
- That when deciding on designating a new conservation area - careful consideration should be given to the potential impact on residents' future ability to install energy saving features (such as solar panels and external insulation).
- The Committee would welcome stronger enforcement activity to protect the borough's heritage assets and listed buildings. It is particularly concerned about the borough's historic pubs.
- The Committee recommends that funding for planning enforcement should be maintained and, where possible, strengthened.
- The Committee recommends that officers give further consider about how best to protect the borough's trees.
- The Committee is concerned about the impact of impermeable paving on flood risk in the borough. It recommends that officers should investigate

the options for removing permitted development rights for paving on front gardens in order to ensure that permission is only given for sustainable permeable paving.

- The Committee recommends that further consideration should be given to ensuring that affordable housing for students is allocated to those who are most in need.

6. Surrey Canal Triangle supplementary planning document

6.1 David Syme introduced the report (including the response to the Committee's referral to Mayor and Cabinet) – the following key points were noted:

- As the Committee had been previously advised - consultation had been carried out on the draft supplementary planning document design framework.
- There had been relatively few responses to the consultation – particularly from members of the public (this was likely due to the industrial nature of much of the area covered by the plan).
- Amongst the responses that had been received – the common theme was that people wanted development to go ahead – so that they could benefit from the improvements and facilities that had been promised (such as the new station on the London Overground).
- Responses from statutory consultees had been incorporated into the plan.

6.2 David Syme responded to a question from the Committee – the following key point was noted:

- The Council supported the protection for the Lions Centre because of the valuable facilities it provided to the community. Any loss would have to be justified in policy – which would mean that the facilities needed to be re-provided on site. Suggestions in the consultation that existing protections should be removed had been dismissed.

6.3 **Resolved:** that the report (and the response from Mayor and Cabinet) be noted.

7. Select Committee work programme

7.1 The Committee discussed the work programme and agreed that the following items should be on the agenda for the meeting on 10 March:

- Flood risk update
- Catford town centre regeneration
- Parks and open spaces strategy
- Parks management review final report

7.2 The Committee also agreed that it would receive an information item about the performance of the waste and recycling service.

7.3 **Resolved:** that the work programme be agreed.

8. Items to be referred to Mayor and Cabinet

8.1 **Resolved:** That the Committee's comments under items four and five should be referred to Mayor and Cabinet.

The meeting ended at 10.15 pm

Chair:

Date:



Sustainable Development Select Committee

Declarations of Interest

Date: 10 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

- 1.1. Members must declare any personal interest they have in any item on the agenda. 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.
- 1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These 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.

4. Other registerable interests

4.1 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.

5. Non registerable interests

- 5.1. 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).

6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

7. Sensitive information

- 7.1. 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.

8. Exempt categories

- 8.1. 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).

9. Report author and contact

9.1. Kath Nicholson, Director of Law, Kath.Nicholson@lewisham.gov.uk, 020 83147648



Sustainable Development Select Committee

Lewisham Lead Local Flood Authority update

Date: 10 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Climate Resilience Manager

Outline and recommendations

The Council published a Flood Risk Management Strategy in 2015 setting out its approach to delivering on statutory role of Lead Local Flood Authority.

This report provides an overview of this work and the Council's current focus in terms of flood risk management in the borough.

The Sustainable Development Select Committee is invited to review the Council's approach to local flood risk and the Lead Local Flood Authority function.

1. Summary

- 1.1. The Council published a Flood Risk Management Strategy in 2015 setting out its approach to delivering on statutory role of Lead Local Flood Authority.
- 1.2. This report provides an overview of this work and the Council's current focus in terms

of flood risk management in the borough.

2. Recommendations

- 2.1. The Sustainable Development Select Committee is invited to review the current focus and priorities of the Council's approach to local flood risk and the Lead Local Flood Authority function.

3. Policy Context

- 3.1. In 2019 the Environment Agency consulted on plans to update the National Flood Risk and Coastal Erosion Management Strategy setting out the overall national strategy for managing flood risk. The Environment Agency are expected to publish this strategy in 2020.
- 3.2. The Flood Risk Regulations (2009) and The Flood and Water Management Act (2010) established the Lead Local Flood Authorities function in England and Wales, giving local authorities statutory duties and powers for local flood risk management in relation to ordinary watercourses, groundwater and surface water flooding.
- 3.3. Statutory duties and powers for Lead Local Flood Authorities include:
 - Develop, maintain, apply and monitor a strategy for local flood risk management;
 - Producing a Preliminary Flood Risk Assessment;
 - Producing a Surface Water Management Plan;
 - Co-operation with other relevant flood risk authorities;
 - Statutory consultee on planning applications;
 - Recording and investigating all 'significant' flooding incidents;
 - Establishing and maintaining a register of structures which may have a significant effect on flood risk; and
 - Administration and enforcement of consents regarding private changes to ordinary watercourses.
- 3.4. The Environment Agency has responsibility for flood risk in relation to main rivers and tidal flooding.

4. Background

- 4.1. Lewisham Council published its Strategic Flood Risk Management Strategy in 2015. The strategy was developed alongside those of Greenwich, Bexley and Bromley as part of the south east London sub-regional flood risk partnership. The strategy set out:
 - Roles and responsibilities for flood risk management;
 - An assessment of risk across the borough;
 - Our policies as a lead local flood authority; and
 - A set of actions to manage flood risk locally.
- 4.2. Lewisham's Flood Risk Management Strategy included 64 separate actions assessed against national, sub-regional and local objectives. A cost of each of the actions was estimated and they were prioritised as 'Very High'; 'High'; 'Moderate' and 'Low'. The actions are wide ranging in nature, some specific and localised, while others are very general in nature. A key issue with the 2015 strategy is the very high costs of the actions, estimated at between £20m-£40m, which are unfunded and in the main not the responsibility of the Council. The basis for prioritisation of these actions is no longer

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always evident.

4.3. A key focus in the last few years has been to increase capacity and the evidence base to support delivery of the Lead Local Flood Authority function. This work has included :

- Identification and risk assessment of ordinary watercourses in the borough (2017) and delivery of remedial works on Lewisham land (2018);
- GIS mapping of flood incidents identified through calls to the Council's Access Point and reports by the Highway Inspectors' Team, triangulated against rainfall records, Environment Agency flood alerts and Thames Water data (2017);
- Commissioning consultants to provide technical assessments of planning applications for major developments (2017);
- Review of GIS mapping data against the priorities in the 2015 Strategy and identification of projects likely to attract external funding (2018);
- Review and prioritisation of Lewisham gully cleansing (2018);
- Development and submission of 'Verdant Lane', 'Honor Oak Stream/Chudleigh Ditch' and 'Beckenham Place Park' flood risk mitigation projects onto the Environment Agency Grant in Aid funding programme (2019);
- Commissioning an assessment of potential solutions to flood risk in Hither Green Cemetery (2019);
- Creation and recruitment to a new Flood Risk Manager post within the Council (2019);
- Successful bid for funding from the Department of Environment Farming and Rural Affairs (DEFRA) for surface water modelling (2019);

4.4. The Council updated its Preliminary Flood Risk Assessment in 2017. The Preliminary Flood Risk Assessment is a requirement under the Flood Risk Regulations 2009 and provides a high level summary of flood risk from surface water, groundwater, sewers and ordinary watercourses and any interaction these have with main rivers.

4.5. A Strategic Flood Risk Assessment as required under the National Planning Policy Framework was completed in 2019 to support the development of Lewisham's new draft Local Plan.

4.6. In 2015 Lewisham published a River Corridors Improvement Plan supplementary planning document, setting out detailed planning policy guidance for all rivers within the borough. This has helped shape improvements to the design and use of rivers in the borough including 're-naturalising' previously enclosed rivers by implementing water storage solutions that allow for managed flooding of nearby open spaces rather than aiming to move water downstream as quickly as possible. This has restored public access to rivers in Brookmill Park, Chinbrook Meadows, Cornmill Gardens and Ladywell Fields.

4.7. The draft local plan sets out proposals for mitigating the flood risk of new development. Developments are expected to use a sequential approach to the location to ensure that:

- New development is directed to areas that are at the lowest risk of flooding, having regard to Lewisham's Strategic Flood Risk Assessment (SFRA);
- There is no net loss of flood storage capacity and adequate provision is made for flood storage and compensation, with priority given to on-site provision;
- There is no detrimental impact on the natural function of the floodplain and floodwater flow routes across the site;
- Appropriate mitigation measures are incorporated to address any residual flood risk, including safe access and egress for all likely users of the development; and

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- Flood risk is not increased elsewhere.
- 4.8. Development proposals are also expected to achieve 'greenfield' runoff rates and ensure that surface water runoff is managed as close to its source as possible. Sustainable Drainage Systems (SuDS) should be incorporated into new development wherever possible, in line with the London Plan drainage hierarchy, as follows:
- Rainwater use as a resource.
 - Rainwater infiltration to ground at or close to source.
 - Rainwater attenuation in green infrastructure features for gradual release.
 - Rainwater discharge direct to a watercourse, unless not appropriate.
 - Controlled rainwater discharge to a surface water sewer or drain.
 - Controlled rainwater discharge to a combined sewer.
- 4.9. Lewisham Council is a member of the South East London Flood Risk Partnership, a multi-agency partnership between Lewisham, Bexley, Bromley and Greenwich Councils with membership of the Environment Agency and Thames Water.
- 4.10. Officers convene an internal Flood Risk Group to review and discuss strategic and operational flooding issues, the group is chaired by the Climate Resilience Manager and includes representatives from Highways, Planning, Parks and Emergency Planning.

5. Current projects

Honor Oak Stream

- 5.1. The Honor Oak Stream (locally called Chudleigh Ditch) runs from Honor Oak Park and connects to the Ravensbourne near Ladywell. The stream is unusual for being interchangeably classified as main river and ordinary watercourse through its length. The stream is also alternately culverted as well as open along its length, and includes a section that is difficult to access running behind a fence along back gardens.
- 5.2. Honor Oak Stream had been identified within the Environment Agency's discontinued Lewisham and Catford Flood Alleviation Scheme as a location for flood mitigation measures including a flood storage area at Ladywell Green.
- 5.3. An initial assessment of options looked at costs and benefits of permeable paving, rain-gardens, the Ladywell Green storage area, diverting the watercourse to reduce risk to properties and raising banks. Initial proposals with an estimate of a £1m cost have been submitted onto the Environment Agency's Grant in Aid programme and the next step is to develop an Outline Business Case in order to access funding. This Outline Business Case will be informed by the outputs of the surface water modelling project described below. It should be noted that significant work remains in order to develop the project and agree a package of funding.

Verdant Lane

- 5.4. At the intersection of the south circular and Verdant Lane the topography creates a low point, and this location has been identified as an area at risk of surface water flooding with potential impacts on a strategic transport route. Records show that in July 2007 the location was affected by flooding up to 0.5m deep. The Environment Agency's Risk of Flooding from Surface Water (RoFSW) mapping shows that flooding could have been significantly deeper, with potential risk to life, if the rainfall depth had been 100-150mm instead of the actual 30mm rainfall depth event registered in 2007. Environment Agency data also identifies that 56 properties are at potential risk of flooding in this location in a 1 in 30yr rainfall event.
- 5.5. An area-wide assessment from north Downham to Hither Green looked at opportunities and constraints including capacity in Thames Water assets, sustainable drainage such as rain-gardens and creation of underground storage areas.

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- 5.6. The proposals with the best cost-benefit ratio were high-capacity gullies at the Hither Green Lane / Verdant Lane depression and an increase in surface water sewer pipe size on Hither Green Road. Initial proposals with an estimate of £0.5m have been submitted onto the Environment Agency's Grant in Aid programme. The next steps are to engage with Transport for London to seek their support to work jointly on detailed development of the costs and benefits as the basis for an Outline Business Case in order to access funding. It should be noted that significant work remains in order to develop the project and agree a package of funding.

Hither Green Cemetery

- 5.7. In 2019 the Council commissioned Metis consultants to undertake a review of potential solution to a long-standing flood risk issue on the boundary of Hither Green Cemetery and the railway line a significant transport link into central London from Kent and south east England.
- 5.8. Network Rail reported a history of flooding incidents affecting the rail line in the area, caused by a collapsed pipe beneath Hither Green Cemetery.
- 5.9. The collapsed pipe connects at the boundary of the cemetery to a pipe on Network Rail land which conveys surface water from the railway and also from the Grove Park Nature Reserve on the opposite site of the railway tracks. This blockage had silted up the pipe on the Network Rail side causing localised flooding during rainfall events that had caused closure to rail lines.
- 5.10. Repairing the collapsed pipe is impractical because of the proximity of burial plots in the immediate area. Ownership of the pipe, which connects to a confirmed Thames Water asset, is disputed. While the Council accepts no liability for the damaged pipe, officers took the view that given the strategic importance of this location in terms of transport links, the Lead Local Flood Authority should seek to find a joint solution.
- 5.11. Metis consultants are due to report back by the end of the financial year on a costed solution that will allow water from the Network Rail side to be conveyed to the confirmed Thames asset in the cemetery. Officers intend to use the output from this work to discuss a joint approach to funding the proposed solution with the relevant stakeholders.

Chinbrook Meadows

- 5.12. In June 2019 following high levels of rainfall across the region and a burst of very heavy localised rainfall, flooding was recorded in Chinbrook Meadows affecting a small number of nearby properties. Chinbrook Meadows includes a flood storage area designed to hold flood water from the Quaggy River to minimise the impact of flooding events. Officers are awaiting the outcome of the Environment Agency assessment of the condition of the storage area in Chinbrook Meadows with a view to identifying any modifications that could increase resilience.

Beckenham Place Park

- 5.13. The Council is delivering a range of improvements to Beckenham Place Park as a result of a successful Heritage Lottery Fund grant. The Lewisham and Catford Flood Alleviation Scheme included proposals for a storage area to hold water from the Ravensbourne during high-flow, to reduce flood risk in built up areas along the downstream course of the river. Part of the Council's plans for the wider park were based on opportunities to align these funding streams to support landscaping improvements to the park.
- 5.14. Following the Environment Agency decision to discontinue with the Lewisham and Catford scheme due to rising costs officers in the council have been working with the Environment Agency to try to identify alternative opportunities to make use of the preparatory work they had already completed and access external funding that will

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deliver flood risk benefits and support wider improvements to the park. Proposals for a flood storage area are under active development.

Surface water modelling

- 5.15. In 2019 the Council successfully bid for £60,000 funding from the Department of Environment Farming and Rural Affairs (DEFRA) for surface water. This work should will improve technical understanding of the interaction of surface water and the Ravensbourne as well as providing more detailed mapping and modelling in Honor Oak and Sydenham.

6. Financial implications

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

7. Legal implications

- 7.1. The implications of the Flood and Water Management Act (2010) are summarised above in section 3 Policy Context.

8. Equalities implications

- 8.1. The impact of flooding potentially has greater consequences for vulnerable residents and households with lower incomes. These impacts can include: damage to and loss of belongings, damage to property, rising insurance costs or inability to get insurance, impacts to transport and public sector services, costs arising from riparian ownership of land adjoining watercourses.

9. Climate change and environmental implications

- 9.1. In 2019 Lewisham Council declared a Climate Emergency and set a new ambition for the borough to be carbon neutral by 2030. Mayor and Cabinet on 11 March is considering a draft Climate Emergency Strategic Action Plan, intended to determine the Council's approach to responding to the Climate Emergency.
- 9.2. The International Panel on Climate Change has published a stark warning of the consequences of failing to limit temperature rise to a 1.5°C increase, but there is no safe level of global temperature rise, which are already 1°C above pre-industrial levels, forecast to continue rising 0.2°C a decade without significant and sustained action.
- 9.3. Climate change is linked to an increased frequency and intensity of extreme weather events and increased risk of flooding incidents and severity is one of the consequences of this. The Council's declaration of a Climate Emergency recognises that climate change is already happening and the Climate Emergency Strategic Action Plan includes actions intended to ensure the borough is more resilient to the consequences of a changing climate as well as actions to reduce carbon emissions.
- 9.4. Relevant actions from the draft Climate Emergency include:

4.1.1

Use an evidenced-based approach to increasing tree stocks, tree canopy and linear metres of hedgerow. Explore 'self-funding' models proposed by local community organisations. We will work with local community organisations to develop the concept of a new Lewisham Climate Emergency Tree initiative. We will carry out a scoping exercise in partnership with the Healthy Neighbourhoods programme to identify new potential locations for trees and to identify the right kind of tree for the right location seeking to increase street tree canopy cover in areas with a deficiency of street trees. We will advise developers on the right kind of trees for new developments to maximise the ecological and adaptive benefits.

4.1.2

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Review Lewisham's Flood Risk Management Strategy to promote sustainable drainage solutions including new flood storage areas in green spaces, flood risk mitigation interventions at areas at high risk and development of tree pits and other storage solutions for surface water flooding.

4.1.3

Develop highways-based Sustainable Urban Drainage solutions to reduce the risk of surface water flooding reduce pressures on highways drainage.

4.1.4

Refuse requests for installation of crossovers on the footway to accommodate parking on new front driveways unless there is evidence that planning consent is obtained and the driveway is permeable and/or drainage discharges to a soft landscaped area.

10. Crime and disorder implications

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

11. Health and wellbeing implications

11.1. There are no direct health and wellbeing implications arising from this report.

12. Background papers

12.1. Lewisham Council Flood Risk Management Strategy (2015) <https://lewisham.gov.uk/-/media/files/imported/lewisham-20lfrm-20strategy-20june-202015.ashx?la=en>

12.2. Updated Preliminary Flood Risk Assessment (2017) <http://councilmeetings.lewisham.gov.uk/documents/s50401/PFRA%20review%20-%20Self-Assessment%20form.pdf>

12.3. River corridors improvement plan (2015) <https://www.lewisham.gov.uk/myserVICES/planning/policy/LDF/SPDs/Documents/River%20Corridor%20Improvement%20Plan.pdf>

13. Report author and contact

13.1. Martin O'Brien; Climate Resilience Manager; martin.o'brien@lewisham.gov.uk

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Thames Estuary 2100

An overview of the Thames Estuary 2100 Plan

December 2019

The Thames Estuary 2100 Plan (the Plan) sets out a recommended approach for managing increasing tidal flood risk in the face of a changing climate, aging flood defences and a growing and changing estuary. The Environment Agency worked with partners to develop the Plan, which was published in 2012, and sets out how authorities, businesses and communities and can work together to manage tidal flood risk until the end of the century and beyond.

The risk to the estuary from tidal flooding is significant. More than 1.3 million people and £275 billion worth of property and infrastructure in London, Essex and Kent is at risk of regular flooding from the sea. A world-class system of flood risk management assets (or defences) work together to reduce this risk, including the Thames Barrier and 8 other flood barriers, over 350km of walls and embankments, and more than 400 flood gates, outfalls and pumps.

However, as these structures age, sea levels rise and the population grows, it is important we plan now to ensure that London and the Thames Estuary can continue to be resilient to tidal flooding into the future. The Thames Estuary 2100 Plan gives planners, place-makers and local communities an opportunity to think and plan for future changes to their riverside. Its aims are wider than just managing tidal flood risk, and include:

- managing the risk of flooding to people, property and the environment
- adapting to the challenges of climate change
- ensuring sustainable and resilient development in the floodplain
- protecting the social, cultural and commercial value of the tidal Thames, its tributaries and floodplain
- enhancing and restoring ecosystems



Thames Estuary 2100 Plan area, from Teddington in the West to Sheerness and Shoeburyness in the East

An adaptive plan: monitoring and adapting to change in the Thames Estuary

The Thames Estuary 2100 Plan is internationally recognised as a leading example of climate change adaptation, as it was designed to be adaptable to different projections for sea level rise.

When the Plan was developed in 2009 it used the latest climate science available at the time, as well as independent research on changes to fluvial (river) flows, tidal storm surges, and sea-level rise. However, the team developing the Plan recognised that there was, and still is, significant uncertainty surrounding climate change, and addressed this by recommending that the pathway to providing resilience is adjusted as the climate changes and we develop our understanding of the impacts it will have on the Thames Estuary. To do this, we monitor 10 indicators of change in the estuary and carry out reviews of the Plan every 5 years (review of indicators) and 10 years (full review and Plan update).

The adaptable nature of the Plan means that key decisions such as on the preferred option for replacing the Thames Barrier, should not be taken until they need to be. Currently we expect the Thames Barrier to continue to protect London until 2070, and therefore we do not expect to take a decision on the preferred option until around 2050. We will continue to monitor this and bring this date forward if we need to.

A 3-phase plan

The Thames Estuary 2100 Plan has 3 phases, each with different actions:



Costs and benefits

When the Plan was developed it was expected to cost £3.3 billion to maintain and improve the current tidal flood risk management assets in the Thames Estuary until 2050. However, the benefits are significant. As well as protecting 1.3 million people and £275 billion worth of property, the Thames Estuary provides critical energy, transport and water needs, supporting London and the South East. There is also significant development planned in the estuary over the next few years, as set out in the Mayor's London Plan and the Thames Estuary Growth Commission report, released this year.

The Thames Estuary 2100 Plan will be funded according to the partnership funding principles. A key source of the funding will be from central government grant-in-aid. However we will need to make up the remaining funding through contributions from beneficiaries and riparian owners. We are exploring opportunities for collaboration and delivering wider benefits, which will help meet the wider aims of the Thames Estuary 2100 Plan and bridge the funding gap.

Key areas of work for 2019/20

Maintaining and improving flood defences

The Environment Agency formed the Thames Estuary Asset Management 2100 (TEAM2100) programme in 2014 with Jacobs, Balfour Beatty and other suppliers. The programme will run for 10 years and addresses the challenge of ageing flood defences, by investigating, refurbishing and improving assets across the estuary, to maintain the current standard of protection from tidal flood risk.

The programme is the UK's largest single programme of flood risk management work, valued at over £300 million in total, and is one of the government's top 40 major infrastructure projects. We are now in the fifth year of the programme, which has already invested significantly in defences across the estuary. This includes major refurbishment works to the Thames Barrier and Barking Barrier, and various flood wall refurbishment and replacement projects. Further works planned include realigning defences in the outer estuary and further flood wall and embankment refurbishment.

Planning for the future of our riverside

The Environment Agency takes a lead role in managing the Thames Estuary 2100 Plan, but we need to work with riparian owners, flood risk management authorities, and planners to successfully deliver many of the recommendations.

In particular we rely on councils, who often have the greatest power to influence future riverside development through their spatial planning role. They can ensure that our future riversides can continue to manage tidal flood risk whilst providing wider social, environmental and economic benefits – taking a riverside strategy approach. Each council has a set of objectives for delivering the Thames Estuary 2100 Plan, including:

- updating strategic planning documents, such as local plans and strategic flood risk assessments, to include Thames Estuary 2100 messages
- requiring developers to improve flood risk management assets through development
- safeguarding land for future flood management
- agreeing riverside habitat enhancements through development
- taking a riverside strategy approach to planning for the future of their riverside, which incorporates improvements to flood risk management assets with the wider social, environmental and commercial enhancement of the riverside.

Monitoring change and updating the Plan

We published the outputs of the first 5-year review in October 2016, which showed that changes in the estuary were generally taking place as the developers of the Thames Estuary 2100 Plan had predicted.

We have now started the first 10-year review. As part of this we will review the adaptive pathway we are following in light of the latest climate science, update costs and benefits, and revise the recommendations made in the Plan accordingly. This will be a major project and we are looking to develop an updated Thames Estuary 2100 Plan by 2022. It is also an opportunity to bring our partners and communities closer to the decision making, and develop a product that is more user-friendly and fit for future generations. We will be contacting partners and engaging with stakeholders throughout 2020 to discuss how they might want to get involved.

Contact the team

For more information or to find out how you can get involved in Thames Estuary 2100, contact the team at thamesestuary2100@environment-agency.gov.uk.

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Thames Estuary 2100 – 10-Year Review

Introduction to the project

The Thames Estuary 2100 Plan sets out how the Environment Agency and our partners can work together to manage tidal flood risk in the Thames Estuary, adapt to a changing climate and plan for the future of our riverside, today and into the next century.

It aims to protect 1.3 million people and £275 billion worth of property and infrastructure from increasing tidal flood risk, whilst adapting to climate change, enabling sustainable development, protecting the social and commercial value of the Thames, and enhancing estuarine ecosystems. The wider aims of the Plan are to:



Manage the risk of flooding to people, property and the environment



Adapt to the challenges of climate change



Ensure sustainable and resilient development in the floodplain



Protect the social, cultural & commercial value of the tidal Thames, tributaries & floodplain



Enhance and restore ecosystems, maximise benefits of natural floods

Today, 10 years since the Plan was put together, we are working on its first full review and update. The 10-Year Review will allow us to assess what has changed in the estuary since the Plan was developed and to update the Plan to ensure it still sets out the most effective approach for managing tidal flood risk to communities. It provides an opportunity to work more collaboratively with our partners who have a role in implementing the Plan, bringing them closer to the decision making and enabling them to influence how the updated Plan can provide wider additional benefits for local communities, such as regenerated riversides.

10-Year Review Timeline

The Thames Estuary 2100 Plan was designed to be adaptable to different rates of sea level rise and changes affecting the estuary. We therefore need to monitor how the estuary is changing, and review the Plan regularly to ensure the recommendations it makes are still suitable. To do this, we monitor 10 indicators of change, completing a review every 5 years and a full review and update of the Plan every 10 years.

Phase 1: Monitoring review

Gathering data on how the estuary is changing and reviewing the first 10 years of the Plan's implementation against the original recommendations

Reviewing tide measurement records to understand how sea-level rise is affecting the estuary.

September 2019



Reviewing how much habitat will need to be compensated for and monitoring changes in designated biodiversity-protected sites.

Undertaking workshops with stakeholders to understand which outcomes our partners would like the updated Plan to deliver.

January 2019



Phase 2: Economic review

Using monitoring data to update the costs and benefits of the plan and review the requirements for an updated Plan

Using new projections of sea-level rise (UKCP18) to update predictions of future extreme sea-level scenarios.

Reviewing how development along the riverfront has contributed to delivering improved flood defences and wider environmental and social benefits.

Using outputs of the monitoring review to review the flood risk management policies in the Plan.

June 2020



Phase 3: Plan update

Using the outcomes of the reviews to update the recommendations in the Plan and producing the updated Plan

Reviewing and updating recommendations for the Plan based on the outcomes of the monitoring and economic reviews.

Gaining approval to implement a new programme of improvement work to flood defences in the estuary.

July 2021

Holding a public consultation on the recommendations in the Plan.

2022

For more information, or if you would like to get involved in the 10-Year Review of the Thames Estuary 2100 Plan, please contact the team at thamesestuary2100@environment-agency.gov.uk

For more information about Thames Estuary 2100 please visit www.bit.ly/te2100

Thames Estuary 2100

Briefing

The Thames Estuary 2100 Plan sets out how the Environment Agency and its partners can work together to manage tidal flood risk until the end of the century and beyond. It aims to protect 1.3 million people and £275 billion worth of property and infrastructure from increasing tidal flood risk. In addition to this, the Plan aims to help London and the Thames Estuary adapt to the impacts of climate change, enable sustainable development, protect the social and commercial value of the Thames, and enhance estuarine ecosystems.

Monitoring a changing estuary

The Plan recognises that there is significant uncertainty surrounding future climate change and its impacts, and addresses this by recommending that the proposals in the plan are adjusted throughout delivery, as the climate changes and our understanding of the impacts develop.

In order to understand how the estuary is changing and therefore ensure the Plan adapts appropriately, we monitor 10 indicators of change in the estuary and use this monitoring to carry out a 5-yearly review of the Plan. The first 5 year review of the 10 indicators of change was published in October 2016 and shows that changes in the estuary are generally taking place in line with the Plan's predictions.

Thames Estuary 2100 and climate change

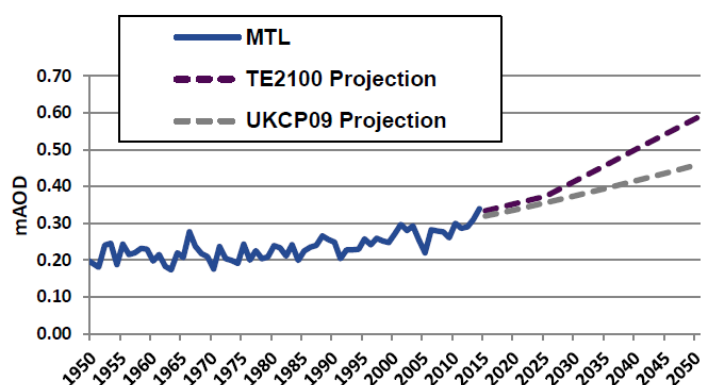
Climate change is at the core of the Plan. It was based on a relative estimate of 90cm sea level rise by the year 2100, however it is adaptable to differing rates of sea level rise up to 2.7m, and an increase of 40% in peak river flood flows. The Environment Agency funded major, new research on changes to fluvial river flows, sea storm surges and sea level rise due to thermal expansion and polar ice melt. The Thames Estuary 2100 Plan is now internationally recognised as a leading example of climate change adaptation.

Climate change models

Global mean sea level has risen by 2mm per year during the last century with an increase to 3mm per year during the 1990s and beyond. This could be the result of the human impact on climate change. Projections for future sea levels globally indicate that the current trend will increase. However, these changes become highly uncertain when applied at local scales.

Most recent forecasts have been provided by the Met Office UK Climate Projections 2018 (UKCP18) model. Early analysis of the UKCP18 sea level rise projections suggests we may need to plan in detail for slightly more sea level rise by the end of the century than we are currently. However, all the current projections fall within the variations the Thames Estuary 2100 Plan was designed to manage.

Figure 1: Recorded & predicted changes in mean tide levels (MTL) at Southend



Worst case scenario H++

As part of developing the Thames Estuary 2100 Plan, an extreme scenario (including polar ice melt) was developed, known as the High Plus Plus (H++) scenario. Initially this scenario estimated a maximum water level of 4.2m, and consequently the Plan's early development included an option for managing sea level rise up to 4.2m. The inclusion of an H++ scenario was subsequently adopted by the UK Climate Projections (UKCP09) and revised down to 2.5m. Based on this updated science, the Plan has revised down the worst case scenario, but maintains the ability to manage up to 4.2m increase in extreme water levels.

The majority of climate models project a smaller change and there is no evidence that the rapid sea level rise of the kind that scientists believe to have occurred in the past will occur again in the next century. Therefore, this scenario is unlikely, but one that cannot be ruled out completely. Adapting immediately to this amount of sea level change would very likely be over-adaptation. However, we feel there is merit in taking a precautionary approach of evaluating the adaptation options required for H++ and continuing to monitor sea level, land and ice sheet movement so as to identify any changes indicating the likeliness of a H++ scenario.

The latest UK specific climate change projections (UKCP18) have not updated the H++ scenario, finding that recent evidence supports the UKCP09 scenario as still being a plausible but unlikely high-end sea level rise projection.

Adaptive pathways approach

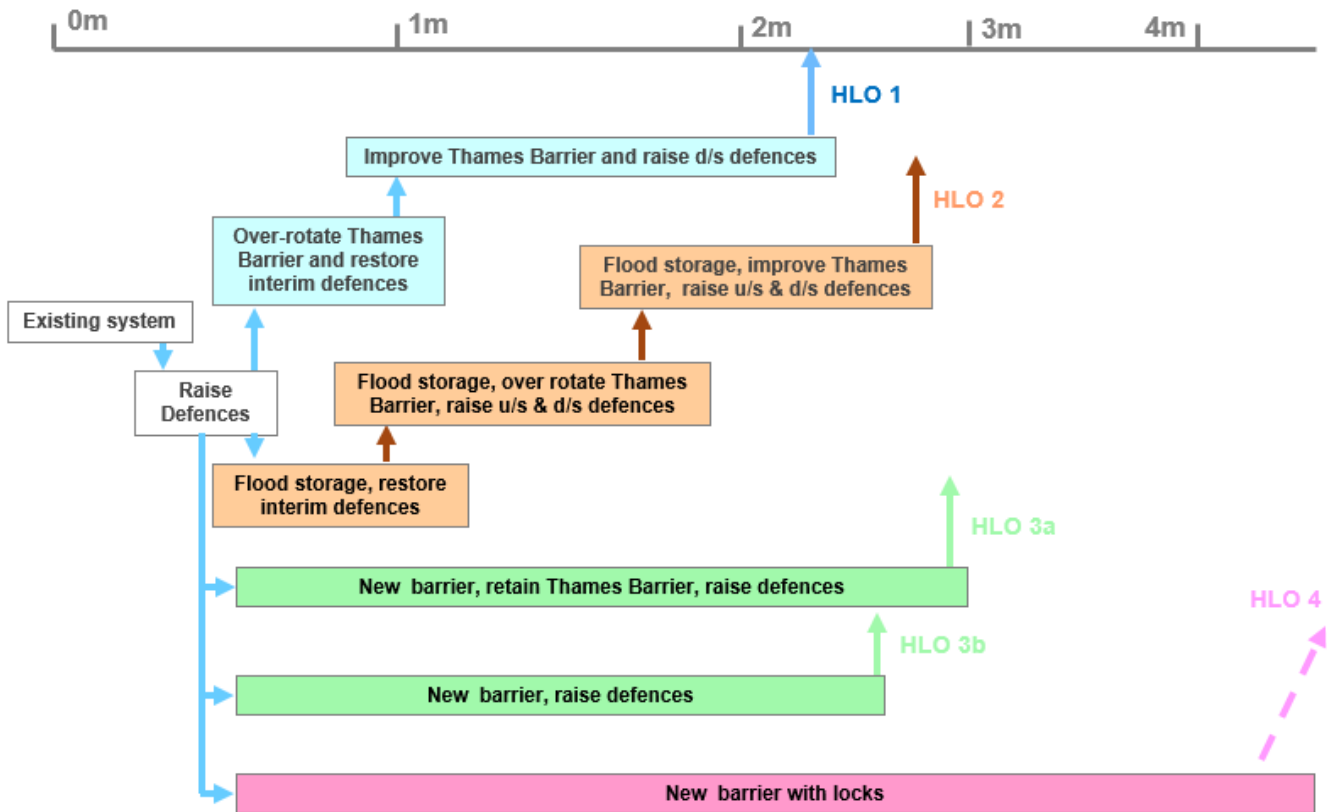
The Thames Estuary 2100 Plan takes an adaptive pathways approach to accommodating these potential future changes in climate change and other changes that might take place in the estuary. This approach enables flood risk management to be carried out in a way that can be adjusted to the latest climate science, growth and other changes in our local environment. It was recommended by the C40 Cities Climate Leadership Group as good practice for climate change adaptation.

Should sea levels rise beyond current predictions, a range of options are available to us, allowing us to choose different pathways to providing future tidal flood protection in the Thames Estuary, based on what we see happen through monitoring or predict to happen through modelling. A series of adaptation pathways identify the decisions for managing flood risk that need to be taken now and those which can be made in the future, along with trigger points and thresholds to aid our decision making. The different pathways can be seen in Figure 2 below.

Figure 2: Potential options for flood defence based on sea level rise.

Adaptive Pathways: moving between options

Maximum sea level rise:



The options labelled HLO 1-4 are the different pathways available to us depending on the total amount of sea level rise (indicated on the x axis) that is expected over the century. The length and position of the bars show us the range of total sea level rise each option is appropriate for.

We are currently following pathway 1, based upon the Defra06 climate change projection of 94cm sea level rise between 2000 and 2100.

Throughout our 5-yearly reviews, we will continue to review which pathway we are on. By 2050, we will need to ensure we are on the correct one for the “end of the century option”, which will need to be in place by 2070. Essentially this will be determining the future of the Thames Barrier. We currently expect option 3 to be our frontrunner pathway at this date, and Long Reach is our current preferred location for a new Thames Tidal Barrier.

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Sustainable Development Select Committee			
Title	Catford Regeneration Programme – draft Catford Town Centre Framework	Item No	
Contributors	Executive Director of Housing Regeneration and the Environment		
Class	Part 1	Date	10 March 2020

1. Purpose of paper:

- 1.1. Sustainable Development Select Committee (SDSC) has requested regular updates on the progress of the Catford Town Centre Framework. This paper seeks to update the Select Committee on progress towards settling on a draft Town Centre Framework for public consultation later in 2020.
- 1.2. A further report is intended to come to SDSC in May 2020 ahead of Mayor and Cabinet in June where approval to go out to public consultation on the draft Town Centre Framework will be sought.
- 1.3. Information on progress with the framework for Catford Town Centre, TfL's progress with activities in association with the realignment of the A205, an update on the Catford Constitutional Club and the Good Growth bid and key activities within the Catford programme will be provided as well as progress on public consultation.

2. Recommendation:

- 2.1. The Select Committee is asked to note and provide any comments on the Catford Programme progress.

3. Catford Town Centre Framework

Background

- 3.1 The Council has been pursuing a programme to secure long-standing plans to regenerate Catford Town Centre. These have been hampered by complex commercial and financial issues, including a lack of external funding available to aid or enable redevelopment and a number of different landowners across sites in need of a comprehensive plan. It has been a long established ambition to relocate the road, with proposals stretching back for decades. However, with no clear funding strategy for this major project the 2013 draft Catford Town Centre Local Plan proposed a different solution that was less complex and did not realign the A205 south circular road.
- 3.2 In 2013 Lewisham Council withdrew the draft Catford Town Centre Local Plan from examination after the Mayor of London requested that TfL work closely with boroughs to tackle the challenges facing London's streets and roads. This was following the July 2013 Roads Task Force (RTF) report and recommendations to look again at long established road improvement proposals and how they might be implemented. The outcome of discussions

between senior officers at the Council and TfL was that there was merit in re-examining the more ambitious A205/A21 road improvement proposals in light of the recommendations from the RTF report and possible new resources for implementing proposals.

- 3.3 The Council now has ownership of Catford Shopping Centre as well as Milford Towers and can drive change more effectively since its wholly owned subsidiary Catford Regeneration Partnership Limited was set up in 2010 to manage and regenerate property. This has provided a platform for inward investment providing social and economic benefits and an impactful meanwhile use strategy, including a burgeoning night-time economy strategy.
- 3.4 In July 2017 Mayor & Cabinet gave approval to enable TfL to progress with design options to re-direct the A205 south of Laurence House. This is an essential first step in developing a spatial plan and place-making strategy for Catford town centre.
- 3.5 At the 8th November 2017 Sustainable Development Select Committee (SDSC) meeting, Members were provided a working draft of the Catford Town Centre Masterplan brief for review and comments.
- 3.6 In July 2018 Architects Studio Egret West (SEW) were appointed to develop the Catford Masterplan. It is currently anticipated that the full draft framework resulting from this latest programme will be complete by late April 2020 and will be presented to SDSC in May 2020 and Mayor & Cabinet in June 2020 for review and – subject to review - approval to take to public consultation in summer this year.
- 3.7 The key aims of the masterplan as set out in the appointment Brief were to:
 - establish a framework for new development in the town centre in terms of its location, massing and potential function;
 - be both aspirational and deliverable, commercially-based, and informed by a thorough understanding of the retail, residential and leisure market in Catford;
 - retain the intrinsic character of Catford as it grows in the future;
 - form part of the evidence base for the emerging LB Lewisham Local Plan;
 - inform funding bids by LB Lewisham and its partners for a range of transport and regeneration initiatives.
- 3.8 The core masterplan objectives set out in the Brief included:
 - Setting up the spatial layout and land use mix for the centre.

- Securing a cohesive, permeable and well connected proposition for the whole of the town centre.
- Improving the quality of the public realm and mitigating the impacts of traffic.
- Improving the retail and leisure offer in Catford including the morning, daytime and evening experience of the town centre environment.
- Providing a clear delivery plan and greater clarity for landowners, developers, investors, operators, the council and other public agencies as to the appropriate scale, location, mix and form of development which could be accommodated within the framework study area.

Update on the current position

3.9 There have been a number of workshops with Members, 3rd party landowners and key stakeholders and these conversations will continue. We have shared the emerging framework with the local community and this has informed the refinement of the framework as it has progressed. This is covered further in Appendix 1.

Next steps

3.10 A further public engagement drop-in session is planned whereby the public will be asked to have their say on ideas around landscape strategies for Catford and how ecology can be enhanced to enable a greener Catford. The Catford Regeneration and Planning teams will meet with the Lewisham Quaggy Group and interested parties to seek their input into ideas around greening Catford. A series of consultation boards are being produced for the drop-in event.

3.11 It is proposed that a further report is brought to SDSC in May 2020 to present the draft Town Centre Framework, prior to it being considered by Mayor & Cabinet in June.

3.12 The draft Town Centre Framework is on target to be considered by the meeting of Mayor and Cabinet in June 2020. The report to M&C in June will include a preliminary high-level assessment of the viability of the draft Catford Town Centre Framework. This viability appraisal work is a key area of current focus for the team and it is likely that the final report will set out several key scenarios, together with initial views on phasing and potential approach to delivery cycles.

3.13 Subject to Mayor & Cabinet approval, non-statutory public consultation will be undertaken. It is anticipated that this would take place over a minimum period of 8 weeks between mid-June and August. Consultation will be undertaken using a number of methods including the Commonplace consultation platform, drop-in sessions, the Lewisham website as well as Local Assemblies, flyers, posters and social media notifications with the objective of reaching the entire Lewisham demographic and to encourage

participation and feedback. Internal consultation with key services in the borough such as but not limited to refuse, cleansing, highways and markets team. As individual projects are refined and developed there will need to be consultation with statutory undertakers and other agencies will also be undertaken.

- 3.14 Following analysis of the consultation responses received, changes will be made to the draft Town Centre Framework before it is brought back to SDSC and Mayor & Cabinet in the Autumn to review and adopt the final version.

4. A205 Realignment

Background

- 4.1 TfL is liaising with the Council to bring forward a scheme for the realignment of the A205 through Catford Town Centre to address the segregation of the town centre caused by the existing route, reduce air pollution, improve the use of public transport and cycling and seek to reduce the impact of private cars. TfL is making progress in developing options which address these objectives.

Update on the current position

- 4.2 It should also be noted that the introduction of the Ultra Low Emission Zone (ULEZ) is programmed for delivery by TfL in 2021 and this would affect pollutant vehicles heading north of the A205 Road. This could lead to changes in behaviour by drivers.
- 4.3 TfL appear to have secured 'in principle' agreement to the funding of the scheme from the Department for Transport (DfT).
- 4.4 In December 2019, Lewisham successfully achieved £10M of Housing Infrastructure Funding (HIF) from the GLA linked to the A205 works being delivered.

Next steps

- 4.5 In terms of timeframes TfL is fully engaged with the requirements of the HIF funding milestones. TfL has agreed with the Council a list of deliverable outputs that could achieve spend by March 2022 including: utility diversion costs, professional fees/ design costs, Land acquisition, Network Rail approvals, tree costs plus early contractor involvement. Use of the grant is dependent upon planning consent being achieved for a preferred scheme.

5. Civic Suite and Office Accommodation

- 5.1 As well as the road realignment, the draft Town Centre Framework proposes the demolition of Laurence House and the provision of new office

accommodation on the site of the former Town Hall as well as a new Library. An initial assessment of requirements for future Civic and office accommodation indicates a need for approximately 12,000 sq. metres. Alongside this is the requirement for Civic/democratic space as well as provision for a modern, open and well-designed customer 'front-end'.

- 5.2 At present this is one of several workstreams within the Framework that will need further work and review to understand specific building requirements and potential funding. There is time to do this work as it is likely that the current Civic accommodation in Catford will be required for at least 8 years. Further work will, therefore, be needed on this element of the programme to identify a preferred option as well as a firmer costing and funding options.
- 5.3 It is suggested that this work forms part of a wider review of the corporate estate to assess the potential for broader reconfiguration, taking account of service pressures. Essentially the review would assess the overall requirement of Council front-doors. Another area that requires exploration is the potential for alignment with other public sector partners. Given that the programme envisages occupation of the current buildings (Laurence House and the Former Town Hall site) for another 8/10 years there is time to undertake this further work. Nonetheless and in order to maintain momentum the report in June will suggest that this is initiated in 2020 – with a view to scoping initial options in 2021.

6. Catford Constitutional Club and the Good Growth Fund Bid

- 6.1 The Council has submitted a bid to the GLA for Good Growth Funding to refurbish, restore and bring back into use the CCC building. The bid divides funding proposals over two sites: the CCC and Thomas Lane car park proposing the restoration of the CCC as a viable and historic public house, with the potential to develop the car park to provide a mixed use area of community, business and employment opportunities. It is anticipated that the car park site has the potential to offer the benefit of up to 100 new homes. Housing provision that could be offered from development of the Thomas Lane car park site would potentially provide the first phase of delivery of the Catford Town Centre Framework if approved.
- 6.2 The outline bid was selected for the second stage of the bid process and a decision is awaited. Clearly, it would make a very significant and real contribution towards a phase 1 delivery programme, alongside the Council's own proposals of direct investment in the Broadway Theatre and the former Town Hall site, as reported to Mayor and Cabinet on 11th March.
- 6.3 It is anticipated that the result of the grant will be announced by mid-March. In the event of the bid being successful, acceptance of the funding and required match funding would need the approval of Mayor & Cabinet along with permission to embark upon feasibility studies for the site. It is envisaged that this will be presented at the June Mayor & Cabinet meeting alongside the draft Town Centre Framework.

6.4 Meanwhile further detailed surveys have been commissioned on the CCC building to help inform CRPL and the Council of the degree of deterioration and to support and inform future architect involvement. Furthermore measured surveys will help the Council to seek better marketing advice about the building as a restored pub. It should be noted that progress with completion of the surveys has been impacted due to squatters formally occupying the building.

7. Programme

7.1 The Catford Regeneration Team have prepared a full programme of key dates and activities and consultation and approval processes up to the end of October 2020 when (subject to the approval of all earlier processes), Mayor & Cabinet will consider approval of the final Catford Town Centre Framework.

7.2 The programme of key dates is set out in the table below

10 Mar 20	SDSC Catford Update: Review of progress & consultation
April 20	Landscape & greening Catford engagement event
21 May 20	Provisional date for SDSC Catford Town Centre Framework Update
3 Jun 20	Provisional date for M & C: Approval sought to approve the draft Town Centre Framework for public consultation
Jun-Aug 20	Consultation: 8 weeks Non-Statutory public consultation on the Draft Town Centre Framework (subject to M&C approval)
Autumn 20	Final draft Catford Town Centre Framework returns to SDSC for further comment prior to being taken to M & C to seek adoption of the framework
Autumn 20	Possible Overview and Scrutiny Business Panel

8.0 Financial Implications

8.1 There are no direct financial implications from noting the contents of this report.

9.0 Legal Implications

9.1 There are no direct legal implications from noting the contents of this report.

10.0 Crime and Disorder Implications

10.1 There are no direct crime and disorder implications from noting the contents of this report.

11.0 Equalities Implications

11.1 There are no direct equalities implications from noting the contents of this report.

12.0 Environmental Implications

12.1 There are no direct environmental implications from noting the contents of this report.

Appendices:

Appendix 1: Summary of public consultation and engagement undertaken to date

For further information please contact Sarah Walsh, Regeneration and Urban Design Senior Programme Manager – Capital Programme Delivery on sarah.walsh@lewisham.gov.uk or Viv Evans Head of Programmes on viv.evans@lewisham.gov.uk

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Statement of Community Involvement

1.1: INTRODUCTION

Background

Regeneration for Catford has been talked about for a long time and in asking the local community to participate in shaping the vision, we recognised that we needed to demonstrate commitment and momentum towards delivering meaningful change.

Developed in collaboration with the community, the Catford Town Centre Framework maps out how Lewisham Council wants the town centre to evolve over the coming decades. It is a non-statutory document to guide future growth and development. It is based on planning initiatives, existing development, physical characteristics, social and economic conditions affecting the town centre as well as importantly, input from the local community.

Much of the land in the town centre is owned by the Council and this presents a unique opportunity to drive positive regeneration that truly reflects the needs of the local community.

The framework plan signals the start of a major regeneration to transform Catford town centre. The south circular will be re-routed freeing up more space for pedestrians. Catford Shopping Centre will be redeveloped, providing new retail space and new homes. Pedestrian-friendly areas, open spaces and new community facilities will also be created.

Six strategic sites make up the opportunity area - the central zone made up of the historic Catford Broadway, the Broadway Theatre, Old Town Hall and Civic Suite stretching south to include the council offices at Laurence House; the station approach and south circular starting at Catford Station and following the road past Catford Bridge station and towards the town centre including the proposed new stretch of road behind the existing Laurence House; a zone called 'The Yards' immediately behind Catford Broadway including the Thomas Lane car park and stretching all the way east to Rushey Green; a zone known as 'The Lanes' including Millford Towers, the Catford Shopping Centre and the multi-storey car park; the site between the two railway lines currently occupied by Halfords and Wickes with the pedestrian and cycle route through to River Pool Linear Park; and Plassy Island to the east of the town centre.



What is the Statement of Community involvement?

This document provides a summary of the approach to community engagement, an overview of feedback detailing how this feedback has been incorporated into this latest draft of the Catford Town Centre Framework. Whilst community engagement is ongoing, for the purposes of this document we have focused on the period between March 2017 until the end of December 2019.

Policy context

The regeneration of Catford town centre is driven by a wider planning policy context for London.

The Council's priorities are partly guided by the London-wide policy context. Catford, along with Lewisham and New Cross is identified in the Mayor's draft New London Plan as an Opportunity and Intensification Area, which means it has scope for growth, regeneration and renewal. The Council continues to campaign for the Bakerloo Line Extension to continue through to Catford, further strengthening the case for growth.

Lewisham town centre has undergone a significant transformation in recent years and will continue to grow as it has potential to become a town centre of Metropolitan importance. Catford is designated as a Major Town Centre and has the potential for significant urban renewal, so will grow, but not to the same scale as Lewisham.

The Local Plan is entering the next phase of development towards a preferred option and the Catford Town Centre Framework will form an important part of the evidence base for this.

The community engagement team

Team Catford on behalf of Lewisham Council is supporting the Council's appointed architect team - Studio Egret West and Turner Words - with engagement on the framework plan. Team Catford specialises in engagement, placemaking and meanwhile use. All members live in the borough, mostly Catford, and they continue to engage with the local community on behalf of Lewisham Council. In January they won the **Building London Planning Awards for Community Engagement in the Planning Process** for their work in Catford.

Commonplace, an award-winning digital engagement tool has been used as a hub for comments and ideas from the local community.

Before work began on the Catford Town Centre Framework, Team Catford spent almost two years dedicated to community engagement at local assembly meetings, community groups meetings and local activities gathering feedback and discussing the future of the town centre. With the architects on board, Team Catford worked closely with the design team to introduce the initial ideas from May 2019.



Why consult?

Community engagement and consultation ensures local residents and the community have a say in the development of proposals for a local area. The process also serves to help inform the local community on the rationale and scope for change.

Community engagement is a key pillar of the National Planning Policy Framework (2019). The document promotes the role of public planning stating that the 'planning system should be genuinely plan-led'. It states that planning should be 'shaped by **early, proportionate and effective engagement** between planmakers and communities, local organisations, businesses, infrastructure providers and operators and statutory consultees' (p.8, NPPF 2019). It goes on to emphasise that neighbourhood planning gives communities the power to develop a 'shared vision for their area' (p.10, NPPF 2019). It also recognises the importance of early participation noting that it has 'significant potential to **improve the efficiency and effectiveness** of the planning application system for all parties' (p.13, NPPF 2019).

The Lewisham Statement of Community Involvement (2006) similarly encourages early engagement, stating in its initial objectives that 'consultation should be **continuous, with opportunities for ongoing involvement**' and also that the approach should target 'beyond those who are familiar with the system, and should **extend to hard-to-reach groups**' (p.5, Statement of Community 2006).

Informed by this guidance, our engagement strategy was scrutinised by the Sustainable Development Scrutiny Committee during summer 2017.

Principles

Our engagement approach was based on a series of principles as outlined below:

- **Ensure our community engagement is clear, concise, open and two-way.** Techniques and channels for communication are carefully considered to ensure easy participation for members of the local community. We resist jargon and overly complicated terminology to ensure our language is always easy to understand.
- **Communicate in a straightforward and honest way.** To prove that the engagement will lead to tangible change we manage expectations with regards to timescales, scope and constraints, being honest with the community on what will be deliverable. Our thorough approach will ensure every question is answered and we respond in a timely manner.



- **Be inclusive, setting ourselves targets for engagement.** We strive to engage the seldom heard groups that make up our community including children and young people; older people, minority ethnic people; faith/ religion; gender groups and disabled people.
- **Engage the wider community in the bigger picture for Catford and establish a shared vision.** We strive to establish a context – for instance discussing strategic sites for housing or taller buildings – to reassure the community and create a consensus of views.
- **Deliver value for money** by finding opportunities to source support from within Catford, creating opportunities for local charities and community initiatives. Making sure where possible money is reinvested in our town centre and we're capitalising on local talent.
- **Raise the profile of Catford and enhance the Council's reputation** seeking coverage of the programme as an exemplar for community engagement with an approach that is distinctive, creative and original.

In 2017, we set out to generate enthusiasm and excitement about the opportunity of regeneration. Alongside community engagement, Team Catford leads placemaking, meanwhile use and events, such as the Catford Food Market, Catford Cornucopia, Catford Gin Festival, Catford Beer Festival, Catford Vegan Festival, free pop-up cinema screenings and children's craft events to raise the profile of the town centre and to boost the sense of pride and passion that exists within the Catford community. This parallel stream of activity helped to raise the profile of the community engagement and draw in more people to participate in our engagement events or to contribute via Commonplace.

Our approach to community engagement was to build on existing networks, forums and partnerships and to collaborate closely with the community and voluntary sectors to extend our reach into the communities that they represent.



1.2 PART TWO: METHODOLOGY

Starting with thorough research we identified a clear profile of the local community within Catford.

Understanding the community

Lewisham's population growth is rapidly accelerating and young people make up a significant and growing demographic group (one in four people are under 19). Overall, 46% of the population are from a black or minority ethnic heritage, but this rises to over 75% among school children. Notably, the borough is in the 20% most deprived areas in England, with a particular pocket of high deprivation in Rushey Green ward. Lewisham has the highest proportion of children and young people (29.6%) and older people (25.7%) in economic deprivation in England.

The opportunity area is located within Lewisham East constituency and the local authority ward of Rushey Green although we made the strategic decision to proactively target residents and businesses within Catford South ward also. These two wards are the primary catchment area for door-to-door engagement and Team Catford has attended every meeting of the Local Assembly programme for both of these wards.

In thinking about our approach to engagement, all of this points to the need for a strategy that especially appeals to younger people, including BAME as well as NEETs (young people not in employment, education or training).

Our community engagement programme includes both digital and face-to-face engagement techniques. More information on these techniques is included in the Digital engagement and Face-to-Face engagement sections below.

Stakeholders

We identified a comprehensive list of local stakeholders including residents' associations, interest groups, community groups, local businesses, places of worship and key meeting spaces within the town centre as well as representatives of target audiences such as those with disabilities.

All of these stakeholders were kept informed of the engagement process via email, letter and through newsletters that were distributed by post. We hosted the Team Catford Roadshow programme where we attended existing meetings or set up dedicated sessions bringing the engagement out to groups and individuals rather than expecting them to come to us.

Regular briefings for political stakeholders are provided and from autumn 2017 until spring 2018 a regular evening slot was publicised for all members of the Council to pop in and chat to Team Catford.



The emerging ideas for the draft Framework were shared with members through a series of three workshops - open to all members - to discuss the materials to be shared with the community. These workshops took place during May and June 2019.

Digital engagement

Digital channels are an important part of our approach to help publicise the engagement programme and provide transparency on the feedback shared by the local community.

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

The first Commonplace website was set up in March 2017 to capture ideas and views from the local community on what people liked or did not like about the town centre. A heat map allows people to drop a pin on a specific location with the town centre add a comment and then share, like or agree with the comments of others.

We had very little to share with the local community in the way of plans or firm ideas. Rather our approach was to gather insights, ideas and views on the town centre as it is today, as well as hopes or desires for how it should evolve in the future. We facilitated these discussions through our Catford Conversation campaign, where we encouraged people in Catford to talk and share thoughts on the town centre. We captured vox pops on film as well as photography portraits to help to encourage people to participate.

This heat map was publicised via social media, posters, flyers and newsletters that were distributed door-to-door across Catford. Respondents can share feedback independently via the website. Any feedback received through our face-to-face programme was uploaded promptly by Team Catford to the website so it serves as a complete, transparent record of all feedback received. Feedback forms used at engagement events and meetings follow the same format as the questions on the heat map to help ensure consistency.

Since its launch, this heat map has generated over 2,000 comments. In summer 2018, a comprehensive feedback analysis report was shared with the architect team for consideration as early ideas for the draft Catford Town Centre Framework were emerging (this report covered all feedback including that gathered via face-to-face activities between 13th March 2017 to 28th June 2018). The website has attracted **21,150 visitors** since its launch, **2,071 contributions** and **13,913 interactions** (which includes agreements, likes or shares) as 16th February 2020.



teamcatford.com

In January 2018, teamcatford.com was launched as a communications channel to provide more detail on the wider remit of Team Catford, contextual information on the Framework and to signpost to engagement and community events. This has become an important and valuable tool to direct digital traffic towards our online engagement hub. The website has attracted **11,500 unique users per month** on average.

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

A second Commonplace website was established in May 2019, to introduce the draft Catford Town Centre Framework and ask questions on four specific themes - public space, civic buildings, town centre uses and new homes. To encourage participation, a fifth section of the website was dedicated to 'quick feedback' allowing respondents to share open comments on any aspect of the draft Framework.

Unlike the heat map, this website seeks more specific feedback on the emerging Framework. Again, feedback forms used at engagement events and meetings follow the same format as the questions on the heat map to help ensure consistency. The website has attracted **2,415 visitors** since its launch, **636 contributions** and **727 interactions** (which includes agreements, likes or shares) as 16th February 2020.

Social media profiles on Twitter, Instagram and Facebook continue to be used to direct the local community to participate in the engagement programme. @teamcatford on Twitter has 3,780 followers, @teamcatford on Instagram has 2,647 followers and on Facebook has 1,800 likes (as of 16th February 2020).

An email newsletter is issued to followers on a fortnightly basis to raise awareness of the engagement programme. There are **822 subscribers** to this newsletter.

Face-to-face engagement

Since 2017, Team Catford has held 155 community engagement events dedicated to gathering ideas and sharing the vision for Catford town centre. These events fall into three categories:

Team Catford hosted events

Since 2017, 31 events were held at a variety of locations in the town centre. These included:

- The Broadway Theatre
- Civic Suite
- Catford Library
- Pop-up stall in the Catford Shopping Centre
- Catford Cornucopia at 17 Catford Broadway



Pop-up engagement at community events

Team Catford is often invited to attend community events and bring the engagement to specific functions. Since 2017, 24 events were held at a variety of locations in the town centre. These included:

- Lewisham People's Day
- Blythe Hill Fields Festival
- Catford Irish Centre
- Lewisham Pensioners' Forum events

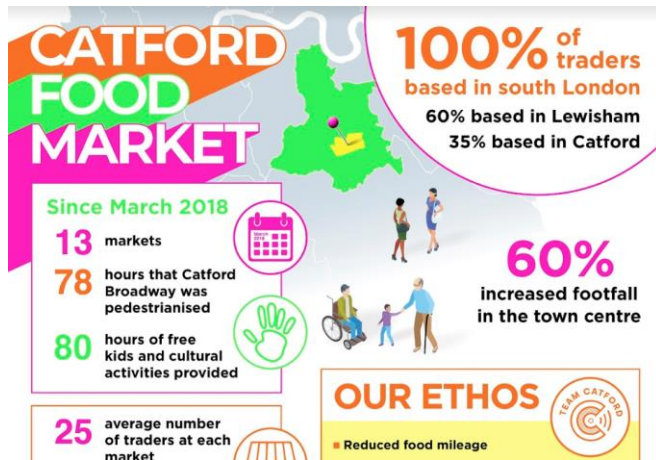
Engagement days at Catford Cornucopia

Team Catford runs Catford Cornucopia - a pop-up engagement space and shop, which provides a dedicated space for conversation and also offers Catford merchandise and local produce. This is valuable to reaching our target audience as it helps break down the barriers that often discourage people from participating in engagement programmes. The 'social rules' of a shop are widely understood and people feel at ease in this environment so we can strike up a conversation about living in Catford and the changes that have - and will - take place over the years. There have been on average 100 days dedicated to running the pop-up space from June 2018 to May 2019 and September to mid November 2019.

At these engagement events, our emphasis has been on conversation around the proposals to help some of the barriers around engagement programmes. Where views are expressed by participants, Team Catford encourages feedback forms to be filled out or to visit the Commonplace websites directly.

In many instances, we provide large format materials as a discussion point and these are provided on the websites for those who wish to view the materials online. These materials are produced with consideration to accessibility standards and clear, straightforward language to ensure the emerging ideas for the draft Framework are presented as clearly as possible for all audiences.

We use colourful, eye-catching design to present information. Below is an example of an infographic we produced and a slide from a presentation summarising feedback themes for the local community.



Infographic on Catford Food Market

Public Spaces

Creating a welcoming space for everyone was important. This open space could be a sequence of smaller, sheltered spaces or two large open spaces.



A sequence of smaller, sheltered spaces? Two larger, open squares?

We asked:
What would you like to see in Catford's public spaces?



- Twice as many people favoured a larger, open space compared to a series of smaller spaces.
- Greenery was a priority. Trees were mentioned in 11% of public spaces comments and planting and flowers was mentioned in 6% of comments.



Feedback summary presentation

Communication

All stakeholders are invited to attend engagement events through letters and emails informing them of the events scheduled for the coming months.

Catford Conversations, a community newsletter on the Framework as well as broader issues on the regeneration of the town centre is produced on a quarterly basis and distributed door-to-



CATFORD

CONVERSATIONS



door to all households in Catford South and Rushey Green. A version of the newsletter is available on the website.

Flyers and posters promoting the event programme are also produced and distributed to stakeholders and in key community hubs across the town centre.

Local media such as *Lewisham Life*, *Lewisham Ledger*, *Newsshopper* and the *South London Press* have been utilised to boost the reach of our publicity. Local blogs such as Love Catford, SE6.life and social media influencers are also targeted to increase awareness of our engagement.



Engagement timeline

Phase One (March 2017 - summer 2018)

This initial phase introduced the idea of regeneration for the town centre and the prospect of the rerouting of the South Circular Road. Initial principles and parameters were communicated such as the strategic sites likely to be included in the Framework and Council priorities such as a commitment for the Council offices to remain in Catford and the importance of the Broadway Theatre. Feedback was deliberately open ended to encourage responses to the current town centre allowing the design team to thoroughly understand the issues, challenges and opportunities as experienced by local people. A map of the town centre was central to our feedback approach both online and in our face-to-face conversations.

March 2017 - catfordtowncentre.commonplace.is/ launched

Summer 2017 - engagement events commence / social media launch / newsletter, flyers and posters

From January 2018 - teamcatford.com launched / engagement continues

Phase Two (summer 2018 - ongoing)

This phase began with the appointment of the architect team following a competitive tender process. Emerging ideas on the draft Framework were shared with the local community and specific feedback on the public space, civic buildings, town centre uses and new homes was sought. Supporting materials for these four discussion areas were shared online and throughout our engagement programme.

August 2018 - Studio Egret West / Turner Works appointed to lead the design of the Framework

June 2018 - Caford Cornucopia opens at 17 Catford Broadway

May 2019 - catfordframework.commonplace.is/

May - June 2019 - engagement events dedicated to draft Framework plan /

July 2019 onwards - engagement continues

Ongoing - June 2020 (target date for Mayor & Cabinet)

Detailed reports and assessments produced to support the draft Framework. Community feedback informs a more detailed version of the draft Framework to be reviewed by Lewisham's Mayor & Cabinet.

Phase Three (late spring 2020)

Following review by Mayor & Cabinet, a period of consultation will follow on a more worked up version of the draft Framework. This coincides with scheduled consultation on the Council's Local Plan, which is envisaged will take place throughout late spring / summer.

June - September 2020 - updated plans on catfordframework.commonplace.is/ / engagement events



Targeted approach

Using Commonplace enabled Team Catford to quantify the number of individuals reached by the engagement, and the proportion of which were informed, even if they had not commented. Over 21,000 individuals interacted with the project online, just under a third of the resident population, and over 14,000+ interactions. Alongside this, real-time data gathered on the type of contributors allowed us to implement measures targeting 'missing' groups to improve representation.

We pivoted our engagement strategy to ensure that the demography of respondents reflected the demography of the area, leading to a variety of initiatives such as Young and Vocal and Catford Chronicle, aimed at enfranchising both the local BAME community and young people in the engagement process.



PART THREE: OVERVIEW OF FEEDBACK

Gathering feedback

Feedback has been gathered via the two Commonplace websites - the heatmap that was launched in 2017 to source ideas and views on the town centre generally and the framework website launched in May 2019 that invited feedback on the emerging design ideas. Feedback was also gathered via paper forms which could be shared at events or returned at a later date via a freepost address as well as via email. The feedback questions used on these forms were aligned to the questions posed on the respective websites to ensure consistency in feedback. Comments received via feedback forms or email were manually uploaded swiftly so these provide an up-to-date repository of all community feedback.

Feedback channels

To encourage feedback, we provided a range of options for people to get in touch with Team Catford.

Email address: hello@teamcatford.com

Free telephone line: 0808 1961 280

Free post address: FREEPOST Team Catford

Social media: @TeamCatford (Twitter, Instagram) or @TeamCatfordse6 (Facebook)

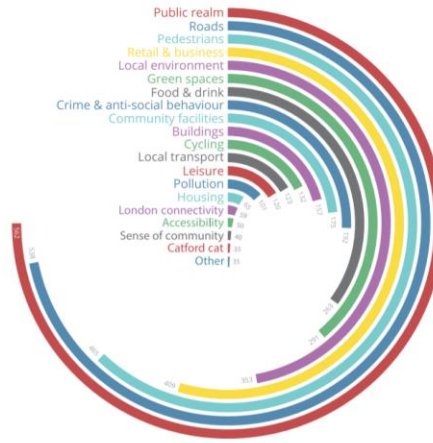
Summary of themes: [catford town centre.commonplace.is/](http://catfordtowncentre.commonplace.is/)

Feedback shared on the Commonplace heatmap over the last three years has been instrumental to the development of the initial draft framework plan that was shared with the local community in May 2019. A snapshot of the top comments shared is provided in the infographic below.

Early engagement

Since summer 2017, Team Catford has led a comprehensive public engagement programme supported by placemaking, a meanwhile use strategy to creatively make use of vacant retail units and a series of community events to raise awareness of prospect of change for the town centre, encourage a sense of community pride and gather early ideas to help the appointed architects to develop a draft framework plan to respond to community needs.

With almost 2,000 comments shared, these early ideas have been instrumental in the design process for the draft framework plan. These insights helped inform some of the Ten Strategic Principles that the architects established as part of the draft framework plan.



Infographic summarising early feedback

<p>Top comments</p> <ol style="list-style-type: none"> 1 Improve green spaces 2 Better public facilities 3 More play areas 	<p>Top comments</p> <ol style="list-style-type: none"> 1 Improve shopping options 2 Likes current shops 3 Supportive of independent businesses 	<p>Top comments (%)</p> <p>35% Fly tipping</p> <p>31% Litter</p> <p>28% Waste</p>	<p>Top comments (count)</p> <p>46 Better cafes</p> <p>38 New and varied restaurants</p> <p>13 More pubs and bars</p>	<p>Top comments (%)</p> <p>20% Area is rundown or untidy</p> <p>19% More plants and greenery</p> <p>13% Improve public areas</p>	<p>Top comments (count)</p> <p>81 Road or crossings are dangerous</p> <p>50 Need more crossings</p> <p>33 Improve street lighting</p>
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Feedback on the draft framework plan

Since 13th May 2019 (as at 16th February 2020), **624** local people have shared feedback via the dedicated website or feedback forms at our events and outreach activity.

Respondents were invited to comment on five distinct sections - public space, civic buildings, new homes and town centre ingredients as well as the general section, quick feedback.

Quick feedback

We provided a quick feedback option so people could share views on any aspect of the framework plan proposals. Respondents were asked to respond to the multi-choice question: '*what would you like to see in the framework plan for Catford?*', share views in the free text comment box and also indicate their feelings towards the topic.



A total of 151 individuals shared feedback and ideas in the free text comment box with 158 individual comments. Of the total respondents, 24% chose to respond to quick feedback. The sentiment score was 59.9 indicating a positive view towards the framework plan generally.

Top themes

Rank	Theme	Number of comments
1	Greenery	105
2	Car-free, pedestrianised	35
3	Larger, open space	23
4	Art, music or public feature	15
5	Series of smaller spaces	13
6	Sense of community, character of the area	14
7	Public seating	13
8	Community space, place for everyone	11
9	Event space	11
10	Recycling / waste	10
11	Green roofs / multi-level space	9
12	Easy to maintain	8
13	Play space and activities for children	9
15	Other	46

Almost twice as many people favoured a larger, open space as compared to a series of smaller spaces, although there are specific characteristics that were shared in relation to these.

There was a consistent theme through feedback that culture should be part of open space through art, music or a public feature. It was also felt that creating a sense of community, a



welcoming space for everyone were important considerations. It has also been widely noted that the limited public space that exists in the town centre at the moment, feels unwelcoming and that anti-social behaviour contributes to this impression. Play space and activities for children was also a recurrent theme that people consider important not just within the public space, but throughout the town centre – as part of the new homes and a redeveloped civic suite.

There was a wealth of issues raised in the 'Other' category which ranged from the importance of encouraging nature and wildlife, considering sustainability, the need to provide shelter or a covered space for all seasons and space being well lit, provision for waste and recycling, the use of quality materials and improving the walking route to and from the train stations.

Exploring themes in detail

Greenery

- Trees [35 mentions in total] – not a few token trees, importance in mitigating pollution, not trapped in concrete
- Planting and flowers [18 mentions] – should be lush, soft planting with interest
- Grassy
- Year-round planting
- Urban growing projects – community orchard, benefits for mental health, connect to nature, fruit & vegetable growing
- Ponds and water, river access
- Shady and leafy, fast growing, larger trees
- Light and open
- Views of playing fields

Car-free, pedestrianised

- Prevent car access and prioritise pedestrians and cyclists
- Safe and pleasant to walk
- Intimate and local feel
- Shouldn't be 'ringed' by roads
- Larger spaces can feel soulless
- Away from traffic and pollution
- A café quarter
- No hard road barriers, more accessible space
- Clear boundaries between pedestrian zones and vehicle space
- Clean streets
- No broken, loud, hard urban landscape

Larger, open space

- A central park to relax
- Larger, open space feels safer and discourages anti-social behaviour
- Priority should be 'greening' the area – no concrete
- A big square with meaningful planting to last
- Catford has a grander scale than other towns
- Flexible to host ad hoc events
- Sense of space – larger area can still be designed with intimate spaces



Respondents were asked – ‘what should we think about when designing public space in the town centre’:

#	What would you like to see in the framework for Catford?	Sentiment
99	More public green spaces	
99	Improved public spaces	
91	Traffic management and improving air quality	
83	Better walking routes	
76	Greater range of places to eat and drink	
76	More cultural and arts venues	
67	Protecting historic buildings	
66	Better cycling routes	
64	Improved public transport	
57	Improved night-time economy	
50	New community facilities	
49	More affordable homes	

Selected quotes

“Large public spaces goes against the history and culture of Lewisham Borough.”

“Lots of open space, no shadows!! Can we have a central park to sit and relax? Can there be temporary structures put in over colder months so the outdoors can still be enjoyed?”

“It’s still not green enough, a few token trees is not enough, I think a larger more open space would feel a bit safer and be better suited to markets and events but main priority should be greening the area and be as ambitious as possible. Not lots of concrete and roads.”

“Close all minor road junctions- continuous pavement from stations to centre. Close/pedestrianise west end of Brownhill Road.”

Civic buildings and public amenities

Introduction

Respondents were asked to respond to the multi-choice question: ‘*what should we think about when designing new civic buildings in the town centre?*’, share views in the free text comment box on the proposed civic hub in the town centre – what they would like to see this area look like and what uses this space should accommodate. On the subject of civic buildings, respondents were asked to comment on the proposed new civic hub and indicate their feelings towards the topic.

Number of comments



A total of 104 individuals responded to the question around civic buildings, with 119 comments shared. Of the total respondents, 17% chose to respond to questions around civic buildings and public amenities. The sentiment score was 54.1 indicating a marginally positive view towards the topic of civic buildings and public amenities.

Top themes

Rank	Theme	Number of comments
1	Sustainable / eco buildings	19
2	Welcoming, well-designed spaces	16
3	Well designed buildings	10
4	Business or creative space	9
5	Flexible space	7
6	Library	6
7	Event, cultural or activity space	6
8	Improve sense of community	5
9	Well-lit	4
10	Public uses at ground floor – active frontage along Catford Broadway	4
11	Space for young people	4
12	Other	29

Within the Other category, a variety of individual comments were shared including suggestions for a mix of uses, a public advice centre, fitness and health facilities, public roof gardens, improvements to the Broadway Theatre and a public feature.



Exploring themes in detail

Sustainable / eco buildings

- Consider climate change, ecological challenges
- Council should lead by example with environmentally friendly design
- Longevity, flexibility – robust materials that age well
- Green energy sources
- Wind turbines and solar panels
- Carbon-neutral
- Green roof or facades, living walls
- Energy efficient

Welcoming, well-designed spaces

- Accessible to all
- Pubs and bars within a small area, near public transport
- Clean, bright and inviting
- Open eating area surrounded by vendors
- Integrate civic space with the public realm
- Usable space
- Creative and visually stimulating

Well-designed buildings

- Design and layout so it flows without looking disjointed
- Exemplary design, green, beautiful
- Introduce more brick rather than concrete and glass

Respondents were asked – ‘what would you like to see in Catford’s civic spaces?’:

#	What would you like to see in Catford's civic spaces?	Sentiment
68	An improved library	
67	Facilities for younger people	
51	Cultural facilities	
49	Facilities for older people	
42	Community meeting space	
24	New workspace	
20	Commercial spaces	
14	Conference facilities	



Selected quotes

“Ensure that it is porous. Ensure that people can find that immediate needs especially retail, pharmacies, and much more.”

“Large open plan, important to incorporate green features. Green walls. Green roofs. Sustainable buildings that absorb pollution rather than emit it. Using green energy sources - wind turbines, solar panels.”

“Introduce more brick rather than concrete and glass to give them a friendly, approachable appearance. Ensure public access to computers and phones to be in touch with Council departments free.”

“make it an architectural gem that people will be proud of making it as carbon neutral as possible.”



New homes

Introduction

Respondents were asked to respond to the multi-choice question: 'what are the highest priorities for homes in Catford?' by ranking their priorities for new homes against a supplied list of statements, share views in the free text comment box on the prospect of new homes in the town centre and indicate their feelings towards the topic.

Number of comments



A total of 95 individuals responded to the question around new homes, with 144 comments shared. Of the total respondents, 15% chose to respond to questions around new homes. The sentiment score was 47.6 indicating a fairly neutral, balanced view towards the topic of new homes.

Top themes

Rank	Theme	Number of comments
1	Against high rise	29
2	Would like to see affordable or social housing for local people	22
3	Too many homes, too dense	17
4	Pressure on local services / improve or create new local services	16
5	In favour of new homes / understands the need for housing	10
6	Would like to see a mix of housing – social rent, affordable rent, private, accessible	6
7	Too much like Lewisham, Croydon, Elephant & Castle etc.	6
8	Would like to see attractive, quality homes in the area	5
9	Anti 'gentrification'	4
10	Would like to see sustainable features in the new homes	4
11	In favour of high rise	3
12	Other	22

Within the Other category, a variety of individual comments were shared which suggested that non-residential uses should be included in the buildings, anti-'gentrification', views for and against homes on the Halford & Wickes site and also against new homes on the site of the Catford Constitutional Club, a desire to keep Milford Towers, concern that the building replacing Laurence House was too tall and concern about whether the scheme would be achievable.



Exploring themes in detail

Against high-rise

- Too many tall buildings
- Locals don't like high rise
- High rise is out of scale with the rest of Catford
- High rise is not good for families or children
- Shouldn't be above six storeys
- Shocking heights
- Don't like tower blocks

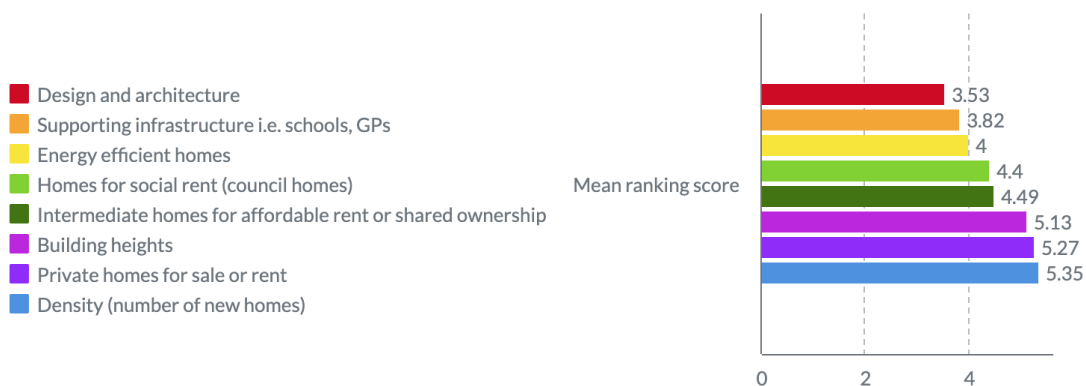
Would like to see affordable or social housing for local people

- New homes should not be at expense of poorer families living in Catford
- More homes means more affordable homes for people in need
- Affordable homes eases pressure on housing crisis
- Affordable isn't really affordable in London
- Social homes
- Concerned that it says 'aims' for 50% affordable / 70% social rent

Too many homes, too dense

- Spread height across outer areas of Catford
- Will become more cluttered
- Town is not set up to take on more people
- 3,100 – 3,500 is too many homes
- Do less, but do them better
- Too many homes in a small space
- Will be overpopulated
- Catford does not have space or infrastructure for this many homes
- Concerned about the overall number of homes

Respondents were asked to indicate the highest priorities for homes in Catford by ranking each priority. This graph shows the mean ranking position (1-8) indicating the highest priority was 'design and architecture' of new homes.





Selected quotes

“Really don't want Catford to become like the ugly centre that Lewisham now is. Had no idea that so many new homes were being proposed. I know there is a dire need for more housing but city centre high rises- can't they go on the outer sites and levels reduced?”

“I hate the idea of more high-rise flats, out of scale with the rest of Catford. We know they are not good for families with children. In the past, the council had a policy of not housing children above three floors- what happened to that?”

“They sound great. High density housing on a network of narrow, car-less streets with shops and other non-residential uses on the street- facing ground-floor plots would be fantastic.”

“Please be visionary regarding setting up this housing for the ecological challenges of the present and future, and please don't compromise: make it ALL eco housing and perhaps with these numbers economies of scale will make that achievable. For large blocks use whatever is appropriate: ground source heat pumps, passive solar, pv panels, the lot! Areas for people to grow food (rooftops?). Be bold and it will reflect well on Catford and perhaps have wider impact/influence.”

“In housing, some space for self-build and co-op living, both fine traditions in Lewisham borough.”

Town centre uses

Introduction

Respondents were asked to respond to the multi-choice question: ‘*what would bring you to Catford town centre?*’, share views in the free text comment box on activities and amenities that should be considered when designing a new town centre and indicate their feelings towards the topic.

Number of comments



A total of 120 individuals responded to the question around new homes, with 207 comments shared. Of the total respondents, 19% chose to respond to questions around new homes. The sentiment score was 57.9 indicating a positive view towards the topic of town centre uses.

Top themes

Rank	Theme	Number of comments
1	Improve food and drink options	38
2	Independent pop-up shops and markets	29
3	Improve or retain mix of shops	23
4	Welcoming, accessible space	18
5	Sustainable (environmentally friendly)	10
6	Safety (especially at night time)	9
7	Cycle routes	8
8	Cinema	8
9	Sense of community	7
10	Activities, events or play spaces	6
11	Reduce car use	5
12	Nightlife (pubs / bars)	5
11	Other	41

There were numerous individual suggestions within the Other category including calls for a cleaner space, affordable shops and activities, flagging parking issues, suggesting access to library and civic centre, more public art, suggesting a quieter and more sustainable environment, highlighting the importance of diversity, calls to improve the Broadway Theatre and to keep the Catford Cat. There were a few comments that suggested the Council should be more ambitious and use the regeneration as an opportunity to show its individuality.



Exploring themes in detail

Improve food and drink options

- A place people want to spend time in
- Food and drink is a big draw
- Open up the rear façade of the Old Town Hall
- Decent places to dine improves the community

Independent pop-up shops and markets

- Live in Catford, shop in Catford
- Better retail experience to ‘potter’ about
- Rolling ‘pop-up’ shop to keep it feeling fresh

Improve or retain the mix of shops

- Encourage it to become a one stop shop – mix of independent and high street shops
- Affordable for start-up businesses
- Provide for essentials – groceries, pharmacy

Respondents were asked ‘what would bring you to Catford town centre?’:

#	What would bring you to Catford town centre?	Sentiment
79	New restaurants	
77	Independent shops	
69	A cinema	
67	New cafes	
63	New pubs and bars	
51	Family-friendly spaces	
50	An improved theatre	
45	Music venues	
39	Fitness facilities	
37	Studios and workspaces	
27	Event space	

Selected quotes

“...quality food shops including Deli, butcher, fishmonger, market; including farmers market, quality clothes and shoe shops...”

“More community and reason to stay - I generally don’t feel unsafe in the area but I am aware of lots of drinking, drugs, groups hanging around current green spaces smoking and occasionally being anti-social. I wouldn’t really want to sit down with my son. This is not an architect’s problem but a council and policing one. Such behaviour should be discouraged and better support for its ongoing prevention and solution.”



“A community feeling and more affordable than other London areas.”

“Smaller independent vendors (including bars) and pop ups would be great, something like Boxpark in Croydon or the Brixton village and market row. Something that makes it feel worth going to and a community.”



PART FOUR: ONGOING ENGAGEMENT

Next steps

The Council is currently reviewing the Catford Town Centre Framework with the design team and will share a further draft for review by Mayor & Cabinet in June 2020. A further period of public engagement will follow later this year with a view to the Framework Plan being finalised by the end of 2020.

On the last Sunday or each month, Team Catford will be at the Catford Food Market to provide updates on the progress of the Catford Town Centre Framework and to hear views from the local community.

Getting in touch

hello@teamcatford.com

0808 1961 280

Simply write FREEPOST Team Catford on an envelope and your letter will find its way to us!

@TeamCatford (Twitter, Instagram)

@TeamCatfordse6 (Facebook)

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Sustainable Development Select Committee

Report title: Select Committee work programme report

Date: 10 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Timothy Andrew, Scrutiny Manager

Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any changes required.

- To note the Committee's terms of reference attached at Appendix A;
- To consider the completed work programme attached at Appendix B.
- Agree the final report and recommendations for the 'Parks Management in-depth review' at Appendix C;
- To consider potential items for the Committee's work programme in the next municipal year as well as possible items for future task and finish groups.
- To review the forward plan of key decisions to consider whether there are any items for further scrutiny.

1. Summary

- 1.1. The Committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
- 1.2. The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed the overview and scrutiny work programme.
- 1.3. This is the last scheduled meeting of Sustainable Development Select Committee for the 2019/20 municipal year. The Committee's completed work programme is attached at Appendix B. The Committee is asked to put forward suggestions for the 2020/21 work programme and for potential task and finish groups.

2. Recommendations

2.1. The Committee is asked to:

- Note the Committee's terms of reference attached at Appendix A;
- consider the completed work programme attached at Appendix B,
- Agree the final report and recommendations for the 'Parks Management in-depth review' at Appendix C;
- consider potential items for the Committee's work programme in the next municipal year as well as possible items for future task and finish groups.
- review the forthcoming key decisions set out in Appendix D, and consider any items for further scrutiny

3. Sustainable Development Select Committee 2019-20

3.1. The committee had eight meetings in the 2019-20 municipal year. The completed work programme is attached at appendix B. The committee undertook an in-depth review into 'Parks Management and Maintenance'.

3.2. The Committee has been focused on the delivery of the new local plan. The plan will have important implications for the borough in decades to come. Its influence on housing, the local economy, culture, green space and the climate amongst many other issues will be far-reaching and fundamental. The Committee has reviewed the preparation of the evidence base for the plan – and commented on the characterisation study and open spaces assessment – amongst other issues. At its meeting in January the Committee scrutinised the completed draft plan. There are still a number of steps in the process before the plan is finalised and – in the year ahead- the Committee may choose to continue its 'critical friend' challenge to officers at every opportunity.

3.3. The Committee's review into parks management is coming to a conclusion. Visits and evidence gathering sessions were concluded in January – with Members attendance at a meeting of the Lewisham Green Spaces forum (which represents the borough's parks friends and user groups). The Council's planned insourcing of the parks service will represent a significant challenge for officers – and continued scrutiny of the process will be vital. The Council is also due to adopt a new parks and open spaces strategy – which will be considered for pre-decision scrutiny at the meeting on 11 March.

3.4. Lewisham's declaration of a climate emergency is a high priority for the Committee. At the January meeting - officers presented the results of the first stage of research for the development of the climate emergency action plan. What is clear is that the Council will have to work with many different partners to meet the scale of the climate challenge (private housing and transport are two major areas in which there are limits on the Council's influence). The Government will have to transform its approach to the climate if it is serious about meeting the targets for carbon emissions. The Committee recognises the implications of the emergency on all Council services – and it is mindful of the potential effects of climate change on the most vulnerable.

Is this report easy to understand?

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4. **Prioritisation and planning for 2020-21**

4.1. Five meetings of Sustainable Development Select Committee are provisionally scheduled for the next municipal year with the proposed dates as follows:

- 21 May 2020
- 10 September 2020
- 12 November 2020
- 19 January 2021
- 3 March 2021

4.2. A work programme report will be put forward at the first meeting of Sustainable Development Select Committee for 2020-21 for members to discuss and agree. The report will take account of the Committee's previous work and may incorporate:

- The scrutiny prioritisation process and potential key themes and priorities for 2020-21
- issues arising as a result of previous scrutiny;
- issues that the Committee is required to consider by virtue of its terms of reference;
- items requiring follow up from Committee reviews and recommendations;
- issues suggested by members of the public;
- petitions;
- standard reviews of policy implementation or performance;
- suggestions from officers;
- relevant decisions due to be made by Mayor and Cabinet.

4.3. When deciding on items to include in the work programme, the Committee should have regard to:

- the criteria for selecting and prioritising topics;
- the Committee's terms of reference;
- the capacity for items in terms of the Committee's time and resources;
- the context for setting the work programme and advice from officers;

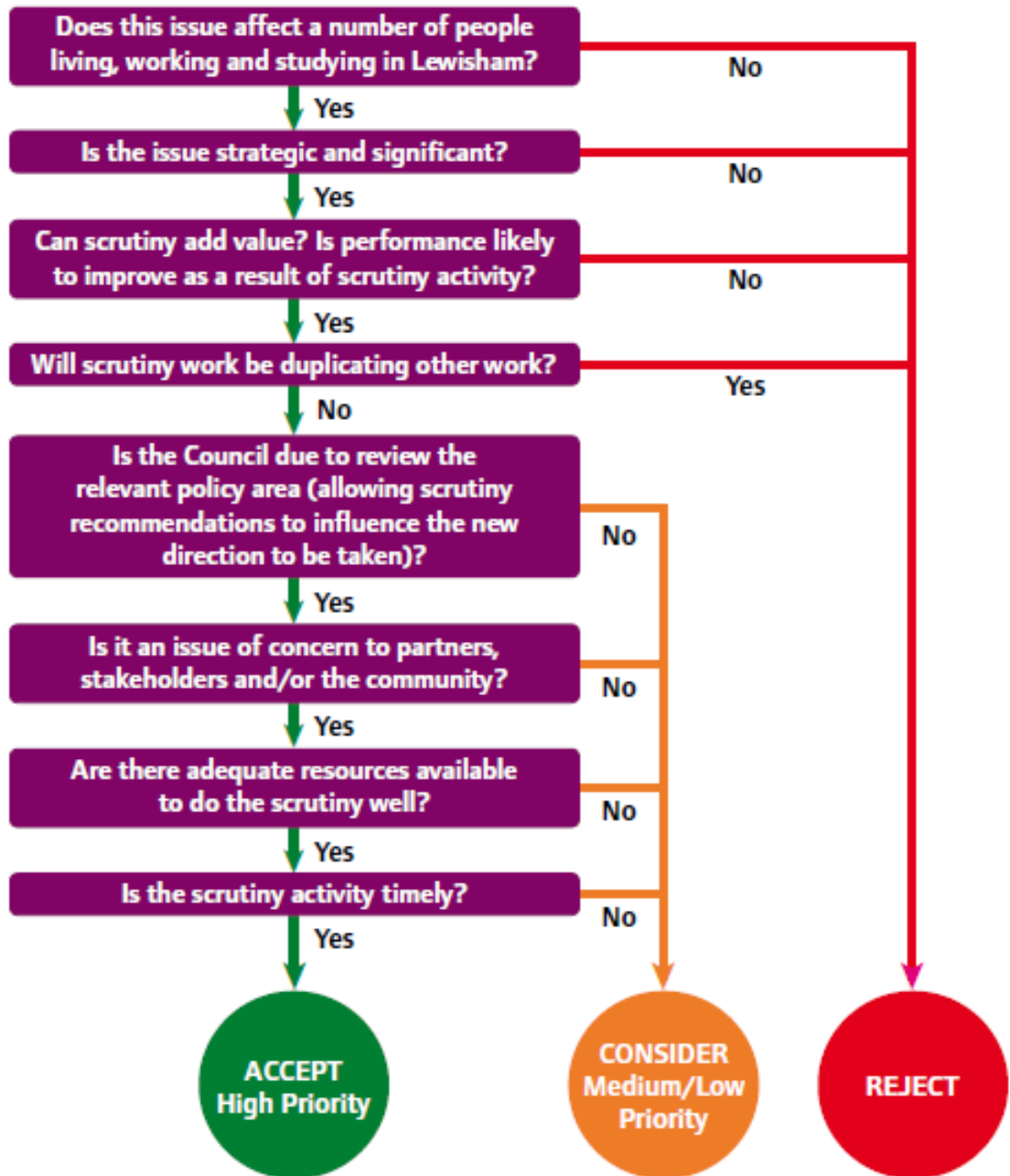
4.7. The flowchart below, based on the model from the Centre for Public Scrutiny (CfPS) is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where there is a clear recommendation and consideration by the Committee will influence decision-making.

Is this report easy to understand?

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Scrutiny work programme – prioritisation process



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- 4.8 The remit of the Sustainable Development Select Committee is broad and for the Committee to ensure its work programme is as tailored and focussed as possible delivering robust scrutiny, it is important to ensure items are prioritised and key outcomes identified. It is likely that due to the volume of work, the Committee will have to make difficult decisions considering where it can most add value and influence and which items are of most importance to the Council and Lewisham residents. Particular care needs to be taken regarding the potential for duplicating work by other committees and boards.
- 4.9 As well as using the prioritisation process above, the Committee may wish to highlight key themes which it believes to be of strategic importance for 2020-21 as well as for possible task and finish groups. These can then be used by the Committee to help determine whether items should be added to the work programme.

Different types of scrutiny

- 4.10 It is important to agree how each work programme item will be scrutinised. It is recommended that items for information only do not come to Committee. Typically, the majority of items take the form of single meeting items, where members:
- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
 - (b) receive a report presenting that information and analysis;
 - (c) ask questions of the presenting officer or guest;
 - (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.

The new structure should free up time to seek different voices when considering topics. This could include independent experts, partner organisations or community representatives.

- 4.11 For each item, the Committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the Committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.
- 4.12 Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy. The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.

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4.13 The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:

[Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

[Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.

[Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

[Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

[Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.

[Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

5. Task and Finish Groups

5.1. Subject to agreement at the Council AGM, it is proposed that in addition to 5 meetings per year of each Select Committee, there will be up to six thematic Task and Finish Groups in the course of a municipal year. Members will suggest topics through a proforma and the Overview and Scrutiny Committee will agree which topics should be taken forward. Each Task and Finish Group will then carry out in-depth work looking at a particular topic, gathering evidence and research, hearing from expert witnesses and going on visits where required. The Task and Finish Group will produce a final report with recommendations for the Mayor and Cabinet.

6. Financial implications

6.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items.

7. Legal implications

7.1. In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities implications

8.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into

Is this report easy to understand?

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force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2. The Council must, in the exercise of its functions, have due regard to the need to:

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

8.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

9. Climate change and environmental implications

9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be considered as part of the reports on those items.

10. Crime and disorder implications

10.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

11. Health and wellbeing implications

11.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

12. Report author and contact

12.1. If you have any questions about this report please contact: Timothy Andrew, timothy.andrew@lewisham.gov.uk

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Appendix A

Sustainable Development Select Committee terms of reference

To exercise all the functions and roles of the overview and scrutiny committee in relation to the following matters:

- to examine issues relating to the protection of the environment including 'green' issues such as the conservation of natural resources, energy efficiency and conservation and/or the reduction of all types of pollution and make recommendations to the Mayor and Cabinet as appropriate;
- to comment and consult on and make recommendations to the Mayor and Cabinet in relation to the following:
 - i. sustainable development, economic development, business support, employment and training;
 - ii. the formulation of the Council's planning policies, (including the preparation of the Council's Local Development Framework and other local plans for the use and development of land, but excluding planning control and building control functions);
 - iii. highways, parking, traffic and transport, and urban regeneration;
 - iv. the environment including waste disposal, environmental health, street and market trading (but not the granting of licences and related matters);
 - v. public protection, refuse collection and disposal, street cleaning, consumer protection, cemeteries and crematoria;
 - vi generally to examine the performance of the Mayor and Cabinet in relation to these matters.
- the review and scrutiny of the exercise by risk management authorities of flood risk management and coastal erosion risk management affecting the area.

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Sustainable Development Select Committee work plan 2019-20

Work Item	Type of item	Priority	Corporate priority	Delivery deadline	30-Apr-19	04-Jun-19	04-Jul-19	11-Sep-19	28-Oct-19	04-Dec-19	21-Jan-20	10-Mar-20
Development of the Lewisham Local Plan	Performance monitoring	Medium	All	Ongoing								
Catford Town Centre Regeneration	Performance monitoring	Medium	CP2,4,6	Ongoing								
Parks management review	In-depth review	High	CP6	Mar		Scope	Evidence	Evidence	Evidence			Report & referral
Parks and open space strategy	Policy development	High	CP6	Mar								
Home energy conservation	Standard item	Medium	CP2,6	Jun								
Neighbourhood CIL strategy	Standard item	High	CP6	Jun								
Economy and partnerships	Standard item	High	CP4	Sep								
Budget cuts	Performance monitoring	High	All	Ongoing				Cuts				
Implementation of the air quality action plan	Performance monitoring	Medium	CP6	Oct								
Parking policy update	Standard item	High	CP4,6	Dec								
Surrey Canal Triangle design framework draft SPD	Standard item	Medium	CP2,4,6	Mar								
Cycling	Standard item	High	CP6	Dec								
Management of the borough's 'red routes'	Standard item	Medium	CP6	Tbc								
Flood risk action plan update	Performance monitoring	Medium	CP6	Mar								
Waste strategy implementation and performance monitoring	Information	Low	CP6	Mar								
Climate emergency action plan	Standard item	High	CP6	Jan								

Corporate priority (2) - **tackling the housing crisis** - 'everyone has a decent home that is secure and affordable'.

Corporate Priorities

Priority

1	Open Lewisham	CP 1
2	Tackling the Housing Crisis	CP 2
3	Giving Children and young people the best start in life.	CP 3
4	Building an inclusive local economy	CP 4
5	Delivering and defending: health, social care and support	CP 5
6	Making Lewisham greener	CP 6
7	Building Safer Communities	CP 7

Overview and Scrutiny

Parks management and maintenance

Sustainable Development Select Committee

Spring 2020



Membership of the Sustainable Development Select Committee in 2019-20:

Councillor Liam Curran (Chair)

Councillor Patrick Codd (Vice-Chair)

Councillor Obajimi Adefiranye

Councillor Abdeslam Amrani

Councillor Suzannah Clarke

Councillor Mark Ingleby

Councillor Louise Krupski

Councillor Pauline Morrison

Councillor Alan Smith

Councillor James-J Walsh

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Chair's Introduction

To be added



Councillor Liam Curran
Chair of the Sustainable Development Select Committee

March 2020

1. Purpose and structure of the review

- 1.1. In April 2019, Members of the Sustainable Development Select Committee discussed their work programme for 2019-20. They considered their priorities for the year ahead and agreed which issues were of primary importance. One of the Committee's key areas of interest was that of parks management and maintenance and it was agreed that this would be the topic of the Committee's in-depth review.
- 1.2. The topic of 'parks management' met the criteria for an in-depth scrutiny review because:
 - it is a strategic and significant issue for the Council and its finances;
 - it has the potential to affect a large number of people living, working or studying in Lewisham (and also smaller groups of people disproportionately);
 - the Council is reviewing and developing this area of work.
- 1.3. The review is of particular significance because the Council has initiated the process of reviewing the management arrangements for its parks service – in anticipation of the end of a long term maintenance and management contract with an external provider.
- 1.4. In June 2019, the Committee received a 'scoping report'¹ for the review – which set out the context for this piece of work and proposed key lines of enquiry – as well as timetable for evidence gathering to answer the questions posed in those key lines of enquiry.
- 1.5. The Committee considered its priorities for the review given the time and resources available and agreed three 'key lines of enquiry' (KLOE). These are set out below and represent broad areas for investigation.

KLOE1: future options for the parks service

- (Having considered reports by officers) - Which option for the future of the parks service does the Committee believe would be best?
- What good practice should Lewisham seek to retain and which areas could be strengthened further?

KLOE2: income generation

- How much progress have officers made in delivering proposals to generate income from the borough's parks?
- Are there examples of good practice that Lewisham can learn from? How might Lewisham avoid the potential pitfalls of income generating projects?

¹ Sustainable Development Select Committee: ['Parks management review scoping report'](#) June 2019

- Are changes required to Lewisham’s policy for events in parks to ensure that the Council continues to build on its best practice whilst also creating opportunities for income generation?

KLOE3: maintenance and management of other open spaces

- How well is Lewisham homes doing at maintaining and managing housing amenity space?
- How might Lewisham ensure freedom of access to open spaces in the borough?
- Are there innovative options for the maintenance of these spaces that the Council could consider?
- What progress has been made on delivering the greening fund?

1.6. During the course of the review, the Committee also agreed to seek evidence regarding a number of interrelated issues, including:

- Tree planting and climate change mitigation
- Bio-diversity corridors for insect migration
- Flood alleviation
- Use of equipment in parks and sustainability
- Opening hours for parks and accessibility of cycling routes
- Lighting in parks
- Management and maintenance of play areas for children and young adults

1.7. The timetable for consideration of reports and collection of evidence for the review was as follows:

Committee meeting 4 June 2019

Consideration of the ‘key lines of enquiry’ for the review and agreement of a timetable for collecting evidence.

Committee meeting: 4 July 2019

Update from officers on the development of the options for the future of the parks service (to help answer questions under KLOE1);

Lewisham’s parks visit: summer 2019

Visit with officers from the parks service to examples of good practice in the borough (to help answer the questions posed under KLOE1 and KLOE2);

Committee meeting: 11 September 2019

Report on summer visit by Councillors who attended; final report from officers on ‘future options for the parks service’ in advance of Mayor and Cabinet;

Committee meeting: 28 October 2019

Update from Lewisham Homes (to help answer the questions posed under KLOE3); invitation to Lewisham's Green Spaces Forum and representatives of 'Good Parks for London'

Lewisham Green Spaces Forum 28 January 2020

Members attended a meeting of the forum and listened to views about the future insourcing of the parks service (to answer the questions posed under KLOE 1)

Committee meeting 10 March 2020

Consideration of the parks and open spaces strategy in advance of Mayor and Cabinet; final report and recommendations for submission to Mayor and Cabinet.

2. Context

- 2.1. National planning policy promotes the protection and improvement of green and open spaces. It encourages the strategic protection of the green infrastructure open spaces, river corridors, green roofs and gardens in order to create high quality environments, enhance local landscape character and contribute to the distinctiveness of different places. Policy also recognises the role of green spaces in promoting healthy communities by reducing air pollution and noise as well as mitigating the impacts of extreme heat and extreme rainfall events. Furthermore, parks are recognised for the important role they play in encouraging ecology and biodiversity.
- 2.2. Research² by the Heritage Lottery Fund has found that nationally, park use is rising while resources and skills available to manage them are declining. It has also found that the downward trend in condition of parks first highlighted in its 2014 report on the state of parks is set to continue.
- 2.3. The Mayor of London's environment strategy recognises the importance of parks in the broader 'green infrastructure' of the city. It includes the ambition to make London 'Greener':
- 'All Londoners should be able to enjoy the very best parks, trees and wildlife. Creating a greener city is good for everyone – it will improve people's health and quality of life, support the success of businesses and attract more visitors to London'³
London Environment Strategy (2018) p12
- 2.4. The Greater London Authority's 'natural capital account for green space in London' estimates the value of London's parks to be 5 billion pounds a year. It notes that: 'For each £1 spent by local authorities and their partners on public parks, Londoners enjoy at least £27 in value'⁴ This benefit is accrued from the value of:
- Recreation
 - Mental health
 - Physical health
 - Property
 - Carbon storage
 - Temperature regulation (based on lives saved due to cooler peak temperatures)
- 2.5. Accordingly, 'Making Lewisham Greener' is a priority in [Lewisham's Corporate Strategy \(2018-2022\)](#). Through the delivery of the strategy, the Council is committed to ensuring that: 'Everyone enjoys our green spaces and benefits from healthy environment as we work to protect and improve our local environment.'

² Heritage Lottery Fund '[Public Parks Face Decline](#)'

³ Mayor of London '[London Environment Strategy](#)' (2018)

⁴ Greater London Authority '[Natural Capital Accounts for London](#)' (2017)

- 2.6. Lewisham's Mayor and Cabinet has agreed to the creation of a 'greening fund'⁵ to support the delivery of the plans in the corporate strategy. The amount of £360k is being distributed to parks groups in order to enable local groups to improve local green spaces. Officers in the Council's Green Scene team are overseeing the Council's approach to this work to ensure the best use of the funding.
- 2.7. This is important because, by 2021, projections indicate that Lewisham's population will have increased to 318,000 people and by 2031 it is anticipated the population will reach 344,500 people. To accommodate this growth, the Committee has heard that national assessments as well as those for the draft London Plan indicate the need for between 20 to 30 thousand⁶ new homes in Lewisham over the next decade.
- 2.8. Lewisham's Open Spaces strategy (2020-25) provides useful descriptions of the different types of open spaces in the borough:

Parks and gardens: includes urban parks, county parks and formal gardens

Children's play: includes equipped play areas, multi-use games areas (MUGA), BMX tracks and skateboard parks

Natural and semi-natural urban greenspace: includes green corridors, woodlands, scrubland, wetland, and nature conservation sites

Outdoor sports facilities: includes pitch sports, athletic tracks, tennis and bowls

Amenity: housing open space, village greens, informal recreation space, hard-surfaced areas (civic space) roadside enclosure

Allotments and community gardens: site opportunities for those people who wish to grow their own produce

Green corridors: includes grids, chains and networks

Cemeteries and churchyards: Quiet contemplation and burial of the dead, often linked to the promotion of wildlife conservation, biodiversity and to provide a link to the past.

- 2.9. The review focuses primarily on Lewisham's parks and gardens. However, members of the Committee were also interested in the provision of green spaces by Lewisham Homes as well as children's play - additional information about this is included in the sections below.

Glendale

- 2.10. Glendale grounds management service has been Lewisham Council's contracted provider of parks management and maintenance services since the year 2000. Its full list of services to the Council includes:⁷

⁵ Mayor and Cabinet '[Greening Fund report](#)' (2018)

⁶ Sustainable Development Select Committee '[draft local plan](#)' January 2020, p81

⁷ See Glendale, '[your service](#)': and '[the future maintenance of parks and open spaces](#)' Mayor and Cabinet (October 2019)

- Grounds and ecological management
- Environmental maintenance
- Serviced facilities e.g. parks buildings and depots
- Maintenance of park furniture and sports equipment
- Playground inspection repair and maintenance
- Water play and water features
- Infrastructure maintenance
- Keepers/patrols/locking/unlocking
- Events and activities
- Sports and sports development
- Marketing and development
- Customer care

2.11. A limited grounds maintenance only service is provided at other locations such as:

- Closed churchyards
- Car parks
- Homeless persons' accommodation
- The corporate estate, including Laurence House and the Civic Suite in Catford
- Two school playing fields (Elm Lane and Whitefoot Lane)

2.12. It should be noted that in addition to the outsourced services provided by Glendale a number of Lewisham's open spaces, as set out below, are managed in-house by the Council's Environment Division. This 'mixed economy' of service delivery has been in place for the duration of the outsourced contract and has delivered comparable levels of quality across all locations.

- Mature trees within parks
- Street trees
- Infrastructure maintenance within closed churchyards
- Beckenham Place Park
- 18 Nature reserves
- 37 Allotment sites
- Cemeteries and crematorium grounds

2.13. The contract for parks and greenspaces management and maintenance is worth approximately £2.5m a year. This does not include the western section of Beckenham Place Park, which is managed in-house and has its own budget. The annual contract was originally worth approximately £3.5m but at that time it also included Lewisham Homes. The delivery and performance of the contract is overseen by officers in the Council's Environmental Services Division within the Housing, Regeneration and Environment directorate.

2.14. Funding for parks management has, like all other Council services, been subject to budget cuts and efficiencies due to the ongoing reduction in Lewisham's budget.

Nonetheless, the Council has been successful at accessing funding from external sources - and notable examples include the Heritage Lottery Funding for Beckenham Place Park and the funding for the improvements to Ladywell Fields and the Waterlink Way.

Commercialisation

- 2.15. During 2017-18 around 500 events were held in Lewisham's parks and open spaces. These ranged from small events to the two day OnBlackheath music festival. In October 2018, the Committee considered officer proposals⁸ for balancing the Council's budget and heard from officers that demand for events in Lewisham's parks and open spaces is increasing. In particular, officers proposed (see proforma CUS2) that large events in the borough's biggest parks (Blackheath and Beckenham Place Park) might generate significant income. A target of £500k was proposed to be delivered over the two years to 2021.
- 2.16. Responding to the proposals, the Committee recommended to Mayor and Cabinet that the policy for managing commercial events in Lewisham's parks should be reviewed. Members suggested that this should build on best practice and that it might include options for charging for the full range of commercial activities taking place on the borough's green spaces (including but not limited to: commercial dog walking, commercial exercise classes and other profit making activities)⁹.
- 2.17. A number of London authorities are undertaking projects to raise income from parks. Such initiatives might include small scale commercialisation, such as charging users that deliver professional services from parks and rents for park buildings. Some boroughs have begun to use their parks for private ceremonies and celebrations, such as weddings. However, others have begun to host large scale events such as festivals and concerts over a number of days or weeks¹⁰. It is worth noting that a number of community campaigns against the commercialisation of local parks have been started in boroughs that are using their parks for large scale events, with some community groups concerned about the damage to park infrastructure and the limiting of access to public space¹¹.
- 2.18. As outlined below – the provision of income generating events is largely an issue for the Council's parks management contractor. Future changes mean that the Council will have a far greater role to play in determining the programme of events and income generating activities for Lewisham's parks and open spaces.

⁸ Sustainable Development Select Committee '[agenda](#)' (28 October 2018)

⁹ Committee [comments](#) to the Public Accounts Select Committee meeting (7 November 2018)

¹⁰ See for example, Guardian '[London's parks accused of creeping privatisation of public space](#)' (2018)

¹¹ Crowd Justice: <https://www.crowdjustice.com/case/brockwelltranquillity/>

3. Findings

Future options for the parks service

- 3.1. Glendale's long-term contract with Lewisham Council was due come to an end in early 2020. This change presented an option for the Council to review its arrangements for the management and maintenance of Lewisham's parks.
- 3.2. Before the summer of 2019, a report to Committee set out the timeline – and the relevant considerations for the options appraisal being prepared for a decision by Mayor and Cabinet. The options included: retendering of the contract to a green spaces provider; bringing the service back 'in-house'; sharing of services with other authorities or public sector partners or developing an arm's length local authority trading company (LATCo) to provide services on the Council's behalf.
- 3.3. Given the Council's restrained financial position it was recognised that the expenditure on the new service would be a key consideration in the options appraisal. Officers in the Council's financial team supported the modelling for each of the options and an appraisal model developed by the Association for Public Service Excellence (APSE) was also used.
- 3.4. The APSE model set out a number of key areas for assessment, including: risk; advantages and opportunities; value for money; commercial opportunities for the Council; viability of each option to deliver a quality service; responsiveness of management and assuredness of service delivery as well as social value (which was assessed in line with the Council's newly agreed policy).
- 3.5. Assurance was provided by officers that, whichever option was agreed, Glendale had committed that it would provide a quality service until the end of the contract. The Committee was also assured that the relevant consideration would be given to the employment rights and conditions of parks service employees in the event of any change to the service.
- 3.6. The Committee recommended that in developing any future plans for the parks service, consideration should be given to:
 - The future management and viability of spaces for sport in parks;
 - Options for the ring fencing of the parks budget;
 - Safeguarding the employment of professionals with volunteers focused on providing support – rather than allowing volunteers to replace paid employees;
 - Biodiversity, climate change mitigation and environmental protection;
 - Management of rough sleepers;
 - The availability of officer resources to deliver the urban national park project;

- The maintenance of specialist assets (such as built features as well as ceremonial and memorial gardens) in parks
- 3.7. At its meeting in September 2019 – the Committee carried out pre-decision scrutiny of the options appraisal for the future of the parks service in advance of a decision being taken at Mayor and Cabinet. The appraisal put forward three models for delivering the parks service: a local authority trading company; a contract managed service; an in-house service.
- 3.8. The previously considered option for developing a shared service was discounted during the process due to the practicalities of timing and the potential implications for the control and management of the service. And – whilst it was recognised that a local authority trading company could provide a number of benefits – officers believed that there was insufficient time to carry out the work required to make this option viable before the end of the Glendale contract.
- 3.9. It was also noted that the Council’s Corporate Strategy 2018-2022 priority: ‘Building an inclusive local economy’ states that when considering whether to commission services, ‘we will have an assumption that the Council is our preferred provider and in-source our contracts’.
- 3.10. Assessing the various options, officers considered the following factors:
- Risk
 - Advantages/opportunities
 - Value for money
 - Commercial opportunities to generate income
 - Barriers to market entry
 - Responsiveness/management and surety of service delivery
 - Social Value
- 3.11. The recommendation made by officers - based on the options appraisal - was that the parks service should return in house to direct delivery and management by the Council. The number of wider opportunities and challenges related to the insourcing of the parks service were also reported to the Committee. One compelling factor for insourcing was the increased control that the Council would have over the day to day management of the parks service – which would also allow for increased prioritisation of budgets and spending decisions in parks.
- 3.12. Consideration for the development of a LATCo was not discounted by officers but it was reported that Councils that had most successfully created LATCos that incorporated a broader range of environmental services within the remit of the company – in addition to parks management. Costs, governance, legal and financial implications would also need to be better examined and understood before the

Council could embark on the commercialisation of the service. The Committee recommended that this work be expedited during the transition period from the contract to the in-house service.

Key finding: the planned insourcing of the parks service will bring opportunities and challenges. An opportunity exists in the creation of a local authority trading company.

3.13. The Committee also questioned the Cabinet Member for Environment and Transport – who outlined the ambitions for the parks service, in line with the Council’s corporate strategy. It was felt that increased control of the service would allow for: increased flexibility of services; better training for staff as well as better pay and an anticipated increase in motivation.

3.14. The Committee agreed with the recommendation made by officers – and emphasised its recommendation about the evaluation of options for the future creation of a LATco. Subsequently, at its meeting in October 2019 Mayor and Cabinet¹² agreed that:

(1) Intention in principle be given to insource all aspects of Lewisham’s parks and open space services on 1 November 2021, subject to further detailed consideration.

(2) Officers undertake a more detailed evaluation of the option to establish a wider divisional LATCo the outcome of which will be to be reviewed following the insourcing of the parks service.

(3) The current contract be extended on the existing terms and conditions with Glendale Grounds Management for 20 months from 29th February 2020 until 31st October 2021 at a maximum cost to the Council of £4,347,000

Key finding: there is further work for scrutiny to do in advance of the insourcing of the parks service. Scrutiny’s role as a ‘critical friend’ will be vital whilst officers negotiate the risks implicit in such a significant service change. Support could also be provided for assessments of best practice and consideration of relevant operating models – both for the service and for any potential future LATCo.

Good Parks for London

3.15. Parks for London is an independent charity which advocates for the protection and best use of London’s green spaces. Its stated vision for London is that it: ‘...is a healthy and sustainable world city. A place where parks and green spaces make a contribution to the health and wellbeing of Londoners and to the environment they live

¹² Mayor and Cabinet ‘[agenda and decisions](#)’ 10 October 2019

and work in¹³. It is responsible for the new 'Good Parks for London Report', which assesses the overall quality of parks and parks services in all of the London boroughs.

3.16. Researchers for the 'Good Parks for London' report¹⁴ use the following measures for assessment:

Public satisfaction (based on borough surveys)

Awards for quality (based on numbers of Green Flags and London in Bloom awards)

Collaboration (evidenced by cross boundary management and delivery of parks services through partnerships and alliances)

Events (based on quality of events polices as well as numbers and variety of events)

Health, fitness and well-being (incorporating promotion of social prescribing; health campaigns and healthy infrastructure, such as free water fountains)

Supporting nature (based on biodiversity action planning and the proportion of sites of importance for nature conservation that are being well managed)

Community involvement (based on a combination of measures on involvement of community groups)

Skills development (number of parks apprentices as a percentage of the total workforce)

Sustainability (based on the sustainability of fleet vehicles, use of battery operated equipment and management of waste)

Strategic planning (assessed by current open space/green infrastructure strategy action plans and management systems)

3.17. Lewisham's parks (and parks management service) received the highest ranking of the 33 London Boroughs (and City of London) in 2018. Lewisham's strengths were also highlighted in several sections of the report which demonstrate good practice. In particular, Lewisham's planning and programming for events was commended:

'Lewisham's parks currently offer one of the most diverse range of community, sporting, arts and cultural events in London. They provide a mixture of charity and commercial events that increase public use of parks and promote greater social inclusion and cohesion'

Good Parks for London (2018), p20

¹³ See Parks for London '[about us](#)'

¹⁴ [Good Parks for London](#) (2018)



A blank square indicates that a Borough has not submitted data for a particular area or the data is not available or has not achieved a score.

Scoring criteria



Key finding: Taking into account a range of measures – Lewisham’s parks are independently acknowledged as some of the best in London.

3.18. Lewisham’s partnership with Glendale and the combined efforts of both organisations to bolster community involvement is also praised in the report. Nonetheless, the Committee is conscious that the high standard achieved must not drop with insourcing and it is also mindful that there are areas for improvement. Excellent standards need to be reached across all measures for all parks in Lewisham.

3.19. To better understand the Good Parks for London assessment the Committee invited Tony Leach, Chief Executive of Parks for London to attend its meeting in October 2019. The Committee heard that Parks for London was not only interested in parks and open spaces but also in the maintenance of green infrastructure from ‘doorstep to destination’ – this built on the acknowledgement that all green spaces mattered. During the question and answer session, a number of issues were discussed, a summary of key points it included below:

Insourcing

3.19.1. The Committee heard that current trend seems to be for London Boroughs to bring services back in-house for two main reasons: firstly there are very few costs savings still to be made from outsourcing services. There is also the possibility that if contracts continued to be squeezed then providers might go out of business; secondly – the delivery of services in-house allows for greater flexibility, especially during periods of seasonal demand.

3.19.2. The number of green spaces contractors in London has reduced from 15 to three in the past five years. This is partly because of acquisitions – but it is

largely because there is very little money to be made in delivering green spaces management and maintenance services.

- 3.19.3. There are ways to ensure that insourced parks services can be encouraged to maintain services. In some boroughs, user groups are enabled to report on the maintenance and management of parks and green spaces. Parks for London has developed a quality manual to assess standards in parks which could be used to support this work.

Key finding: User groups can play an important role in reporting issues and helping to maintain high standards.

- 3.19.4. The presence of people in parks helps to maintain a sense of safety – there are examples of parks in which dog walkers – and residents in the vicinity of parks are given a special contact phone number to report issues.
- 3.19.5. The days of having permanent staff at every park are over. However, some boroughs issue uniforms to members of friends groups – so that they stand out and provide a visible presence in a park.
- 3.19.6. The standard of parks in London is falling over time – as the squeeze of resources pushes boroughs to do the minimum to maintain their parks and green spaces.

Commercialisation and collaboration

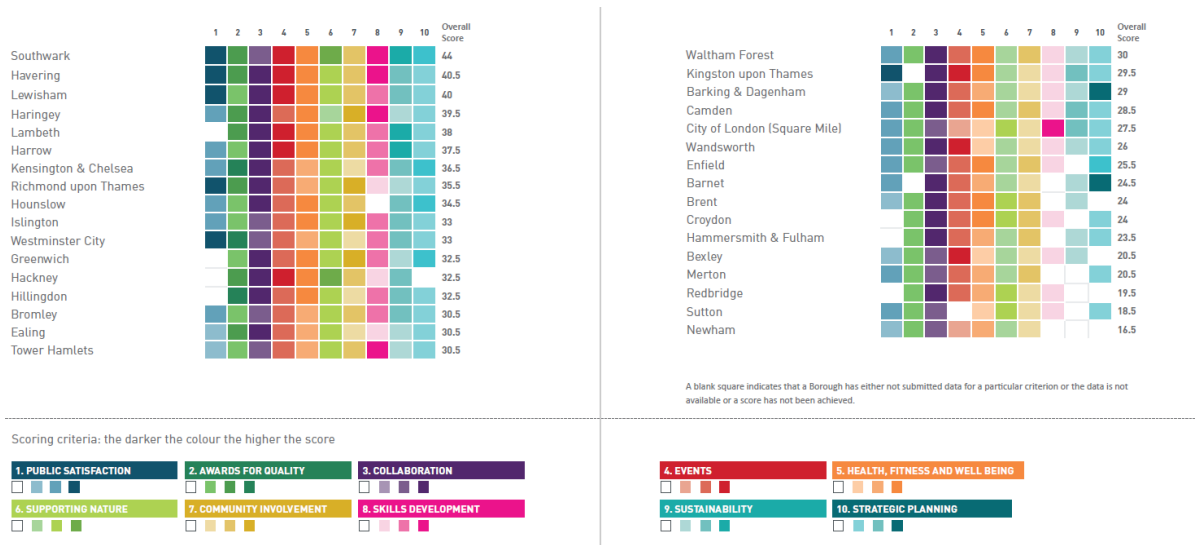
- 3.19.7. Traditionally – councils had looked upon parks as assets that maintained themselves. However, this is not the case – parks need management.
- 3.19.8. Income generation could be part of the mix of activities in parks. Parks for London has developed an events policy for councils to use – it also benchmarks costs between boroughs.

Key finding: Lewisham demonstrates a range of good practice – but it may need to draw on external ideas to continue to innovate.

- 3.19.9. The quality of cafes in parks across London varies considerably. There are always a number of issues to consider – including: local feeling towards established providers; affordability of the offer and the opportunity to improve provision.
- 3.19.10. The Council might seek to manage green spaces as a whole rather than maintaining the artificial division between parks and housing green space.

3.19.11. Parks user groups are formed for a variety of different reasons – often in response to a threat to a park. However, once they achieve their objectives – these groups can lose their impetus. Support could be provided for user group – but care had to be taken about how this was delivered. Efforts by boroughs to set up user groups might be well meaning but they were fraught with problems.

3.19.12. User groups should have a named person at the Council that they could contact for support and sometimes user groups need more coordinated support from fundraisers or other technical support.



The Open Spaces Assessment

3.20. The Committee has been scrutinising the development of the new Local Plan. As part of this work, it is reviewing the developing evidence base for the new plan. At its meeting in April 2019 – the Committee reviewed the ‘Lewisham open spaces assessment’¹⁵ - which was carried out by Jon Sheaf & associates and overseen by the planning department. It included categorisation and assessment of 349 parks and green spaces in Lewisham.

3.21. The study team considered the quality and accessibility of Lewisham’s green spaces, in order to inform future planning policy. The study also reviewed future requirements for open space, given the projected increase in Lewisham’s population over the next 20 years. Analysis for the study found that:

‘To maintain the current level of greenspace provision, the growth in the borough’s population over the next twenty years implies the need for the provision of approximately 50 hectares of new public open space by 2030. The benefits that could

¹⁵ LB Lewisham [Open Spaces Assessment](#)

accrue from additional open space could be delivered by improving the quality of existing provision.'

Open Spaces Assessment 2019, p7

Key finding: to meet the requirements of an increasing population – Lewisham will have to continue to improve the quality of its parks. Moreover, it is recognised that facilities in parks will need to be extended and varied to meet the needs of the growing population. There will also have to be a greater emphasis on parks and all of Lewisham's green spaces to mitigate the pressures on the environment caused by an increase in population.

3.22. The assessment of Lewisham's existing open spaces found that the majority of Lewisham's parks were of good or fair quality. However, the assessment did not find any 'excellent' parks in the borough. It also found that Lewisham has a number of poor quality green spaces, including a number of spaces that are categorised as 'pocket parks'. Though it should be noted that a distinction is drawn between those spaces that are publicly accessible and those that are not. For example, the assessment included some areas adjoining railway corridors and a number of other areas that would not be suitable for public access.

Lewisham Homes

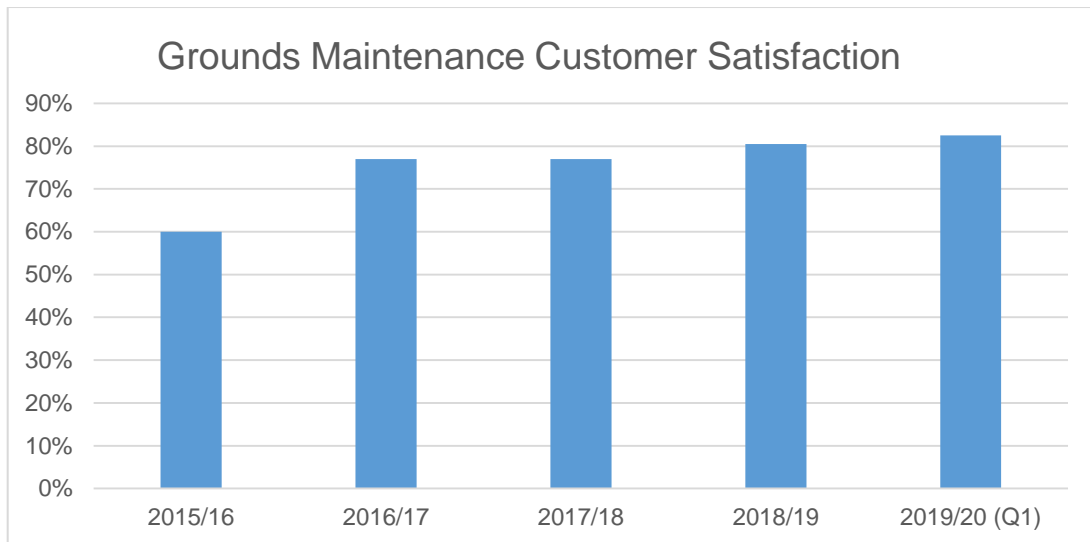
3.23. The Committee wanted to better understand how Lewisham Homes manages the communal green spaces in and around Lewisham's housing stock so it invited representatives to attend the Committee's meeting in October 2019.

3.24. Lewisham Homes' annual report¹⁶ (2018) states that resident satisfaction with grounds maintenance increased from 62% in 2015-16 to 77% in 2017-18:

'We have invested £180k in improving our environmental services, which includes caretaking, grounds maintenance and bulk waste removal... We've recruited an extra team of gardeners so that we can spend more time improving the quality of the green spaces on our estates, and we're planting thousands of new flowers and shrubs that are bee friendly, sustainable and will grow each year.'

Lewisham Home's annual report (2018) p6

¹⁶ Lewisham Homes '[annual report](#)' (2018)



3.25. The Committee heard that Lewisham Homes sees communal gardens as ‘estate parks’ – that is: places of rest, recreation and inspiration which have potential to improve mental and physical health and to promote community cohesion. The grounds maintenance team is a key element in realising that potential.

3.26. Grounds maintenance services were previously provided by Glendale (as part of the Council contract) however – in late 2015 Lewisham Homes returned the service in house and consulted with residents about their priorities. As a result Lewisham Homes has moved away from a commercial culture, focussed purely on maintenance, to a dedicated community-orientated approach. From the outset of the insourcing of it engaged residents in helping shape how it maintained and invested in sites.

Key finding: Lewisham Homes has moved from a commercial/contracting approach to grounds maintenance to one that is based on community engagement.

3.27. Residents wanted more certainty about schedules and standards so Lewisham Homes replaced the client/contractor performance based model with an area-based one. It sent out teams, dedicated to specific areas, to work on a clear fortnightly cyclical maintenance programme so residents would know when to expect their gardening team and what to expect on a maintenance visit:

You said	We will
We want a more regular service	The service will be delivered every 2 weeks across 4 areas, using 7 teams of staff.
What standard are the grounds supposed to be kept in?	We are simplifying the standard of the grounds maintenance service to enable residents to help shape and monitor the quality of the service.
We want to be involved in monitoring this standard of service.	
We want to be involved with making decisions about the service	We want residents to engage and assist us with our local Grounds Maintenance improvement plans. Please contact us if you're interested in being part of this.
Different gardeners come on each visit. We want someone who takes ownership and who knows our area to do the work.	We have set up a team structure that makes sure the same gardeners remain responsible for work in your area, supported by one or two supervisors.

Information for residents of Lewisham Homes about the insourcing of the grounds maintenance contract¹⁷

- 3.28. As well as ensuring all sites receive regular maintenance, the Lewisham Homes approach has helped build relationships with residents and take ownership of the sites they maintain. They built on this relationship to develop an annual investment plan to deliver sustainable improvements – often with direct input from residents and partner organisations. As well as working with people in their neighbourhoods, officers have collaborated on a more strategic basis with the Residents’ Engagement Panel (REP).
- 3.29. From 2019/20 Lewisham Homes has begun adapting its approach to promote more environmentally sustainable improvements. A key part of the programme is to develop a bee corridor around the borough which links sections of green space to enable bees and other insects to easily cross between green spaces. Further work will be carried out in spring 2020.

Key finding: Lewisham Homes’ plans for a ‘bee corridor’ are welcome – however – the details of its development and plans for its management should be reviewed further.

- 3.30. Lewisham Homes has used the insourcing process to progressively harmonise terms and conditions for grounds maintenance staff so they now enjoy the same basic annual leave and sick pay entitlements and their pay scales are commensurate with caretaking staff. Staff surveys indicate environment staff are more engaged and

¹⁷ Lewisham Homes [Grounds maintenance comes to Lewisham Homes](#) (2015)

motivated compared with other field-based employees. Furthermore, like their counterparts in caretaking, grounds maintenance staff benefit from a basic professional skills programme, opportunities for career progression and a quarterly performance conversation with their line managers.

Key finding: Lewisham Homes' approach to insourcing demonstrates the possibilities for improving staff working conditions and encouraging engagement.

3.31. There were added costs associated with bringing the grounds maintenance service in house as Lewisham Homes took on liability for pensions and other staffing related costs. It is recognised that there are likely to be increased costs as a result of the Council bringing its services back in house (the initial estimation is an increase of more than £100k on contract costs).



Field work

3.32. The Committee carried out a visit in the summer of 2019. Its purpose was to see first-hand how Lewisham's parks are being maintained and managed. Council officers were also present on the visit to answer questions. Members visited the following locations:

- Manor House Gardens
- Hither Green Crematorium
- Blackheath
- Deptford Park/Deptford Park Community Orchard
- Brookmill nature reserve
- Luxmore Gardens

3.33. Members taking part in the visit had a number of questions that arose from the key lines of enquiry. The specific interest was in further exploring KLOE1: *What good practice should Lewisham seek to retain and which areas could be strengthened further?* The additional questions were as follows:

- What are the differences between management of big/small parks/pocket parks?
- How businesses/cafes are managed in parks?
- Is there a process for creating links/routes/signage between parks?
- How is the upkeep of formal areas/monuments/sports facilities managed?
- Are there examples of projects that have encouraged significant increase in parks use/successful park improvement projects?
- What's the process for staff training/tree management and planting/use of equipment and minimisation of carbon emissions/use of glyphosate?
- What are the processes for improving biodiversity in parks?
- What are the opening times for parks/how is the accessibility of cycle routes and the policy for lighting in parks managed?
- How is the maintenance and management of play areas for children managed?



3.34. Key points from discussions between officers and councillors during the course of the parks visit are outlined below.

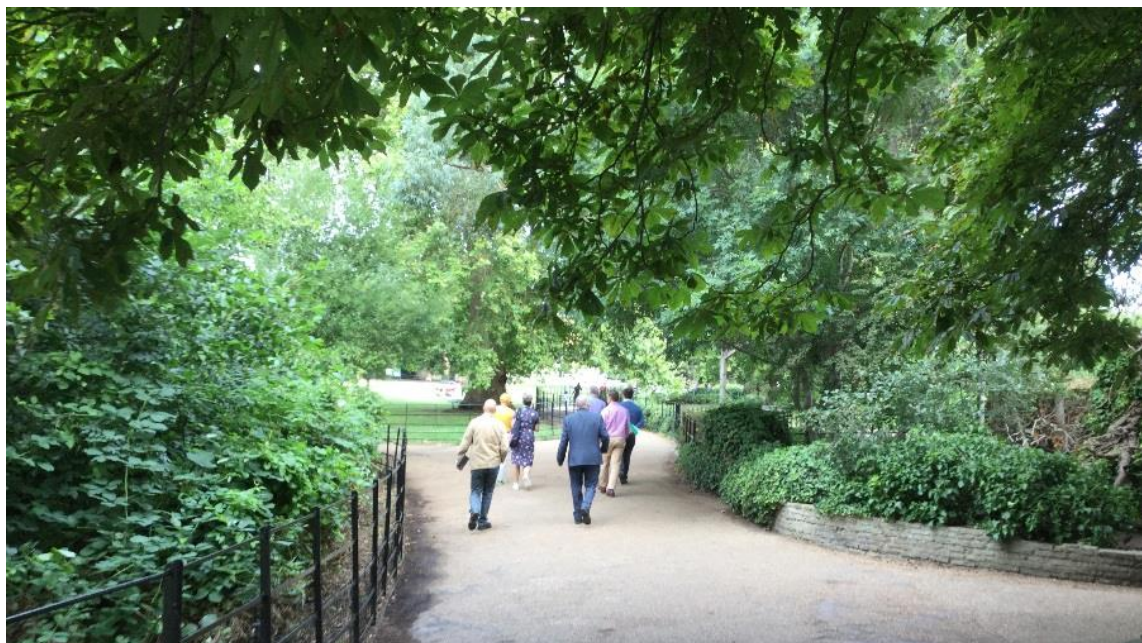
What are the differences between management of big/small parks/pocket parks?

3.35. All parks are subject to regular monthly inspections. This includes a 10% random sample of planting and other features within the park. Some parks are weighted higher within the monitoring process and any areas found below specification incur higher performance deductions from the contractor. Members also heard that parks with 'friends groups' benefited in a number of ways - but in particular - active groups of friends could alert the parks service to issues that needed to be resolved.

How businesses/cafes are managed in parks?

3.36. Glendale manages the contracts for cafes on behalf of the Council and receives all income generated from parks concessions. Figures on turnover and usage are not readily available. Anecdotally, some cafes are more successful than others. Where there have been issues with cafes in parks (such as anti-social behaviour or break-ins) the Council has worked collaboratively with Glendale to support operators. It was noted, that at the end of the existing Green Space contract, there might be options for the Council to more closely manage cafes in parks. This might provide financial benefits as well as contribution to the Council's policy objectives (such as sugar smart and the living wage) It was also noted that capital funding from the Rushey Green Renewal has been made available to support the development of a new café in Mountsfield Park. It is being considered whether rents should be related to a business's turnover alongside a mechanism to share profits.

Key finding: There is potential to deliver social value by supporting well run cafes in parks.



Is there a process for creating links/routes/signage between parks?

3.37. There are good examples of projects which link green spaces in the borough – the most notable of these being the Waterlink Way – which runs the length of the borough.

3.38. North Lewisham links is a project to link green spaces in the north of the borough – to make cycling and walking more enjoyable. It was noted that work had started on the development of a ‘south Lewisham links’ project.

3.39. It is clear that linkages between green spaces have to work within the constraints of the borough’s fundamental characteristics. The borough is divided by its principal road and rail routes. There was discussion on the visit about the potential to safely open railway cuttings for active travel and to create green links using management of residential streets – following from the Council’s healthy streets initiative.



3.40. There are some good examples of the ways in which other towns and cities promote walking routes between green spaces. One such example is that from Kirkstall (see the photo) where colourful eye catching signs help to draw people between green spaces. Lewisham has many green spaces – including pocket parks and informal green spaces. It might be that these could be threaded together – at relatively low cost in order to make the most of the spaces outside of – on the way to and in the vicinity of our parks. The community driven ‘Urban National Park’ is another example of a project to link green spaces. The Committee did not consider the proposals during the review but it is a project which is supported by Members.

Key finding: Creating links between parks and green spaces might broaden their reach and create an experience of small spaces that is greater than the sum of its constituent parts.

How is the upkeep of formal areas/monuments and sports facilities managed?

3.41. Members visited tennis courts in Manor House Gardens as well as a recently laid cricket pitch; football pitches and an outdoor gym in Deptford Park.

3.42. The Council operates a pin based access system for tennis courts. Users are required to pay a fee for access. The fees are collected by the council using an online system. Part of the revenues collected are held in a sinking fund for future repairs. Glendale receives a payments for the routine maintenance of the courts.

3.43. Members also heard that there were plans to apply for funding from the FA (football association) community fund for improvements to playing pitches. On the visit, Members were approached by the manager of a youth amateur football club – who had concerns about the provision for football. Officers emphasised the work being carried out to ensure that there was sufficient access to sporting facilities as well as a balance between parks usage. Work between officers was taking place to deliver the ‘playing pitch strategy’ which has been developed by officers in the Council’s community services directorate. Sports equipment (such as outdoor gym equipment) is often paid for using section 106 funds – and maintained by Glendale.



3.44. Memorial sites in the borough are managed by Glendale. They are subject to regular inspections by the Council. Sites on ‘red routes’ are managed by Transport for London. Glendale is also responsible for the management and maintenance of monuments in parks as well as formal borders, beds and gardens.

Are there examples of projects that have encouraged significant increase in parks use/successful park improvement projects?

3.45. There are a number of planting initiatives supported by friends groups. For these projects, Glendale provides training, plants and equipment for community groups. There are multiple benefits – including: the support for community groups; the increase in the sense of ownership and belonging for parks users and the freeing up of parks staff time to carry out other projects.



What's the process for staff training/tree management and planting/use of equipment and minimisation of carbon emissions/use of glyphosate?

- 3.46. The Council directly maintains and manages mature trees (in green spaces inside and outside of parks) but the tree maintenance budget is under pressure. This is particularly the case when it comes to routine maintenance. The maintenance programme is prioritised based on risks. Regular assessments and prioritisation of works are carried out by the Council's two tree service officers. An independent assessment of all of the borough's mature trees is carried out every four years.
- 3.47. There was an extended discussion about the management of young trees. Members reported that they had received specific complaints in relation to grass cutting and damage to trees in Mountsfield Park. Officers from Glendale acknowledged the concerns and highlighted that there might be multiple causes for damage to trees and that problems should not always be attributed to grass cutting works. They also outlined the work that was taking place to address complaints related to Mountsfield Park.

3.48. Complaints from parks user groups and members of the public are investigated and if a complaint about the work carried out by parks staff is founded then parks staff receive further training as well as instruction on the best use of machinery and tools. Officers in the parks service were confident that – aside from the specific concerns being raised in Mountsfield Park – there was not a trend of complaints about grass cutting and tree maintenance in parks.



3.49. There are sometimes options to increase the level of meadow area around trees in parks (which might reduce the potential for damage) however- the parks service reviews planting in parks on a case by case basis to ensure that the appropriate mix of meadow, open space and tree planting is maintained. It was also reported that meadow land could not predominate in parks - in order to meet the standards required for the Green Flag standard.

3.50. Turnover of staff in the parks service is low – so the majority of staff working in parks are experienced. Staff who work on shorter term seasonal contracts during busy periods regularly return to work for the service. Glendale uses very few agency staff – as the majority of seasonal workers are directly employed.

Key finding: A great deal of value exists in the commitment, knowledge and engagement of those who work for the parks service. The Council has an opportunity to build on this further with the insourcing of the service.

What are the processes for improving biodiversity in parks?

3.51. There were discussions throughout the visit about the growth of meadow in parks. An extra 35 thousand square metres of meadow land has recently been created on Blackheath – in part to balance the cutting required for the OnBlackheath festival. However, there are limitations to increasing the levels of meadow in parks. There were several opportunities on the visit to see areas that had been left to meadow – with close cutting delineating paths – or boundaries – in order to demonstrate active management. It was reported that in hot summers areas of dry meadow could become a fire risk.

- 3.52. Members were in agreement that meadow land was an important new element of parks and green spaces. However, it was felt that more work may need to be carried out to ensure that residents were aware of the rationale for reducing cutting and the benefits of doing so.
- 3.53. An increase in ponds and other water features would increase the potential improve biodiversity. However, it is recognised that additional water features would not be appropriate in every park – and that they could be costly to maintain. It is also recognised that there are long term challenges with the management of ponds and other bodies of water because they tended to change significantly over time.
- 3.54. Other approaches to improving biodiversity were discussed – such as engaging members of the public with bird feeding and encouraging them to act as bird champions. Officers also emphasised the importance of ensuring that contributions from developers towards biodiversity projects be carefully planned. It was believed that features could be useful if they were in the right places with the right kind of management. Major schemes (such as the Quercus project in Ladywell Fields) to open up rivers (de-culverting) could also help to improve bio-diversity by providing new habitats and nesting grounds.



What are the opening times for parks/how is the accessibility of cycle routes and the policy for lighting in parks managed?

3.55. Members and officers had a discussion about the accessibility of cycle routes. Members were concerned that some parks were locked too early – foreshortening cycle routes though Mountsfield and Forster parks. It was reported that the were costs associated with locking parks each evening but that previous proposals to leave parks open had not been welcomed due to potential issues with anti-social behaviour. It was also reported that during negotiation of the new lighting PFI it had been agreed that parks and open spaces would not be routinely be lit – given cost, sustainability and biodiversity implications.



3.56. There was a discussion about the potential different options for helping cyclists safely navigate parks after dark – including: luminescent tarmac; low level lighting and ‘cats-eye’ reflectors.

3.57. The timing of the route for locking parks was also discussed. It was agreed that a straightforward solution to the closure of parks that limited cycle routes might be to include Mountsfield and Forster Parks (as well as any other that were integral to cycle routes) to the end of the ‘locking up’ route.

Key finding: Some simple and cost effective measures can be implemented easily to enable safe cycling through parks and green spaces.

How is the maintenance and management of play areas for children managed?

3.58. Members received a comprehensive account of the management and maintenance of play equipment in parks. An asset database called ‘PSS live’ is used by the parks service to log issues with play equipment and quickly escalate issues. In addition to a daily visual inspection - on a fortnightly basis inspectors qualified to the British Standard examine play equipment in parks and carry out minor repairs as necessary. Any larger repairs that are identified are allocated to the in-house maintenance team for action. A quarterly



inspection of all equipment is also carried out by different inspectors to ensure that a range of qualified operatives have reviewed all play equipment. In addition, there is an independent annual inspection of all equipment each summer, which is carried out in depth in compliance with EN117 standards. Any issues identified by this inspection are added to a risk register and prioritised for remedial action. It is believed that Lewisham's playgrounds are very safe, which is evidenced by the low number of complaints received.

Key finding: As part of its preparation of the insourcing of the service, the Council will need to move carefully but quickly and deliberately to ensure that it replicates the system for assessing and maintaining play equipment in parks.



Parks user groups

3.59. The Committee was keen to hear from members of Lewisham's Green Spaces Forum about their assessment of opportunities and challenges in Lewisham's parks.

Evidence gathering took place on two occasions – including the Committee's meeting in October 2019 and in January 2020 when members attended the meeting of the Green Spaces Forum.

3.60. The forum was created to represent friends groups from all Lewisham parks and green spaces – its aims are:

- To protect & promote green space;
- To improve & enhance the quality and amenity of green space;
- To improve staffing & management of the Borough's green spaces;

- To ensure involvement of Friends / Users groups as partners in the management of our Borough's parks and public green spaces;
- To encourage use and appreciation of our parks and open spaces.

Lewisham Green Spaces Forum (2019)

3.61. Lewisham's parks groups are made up of lots of different people – with varied interests and a range of thoughts and concerns about the management of parks and green spaces. The forum is managed by volunteers – as with parks user groups. This clearly takes a substantial amount of time and effort from those involved. Officers take a collaborative approach to working with the forum – as with individual groups. Nonetheless, the number of officers available to support user groups is limited, as are the financial resources to do this work. There is no indication that additional officers or resources will be available in future so careful consideration will have to be given to the approach the insourced parks service gives to engaging with user groups.

3.62. A number of groups have issues that are specific to their parks or green spaces – but there are several issues that groups have in common, including:

- The decline in support from park rangers – or otherwise trained/named officers responsible for specific parks.
- Concerns relating to conservation and developing the biodiversity of Lewisham's green spaces.
- Consultation about tree planting - which it is felt should be carried out in liaison with friends groups. Some user groups also have concerns about the ongoing upkeep of newly planted trees in parks – specifically related to the mowing of grass and protection of saplings from damage.
- Recycling in parks and the general approach to litter collection and bins.
- Possible proposals for income generation – and the potential impact on parks of pursuing income in contrast to maintaining parks as open spaces for recreation and relaxation.

3.63. User groups have also highlighted a particular concern about the mechanism for maintaining quality in parks and ensuring that issues are dealt with promptly. Under the existing contracting arrangement with Glendale – the contractor is required to meet a set of performance standards. The contractor's failure to meet these standards may result in a financial penalty – so there is a strong incentive to maintain high levels of service.

Key finding: User groups are the Council's eyes and ears in parks on a day to day basis – identifying issues and reporting problems early on.

3.64. Using this mechanism, park user groups have supported the parks service to hold Glendale to account. The strength of this three way relationship between the Council, user groups and Glendale has developed over the years of the contract.

4. DRAFT Recommendations

4.1. The following recommendations were agreed at the Committee's meeting on 10 March 2020.

Accessibility

- 4.1.1. Our parks play a role in providing places for our communities to meet. It is important to ensure that these spaces, by their very nature, do not exclude certain demographic groups and encourage intergenerational interaction. All new designs for play areas, recreation, seating etc. should encourage social interconnection. Officers should seek out good examples of this from other Councils where this has been achieved. The Committee believes that Lewisham's parks and green spaces should be accessible to all. It recommends that - by the end of the next municipal year (2020-21) - the Council should publish a play strategy, which develops a coordinated approach to inclusive play for children of all abilities as well as play and recreation spaces for young people of all ages. Moreover, the Council should consider the options for carrying out a full assessment of the accessibility of all its parks and green spaces.
- 4.1.2. The Committee recommends that the Council use good examples from other councils to provide wayfinding signs to help our residents locate our parks and green spaces and understand how they join up to provide positive walking and cycling, clean air routes through our borough. Furthermore, where parks form part of cycling routes every attempt needs to be made to keep these open for as long as possible. They should be closed last by ground staff and the times should be clearly posted on the gates. In addition, during the next round of maintenance of the paths, the insertion of cats-eyes to make cycling safer should be implemented.

User Groups

- 4.1.3. The Committee wishes to recognise the commitment and enthusiasm of Lewisham's parks user groups and it commends the collaborative approach officers take to working with these groups. However, the Committee is concerned about the absence of groups in some parts of the borough. It is also mindful of the single person dependency in some user groups. The Committee recommends that - in time for the insourcing of the park service (November 2021) the Council should consider how best it can support park user groups. This should include an action plan for establishing user groups in parks and green spaces that are currently underserved as well as a process for volunteer management and succession planning which builds on best practice from other local authorities.

- 4.1.4. The Committee notes that the current contractual arrangement for the management of the parks service provides a strong incentive for the service to fix issues quickly and to maintain high standards. The Committee recommends that – in time for the insourcing of the parks service (November 2021) options are explored for park users to report issues. This might include a formal process for escalation of issues by user groups (or a coordinated ongoing process for monitoring standards) as well as promotion of the ‘Fix my street’ app for reporting issues in parks.

Biodiversity

- 4.1.5. The Committee recognises that Lewisham’s parks are well loved because they provide spaces for relaxation as well as recreation. Open spaces are essential for play, community gathering and exercise and these need to be protected. All other areas of our parks for example, edges of fields, pathways, flower beds, underused open spaces need to be considered as land suitable to improve biodiversity, for example, leaving spaces to re-wild, seeded as meadow, space for more tree planting and possibly, in the right situation, introducing water into the parks. Furthermore, in order to maximise biodiversity benefits, reduce costs and waste most formal flower bed planting, both in our parks and other green spaces, should be changed to perennial planting schemes.
- 4.1.6. In order for our parks to reduce their carbon footprint and increase biodiversity, all natural waste materials, such as leaf fall and annual prunings etc. should be kept on site and composted as far as is practically possible. Leaf fall should be left to decompose in situ and cleared only where it becomes a slip hazard or needs to be controlled to encourage other forms of vegetation growth.
- 4.1.7. Training of staff should be of the highest standard for all maintenance of groundwork done around trees to ensure that they are given sufficient protection. All new staff should be properly supervised until there is a good level of confidence that trees will not be damaged. Equally all trees in our parks should be given the highest level of protection at events. No vehicles should be allowed to park or drive close to any trees to avoid soil compaction around their roots. Vehicles arriving and departing from events must be provided with a clearly delineated route and be supervised.
- 4.1.8. The Committee recommends that the Council should develop an integrated pest management policy, which prioritises biodiversity and sustainability. This policy should seek to minimise glyphosate use as far as possible, devising a

plan to phase out its use, except where it needs to be applied to control invasive species that cannot be controlled in any other way.

Insourcing

- 4.1.9. The Committee believes that there should be close collaboration between the insourced Lewisham Council parks service and Lewisham Homes' ground maintenance service. The Committee expects that the options appraisal for the local authority trading company being carried out by officers should include an assessment for the potential to incorporate the Lewisham Homes' service. Furthermore, the Committee expects the high standards of our parks to be applied to all green open spaces across the borough including land managed by Lewisham Homes.
- 4.1.10. The Committee believes that the insourcing of the parks service provides an opportunity to accentuate the features that make Lewisham's parks distinctive and special. As such, the Committee recommends that in advance of the insourcing of the parks service (November 2021) there should be an audit of the formal and historic assets in Lewisham's parks. This should include memorials and monuments as well as works of art and special gardens. The parks service should then develop a programme to manage and maintain these special features.

Cafes in parks

- 4.1.11. It is recognised that cafes provide an essential hub for park users and extends the time users will stay in parks, making them safer and more valued by our residents (The Committee notes specifically: the spaces that cafes in parks provide for families without outdoor space at home – as well as the provision of informal meeting places for neighbours and communities (including elders and parents with young children)). The Committee supports the provision of cafes in parks. Well run cafes are recognised particularly for their social value. The Committee recommends that the Council's future approach to the management of cafes in parks should strongly emphasise social value.
- 4.1.12. It is very important that there is continued dialogue between café owners, park user/friends groups and the council so that any issues which are perceived to be hindering the success of the cafes are ironed out. Therefore, it is recommended that all cafes are required to make an annual financial report to the Council and/or operate a turnover based rental model so that the Council and the cafe operator both share in success and the Council can work with the cafe operators to discuss corrective action when turnover is falling. Also, there should be at least an annual meeting with senior officers in the parks

service and park user/ park friends' groups to discuss any issues specific to the café and the park where it is situated.

5. Monitoring and ongoing scrutiny

- 5.1. This review will and its recommendations will be submitted to Mayor and Cabinet for consideration and response. The Council's constitution provides that scrutiny committees should receive responses to their referrals within two months (not including the summer recess).
- 5.2. The Committee will consider its work programme for 2020-21 at the first meeting of the new municipal year (April 2020). The Committee should consider how it will scrutinise the actions being taken to prepare for the insourcing of the parks service in 2021. Members may also wish to review best practice in a number of areas, such as:
- Other local authority approaches to monitoring the quality of insourced parks management;
 - The set up and structure of local authority environmental services trading companies;
 - Best practice in encouraging bio-diversity;
 - Best practice in supporting and maintaining parks user groups.
- 5.3. Due to a number of pressing priority issues on the Committee's work programme – including scrutiny of the parking policy as well as the development of the local plan and supplementary planning documents for Surrey Canal Triangle – there was insufficient time to consider all of the issues raised in the key lines of enquiry. Specifically, the Committee did not review the Council's programme for generating income from parks nor the process for spending the greening fund. It is recognised by the Committee that for our parks to remain viable and to keep them at the high standard currently enjoyed parks do need to create income. However, the Committee recognises that this needs to be done with sensitivity and with the protection of the biodiversity of the parks as a priority. Accordingly, the Committee may wish to give these issues further consideration when deciding on its annual work programme for 2020-21.
- 5.4. As part of the work programme for 2020-21 an item will be added to the agenda of the Committee's autumn meeting to include a six-month update on the implementation of the recommendations in this report.

Sources and background documents

Communities and Local Government Committee (2017) Public Parks Inquiry: [link to the Public Parks Inquiry report](#)

Glendale Lewisham (accessed 2019): <http://lewisham.glendalelocal.co.uk/services/>

Good Parks for London report (2018): [link to the Good Parks for London report](#)

Greater London Authority (2017) – national capital account for green spaces in London – local authority summaries:

https://www.london.gov.uk/sites/default/files/11015viv_nca_by_borough.pdf

Guardian (2018) 'London's parks accused of 'creeping privatisation' of public spaces': [link to Guardian article about the privatisation of public spaces](#)

Heritage Lottery Fund 'Public parks face decline' (2016): [link to heritage lottery fund report about parks](#)

Lewisham Green Spaces Forum (2019) 'About' accessed online:

<https://lewishamparksforum.wordpress.com/about/>

Lewisham Open Spaces Assessment (2019): [link to the Lewisham Open Spaces Assessment on the Council's website](#)

Mayor and Cabinet report: the future maintenance and management of parks and open spaces (October 2019): [link to the report to Mayor and Cabinet on the Council's website](#)

Parks for London (accessed 2019): <https://parksforlondon.org.uk/about-us/>

Sustainable Development Select Committee agenda, decisions and minutes 11 September 2019: [link to agenda, decisions and minutes on the Council's website](#)

Sustainable Development Select Committee agenda. Decisions and minutes 28 October 2019: [link to agenda, decisions and minutes on the Council's website](#)

Sustainable Development Select Committee agenda, decisions and minutes 10 March 2020: [link to agenda, decisions and minutes on the Council's website](#)

FORWARD PLAN OF KEY DECISIONS

Forward Plan March 2020 - June 2020

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	Renewal of Social Care software systems	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of revenue and benefits software systems	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	NHS Commissioning Arrangements in Lewisham	12/02/20 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
October 2019	Budget Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Highway Contract Tendering strategy for 2021 award	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
October 2019	State of the Highways Infrastructure and Update on Asset Management Strategy	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
December 2019	Community Wealth Building and Inclusive Growth Strategy Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
December 2019	Community Energy Fund grant awards	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
January 2020	Lewisham's Admission Arrangements 2021/22	12/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	Budget 2020-21	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2020	Priorities for 2020	26/02/20 Council	Kim Wright, Chief Executive and Mayor Damien Egan, Mayor		
February 2020	Local Government Boundary Review 2nd Stage Submission	26/02/20 Council	Kath Nicholson, Director of Law and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
November 2019	Approach to Boroughwide pot of Neighbourhood Community Infrastructure Levy	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
December 2019	Future Provision of Home Care	11/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
June 2019	Call-in Disposal of former Wide Horizon Sites in Wales & Kent'	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Mayor		
October 2019	Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Preferred Tender for Travel and Transport Programme	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
October 2019	Old Town Hall works - permission to tender	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Lewisham Climate Emergency Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2019	Private Sector Housing Borough-wide Licensing	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

FORWARD PLAN – KEY DECISIONS

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			Environment and Councillor Paul Bell, Cabinet Member for Housing		
January 2020	Oracle Cloud contract extension and hyper-care support	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of Oracle Licensing arrangements	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	Archive solution for HR and Payroll system	17/03/20 Overview and Scrutiny Business Panel	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	Corporate Energy Contract Strategy	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
December 2019	Post consultation	11/03/20	Kevin Sheehan,		

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	recommendation of additions of new buildings to Local List	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
May 2019	Performance Monitoring	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Building for Lewisham Former St Philip Neri School Acquisition	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Appropriation of the former Mayow Road Warehouse	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Permission to Tender Broadway Theatre Works	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

FORWARD PLAN – KEY DECISIONS

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			Housing, Regeneration & Environment and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	GLA Small Sites Small Builders Grant	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	TenEmBee Sports Club lease	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	Acquisition of Morton House	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Making of Instrument of Government Aspire London Federation and Local Authority Governor Nomination	11/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet		

FORWARD PLAN – KEY DECISIONS

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			Member for School Performance and Children's Services		
February 2020	School Meals Contract Extension	11/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	Supported Housing Contract Extensions 2020	17/03/20 Executive Director for Community Services	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Contract Award Interpreting, Translation and Transcription Services	17/03/20 Overview and Scrutiny Business Panel	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
February 2020	Adoption of Deptford High Street Conservation Area Appraisal, boundary changes and introduction of an Article 4 Direction errata	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
January 2020	Settlement on outstanding litigation case regarding non-payment of an affordable	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

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	housing contribution at 99 Plough Way Parts 1 & 2		Environment and Mayor Damien Egan, Mayor		
February 2020	SELCHP Extension parts 1 & 2	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	25/03/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
January 2020	Parks and Open Spaces Strategy 2020-2025	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2020	Public Health Neighbourhood Grants - Neighbourhood Community Development Partnerships	25/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

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January 2020	Annual Lettings Plan	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	PLACE/Ladywell parts 1 & 2	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Contract extension of current day services for older adults	25/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Education Strategy	25/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	SEND Strategy 2020-2023	25/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director		

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			Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	Smarter Technology Phase 2 Project Equipment Rollout	25/03/20 Mayor and Cabinet	Richard Hawkes and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Renewal of Pension Administration IT System	25/03/20 Mayor and Cabinet	Ian Andrews, IT Procurement and Supplier Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Single Equality framework 2020-24	25/03/20 Mayor and Cabinet	Paul Aladenika, Service Group Manager, Policy Development and Analytical Insight and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2020	Award of M&E Contract	25/03/20 Mayor and Cabinet	Chris Damri, SGM Asset Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

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February 2020	Award of Building Fabric Contract	25/03/20 Mayor and Cabinet	Chris Damri, SGM Asset Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
February 2020	Award of London Borough of Culture Programme Delivery Partner	25/03/20 Mayor and Cabinet	Liz Dart, Head of Culture and Community Development and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	Rough Sleeping Initiative STA	25/03/20 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Future of Targeted Provision'	25/03/20 Mayor and Cabinet	David McCollum, Joint Commissioner – Early Intervention and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
December 2019	Friendship Agreement Pokhara	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees &		

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			Accountability		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
February 2020	Annual Pay Statement	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	29/04/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
November 2019	Corporate Equalities Scheme	29/04/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2020	Occupational Health Procurement	06/05/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

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December 2019	Local Plan New Cross Gate SPD and Surrey Canal SPD	06/05/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	06/05/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Approval to proceed with Procurement - Digitisation of Records - Council Wide	06/05/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Dry recycling award report	06/05/20 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2020	SELCHP Extension parts 1 & 2	06/05/20 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment		

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			and Transport		
December 2019	Achilles Street Estate Land Assembly Parts 1 & 2	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Adoption of the Catford Regeneration Masterplan Framework	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
February 2020	Revised Statement of Licensing Policy	15/07/20 Council	Tom Brown, Executive Director for Community Services and Councillor Eva Stamirowski		

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