


## Programme/Project Initiation Document (PID) & Risk Register

### A Strong Local Economy – Jobs and Skills Interventions

<b>Project/Programme Name:</b>	A Strong Local Economy – Jobs and Skills Interventions
<b>Programme: (where applicable)</b>	<ul style="list-style-type: none"> <li>• Lewisham Works</li> <li>• Apprenticeships</li> <li>• Local Labour and Business Scheme</li> <li>• Young Futures</li> <li>• Employer Engagement and Business Support</li> </ul>
<b>UPRN (where applicable):</b>	
<b>Project Location/Ward:</b>	All wards
<b>Project Manager: Tel / e-mail</b>	Spike van der Vliet-Firth <a href="mailto:spike.vandervliet-firth@lewisham.gov.uk">spike.vandervliet-firth@lewisham.gov.uk</a> 07736373934
<b>Senior Responsible Officer:</b>	John Bennett – Head of Economy, Jobs and Partnerships
<b>Sharepoint Site:</b>	
<b>Budget Cost Centre &amp; Account Codes (insert once funding agreed)</b>	
<b>PID Version Number:</b>	1.0
<b>Date:</b>	

Document Control			
Revision date	Version number	Summary of Changes	Approval obtained

Note: Changes to this document must be authorised and led by the Project Manager in consultation with SRO.

PID Approval			
[Note – the signatures below need to be obtained in the order displayed below]			
	Name/ Title	Signature/Date	Note
Corporate Information Team (section 14 of PID)			Conditional sign off agreeing to the project set up. However, at this stage there may still be a funding gap. The Regeneration Board Chair will only sign the PID off once any funding shortfall has been addressed.
Corporate Asset Services (section 10 Of PID)			
HRA Capital Programme Group (if applicable)			
Client/end user			
s106 Steering Group Chair (if applicable)			
SRO			
Regeneration & Capital Programme Delivery Board Chair	Katharine Nidd	 22/8/23	
Regeneration Board Chair			Not to be signed off unless the funding gap is £0

**Current Funding Shortfall: £0**

(this must reflect the figures reported in section 10b)

## 1. Project Summary

Following successful development of the Jobs and Skills team and launch of the flagship 'Lewisham Works' service, funding is sought to secure staff salary and commissioning capacity until end of financial year 2025/26. This project will deliver mainstream and specialist employment & skills support services to Lewisham residents and businesses. This funding will deliver a 'mixed-model' service, delivering on corporate commitments to supporting residents with their employment and skills while growing the local employment base.

## 2. Project Rational

*The **justification / need** for the project. The extent of information required in this section is dependent on the nature & scale of the project. The following areas will often need to be covered, (see Guidance Notes):*

***Drivers** for the project, **Strategic / policy context**, **Option appraisal / feasibility work** & where appropriate outlining the proposed **Approach** (e.g. procurement strategy). Outline of **Benefits**, initial estimates of **affordability**, **Stakeholder analysis** & consultation. **Service data** that supports the need for the project.*

### **JUSTIFICATION/NEED**

To provide the Economy, Jobs and Partnerships (EJP) Division with the necessary resources to deliver upon its assigned corporate strategy priorities and service plan.

The S106 funds sought are ringfenced for the purpose of employment and skills activity in the borough. These funds will be utilised to provide the Council with the necessary staff resource and commissioning power to tackle Lewisham's economic challenges.

### **DRIVERS FOR THE PROJECT**

In the last five years to 2023, the Central London economy grew, and more jobs were created. However, this jobs growth was not seen in Lewisham. Whilst the number of new businesses being formed in Lewisham has grown rapidly in recent years, increasing by more than 50% since 2011, much of this is due to structural changes on the nature of work with higher levels of self-employment and contract work, and the growth of the gig economy. Compared with neighbouring boroughs Lewisham has a small and declining stock of commercial floorspace. The majority of jobs in the borough are located in the Lewisham-Catford corridor (including the hospital) or in the north of the borough in Deptford and New Cross.

Lewisham remains an economy made of very small firms with just a handful of major employers. The economy of Lewisham is predominantly a local service sector economy, servicing the needs of its local resident population. Our largest sectors are health and education. It also has a large retail sector, although this has been affected by the decline seen nationally in high street retailing. A high proportion of jobs in Lewisham are part-time. This, combined with the overall sectoral make-up of employment in the borough, results in the output, or Gross Value Added (GVA), produced in Lewisham being comparatively low by London standards. GVA per head of population in Lewisham is just 38% of the London average.

There are comparatively fewer jobs in Lewisham compared with other London boroughs, and indeed elsewhere in the country. Lewisham's job density of 0.39 is the lowest of all council areas in Great Britain and Lewisham has the second lowest number of jobs out of all London boroughs.

By contrast to the profile of our residents, employment in Lewisham is under-represented compared to other boroughs in higher value and higher wage sectors such as professional, scientific and technical services and information & communication technologies. In 2017 the council agreed a **Creative and Digital Industries Strategy** to seek to address this, driving the creation of more jobs and business growth in these sectors. This was supplemented by **design guidance** to outline the types of workspace required by the creative and digital industries.

The Covid-19 pandemic has caused some significant economic impacts for Lewisham's residents and businesses. Unemployment more than doubled at the height of the pandemic, rising from around 8,000 in January 2020 to a peak of over 20,000 in early 2021. Over the last few months unemployment has thankfully reduced but is still over 12,000 now.

Lewisham has a great number of economic assets that should enable it to thrive. We have a large number of highly skilled workers, we are located close to the huge Central London economy, and we are home to a leading UK university in Goldsmiths. Post-pandemic there is expected to be economic growth across London in sectors such as creative and digital; health and social care; hospitality; and the green economy. Lewisham is well placed to secure some of this growth providing there is a steady and growing supply of affordable commercial workspace being created across the borough. This S106 PID provides Economy, Jobs and Partnerships with resources to deal with the challenges outlined and seize on post-pandemic economic opportunities.

Our approach will be to utilise these funds in a mixed model of delivery:

- Direct staffing costs to sustain the excellent progress made by the Lewisham Works team and the wider EJP Division in response to these challenges.
- Commission specialist providers to work closely with our services to provide a greater range of relevant support to residents with additional needs. These plans include specific employment support offers for Care Leavers, Refugees, those in-work but earning below the London Living wage, residents with disabilities and young people not in education, employment or training.

These interventions will have substantial benefits on residents and the local economy. Approval of this S106 PID will provide the essential resources to deliver on a wide range of corporate priorities. These benefits are included in the service plan context below, but most notably include:

- Growing the number of jobs in the borough by 4000
- Supporting 1000 people into work through Lewisham Works
- Expanding our Apprenticeship programme to secure new opportunities in London's growing sectors
- Growing more employers, paying London Living Wage, in the borough

**STRATEGIC/POLICY CONTEXT** (Including explanation of which [Corporate Priority](#), [Departmental Strategy](#), [proposal in IDP](#) that project aligns with and/or how it supports the growth planned for in the [Development Plan](#))

This S106 PID has several alignments to the Corporate Strategy:

- 1) "A strong local economy"
  - Expanding the 'Mayor's Apprenticeship Programme'
  - Ensuring our borough is the best place in London for entrepreneurs to start their business
  - Providing support for independent businesses
  - Attracting jobs and businesses to Lewisham
  - Working with businesses to achieve 'Living Wage Accreditation'
- 2) "Inward Investment and Opportunity"
  - Building relationships across the capital to create more opportunities in growth sectors for Lewisham's Young People
  - Expanding our apprenticeship programme into the arts sector, cementing Lewisham as a cultural hub.
- 3) "Diversity"
  - Attract new investment into the borough that can provide jobs and opportunities for young people
- 4) "Innovation and Ideas"
  - Actively seeking out the insights of those who are experts by experience such as disabled residents and younger people for a unique first-person perspective on how to improve the services we offer

Economy, Jobs and Partnerships hold several 'service plan' targets for 2022-26 emerging from the Corporate Strategy:

- Actively look to attract employers and businesses to our borough, aiming to create 4000 new jobs by 2026
- Support 1000 people to find a good job and develop their skills through 'Lewisham Works'
- Expand the Mayor's Apprenticeship Programme to include new opportunities in London's growing sectors
- Create more start-up and co-working spaces throughout Lewisham
- Encourage more local businesses to become London Living Wage employers
- Visible improvements to Town Centres

- Further develop the circular economy in Lewisham
- Support coding and digital skills clubs across the borough
- Support local employers in Lewisham to replicate the council's improvements in training and recruitment of Black, Asian and minority ethnic staff
- Promote and develop Lewisham's credit Unions

Lewisham Council is in the process of developing a standalone 'Economic Development Strategy' providing long-term vision and planned actions to make Lewisham the "best place to work or start a business". This stakeholder analysis will further inform our approach – ensuring it is both effective and coordinated.

The council is also in the process of preparing a new statutory borough-wide development plan. [The Draft Local Plan](#) will set out an overall strategy for sustainable development across the borough, to assist the delivery of new homes and jobs as well as seeking to protect and enhance the natural and built environment.

### 3. Project Organisation

Name	Internal / External	Role	Responsibilities
Spike van der Vliet-Firth	Internal	Senior Responsible Officer (SRO) ( <i>Sponsor</i> )	<ul style="list-style-type: none"> <li>- ensuring that the overall Jobs and Skills Programme meets its objectives and delivers the projected benefits</li> <li>- providing project resources – financial and human</li> <li>- provides strategic assurance to adapt to changing economic circumstances</li> <li>- ensuring that the project is subject to review at appropriate stages</li> <li>- owns the project or programme brief and business case</li> <li>- agreeing major changes &amp; for problem resolution where these are outside the Project Manager's limits of authority</li> <li>- Ensuring effective alignment between the complimentary projects within the Jobs and Skills programme</li> <li>- Regularly reviewing spend against budget to ensure timely draw-down of time-sensitive funding pots</li> <li>- formally closing the project</li> </ul>
Hazel Brooks (née Dales)	Internal	Project Manager (Principal Jobs and Skills Officer)	<ul style="list-style-type: none"> <li>- responsible for delivering the Lewisham Works project</li> <li>- leads and manages team members</li> <li>- runs the project on a day-to-day basis</li> <li>- agree work packages with team members / sub-teams</li> <li>- manages risks and issues</li> <li>- make regular reports to the SRO</li> </ul>
Charlotte Rowley	Internal	Project Manager (Principal Jobs and Skills Officer)	<ul style="list-style-type: none"> <li>- responsible for delivering the Young Futures project &amp; external commissioning programmes (complimentary to UK Shared Prosperity Fund)</li> <li>- leads and manages team members</li> <li>- runs the project on a day-to-day basis</li> <li>- agree work packages with team members / sub-teams</li> <li>- manages risks and issues</li> <li>- make regular reports to the SRO</li> </ul>
Corrina Kasten	Internal	Project Manager (Principal Jobs and Skills Officer)	<ul style="list-style-type: none"> <li>- responsible for delivering the Local Labour and Business Scheme project</li> <li>- ensuring developers and tier 1 contractors deliver against their S106 employment and skills obligations</li> <li>- leads and manages team members</li> <li>- runs the project on a day-to-day basis</li> <li>- agree work packages with team members / sub-teams</li> <li>- manages risks and issues</li> <li>- make regular reports to the SRO</li> </ul>

Carol Stewart	Internal	Project Manager (Apprenticeship Programme Manager)	<ul style="list-style-type: none"> <li>- responsible for delivering the Mayor's Apprenticeship Programme</li> <li>- leads and manages team members</li> <li>- runs the project on a day-to-day basis</li> <li>- agree work packages with team members / sub-teams</li> <li>- manages risks and issues</li> <li>- make regular reports to the SRO</li> </ul>
Glen Skeel, Sian Nelson-Smith, Elena Draganova, Shirin Akthar, Tony Cisse, Christine Sampson, Dahlia Parkinson	Internal	Lewisham Works Team Members  (Employment and Training Advisors)	<ul style="list-style-type: none"> <li>- Delivering the Lewisham Works service for residents</li> <li>- Supporting progression into employment, training and education</li> <li>- Recording progress and outcomes of residents</li> <li>- Working with external employability partners to ensure effective coordination of resident services in the borough</li> <li>- Reporting performance and risks to the Project Manager &amp; Project Coordinator</li> </ul>
Eke Hardie-Ejiohuo	Internal	Employment Project Coordinator	<ul style="list-style-type: none"> <li>- Coordinating Lewisham Works Advisors and services to meet resident demand</li> <li>- Overseeing compliance, reporting and joined-up performance tracking against agreed targets</li> <li>- Escalating risks, issues and exceptions to Project Managers and SRO</li> </ul>
Charles Osei-Bonsu	Internal	Local Labour and Business Scheme Officer	<ul style="list-style-type: none"> <li>- Working with developers and Tier 1 contractors to report and monitor developer progress against S106</li> <li>- Connecting the construction sector with local labour and training providers</li> <li>- Joining-up Lewisham Works delivery with local construction opportunities</li> </ul>
Shyanne Sargent-Mascoe, Meron Mariam-Wolde, Sarah Cooper	Internal	Project Support Officers	<ul style="list-style-type: none"> <li>- Financial Administration</li> <li>- Data collection and compliance</li> <li>- Performance monitoring</li> </ul>
Lewisham College, DWP, Goldsmiths, NHS, VCS sector, training providers	External	Key stakeholders	<ul style="list-style-type: none"> <li>- Core stakeholders collaborating with Lewisham Council</li> <li>- Provision of employment support, training and education to residents</li> <li>- Complimentary resident support (Universal Credit, Financial Resilience, Soft Skills) contributing to the overall effectiveness of a coordinated offer</li> </ul>

#### 4. Project Governance

Group	Role	Reporting Frequency
SRO	Reporting progress against Corporate Strategy to Executive Officers, Members and Committees	Quarterly
Regeneration & Capital Delivery Board	Reporting progress against key metrics, including <ul style="list-style-type: none"> <li>- Residents supported into employment</li> <li>- Residents supported into training</li> <li>- Apprenticeships created</li> <li>- Local Labour and Business Outcomes</li> </ul>	Annually
Regeneration Board	N/A	N/A

Project/Programme Board	N/A	N/A
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## 5. Project Feasibility

### *Option appraisal / feasibility work*

This PID supports continued delivery by the Jobs and Skills team against Corporate Targets and the EJP service plan. The services developed in the last two years have established well and developed effective delivery. In 2022/23, the first full financial year of delivery, the service achieved:

- 190 residents securing 'good' work
- 27 Apprenticeships within the Council
- 23 External Apprenticeship opportunities
- 31 Construction Jobs for residents
- 207 job outcomes through core partners and commissioned programmes
- 375 residents supported with soft skills training
- 153 residents accessing vocational training
- 37 residents achieving a 'basic' skills outcome

We recognise this is a good start, but there is more to do in order to achieve the Council's 2022-26 commitments and ensure the Council can respond to an uncertain economic outlook in the coming years.

Not continuing the funding and delivery of these services would result in the Council failing to meet its stated aims related to employment, jobs, apprenticeships & local labour and leave it poorly placed to respond to emerging challenges and opportunities in the economy and labour market.

## 6. Project Definition/ Scope of Work

**Project Objectives** (*what the project seeks to achieve, i.e. the desired overall outcome(s), often expressed in - 'service' terms rather than/ technical terms*).

- Actively look to attract employers and businesses to our borough, aiming to create 4000 new jobs by 2026
- Support 1000 people to find a good job and develop their skills through 'Lewisham Works'
- Expand the Mayor's Apprenticeship Programme to include new opportunities in London's growing sectors
- Create more start-up and co-working spaces throughout Lewisham
- Encourage more local businesses to become London Living Wage employers
- Visible improvements to Town Centres
- Further develop the circular economy in Lewisham
- Support coding and digital skills clubs across the borough
- Support local employers in Lewisham to replicate the council's improvements in training and recruitment of Black, Asian and minority ethnic staff
- Promote and develop Lewisham's credit Unions

### **Project Approach**

To achieve objectives, EJP will adopt a 'mixed' model of delivery. The 'core' direct delivery will see the Council continue to deliver our Lewisham Works, Young Futures, Apprenticeship and Local Labour & Business Scheme services. We have commissioned a specific CRM to ensure that all this activity is well aligned and all performance, internal & external, is recorded.

EJP also recognise an externally commissioned approach allows us to deliver more specialise support to residents where a typical 'mainstream' employment support service is not the best fit. We are working with colleagues across the Council to complement our core delivery with:

- Care-Leaver Specific Employment Support
- In-Work Progression service for working residents earning below the London Living Wage
- Services for 'NEET' young people with complex barriers to work
- Specific support for residents with a learning disability, such as Autism
- Zero-Carbon/'Green' skills opportunities in partnership with LB Lambeth & Southwark

- Skill programme related to growth opportunity sectors, such as digital & creative industries
- Support for refugees, Ukrainian and Afghan, creating a dual-language peer support model

**Project Scope/ Exclusions** *(what is / isn't included, in terms of the work to be done, client groups etc)*

- Staff salaries delivering Lewisham Works, Young Futures, Apprenticeships, Local Labour and Business and complimentary support roles across EJP.
- Commissioned employment and skills services aligned to the project approach (above)

**Project Assumptions** *(any assumptions made at the start of the project)*

- Employment and Skills Services will continue to be in-demand from residents for the period outlined
- There will not be a significant alteration to demand from external shock (e.g. a second pandemic)
- The current employment and skills system will not undergo transformative national policy changes (e.g. devolution of employment and skills support to London or boroughs).

**CDM/'Whole life' cycle costings** *(estimated costs should be prepared on a whole life costing basis, to demonstrate that the chosen option does provide value for money in the long term (though costs may not be the only factor determining choice)).*

The entire staff salary and commissioned programme budget for the programme delivery period is £3,428,213.27. This represents £2,473,213.37 of direct staff salary costs £955,000.00 for commissioning.

S106 PID funding compliments other sources of income for EJP:

- UK Shared Prosperity fund, which represents £550,000.00 in 2024/25. Future funding beyond this financial year are yet to be announced.
- £420,000.00 of General Fund allocated in 2023/24

EJP also has the ability to bid for and secure additional funding the enhance our offer to residents. Since April 2022 we have secured (and utilised):

- £1,050,000.00 of European Social Fund
- £135,000.00 for 'Connected Futures' from Youth Futures Foundation \*\*

The chosen options provide value for money in the following ways:

- The Lewisham Works Service delivered the highest 'job conversion' rate of any CLF London Borough, showing some of the most effective employment support delivery in London
- Wider benefits on the 'public purse' of moving unemployed residents into work and reduced dependency on other Council services e.g. Housing

\*\* There is a strong possibility of securing £1m - £2m from Youth Futures Foundation as part of Connected Futures Phase 2.

**Project Deliverables** *(what the project will actually produce, i.e. 'outputs' – quantified whenever appropriate)*

- 550 residents supported into 'good' jobs
- 150 apprenticeships (internal and external) created
- 100 jobs in construction for residents
- 900 residents supported with soft skills training
- Creating 2000 additional employments in the borough
- Increased Care Leaver ETE rates
- Increased refugee ETE rates
- Increased ETE rates for people with disabilities
- 100 residents supported to increase their income to above London Living Wage/ 10%+ hourly income

**Project Constraints** *(any known limitations on the project, e.g. time / budget issues, including grant spend deadlines)*

- Our services are primarily designed to support unemployed residents, providing a less comprehensive offer for residents who are working





- 13 of the 47 S106 Applications where funding drawdown is sought have time-sensitive spending deadlines. £369,408.98 has to be allocated/spent during 2024/25. Our service delivery plan ensures this funding will be allocated and spent. Managing this constraint effectively ensures that no S106 employment and skills funding secured for Lewisham is unallocated.

## 7. Measures of Success / KPI

*(note: link to 'Lessons Learnt' section when closing project)*

- 550 residents supported into 'good' jobs
- 150 apprenticeships (internal and external) created
- 100 jobs in construction for residents
- 900 residents supported with soft skills training
- Creating 2000 additional employments in the borough
- Increased Care Leaver ETE rates
- Increased refugee ETE rates
- Increased ETE rates for people with disabilities
- 100 residents supported to increase their income to above London Living Wage/ 10%+ hourly income

## 8. Project Interfaces

*(Critical interdependencies / relationships with programmes, other projects, other pieces of work or organisations, eg: CYP, Housing, Planning, Public Realm & Highways)*

EJP is well aligned to the wider organisation, supporting other services to deliver overall corporate objectives. We work most closely with:

- Housing Services, to improve the employment outlook for tenants and residents seeking housing support for the Council.
- Housing Services for Refugees, in particular officers delivering the 'Homes for Ukraine' Scheme
- CYP (Leaving Care) to enhance to ETE offer to care leavers in the borough
- Baseline, and 16-17 transitional support services for young residents
- Planning, to ensure effective relationships with Developers in relation to S106 commitments
- Climate Change, in relation to 'Green Skills'
- Adult Social Care, for supporting adults with disabilities and the 'Proud to Care' initiative.

EJP understands and recognises the role of employment and skills support for achieving improved lives for residents who have touch-points with other Council services.

## 9. Project Communication and Engagement Plan

*Consider who you need to inform about your project, and the most appropriate channels through which to do so (this could include things like the Council website, social media, direct mail, posters and drop-in events,) If you are intending to canvas the public or other stakeholders for their views, you should first submit a completed proforma to the Consultation Steering Group for input/approval. See <http://ls/C16/SPCB%20Delivery%20Group/default.aspx> for further details.*

- The Lewisham Works Microsite will launch in Autumn 2023. This will provide a direct interface with residents and partners on local vacancies, training programmes and our services.
- We continue to advertise in Lewisham Life on a regular basis.
- We regularly engage with nearly 100 other relevant organisations in the borough, coordinated through the Lewisham Employment and Skills Alliance.
- Regularly utilising Lewisham Council Social Media channels.
- Using the 'LIFT' database on resident financial circumstances, we are piloting direct mail campaigns to residents who we understand would most benefit from our support.
- Regular events, with a Careers Fair planned for November 2023.
- Appointments are advertised and delivered across the borough, from Deptford to Downham, each week.

Cabinet Member Briefings are regularly provided on our approach.

## 10. Project Finances

**NOTE: where the outcome of a project is the establishment of an Asset to be retained by the Authority then the project costs are to be capitalised. Otherwise all costs are to be revenue based. If in doubt please contact the Finance Team for clarification**

Where relevant, indicate below any **additional ongoing revenue costs** arising from capital works / acquisitions and details of how these are to be **funded**, in order to demonstrate that the project is financially sustainable. (To obtain advice on operating costs see a Corporate Asset Services officer). **The SRO will be prompted not to sign off the PID unless additional revenue funding has been agreed by the relevant budget holder, or growth agreed by the Exec. Dir for Resources.**

Note: See Guidance Notes regarding **Insurance costs** on Capital schemes (notifying the Council's Insurance Section re. new buildings, demolished buildings, or changes of use).

### Property-related projects

**Corporate Asset Services (CAS) must be consulted and sign off their approval on page 2.** In preparing a pre-tender estimate / cost profile, it is **essential** that all costs relating to actions / facilities required **to make the building fit for occupation** are included. This may include e.g. costs for ICT, fire safety, water hygiene, DDA etc. Early consultation with CAS is essential in order to ensure that these matters have been addressed. They will also want to ensure that proposals have no other adverse effects, e.g. on building maintenance. See p17.

## 10. Project Finances

### 10a. Project Expenditure

Estimated Project Costs					
Costs	Current Year/Future Years				Total
	2023/24	2024/25	2025/26	Future years	Total
<b><u>PROJECT 1</u></b>					
External Fees – Project management	£170,000	£180,000	£200,000		550000
Contingency sum	£0.00	£50,000.00	£53,666.64		103666.64
Staff Costs	£87,569.25	£472,226.30	£729,482.07		1289277.62
Marketing	£5,000.00	£10,000.00	£10,000.00		25000
<b><u>TOTAL PROJECT 1</u></b>	<b>£262,569.25</b>	<b>£712,226.30</b>	<b>£993,148.71</b>	<b>0</b>	<b>£1,967,944.26</b>
<b>TOTAL PROJECT /PROGRAMME</b>	<b>£262,569.25</b>	<b>£712,226.30</b>	<b>£993,148.71</b>	<b>0</b>	<b>£1,967,944.26</b>

Corporate Finance Team has been consulted on the above table, and they have approved the Financial figures presented above.

*Please reference below and attach written confirmation from external funding bodies and indicate here the status of (any) unsecured funding. Detail any other funding issues. **Where total funding doesn't match total estimated expenditure there must be an explanation of how the funding gap will be closed** (and in the event of some funding not becoming available, an indication of whether the project could be re-scoped and still meet core objectives)*

**10c. s106 monies (if using s106 monies, boxes and table below MUST be completed):**

Has availability of s106 funds been verified by Development Contributions Team?	YES
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Please insert each s106 contribution that is being proposed for use in the table below:

Planning App No	Address	Ward	Which s106 clause/s (obligation/s) does the funding relate to? e.g. Schedule 2 Clause 1, wording of clause  Definition and how the project meets the definition	Total Contribution Available	Amount to be used by project and amount remaining in contribution
DC/16/095488	STEPHEN JAMES BMW, LEE TERRACE, LONDON, SE13 5DL	Blackheath	S2,1.1  <i>Definition:</i> "Employment Contribution" means Ninety Thousand Pounds (£90,000) for the investment in employment opportunities elsewhere in the borough as a result of the loss of commercial floorspace and reduction of employment	£96,862.97	£96,862.97 <i>Leaving £0.00</i>  Sum must be spent by 14/05/2024
DC/11/78175	The Deptford Project	New Cross	S3,1.1e-1.2  <i>Definition:</i> "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.	£88,106.28	£88,106.28 <i>Leaving £0.00</i>  Sum must be spent by 18/07/2024
DC/18/109604	223-229 LEWISHAM HIGH STREET, LONDON, SE13 6LY	Lewisham Central	S4,1a-2  <i>Definition:</i> "Local Labour and Business Scheme" means the Council's scheme for working with developers and contractors to ensure that local people and local businesses are able to take advantage of construction jobs and contracts as well as wider employment and business opportunities (including training and support for Local People) arising from new development within the Council's administrative area	£14,000.00	£14,000.00 <i>Leaving £0.00</i>  No spend or committed by date
DC/12/80369	180 Brockley Road	Brockley	S3,P1,1.1-1.2  <i>Definition:</i> "Employment and training initiatives" means purposes which in the opinion of the Council promote or enhance employment and/or employment training whether within the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£22,063.45	£22,063.45 <i>Leaving £0.00</i>  Sum must be spent by 09/01/2025
DC/17/101909	9-19 RUSHEY GREEN, LONDON, SE6 4AZ	Rushey Green	S4,1.1.1  <i>Definition:</i>	£39,601.04	£39,601.04 <i>Leaving £0.00</i>

			"Employment and Training Initiatives" means such measures which in the reasonable opinion of the promote or enhance employment and or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example or not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities		No spend or committed by date
DC/10/75331	Site of Parkside House buildings and adj yard, Grinstead Rd (Neptune Wharf)	Evelyn	S1,P6,2.1  <i>Definition:</i> 'Employment and Training Purposes' means initiatives plans programmes and other measures which seek to get Local People into jobs whether construction or end use related and whether temporary or permanent Phases of the Development) and to provide appropriate skills and other training for Local People whether through the Council's Economic Development Team or otherwise;	£45,175.24	£45,175.24 <i>Leaving £0.00</i>  No spend or committed by date
DC/19/110610	FORMER CARPETRIGHT, LOAMPIT VALE, LONDON, SE13 7SN	Lewisham Central	"Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£50,154.64	£50,154.64 <i>Leaving £0.00</i>  No spend or committed by date
DC/18/106467	1 WALDRAM PARK ROAD, LONDON, SE23 2PW	Perry Vale	S2,5-6  <i>Definition:</i> "Local Labour Contribution" means the sum of £7155 (seven thousand one hundred and fifty-five pounds)  7 The Council hereby covenants with the Owners to: apply the Local Labour Contribution towards the Lewisham Local Labour Scheme No further definition.	£7,293.03	£7,293.03 <i>Leaving £0.00</i>  No spend or committed by date
DC/17/104772	1 WHITE POST STREET, LONDON, SE15 1DR	New Cross	S3,1.1-2.3  <i>Definition:</i> "Employment Training Purposes" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£13,032.71	£13,032.71 <i>Leaving £0.00</i>  Sum must be spent by 05/08/2025
DC/15/93101	ARKLOW TRADING ESTATE, ARKLOW ROAD, LONDON, SE14 6EB	Evelyn	S4,1.3.3-1.3.5  <i>Definition:</i> "Employment and Training Contribution the sum of £210,940 (Index Linked) to be paid by the Owner to the Council in accordance with paragraph 1.3 of Schedule 4 and to be applied by the Council to Employment and Training Purposes. Employment and Training Purposes initiatives,	£80,335.73	£80,335.73 <i>Leaving £0.00</i>  Sum must be spent by 05/08/2025

			plans, programmes and other measures which seek to get Local People into jobs at the Development (whether construction or end use related and whether temporary or permanent) and to provide appropriate skills and other training for Local People, whether through the Council's Economic Development Team or otherwise."		
DC/14/88367	Land at Thurston Road to the NW of Sherwood Court, Thurston Rd, Se13 7sd	Lewisham Central	S4,P1,1.1-1.2  <i>Definition:</i> Employment and Training Contribution means the sum of £19,090.91 (nineteen thousand and ninety pounds ninety one pence) towards Employment and Training Initiatives means purposes which in the reasonable opinion of the Training Initiatives Council promote or enhance employment and/or employment training, whether in the vicinity of the Site or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities;	£19,090.91	£19,090.91 <i>Leaving £0.00</i>  No spend or committed by date
DC/14/88227	HAZELHURST COURT, BECKENHAM HILL ROAD, BROMLEY, SE6 3AG	Downham	S3,1.1-1.2a  <i>Definition:</i> "Employment Training Contribution" means the sum of £20,454.60 (Twenty Thousand Four Hundred and Fifty Four Pounds and Sixty Pence) as a contribution towards purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation, making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£20,653.50	£20,653.50 <i>Leaving £0.00</i>  Sum must be committed by 02/12/2025
DC/15/093731	43-49 POMEROY STREET, LONDON, SE14 5BW	Telegraph Hill	S3,1.1.2  <i>Definition:</i> "Employment and Training Initiatives' means towards purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation, making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£64,440.05	£64,440.05 <i>Leaving £0.00</i>  No spend or committed by date
DC/15/91087	MARINE WHARF EAST, LAND ON THE SOUTH SIDE OF, PLOUGH WAY, LONDON SE16 7UD	Evelyn	S6,1.1-1.2  <i>Definition:</i> "Employment Training Contribution" means the sum of £103,054.55 (one hundred and three thousand and fifty four pounds and fifty five pence) towards Employment Training Initiatives "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the	£103,492.40	£103,492.40 <i>Leaving £0.00</i>  Sum must be spent by 29/03/2026

			vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation, making grants towards employment training initiatives or which facilitate the provision of employment opportunities		
DC/10/75973	Excalibur Estate Regeneration Area, SE6	Whitefoot	S4,P1,1.1-1.2  <i>Definition:</i> "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£11,003.80	£11,003.80 <i>Leaving £0.00</i>  Sum must be committed by 11/04/2026
DC/12/82000	FAIRCHARM TRADING ESTATE, CREEKSIDE, LONDON, SE8 3DX	New Cross	S9,1  <i>Definition:</i> "Employment Training Contribution" means the sum of £50,454 (Fifty Thousand Four Hundred and Fifty Four Pounds) towards Employment Training Initiatives "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£50,454.00	£50,454.00 <i>Leaving £0.00</i>  Sum must be spent by 31/05/2026
DC/15/91987	29 POMEROY STREET, LONDON, SE14 5BW	Telegraph Hill	S3,1.3b  <i>Definition:</i> "Employment Space Contribution" means the sum of £110,000.00 (One Hundred and Ten Thousand Pounds) to be paid towards such measures the Council in its reasonable opinion believes will improve or provide employment space elsewhere than on the Land in the Borough	£110,084.75	£110,084.75 <i>Leaving £0.00</i>  Sum must be committed by 01/06/2026
DC/15/92295	DEPTFORD LANDINGS. Formerly known as DEPTFORD WHARVES, & THE TIMBERYARD	Evelyn	S4,1.1.1d  <i>Definition:</i> "Employment and Training Contribution" means the sum of £250,000 (Index Linked) to be paid by the Owner to the Council in accordance with paragraph 1.1 of Schedule 4, to be applied by the Council for Employment and Training Purposes. Employment and Training Purposes initiatives, plans, programmes and other measures which seek to get Local People into jobs at the Development (whether construction or end use related and whether temporary or permanent) and to provide appropriate skills and other training for Local People, whether through the Council's Economic Development Team or otherwise.	£25,000.00	£25,000.00 <i>Leaving £0.00</i>  Sum must be contractually committed/spent by 08/06/2026
DC/13/83358	Convoys Wharf, Prince Street,	Evelyn	S2,2.1(a)  <i>Definition:</i>	£50,351.05	£50,351.05 <i>Leaving £0.00</i>



	London, SE8 3JH		<p>"Employment and Training Contribution" means the sum of £500,000 to be paid by the Owner to the Council and applied by the Council to the provision of Employment and Training Initiatives.</p> <p>"Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment or employment training or both of them whether within the vicinity of the Site or elsewhere within the Borough and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.</p>		Sum must be committed by 08/07/2026
DC/13/83358	Convoys Wharf, Prince Street, London, SE8 3JH	Evelyn	<p>S2,2.1(b)</p> <p><i>Definition:</i> "Employment and Training Contribution" means the sum of £500,000 to be paid by the Owner to the Council and applied by the Council to the provision of Employment and Training Initiatives.</p> <p>"Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment or employment training or both of them whether within the vicinity of the Site or elsewhere within the Borough and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.</p>	£164,443.33	<p>£164,443.33 <i>Leaving £0.00</i></p> <p>Sum must be committed by 29/10/2026</p>
DC/15/91069	RIVERDALE HOUSE, 68 MOLESWORTH STREET, LONDON, SE13 7EY	Lewisham Central	<p>S3,1.1a</p> <p><i>Definition:</i> "Employment and Training Contribution" means Twenty Thousand Pounds (£20 000) for the purpose of employment training initiatives within the borough.</p>	£20,392.61	<p>£20,392.61 <i>Leaving £0.00</i></p> <p>Sum must be committed by 16/11/2026</p>
DC/18/107234	93-99 LADYWELL ROAD, LONDON, SE13 7JA	Ladywell	<p>S2,1.1.2</p> <p><i>Definition:</i> "Lewisham Local Labour and Business Strategy Contribution" means the sum of £7,950 (seven thousand nine hundred and fifty pounds) and payable in accordance with paragraph 1.1 of Schedule 2. "Lewisham Local Labour and Business Strategy" means the local initiative operated by the Council that helps local businesses and residents to access the opportunities generated by regeneration and development activity in the borough of Lewisham.</p>	£9,407.71	<p>£9,407.71 <i>Leaving £0.00</i></p> <p><i>No date by which sum has to spent or committed by.</i></p>
DC/15/92295	DEPTFORD LANDINGS. Formerly known as DEPTFORD WHARVES, & THE TIMBERYARD	Evelyn	<p>S4,1.1.1e</p> <p><i>Definition:</i> Employment and Training Contribution the sum of £250,000 (Index Linked) to be paid by the Owner to the Council in accordance with paragraph 1.1 of Schedule 4, to be applied by the Council for Employment and Training Purposes.</p> <p>Employment and Training Purposes initiatives, plans, programmes and other measures which seek to get Local People into jobs at the Development (whether construction or end</p>	£26,072.39	<p>£26,072.39 <i>Leaving £0.00</i></p> <p>Sum must be spent by 25/08/2027</p>

			use related and whether temporary or permanent) and to provide appropriate skills and other training for Local People, whether through the Council's Economic Development Team or otherwise.		
DC/15/90721	WALPOLE ARMS, 407 NEW CROSS ROAD, LONDON, SE14 6LA	New Cross	S2,P1,1  <i>Definition:</i> "Employment and Training Contribution" means the sum of £22,273 (twenty two thousand two hundred and seventy three pounds) towards employment and training initiatives within the borough of Lewisham. "Employment & Training Initiatives" means purposes which in the opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the site or elsewhere in the borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£25,762.10	£25,762.10 <i>Leaving £0.00</i>  Sum must be spent by 13/12/2027
DC/14/86930	Childers Street, London SE8 (S R House)	Evelyn	S6,P1,1.1-1.2  <i>Definition:</i> "Employment and Training Contribution" means the sum of £70,392 (Seventy Thousand three hundred and ninety-two Pounds) Indexed "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.	£75,993.85	£75,993.85 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/14/89436	MARINE WHARF WEST, PLOUGH WAY, LONDON, SE16 7UE	Evelyn	S4,1.1-1.2  <i>Definition:</i> "Employment and Training Contribution" means the sum of £5,380 (five thousand three hundred and eighty pounds) to be used by the Council for Employment and Training Initiatives "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£5,863.86	£5,863.86 <i>Leaving £0.00</i>  Sum must be committed by 13/12/2027
DC/10/75331	Site of Parkside House buildings and adj yard, Grinstead Rd (Neptune Wharf)	Evelyn	S1,P6,2.2"  <i>Definition:</i> 'Employment and Training Purposes' means initiatives plans programmes and other measures which seek to get Local People into jobs whether construction or end use related and whether temporary or permanent Phases of the Development) and to provide	£38,005.26	£38,005.26 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>

			appropriate skills and other training for Local People whether through the Council's Economic Development Team or otherwise;		
DC/10/73624	The Spotted Cow Public House 104 Hither Green Lane	Lewisham Central	Sch 7 para 1-1.2  <i>Definition:</i> "Employment and training purposes means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in' the Borough of Lewisham and may include by way of- example but not limitation making grants towards employment training initiatives -or -which facilitate the provision of employment opportunities	£50.00	£50.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/10/75452	Land at Fishers Court, Besson Street	New Cross	S4,1.1-1.2  <i>Definition:</i> "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities or the provision of business support initiatives	£103.22	£103.22 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/11/77418	Land at Goodwood Road	New Cross	S2,1  <i>Definition:</i> "Employment and Training Contribution" means the sum of£55,545.44 (fifty five thousand five hundred and forty five pounds and forty four pence) as adjusted to reflect inflationary changes between the Baseline Date and the date of actual payment to the Council. The Relevant index will be the Retail Price Index.  "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.	£56,554.92	£56,554.92 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/11/78800	1-13 Lewisham High Street (Kings Hall Mews) SE13 5AF	Lewisham Central	S7,1.1-1.2  <i>Definition:</i> "Employment and Training Contribution" means the sum of £8,000 (Eight Thousand Pounds) as adjusted to reflect inflationary changes between the Baseline Date and the date of actual payment to the Council in accordance with the provisions of Clause 22 to be expended by the Council in accordance with the terms of Schedule 7  "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the	£8,388.48	£8,388.48 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>

			vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities or initiatives available to the Stephen Lawrence Trust		
DC/14/88613	VACANT LAND TO THE NORTH AND, 54B TRUNDLEY'S ROAD, LONDON, SE8 5JG	Evelyn	S4,1.1.3  <i>Definition:</i> "Employment and Training Contribution" means the sum of £9,000.00 (nine thousand Pounds) Indexed. "Employment & Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£9,000.00	£9,000.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/11/78207	Land at St Clement's Heights, Sydenham Hill, Upper Sydenham	Sydenham	S3,1  <i>Definition:</i> Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives which facilitate the provision of employment opportunities or the provision of business support initiatives.	£16,746.92	£16,746.92 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/14/86354	GARAGES AND FORMER ANTON BOBB COMMUNITY HALL, CORNER OF MARISCHAL ROAD AND MERCATOR ROAD, MERCATOR ROAD, LONDON, SE13	Lewisham Central	S3,1.2.4  <i>Definition:</i> Employment Contribution: the sum of £4,261.36 (Four Thousand Two Hundred and Sixty One Pounds and Thirty Six Pence) to be expended by the Council in accordance with the terms of paragraph 2 of Schedule 6; Employment and Training Initiatives: purposes which in the opinion of the Council acting reasonably promote or enhance employment and/or employment training within the borough and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities;	£4,292.79	£4,292.79 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/14/89953	KENT WHARF, CREEKSIDE, LONDON, SE8 3DZ	New Cross	S3,P1,1.1-1.2  <i>Definition:</i> Employment and Training Contribution: the sum of £84,934.21 (eighty four thousand nine hundred and thirty four pounds and twenty one pence) towards Employment and Training Initiatives;" Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and	£85,417.82	£85,417.82 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>

			may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.		
DC/14/87793	36 OLD ROAD, LONDON, SE13 5SR	Lee Green	Sch 2 Para 1-3  <i>Definition:</i> Unilateral Undertaking - No further definition for Employment and Training.	£5,774.96	£5,774.96 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/15/92929	DOWNHAM FIRE STATION, 260 REIGATE ROAD, BROMLEY, BR1 5JN	Whitefoot	S3,1.2  <i>Definition:</i> "Employment and Training Contribution" means the sum of £15,900.000 (fifteen thousand nine hundred and Pounds) Indexed "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere In the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training Initiatives or which facilitate the provision of employment opportunities	£15,900.00	£15,900.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/16/095258	TROPHY HOUSE, BLACKHORSE ROAD, LONDON, SE8 5HY	Evelyn	S2,P1,1  <i>Definition:</i> "Employment and Training Contribution" means the sum £40,000 (forty thousand pounds) and any additional sum generated by the application of clause 16.1 (indexation) towards employment and training initiatives within the borough of Lewisham. "Employment & Training Initiatives" means purposes which in the opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the site or elsewhere in the borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£39,984.90	£39,984.90 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/15/91734	FORSTER HOUSE, WHITEFOOT LANE, BROMLEY, BR1 5SD	Whitefoot	S3,1-2  <i>Definition:</i> "Employment and Training Contribution" means the sum of £11,660 (eleven thousand six hundred and sixty pounds) Indexed "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£11,660.00	£11,660.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/09/71953	Land to the rear of 39-53 Honor Oak Road and 15- 17A Tyson	Forest Hill	S12,1.1-1.2  <i>Definition:</i> "Employment and Training Initiatives" means purposes which in the opinion of the Council promote or enhance employment and/or	£22,535.70	£22,535.70 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>

	Road, Forest Hill, SE23 3AA		employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities		
DC/17/104571	154-158 SYDENHAM ROAD, LONDON, SE26 5JZ	Sydenham	S3,1.1  <i>Definition:</i> "Employment and Training Contribution" means the sum of £61,000 (sixty-one thousand pounds) Indexed. "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities.	£61,000.00	£61,000.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/16/095039	LAND NORTH OF REGINALD ROAD & SOUTH OF FRANKHAM STREET, LONDON, SE8 4RL	New Cross	S4,1.1.1  <i>Definition:</i> "Employment Training Contribution" means the sum of £110,770 (one hundred and ten thousand seven hundred and seventy Pounds) Indexed means purposes which in the reasonable opinion of the Council promote or enhance employment. Employment and Training Initiatives means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example but not limitation, making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£114,780.84	£114,780.84 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/17/101332	HAULAGE YARD, HEREFORD PLACE, LONDON SE14	New Cross	S3,1.5  <i>Definition:</i> "Employment and Training Contribution" means the sum of £38,780 (thirty-eight thousand seven hundred and eighty pounds). "Employment and Training Initiatives" means such measures which in the reasonable opinion of the Council promote or enhance employment and or employment training whether in the vicinity of the Land or elsewhere in the Borough of Lewisham and may include by way of example or not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities	£39,895.38	£39,895.38 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/18/109972	1 SILVER ROAD, LONDON, SE13 7BQ	Lewisham Central	S4,P1,1.1,2-2.1  <i>Definition:</i> "Local Labour and Business Contribution" means the sum of £92,750 (ninety two thousand seven hundred and fifty pounds) payable to the Council in accordance with paragraph 2 of Schedule 4 "Local Labour and Business Scheme" means the Council initiative of the same name which has as its objectives securing and raising	£93,590.63	£93,590.63 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>

			awareness of opportunities in employment, training and business within the borough to ensure that Local People and businesses are best positioned to take advantage of new employment, training and business opportunities through the development and regeneration taking place in the borough and in the wider London area		
DC/17/104264	LAND AT CHURCH GROVE, LONDON, SE13 7UU	Lewisham Central	S3,1.1-2.3  <i>Definition:</i> "Local Labour and Business Strategy Contribution" means the sum of £17,490 (seventeen thousand four hundred and ninety pounds) paid by the Developer in accordance with paragraph 1 of Schedule 3 "Lewisham Local Labour and Business Strategy" means the local initiative operated by the Council that helps local businesses and residents to access the opportunities generated by regeneration and development activity in the borough of Lewisham "Planning Permission" means planning permission in the form of the drafts attached to this Deed at Appendix 1	£17,864.40	£17,864.40 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/19/110610	FORMER CARPETRIGHT, LOAMPIT VALE, LONDON, SE13 7SN	Lewisham Central	C3.4  <i>Definition:</i> "Employment and Training Contribution" means a contribution of £20,000 (twenty thousand pounds) towards employment and training Initiatives within the London Borough of Lewisham. "Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training. whether in the vicinity of the Site or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives or which facilitate the provision of employment opportunities;	£20,000.00	£20,000.00 <i>Leaving £0.00</i>  <i>No date by which sum must spent or committed by.</i>
DC/18/106708	1 CREEKSIDE, LONDON, SE8 4SA	New Cross	S4,1.1.5  <i>Definition:</i> "Local Labour and Business Scheme Contribution" means the sum of £63,600 (sixty three thousand six hundred pounds) means the Council's scheme for working with developers and contractors to ensure that Local People and Local Businesses are able to take advantage of construction jobs and contracts as well as wider employment and business opportunities (including training and support for Local People) arising from new development within the Council's administrative area	£67,266.64	£67,266.64 of £86,487.05  <i>Leaving £19,220.41</i>  <i>No date by which sum must spent or committed by.</i>

Since there are nearly 50 sums each will not be tested individually in this PID but each case the legal obligations have been reviewed and it is considered that the project meets the legal obligations listed above. By way of example the most common types of definition are below:

Sums collected towards Lewisham's Local Labour and Business Scheme which means the Council's scheme for working with developers and contractors to ensure that local people and local businesses are able to take advantage of construction jobs and contracts as well as wider employment and business opportunities (including training and support for Local People) arising from new development within the Council's administrative area



Local Labour and Business Scheme project sits within the remit of the Strong Local Economy Project and the project involves the placement of local labour in jobs arising from construction in the borough. As such the project meets the legal obligations.

And

"Employment and Training Initiatives" means purposes which in the reasonable opinion of the Council promote or enhance employment and/or employment training. whether in the vicinity of the site or elsewhere in the Borough of Lewisham and may include by way of example but not limitation making grants towards employment training initiatives, or which facilitate the provision of employment opportunities.

The project seeks to promote and enhance employment opportunities and employment training. As such the project meets the legal obligations.

And

"Employment Space Contribution" means measures the Council in its reasonable opinion believes will Improve or provide employment space elsewhere than on the land in the Borough. The project seeks to create more start-up and co-working spaces throughout Lewisham so meets the legal obligations.

<sup>2</sup>S106 funds MUST be used for the purposes agreed by this PID. Any future changes to project definition and the proposed allocation of S106 funds without the prior approval of the Board/Mayor and Cabinet will be likely to invalidate the use of the funds, and subsequently require reimbursement. Monies can only be drawn down if an Update/Closure Report has been submitted.



## 11. Project Plan – Key Milestones

The Project Plan (delivery timetable or programme) provides the basis for assessing satisfactory progress. Detailed Project Plans are often represented on a Gantt Chart. If a detailed Project Plan has been produced, attach this to the PID and just give an indication of key milestones below. These will be used to assess successful progress of the project. In other cases, give fuller details of all main tasks / work areas, with milestones (Significant points to be used to measure progress).

KEY MILESTONES ( or full timetable of TASKS / WORK AREAS)	Start	Finish
e.g.		
<b>Direct Service delivery</b>		
- Lewisham Works	Ongoing	May 2026
- Apprenticeships	Ongoing	May 2026
- Local Labour and Business	Ongoing	May 2026
- Young Futures	Ongoing	May 2026
<b>Commissioned Services</b>		
- In-Work Progression	01/06/2023	30/05/2024
- Care Leavers	November 2023	October 2026
- Learning Disability Support	January 2024	December 2026
- UKSPF projects	April 2024	March 2025

## 12. Project Controls

Methods, processes / procedures that will help ensure project success, in addition to structures, measures described elsewhere. The headings below are not intended to be an exhaustive list, e.g. it may be appropriate to reference particular procedures to be adhered to.

**Monitoring** - Methods for assessing progress against the Project Plan, tracking expenditure, risk register, etc,<sup>1</sup>

- Monthly reviews of income & expenditure with Finance Partners
- Regular meetings between SRO and Project Managers, tracking performance
- Quarterly statistical reviews of programme performance against targets

**Management Reporting** – Who is to receive progress reports & at what frequency. This will invariably include the SRO. All that use s106 contributions must provide quarterly updates to DCT.

- Monthly performance reports provided by Project Managers to SRO
- Quarterly Performance reports provided to Cabinet Member and Director of Inclusive Regeneration
- Annual performance reports submitted to Corporate Tracker
- Annual performance reporting against EJP Service Plan to Cabinet Member and Director of Inclusive Regeneration, managed through the Hanlon CRM

**Exceptions & Changes** – Arrangements for escalating issues & changes that require a decision / authorisation. e.g. where the project is forecast to go outside agreed time, cost, scope or quality parameters / tolerances\*. For many projects this will just involve reporting to the SRO.

Issues of under-performance of adjusting target resident group or delivery model must be submitted in a business case to the SRO, and validated with Head of Economy, Jobs & Partnerships.

### **Tolerances**

Record here any tolerances agreed with the SRO, e.g. on time & cost performance. (Tolerances can also be set for quality, scope, benefits & risk).

<sup>1</sup> If proposing to use s106 funds then you are committing to provide quarterly updates on project progress/spend which MUST be provided to the Developer Contributions Team ([CIL@lewisham.gov.uk](mailto:CIL@lewisham.gov.uk)).

### 13. Project Risks

Please highlight the main project risks in this section. A detailed risk register must also be completed and attached to this document

- Staffing absence prevents service from delivering it's 'customer standards'
- UKSPF 'People and Skills' not issued beyond 2024/25, creating funding shortfall potential in 2025/26
- Unsuitable specialist provision to commission against stated priorities
- External event creating significant impact on the economy or labour market
- Service demand outstripping capacity

### 14. Equalities Analysis Assessment

In order to meet our obligations under the Equality Act 2010 Public Sector Equality Duty, the Council is required to consciously think about eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations as part of its decision-making process. We are legally required to consider the potential effects of activities or decisions on the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This 'equality analysis' should be carried out at the earliest stage so that the assessment is an integral part of the development of a proposal, not as a later justification for a proposal that is about to be, or has already been adopted. The scale and resources dedicated to an equalities assessment should always be proportionate. See <http://ls/C7/Equality%20Impact%20Assessments/default.aspx> for further details.

The principle and delivery of Lewisham Works, Apprenticeships, Local Labour and specialist support programmes is embedded in equalities and supporting residents to overcome labour market inequalities, be they individual disadvantage or structural labour market inequalities – such as racism and ageism.

- Provide holistic support to Black, Asian and Minority Ethnic residents to overcome labour market inequalities. Experience of racism commonly affects self-esteem and confidence, which we will support residents to overcome. The Council will also engage employers on this issue.
- The programme will support challenges faced by disabled residents. Physical disabilities and long-term health conditions may be best supported by the existing Work and Health Programme. Lewisham Works and commissioned services will play a key role in supporting residents with mild to moderate learning difficulties and autistic spectrum disorder. The Council will also work with local employers on positive approaches to hiring staff with disabilities.
- There are particular challenges facing our oldest and youngest residents in the labour market. Our project approach is tailored to address both of these, with a particular focus on young residents.
- Re-entry to work by lone parents, particularly women, is a challenge. This programme will emphasize support for lone parents. This will be the first mainstream employment support in Lewisham to offer support, in advance, for childcare costs until an individual is established in post.
- There is little existing support available for benefit non-claimants. This disadvantages those who cannot claim employment support, such as asylum seekers and refugees. With Lewisham Works, residents unable or unwilling to claim unemployment support from DWP will have a comprehensive employment support offer available to them. This will also be linked to essential English and Maths support.

Will a full EIA be undertaken?

NO

### 15. Privacy Impact Assessment

The Council is its own data controller which means officers are responsible for the data collected and must protect that data. It is therefore important for the Council to know and record any personal/sensitive or financial data that is shared. A PIA must be carried out at the beginning of a project.

Please complete a **Privacy Impact Assessment** in order to decide what the best solutions are to protect the data being shared. A member of the Corporate Information Team will subsequently be in touch.

A Data Protection Impact Assessment DPIA is currently with Information Governance (Dapian ID #64) for the 'Hanlon CRM' which has been commissioned to support the collection and protection of residents, business and overall performance data.

Information Sharing Agreements are currently in place for active partnership projects (Dapian ID #105).

## 16. Environmental / Sustainability Impact

*Detail all environmental impacts from project activity, both positive & negative, with details of planned actions to minimise any potential negative impacts. (See references to the Guide to Green Procurement and the Carbon Reduction & Climate Change Strategy in the attached Guidance Notes).*

There are no direct climate or environmental implications stemming from EJP Projects or this PID. Lewisham Works will focus on skills and jobs in the 'green economy'. Achieving net-zero carbon emissions by 2030 cannot be achieved without the skilled workforce to decarbonise the economy. The initial focus will be on skills for construction and retrofit.

The Council's Jobs and Skills Team are working closely with our 'Better Placed' partners of Lambeth and Southwark Councils to develop a green skills action plan. The Council is currently co-funding a Strategy Officer to develop this proposal.

## 17. Health & Safety

*Have any H&S issues been identified and arrangements been put in place for their management? (A detailed plan is not required here, just a brief description of issues & how they are to be addressed).*

Direct delivery of face-to-face services are subject to H&S assessments, ensuring all delivery premises provide a safe environment for staff and residents. This includes panic alarms in spaces where any private 1:1 appointment takes place. We deliver in public venues that have security measures in place (e.g. Council buildings and libraries).

A 'duty manager' process is in operation, with all staff having clear escalation procedures for any urgent issues.

We also recognise and surface wellbeing issues among the team, particularly frontline staff. It is recognised that working on a daily basis with residents facing acute personal challenges requires high levels of emotional intelligence and resilience. These are surfaced in 1-to-1s, and all staff have training in 'trauma-informed' practice.

## 18. Compliance with Lewisham Council Policies

*Please confirm whether there are any Lewisham Council policy requirements which apply to this proposal and, where they do, confirm that the project is policy compliant*

Policy	Applies? Y/N	Complies? Y/N
Core Strategy Planning Policy 1 – Housing provision, mix and affordability	N	N
Core Strategy Planning Policy 2 – Gypsies and travellers	N	N

Core Strategy Planning Policy 3 – Strategic industrial locations and local employment locations	Y	Y
Core Strategy Planning Policy 4 – Mixed use employment locations	Y	Y
Core Strategy Planning Policy 5 – Other employment locations	Y	Y
Core Strategy Planning Policy 6 – Retail hierarchy and location of retail development	N	N
Core Strategy Planning Policy 7 – Climate change and adapting to effects	N	N
Core Strategy Planning Policy 8 – Sustainable design & construction and energy efficiency	N	N
Core Strategy Planning Policy 9 – Improving local air quality	N	N
Core Strategy Planning Policy 10 – Managing and reducing the risk of flooding	N	N
Core Strategy Planning Policy 11 – Rivers and waterways network	N	N
Core Strategy Planning Policy 12 – Open space and environmental assets	N	N
Core Strategy Planning Policy 13 – Addressing Lewisham’s waste management requirements	N	N
Core Strategy Planning Policy 14 – Sustainable movement and transport	N	N
Core Strategy Planning Policy 15 – High quality design for Lewisham	N	N
Core Strategy Planning Policy 16 – Conservation areas, heritage assets and the historic environment	N	N
Core Strategy Planning Policy 17 – The protected vistas, the London panorama and local views, landmarks and panoramas	N	N
Core Strategy Planning Policy 18 – The location and design of tall buildings	N	N
Core Strategy Planning Policy 19 – Provision and maintenance of community and recreational facilities	N	N
Core Strategy Planning Policy 20 – Delivering educational achievements, healthcare provision and promoting healthy lifestyles	N	N
Core Strategy Planning Policy 21 – Planning obligations	N	N
<i>Others – please add</i>		

## 19. Attachments/Links

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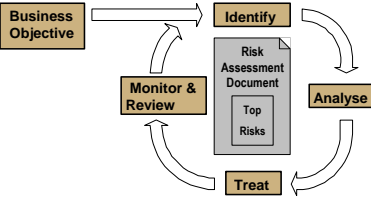
## 20. Lessons Learnt

*To be updated throughout the life of the project*

LESSON LEARNT DESCRIPTION	RECOMMENDATION

## RISK REGISTER TEMPLATE & GUIDANCE

Risk Management - is a modern management discipline and is about getting the right balance between innovation and change on the one hand, and the avoidance of shocks and crises on the other. 4 elements of Risk management:

Risk Identification	Assessment of Risks	Action on Risk	Monitor & Review																																						
<p>Identify all key project risks, before placing them on the Risk Register under 'risk identification'. Best done in groups – by those responsible for delivering the objectives</p> <p><b>Risk:</b> it's the chance of something happening that will have an <b>impact</b> on <b>objectives</b></p> <p>Event⇒Consequence⇒Impact</p> <p>Threats &amp; Opportunities <b>When:</b>            Setting strategic aims            Setting business objectives            Early stages of project planning &amp; key stages            Options appraisals            Service improvement plans  <b>Categories can help:</b>            e.g. Strategic/Operational Internal/External</p> <p>(or refer to LBL's 'Categories of Risk' &amp; 'Risk Identification Questionnaire' documents - available from the Programme Management Team)</p>	<p>Combination of the probability of an event and its consequences gives a risk 'score'</p> <p><i>i.e. Likelihood x Impact Score both on scale of 1-5. L x I =Risk score</i></p> <table border="1" data-bbox="618 687 1088 919"> <thead> <tr> <th colspan="2"></th> <th colspan="5">IMPACT</th> </tr> </thead> <tbody> <tr> <th rowspan="5">LIKELIHOOD</th> <th>Very High</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>High</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Medium</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Low</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Very Low</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li><b>HIGH (RED)</b> <ul style="list-style-type: none"> <li>Plan Immediate action</li> </ul> </li> <li><b>MEDIUM (AMBER)</b> <ul style="list-style-type: none"> <li>Review closely</li> </ul> </li> <li><b>LOW (GREEN)</b> <ul style="list-style-type: none"> <li>Limited action - long term plans</li> </ul> </li> </ul>			IMPACT					LIKELIHOOD	Very High	Green	Yellow	Orange	Red	Dark Red	High	Green	Yellow	Orange	Red	Dark Red	Medium	Green	Yellow	Orange	Red	Dark Red	Low	Green	Yellow	Orange	Red	Dark Red	Very Low	Green	Yellow	Orange	Red	Dark Red	<p>Concentrate on <b>Top Risks</b>: Can we reduce the likelihood? Can we reduce the impact? Actions on risk fall broadly under four categories:</p> <p><b>Terminate</b></p> <p><b>Treat</b></p> <p><b>Transference</b></p> <p><b>Tolerate</b></p> <p>Devise <b>Contingencies</b></p> <ul style="list-style-type: none"> <li>i.e. Risk Management Plan</li> </ul> <p>Set <b>Risk Tolerances</b> (deviation from a plan which must be reported to the SRO &amp; project board) i.e.</p> <ul style="list-style-type: none"> <li>for cost, say, +5% to -10%,</li> <li>for time, over +1 day delay to -5 days</li> </ul> <p>Identify who is managing the risk as the '<b>risk owner</b>'</p> <p>Monitor and Review '<b>risk status</b>'</p>	<p><b>Risk Registers:</b> Baseline data to be prepared and monitored regularly. These should clearly indicate consequences, countermeasures and contingencies as well as the risk owner.</p> <p>Review <b>Top Risks</b> regularly as agenda item at relevant meetings.</p> <p>Immediately report risks expected to exceed tolerance levels to next level of authority above.</p> <p>Report progress on risk to senior responsible owner and the project board via agreed communication channels</p> 
		IMPACT																																							
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Risk Category	Risk Response Definition
<p><b>POL</b> = Political/Reputation  <b>ECO</b> = Economic/Finance  <b>SOC</b> = Social/Community/Citizen/Stakeholder  <b>TECH</b> = Technological/Construction/Design  <b>LEG</b> = Legal  <b>ENV</b> = Environmental    <b>&amp; MGT./RES.</b> = Management/Resources</p>	<p><b>Avoid</b> (Terminate)    <b>Reduce</b> (Treat)    <b>Transfer</b> (Transfer)    <b>Accept</b> - (Tolerate the risk as the cost to mitigate will exceed reasonable levels)</p>

[\(DoubleClick on excel worksheet below to populate Risk Register\)](#)

## RISK REGISTER

Risk No.	Risk Cat.	RISK IDENTIFICATION (Description of risk & underlying cause)	CONSEQUENCES (Worst case)	LIKELIHOOD 1 - 5	IMPACT 1 - 5	CURRENT SCORE (L x I)	CURRENT STATUS (Low, Medium, High)	WHAT HAVE WE DONE/PLANNING TO DO (strategy & counter-measures)	RISK OWNER	DATE IDENTIFIED	PROXIMITY (likely start date)	CURRENT STATUS (open, closed, on hold)	COST OF MITIGATION	COST OF NON MITIGATION
1	Pol	Staffing absence prevents service from delivering it's 'customer standards'	Unable to provide timely or sustained services to residents, not achieving outcomes	3	4	12	MEDIUM	Working with partner organisations to bolster capacity, using agency where appropriate, working with Adult Learning and Baseline for additional advice service capacity	Spike van der Vliet-Firth	18-Jul-23	18/07/2023	open	Minimal - solved through partnership. Agency cost would be moderate depending on amount of cover needed over what duration	COST OF NON MITIGATION
2	RES	UKSPF 'People and Skills' not issued beyond 2024/25, creating funding shortfall potential in 2025/26	Funding shortfalls will need to be addressed with additional S106 drawdown	2	4	8	MEDIUM	Working closely with GLA and CLF to stay up to date on UKSPF. £500k+ contingency funding in S106 pots remains unallocated	Spike van der Vliet-Firth	18-Jul-23	18/07/2023	Open	Additional drawdown from S106 employment and skills pots in 2025/26, meaning less resources overall to support residents	COST OF NON MITIGATION
3	SOC	Unsuitable specialist provision to commission against stated priorities	Unable to provide specialist employment services	3	3	9	MEDIUM	Increase direct delivery of Lewisham Works to meet resident need rather than commission.	Spike van der Vliet-Firth	18-Jul-23	18/07/2023	Hold	Minimal - direct delivery might be slightly more costly, but capacity can be provided	COST OF NON MITIGATION
4	ECO	External event creating significant impact on the economy or labour	Mass unemployment, business failure, acute recession and economic instability	2	5	10	MEDIUM	Close work with national and regional bodies to understand upcoming & potential economic impact	Spike van der Vliet-Firth	18-Jul-23	18/07/2023	Hold	Hard to determine - based on level of economic shock and macro	COST OF NON MITIGATION

## Appendices

### USING THE RISK EVALUATION AND SCORING SYSTEM

**Table 1 – Likelihood (Probability Score)**

Use Table 2 to determine the Likelihood score(s) L, for the event.

Likelihood Score	1	2	3	4	5
Descriptor	Rare	Possible	Likely	Probable (Highly Likely)	Almost Certain
Probability	< 1%	1 – 5%	6 – 20%	21 – 50%	> 50%
Description	Will only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	Likely to occur	More likely to occur than not

**Table 2 – Impact (Assessment of Risk Score)**

Impact Score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Catastrophic
Objectives	Barely noticeable reduction in scope or quality	Minor reduction in quality / scope	Moderate reduction in scope or quality	Doesn't meet secondary objectives	Doesn't meet primary objectives
Project (on-time performance)	No effect/ Insignificant cost increase / schedule slippage	Low cost increase/schedule slippage	Significant cost increase/ schedule slippage	Large delay	Major % over budget / schedule slippage
Service / Business Interruption	Insignificant loss / Interruption	Minor loss / Interruption	Moderate loss / Interruption	Major loss / Interruption	Permanent loss / Interruption
Staffing	Short term low level temporarily reduces service quality (<1 day)	On-going low staffing level reduces service quality	Late delivery of key objective / service due to lack of staff (ongoing staffing issues)	Uncertain delivery of key objectives / service due to lack of staff	Non-delivery of key objective / service due to lack of staff (loss of key staff)
Competence	Insignificant error	Minor error due to poor training	Moderate error due to poor training	Major / serious error due to poor training	Catastrophic / critical error due to insufficient training



Project Funding	No reduction in scope of project	Minor changes to scope of quality of project	Moderate changes to scope or quality of project	Some secondary objectives cannot be met	Project cannot be delivered to budget
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**Table 3: Risk Matrix:** Shown below to determine the level of risk.

PROBABILITY (Likelihood of occurrence)		IMPACT (Most Likely Impact [if in doubt grade up not down])				
		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5					
Probable (highly likely)	4			5		
Likely	3			3	1	
Possible	2				2	4
Rare	1					

**HIGH (RED) Risk score 15-25**

**Plan Immediate action**

**MEDIUM (AMBER) Risk score 8-12**

**Review closely**

**LOW (GREEN) Risk Score 1-6 -**

**Limited action - long term plans**