Appendix B

PEOPLE, PROSPERITY, PLACE: LEWISHAM REGENERATION STRATEGY IMPLEMENTATION PLAN 2011 – 2014

Introduction

People, Prosperity Place, the Lewisham Regeneration Strategy, sets out our vision for the future of the borough 2008 – 2020. It includes the projects and plans which are underway to deliver that vision. It is a broad, aspirational, strategic document which needs to be robustly monitored and evaluated as we deliver the projects and plans.

There will be a rolling programme of three year implementation plans to help us undertake that robust monitoring of delivery. This second implementation plan, covering 2011-14, is structured around the three key themes of People, Prosperity and Place, and their key strategic objectives. The plan sets out clear actions and targets with measurable outcomes to demonstrate the impact of actions.

The plan will be monitored through the production of regular monitoring reports.

PEOPLE, PROSPERITY, PLACE: LEWISHAM REGENERATION STRATEGY IMPLEMENTATION PLAN 2011 - 2014

KEY THEME: PEOPLE

OUR VISION: By 2020, Lewisham will be home to creative, diverse, cohesive and healthy local communities able to support themselves, act independently and engage actively in partnerships to ensure local people of all ages benefit from regeneration. We will achieve this through the objectives set out below.

OBJECTIVE 1: Diverse and cohesive communities - to celebrate Lewisham's diverse communities and strengthen community cohesion

OBJECTIVE 2: Healthy communities - to reduce health inequalities and encourage healthy lifestyles

OBJECTIVE 3: Young communities – to invest in Lewisham's children and young people **OBJECTIVE 4**: Creative communities – to support and develop creativity in local people

ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS
Work towards the successful delivery of the Comprehensive Equalities Scheme	 To be monitored annually: progress against the council's equality objectives (to be signed off in March 2012). progress against equality objectives 	Sustainable Community Strategy Corporate Priorities Mayor's Priorities Children & Young People's Plan
2. Ensure that equalities monitoring complies with the requirements of the Equality Act 2010 and the business needs of services	To be monitored annually increased awareness and management of issues and risks affecting equality groups increased fairness in decision making greater representation and participation in local decision making	Comprehensive Equalities Scheme 2012-16
3. Reduce Health Inequalities by improving the take up of immunisation and reducing the number of babies born with low birth weight	Increase uptake of MMR at age 2 to 91% by March 2013. 90% of women to access maternity services by their 12 th week of pregnancy by March 2012 A continually declining low birth weight, moving closer to the rates for London and England, achieving 7.2 % of infants weighing less than 2500g by March 2012.	Children & Young People's Plan
4. Raise Educational Standards for All	 56% of children to achieve at least 78 points across the Early Years Foundation Stage (EYFS) in March 2012. Continuous improvement of education standards at primary school level by SAT's, teacher assessments etc Increase in the percentage of pupils who progress by 2 levels between KS1 and KS2 to 95% in English in March 2012, and 93% in maths 82% of pupils to achieve Level 4+ at Key Stage 2 in English and maths in March 2012 Continued improving performance, with 47% of pupils achieving 2 or more A*-C grades in science GCSEs or equivalent by March 2012 56% of children to achieve 5 A*-C GCSEs including English 	Children and Young People's Plan

	 and Maths in March 2012. Continued closure of the attainment gap between underachieving groups and their peers in 2011/12. All schools to be good or outstanding as judged by Ofsted by summer 2012. Every pupil's learning and progress to be good or outstanding against national targets by summer 2012. 	
5. Meet the needs of pupils with SEN and disabilities	Positive feedback received from families involved in the Multi Agency Planning Pathway (MAPP) process.	Children and Young People's Plan
6. Provide new school for 5-19 year olds with Autistic Spectrum Disorder	Scheduled to open spring 2013	Children and Young People's Plan
7. The expansion of Primary Schools to provide for increasing demand for school places	Requirements are met for the provision of primary school places in the borough for 2012/13 and 2013/14	Children and Young People's Plan
8. Strengthen further youth participation and involvement	 Increase in the voter turn out for the election of the Young Mayor Increase in the number of young people involved in the Young Citizen's Panel (YCP) Increase in the number of young people volunteering, with 537 young people involved in volunteering 1210 accredited outcomes achieved by Youth Support Services (YSS) 	Children and Young People's Plan
9. Ensure that all children have opportunities to play and that all young people have a range of accessible culture and leisure activities available to them	Continue to increase the number of young people accessing summer programmes year on year Increase the proportion of young people who have participated in positive youth activities in 2012 Increase the numbers of children and young people who are satisfied with parks and play areas from the 2008 baseline of 54%.	Children and Young People's Plan
ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS

10. Ensure that children and young people feel safe	Reduction in the number of children who have experienced bullying by 10% in 2012/13. 90% of schools to be judged as having good or outstanding standards of behaviour Reduce the number of children killed or seriously injured in road traffic accidents by 10% per year between 2012-2014.	Children and Young People's Plan /Lewisham Safeguarding Children Board
11. Reduce youth crime and support young people who are the victim of crime	Reduce the number of first time entrants into the Youth Justice System aged 10-17 Reduce the disproportionally of the ethnic composition of young people in the YJS system Reduce the rate of proven re-offending by young offenders to 1.08 by March 2012	Children and Young People's Plan
12. Support Local Assemblies	Within 2012/13, local assemblies will consider the implications of the Localism Act, specifically in relation to neighbourhood plans and how they may be implemented locally. Review through number of discussions taking place within local assemblies. Participation by Local assemblies to facilitate local community engagement in relation to regeneration activities in Lewisham.	Cultural Strategy Lewisham's Sustainable Community Strategy
 13. Cultural Olympiad Activities: A) Deliver a comprehensive programme of activities for the Cultural Olympiad. B) Support voluntary sector organisations to deliver Olympic programmes. 	 Increased engagement in the arts and increased use of public libraries measured through the Active People survey. Specific targets include: Increase in residents singing Every child / young person to have a library card Increase in young people producing short films – target 100 young people over the 3 year period Improved mental health and well being of residents engaging in Cultural Olympiad programmes. 	Cultural strategy Lewisham's Sustainable Community Strategy 2008-2020 emphasises the importance of making Lewisham: 'Healthy, active and enjoyable, where people can actively participate in maintaining and improving their health and well being'
	Sustainable programme of activities as part of 2012 legacy. These	

	 include: A choir in every ward New festivals and events to develop into annual programmes (Lewisham Live (Lewisham's youth music showcase), Age to Age (intergenerational festival) Regular film events / activities for young people Increase in art in the public realm 	
14. Interventions for physical activity in place via Olympic legacy	Measured by increase in numbers of residents on an annual basis • Walking regularly • Swimming for health • Cycling for health • Dancing regularly	2013 sets out the vision: 'To increase opportunities to participate in sport at all levels and for all ages' Lewisham Physical Activity Plan
15. Health promotion in libraries – Book Prescription scheme	10% increase year on year on baseline (March 2010)	Cultural strategy
16. Improve the health of Looked After Children	Achieve a target score of 13 for Emotional and behavioural health of looked after children in March 2012 91% of Looked After Children (LAC) to receive their annual health/dental assessment by March 2012.	Children & Young People's Plan
17. Further reduce teenage conceptions and reduce the rate of sexually transmitted infections	To achieve a 56% reduction in teenage conception rates by end of 2012 . A reduction in the prevalence of Chlamydia in under 20 year olds in 2012.	Children & Young People's Plan
18. Reduce childhood obesity	 Improve the take-up of Free School meals to 85% of those eligible by Summer 2012 and 87.5% by Summer 2013 Increase the % of pupils who take school lunches to 54% by Summer 2013. Increase the prevalence of breastfeeding at 6-8 weeks from birth to 75% by Mar 2012. 	Children & Young People's Plan

	By March 2012 to reduce childhood obesity rates to 24% for year 6 pupils (age 11), and to 23.7% by March 2013.	
19. Health promotion in libraries – MacMillan Cancer Support pilot	In 2012 report after 6-months pilot of promotion and roll out across London Libraries Consortium	Cultural strategy
20. Develop a programme of arts activities that improve health outcomes for older people	Improved mental health and well being (using the Warwick Edinburgh scale)	Arts Strategy
21. Deliver a programme of support for the voluntary arts sector to increase sustainability	 2012 -2014 Monitoring number of training, information and networking events for the voluntary sector. Increase in the number of arts organisations securing funding through diverse funding streams including commissioning and personalisation. 	Arts Strategy
22. Commission a support programme for individuals / organisations to establish new information learning opportunities in the cultural sector	2012 – 2014 Increase the number of residents undertaking informal learning in the cultural sector and improve the sustainability of new informal learning providers	Cultural Strategy
23. Develop Early Intervention Services	In 2012 monitor performance on delivering Diversion from care Parenting and attachment School readiness	Children and Young People's Plan
24. Department for Work and Pensions (DWP) Families Pilot	3 year programme of delivery to support vulnerable families	Children and Young People's Plan

PEOPLE, PROSPERITY, PLACE: LEWISHAM REGENERATION STRATEGY IMPLEMENTATION PLAN 2011 - 2014

KEY THEME: PROSPERITY

OUR VISION: By 2020, Lewisham will have a thriving, dynamic and creative economy. Lewisham's population will be well educated, highly skilled and successful, making an important contribution to the workforce both inside and outside of the borough. We will achieve this through the objectives set out below.

OBJECTIVE 1: Business enterprise and jobs growth – to provide access to jobs and business support for local people

OBJECTIVE 2: Education and skills growth – to invest in education and skills **OBJECTIVE 3:** Creative growth – to encourage and support creative businesses

ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS
25. Business Enterprise	New Creative Industry Strategy agreed November 2011.	Arts Strategy
A) To provide support for new creative businesses to find business premises and to explore the potential for temporary usage of space	In 2012, increase in the number of creative businesses supported with advice / Increase in the number of temporary projects taking place In 2012, identify gaps in provision of business support to creative industries and develop partnerships to deliver this.	Cultural Strategy
B) Embed tailored support for the creative industries in the new GLE business support provision		
26. Develop an area based community development model	New model operational by October 2012	Cultural Strategy
for the borough, providing support to grass roots community organisations and access to community premises	Relevant outcomes and indicators to be agreed with service providers	
27. Reduce further the number of	6 NEET (Not in Education, Employment or Training) traineeship	Children and Young People's

young people who are NEET, concentrating on the most vulnerable, hard to reach and those who may become NEET at age 17	programmes delivered to 60 young people 74% of care leavers to be in EET by March 2012 Increase the number of young offenders who are in suitable EET to 90% by March 2012	Plan
28. Raise Participation and achievement at age 19	 Achievement of a Level 2 qualification by the age of 19 to 84% by 2012 Achievement of a Level 3 qualification by the age of 19 to 54% by 2012 Inequality gap in the achievement of a Level 3 qualification by age of 19 to be reduced to 13% by 2012 Inequality gap in the achievement of a Level 2 qualification by age of 19 to be reduced to 69% by 2012. 	Children and Young People's Plan
29. Establish Youth Task Force	Numbers of Young people in apprenticeships and job opportunities Young enterprise opportunities	Children and Young People's Plan
30. Implement Local Labour and Business Scheme	By harnessing employment, training, apprenticeships, work placement opportunities with developers, the council and contractors on regeneration schemes within the borough. Monitor take up level at key milestones in scheme through to 2014.	Local Development Framework Local Economic Assessment Sustainable Communities Strategy
31. Develop and promote Lewisham Service Providers Forum	Monitor in 2012 through level of annual membership, number of events and attendance. ongoing supporting local service providers to develop partnership working and improve referrals and signposting of customers to support their progression into training and employment	Local Economic Assessment
32. Deliver Family Budgets pilot to support workless families into work	Monitor positive outcomes and level of family engagement on annual basis from 2012	Sustainable Community Strategy
33. Arrange Business Awards	Complete annual rolling programme of events scheduled until 2013	Local Economic Assessment
34. Provide local procurement support to businesses via Local Labour and Business Scheme	Measure on an annual basis through value and numbers of contracts awarded to Lewisham businesses	Local Economic Assessment

PEOPLE, PROSPERITY, PLACE: LEWISHAM REGENERATION STRATEGY IMPLEMENTATION PLAN 2011 - 2014

KEY THEME: PLACE

OUR VISION: By 2020, Lewisham will provide a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods along with the provision of high quality facilities and town centres that meet the needs of the community. We will achieve this through the objectives set out below.

OBJECTIVE 1: An evolving environment – to ensure that new development is to the highest standards of design and sustainability

OBJECTIVE 2: A liveable environment – to provide decent homes for all residents

OBJECTIVE 3: A protected and managed environment – to protect and manage the special areas of Lewisham **OBJECTIVE 4**: An accessible environment – to provide accessible, convenient and safe transportation networks

OBJECTIVE 5: A safe environment – to reduce crime and improve community safety

ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS
35. Improving the public realm in predetermined locations across the borough	In 2012 progress improvements to Brockley Cross including double mini roundabouts, public realm improvements, and resurfacing of footways Highway and footway improvements in Ladywell Village including road narrowing and creating parking for shoppers Works to Sydenham high street during 2012 and early 2013 to create a more pleasant environment for pedestrians and shoppers, without adversely affecting	Transport Strategy Asset Management strategy 2011-2014
	the flow of traffic Progression of the transfer of Besson Street Gardens to New Cross Gate Trust through the Council's Community Asset Transfer Programme in 2012. New Cross Healthy Living Centre – Trust and Council working closely together to review development options, dependent on the outcome, the aim is for a scheme delivery date of 2015.	
	Reinstatement of public access to an improved Bridge House Meadows including completion of a new underpass link from Rollins Street adjacent to the site of the proposed Surrey Canal Station.	

strategic sites identified in the LDF Core Strategy: Convoys Wharf Surrey Canal: London's Sporting Village Deptford Wharves Plough Way Lewisham Gateway	Progress on delivery of schemes as measured by: Planning permissions granted Phases completed New homes built Non residential floorspace built Section 106 money collected and allocated	Core Strategy / Local Development Framework
37. Catford Town Centre Regeneration	Commercial deal: phase 1 Deals completed with key landowners/tenants 2012 Masterplanning Consultation completed in 2012 and Design Development Brief presented to Council By 2014 Improved access to transport links and Urban design to increase safety Milford Towers decant All residents (254 tenants, 22 leaseholders) successfully re-housed and vacant possession of estate achieved by 2014 Catford Broadway Improvements By 2014 provide new public realm, leading to increased footfall	Asset Management strategy 2011-2014 Catford AAP Safer Lewisham Strategy Housing strategy Sustainable Community Strategy
20 Deptions Town Contro	Business stability/turnover improves and improved market; capacity, facilities and occupation By 2012 / 2013, Local Labour agreements in place / local people engaged in activities Vacant possession: phase 1 Vacant possession of commercial units in shopping centre by 2014 Council offices Planning approval by 2014 Catford economic development strategy 2012-2014 Continued work on local labour agreements, together with ongoing support for local businesses during regeneration programme	Local Economic Assessment Local Economic Assessment
38. Deptford Town Centre	With the opening of the new building for Tidemill Primary School and	Housing strategy

Regeneration	the Community Facilities in Deptford Lounge in 2011, the final external works to Giffin Square will be completed in 2012. As part of the new development new art studios and art gallery units will be completed early 2012. Housing options for the future of the southern site and the old Tidemill School premises are to be developed by the Council 2012-2014. New Deptford station is due for completion early 2012. (Other related work will take place until mid-2012.)	Sustainable Community Strategy Local Economic Assessment Public Art Strategy Housing Strategy Children and Young People's Plan Asset Management Strategy 2011- 2014
39. Lewisham Town Centre Regeneration	Lewisham Town Centre Area Action Plan completed and adopted by end of 2013. Eastern site of 'Renaissance' development to be completed and occupied by end of 2014 (following on from a spring 2013 opening for the leisure centre); Blocks D and E to be under construction by 2014, in order to meet planned completion date for the entire development of 2015. Completion of Silvermill development, Connington Road mid 2012 Progress on delivery of other town centre schemes as measured by: Planning permissions granted New homes built Non residential floorspace built Section 106 money collected and allocated	Sustainable Communities Strategy Housing Strategy Lewisham Town Centre Area Action Plan
40. Increase supply of good quality housing, through new build via partnerships with RSLs, Homes and Communities Agency and the private sector	Progress against delivery target of 1,088 new self-contained dwellings per annum. Phases 1 & 2 of Heathside & Lethbridge regeneration – 188 new homes by autumn 2012 plus another 140 by spring 2012 Phase 1 of the Excalibur estate regeneration comprising 48 units anticipated by March 2015. 204 new units on the Kender estate anticipated by March 2015 Final phase of the 10-year redevelopment of the Silwood estate to be completed in 2012, providing a further additional 146 new homes.	Housing Strategy - 'Homes for all: raising aspirations, creating choice and meeting need'.
ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS

41. Complete delivery of Lewisham's Decent Homes Strategy	Lewisham Homes have received confirmation of funding for the next two years and indicative funding for a further two years.	Housing Strategy - 'Homes for all: raising aspirations, creating choice and meeting need'.
42. Meet the housing needs of young people and families	100% of Care Leavers in suitable accommodation	Children and Young People's Plan
43. Deliver new Surrey Canal Road Station	Station shell constructed and preliminary design work for the fit out of the station delivered as part of East London Line Phase 2 by end 2012. Timetable established for delivery of fit out and opening of station in relation to commencement of adjacent development.	Transport Strategy
44. Ensure effective Asset management Planning across the public sector	The development of joined up asset management planning with public sector partners to determine effective use of land and buildings and delivery of joined up services including need for social infrastructure to meet demands of population growth. Participation in Lewisham-wide Asset Management Board meeting every 6 months attended by Lewisham Hospital, Health providers, Goldsmith's, Lewisham College and Lewisham Homes. All public sector assets to be mapped & opportunities for collaboration identified at regular meetings. Asset-based collaboration opportunities also being explored with Southwark and Lambeth 2012	Asset Management Strategy 2011-2014
45. Ongoing applications for European funding.	Measured through the numbers of funding meetings/applications/projects in 2012. Projects include - Inter Cultural Cities network — establishing how Council can fully implement and influence findings of this Council of Europe European Commission project. Project currently looking at testing and adapting indicators to prove benefit of a diverse community to Europe's cities	Sustainable Communities Strategy 'Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment'
46. To ensure that reduction &	Annual monitoring of:	Waste Strategy

reuse is the norm replacing the current 'throw away' culture. To raise awareness and encourage participation of recycling and waste reduction/prevention activities	 % of household waste sent for reuse, recycling and composting; % of municipal waste landfilled; Residual household waste per household (KG); % of people satisfied with recycling. 	Sustainable Communities Strategy 'Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment'
47. To deliver the Cleanest Street programme in partnership with other stakeholders	 Bi-monthly meetings for the on-going programme; Acceptable levels in street cleanliness measured monthly; Enforcement activity monitored monthly; Independent cross-borough monitoring thrice yearly; % of people satisfied with streets cleansing; Performance against that years Cleanest Streets Programme objectives. 	Sustainable Communities Strategy 'Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment'
48. To increase the number of Green Flag awards for Parks by one new award each year to reach the target of 13 flags by 2014	12 flags for 2012; 13 for 2013 and 14 for 2014	Open Space Strategy 2011-16
49. To provide new provision for youth and community – My Place in Sydenham	Completion of new facilities by December 2012 The monitoring and realisation of project benefits.	Children and Young People's Plan
50. Improve Parks and Open Spaces	 Aim to raise the quality of the four parks identified in the Open Space Study as "average" to a minimum of "good" standard – Quality survey to be retaken in 2013 Manor Park - The provision of a new bridge across the Quaggy river, create a new entry point into Manor Park - scheduled for completion Spring 2012 Beckenham Place Park -2012 Progression of arrangements for new lessees to maintain the Mansion House 	Open Space Strategy 2011-16 Lewisham Leisure and Open Spaces Study
ACTIVITY	MEASURABLE OUTCOMES AND TIMESCALES	STRATEGY LINKS

51. The new provision of Forest Hill Swimming Pools	Completion in 2012 of the new facility which will provide two swimming pools, health and fitness suite, studios, community room and café. The construction includes the restoration of the Victorian façade and its integration into the new building. The project aims to deliver a range long-term benefits for the local community.	Lewisham's Sustainable Community Strategy 2008-2020
52. To work with commissioners of new public art and new developments to ensure that any creative intervention follows the Public Art Strategy.	 Increase in quality of public art commissioning during 2012 . Monitoring agreed maintenance programmes for newly commissioned works. 	Public Art Strategy
53. Build on role of open space in sustaining health and well being.	 Promote healthy walk programmes – number of walks (annual) Continue to improve children's play and adult activity – number of new facilities (annual) Increase the number of holiday activity programmes – number Increase opportunity to take part in active sports in parks – number of participants (annual) 	Open Space Strategy Lewisham leisure Physical Activity, Sport and Leisure Strategy; Playing Pitch Strategy
54. Work to keep Lewisham clean and free of litter, with focus on key road cleaning and town centres, utilising street monitoring data as management tool to deliver targeted and focused service improvements	 Bi-monthly Cleanest Streets meetings; Acceptable levels in street cleanliness measured monthly; Independent cross-borough monitoring thrice yearly; % of people satisfied with streets cleansing; Performance against that year's Cleanest Streets Programme objectives. 	Sustainable Communities Strategy 'Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment'
55. Deliver Building Schools for the future Programme (BSF)	 Redevelopment of Addey & Stanhope Secondary school - completion of works scheduled for autumn 2012 Provision of a new all age School in Lewisham Town Centre - Prendergast Vale College - to open September 2012 The redevelopment of Sydenham Girls Secondary School Financial Close to be achieved in May 2012 New premises for Deptford Green Secondary school scheduled for completion autumn 2012 	Children and Young People's Plan

	The refurbishment and part re-development of Prendergast Hilly Fields College to be completed by September 2013	
56. Primary Capital Programme - to provide new Primary School premises	Brockley Primary School's new building completed, with the demolition of the old building and landscaping works taking place ready for September 2012. Gordonbrock Primary School - new school premises to be completed by April 2012.	Children and Young People's Plan
57. Multi-Agency teams to respond more rapidly to emerging "hot spots" of anti-social behaviour	2012-2014 Reduction of ASB and low-level offending, as measured through Problem-Solving processes Increased visible presence of uniformed officers, appropriate adults or youth workers in town centres at targeted times and locations.	Safer Lewisham Strategic Assessment Safer Lewisham Strategy 2012- 2015
58. Link regeneration programmes in with the Council CCTV provision for increased security and surveillance	In 2012 increased partnership working on Regeneration Programmes to ensure provision is targeted. Monitor longer term level of reduction in crime in regenerated areas.	Safer Lewisham Strategy 2012- 2015