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Healthier Communities Select Committee Agenda

Wednesday, 13 January 2016

7.00 pm,

Council Chamber

Civic Suite

Lewisham Town Hall

London SE6 4RU

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

Part 1

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Healthier Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 13 January 2016.

Barry Quirk, Chief Executive
Thursday, 7 January 2016

Councillor John Muldoon (Chair) Councillor Stella Jeffrey (Vice-Chair) Councillor Paul Bell Councillor Colin Elliott Councillor Ami Ibitson Councillor Jacq Paschoud Councillor Pat Raven Councillor Joan Reid Councillor Alan Till Councillor Susan Wise Councillor Alan Hall (ex-Officio) Councillor Gareth Siddorn (ex-Officio)	
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MINUTES OF THE HEALTHIER COMMUNITIES SELECT COMMITTEE

Thursday, 12 November 2015 at 7.00 pm

PRESENT: Councillors John Muldoon (Chair), Stella Jeffrey (Vice-Chair), Colin Elliott, Ami Ibitson, Jacq Paschoud, Joan Reid and Alan Till

APOLOGIES: Councillors Paul Bell, Pat Raven and Susan Wise

ALSO PRESENT: Nigel Bowness (HealthWatch Bromley and Lewisham), Sir Steve Bullock (Mayor and Chair of the Lewisham Health and Wellbeing Board), Joan Hutton (Head of Adult Assessment and Care Management), Susanna Masters (Corporate Director Lewisham CCG) and Danny Ruta (Director of Public Health).

1. Minutes of the meeting held on 14 October 2015

- 1.1 Nigel Bowness (HealthWatch Bromley and Lewisham) requested that his attendance at the Committee meeting on 14 October 2015 was included in the minutes.
- 1.2 **RESOLVED:** that the minutes of the meeting on 14 October 2015 be agreed subject to this amendment.

2. Declarations of interest

- 2.1 The following non-prejudicial interests were declared:

Councillor Muldoon: governor for South London and Maudsley NHS Foundation Trust.
Councillor Jacq Paschoud: family member in receipt of a package of social care.

3. Response from Mayor and Cabinet - Referral on Transition from Children's to Adult Services

- 3.1 The Committee welcomed the response but wanted to see how the development of services and provision was progressing.
- 3.2 **RESOLVED:** The Committee noted the report and recommends that next year's Healthier Communities Select Committee has an item on their agenda early in the municipal year that reports on the progress against the key areas of development highlighted in the report.

4. Draft Partnership Commissioning Intentions for Adults 2016/17

- 4.1 Susanna Masters (Corporate Director, Lewisham CCG) introduced the report. The following key points were noted:

- The Partnership Commissioning Intentions has been undertaken in two parts: services for adults, and separately services for children and maternity.
- The Adult Joint Strategic Commissioning Group is responsible for developing the adult Commissioning Intentions. It has worked closely with the Adult Integrated Care Programme Board (AICPB), Public Health, Adult Social Care and Lewisham CCG. The AICPB looks at physical and mental health, health and social care, and primary and secondary care.
- Last year was the first year that the commissioning intentions were jointly produced. One plan was created to cover one set of priorities for the partners over the course of two years.
- There was a period of consultation over the priorities for last year's commissioning intentions. This included public events around prevention and early intervention, GPs, neighbourhood community teams and enhanced care schemes.
- The priorities have been refreshed this year, but the focus has been on how to commission services to meet those priorities. One of the areas being worked on was how success should be measured in this area of work.
- The aim for the commissioning intentions is to have a population based, outcome based approach to contracts.

4.2 Susanna Masters, Danny Ruta (Director of Public Health) and Joan Hutton (Head of Adult Assessment and Care Management) responded to questions from the Committee. The following key points were noted:

- The move towards prevention and outcome based commissioning was welcomed. A shift in culture and ways of working was needed to ensure prevention was at the forefront of care provision.
- Many contracts in health and social care are structured to pay for the number of activities undertaken by providers. This means that the more an organisation does, the more it gets paid, which means the financial incentives for organisations often do not promote preventative work. For example, the general medical services contracts rewards GPs for seeing patients, but does not reward them for preventing people from becoming ill.
- Prevention requires an opposite approach. To make prevention central to the way health and social care services are organised would require changes in the way funding flows between different organisations in the health and social care system. In Lewisham, partners are working together to change the system and create a change in the mind-set of the employees and organisations involved.
- The report mentions that around 11.9% of the population in Lewisham has 2 long-term conditions. The term long-term condition is quite wide ranging. Most people with long-term conditions go about their daily lives, but in the long run these conditions can still increase the risk of complications. Health and care services are aiming to prevent conditions from deteriorating. For example, a person with diabetes can have high blood glucose levels for years without significant direct impact. However, in the long run this can lead to amputations, blindness and kidney failure which could have been prevented. The challenge is to make people consider their future.
- There has been public engagement around the commissioning intentions. People tended to indicate they would like care to be provided in the community. The challenge was to now make people aware of the care provided in the community.
- Foundations are in place in the Neighbourhood Care Teams to provide people with a single point of contact for their care, although in some cases it may be two points of contact instead of one. GPs can refer patients they are concerned about to a Neighbourhood Care Team, which also includes district nurses and social care workers. There are coordinators and care support workers across each neighbourhood. The teams aim to provide wraparound care and to proactively identify people's care

needs. This will require a change in the way health and care professionals work and relationships being built between different employees.

- Work is being developed in the community to prevent malnutrition in Lewisham's residents. The Committee will receive more information about this work.
- The commissioning of care provided focuses on the entire population in Lewisham – not just the segment of the population registered with a Lewisham GP.
- There are likely to be discrepancies between the population of the borough and the population registered with a Lewisham GP as people in London are often registered with a GP across a borough boundary. Some people remain registered after they moved outside the borough or sometimes even once deceased. There are also people registered with GPs who don't show up in the Census. All this makes it difficult to do a like for like comparison on populations.
- Access to social workers is being increased at the weekends and discharge from the hospital partly happens over the weekend. It can often be easier for family members to meet with a social worker over the weekend to discuss care arrangements due to work commitments during the week.

4.3 The Committee made the following comments:

- The move towards prevention and outcome based commissioning was welcomed by the Committee.
- There is a move to provide more care in the community, and to ensure people require less in-patient and emergency services. But the difficulty might be the transition from current services and expectations to these new models. People are not yet aware that, for instance, Neighbourhood Care Networks exist and that they are a service people can use. This change in awareness is needed for people to start using new services.
- It can be difficult for people to navigate the different services they might need for their health and social care across primary, secondary, health and social care. Providing people with a single point of contact in the form of a clinical coordinator can help people navigate the system.
- The funding for the CCG is based on the population in Lewisham registered with a GP, but not every resident is registered with a GP. Sometimes it can be some of the most vulnerable residents and people with complex care needs who are not registered but will still require care. This must be particularly apt in London with its transient population. It leads to a mismatch in funding for the population and the needs of the population.
- It is concerning that one third of older people who present to hospital suffer from malnutrition.

4.4 **RESOLVED:** that the Committee be provided with information on the work being done to prevent malnutrition and information on the mismatch between the GP registered population and actual population of Lewisham.

5. Lewisham Health and Wellbeing Strategy Refresh 2015-18

5.1 This item was discussed after item 6 (Additional information savings proposals A14 and A16).

5.2 Sir Steve Bullock (Mayor of Lewisham and Chair of the Health and Wellbeing Board) introduced the report. The following key points were noted:

- The strategy of the Health and Wellbeing Board (HWB) has been refreshed. The Joint Strategic Needs Assessment (JSNA) was carried out when the HWB was not formally set up yet but functioning in a shadow form. The JSNA has been the foundation for HWB priorities so far.

- The HWB is still a very new creation, and the relevant legislation has left some matters unresolved. HWBs functions are, for local government, a strange hybrid between executive and scrutiny functions.
- The HWB has had to identify priorities, and it is easy to say everything is a priority. The question for the HWB now is how to take matters forward. In the strategy refresh a decision has been made to focus on three areas: (a) the integration of health and adult social care; (b) preventing ill-health and promoting independence; (c) supporting our communities to become healthier and more resilient. Given the financial pressures for the Council and its partners in the health sector, these areas have to be prioritised, especially the integration of health and adult social care.
- The remaining question is how the HWB can add value, as the HWB does not control any resources directly, but relies on the resources and work of its constituent parts to deliver against the HWB's priorities.

5.2 Danny Ruta commented on the report. The following key point was noted:

- The focus of action in the next couple of years would be on how to achieve long-term outcomes. In addition it was important to make each contact count with a health care professional or other public sector worker in Lewisham.

5.3 Sir Steve Bullock and Danny Ruta answered questions from the Committee. The following key points were noted:

- The HWB is a hybrid of executive and scrutiny functions. The Board has a duty to scrutinise the workings of its constituent bodies, as well as having executive powers. The Healthier Communities Select Committee can add value by looking at whether the priorities for action have been delivered against by the constituent bodies of the HWB. It may be less useful to look at the work and output of the HWB directly.
- The universal free vitamin D scheme mentioned under Priority 1 (Achieving a healthy weight) in the report, was intended to contribute to healthy nutrition and consumption of healthy food overall. Officers are unaware of a direct positive link between consumption of vitamin D and a healthy weight.
- BCG immunisation is currently provided to babies a couple of weeks after birth by health visitors. There are currently discussions undergoing as to whether midwives should be trained to administer the vaccines to improve uptake.
- The government has decided that the in-year cut to the Public Health Grant should go ahead, and that each local authority should save 6.2% of their allocated Grant for the current financial year. Officers are looking into how to implement this saving, which will be difficult as there are only 3-4 months in the financial year left. An added difficulty is that a large part of the Public Health Grant is spent on contracts that have been signed so the Council has already committed itself to spending this money.
- A initiative is being developed London wide to encourage supermarkets to provide check-out areas that don't contain junk food. Price promotions in supermarkets and other businesses selling food often provide deals for food with high fat and/or high sugar content. Meal deals offered by businesses often lead to situations where a sandwich is cheaper if purchased alongside crisps or a sugary drink. There is a debate on-going about whether food and drink that is high in sugar should pay a 10-20% sugar tax.

5.4 The Committee made the following comments:

- A higher rate of uptake of immunisation occurs when vaccines are administered almost directly after the birth of a baby as compared to months down the line. It would be good to see early administration of immunisation provided in Lewisham.

5.5 **RESOLVED:** the Committee noted the report, and requested that the Committee be kept up to date with the plans to implement the 6.2% in-year cut to the Public Health Grant.

6. Additional information on savings proposals A14 and A16

6.1 This agenda item was moved forward on the agenda to be discussed directly after agenda item 4.

6.2 Joan Hutton introduced the information on savings proposal A14 Managing the demand for formal social care and achieving best value in care packages. The following key points were noted:

- This savings proposal is a continuation of the savings agreed in 2015-16. Commissioners are now required to consider what people can still do for themselves, and work with families to establish this. The care needs of individuals are reviewed more often to ensure that packages of care provided are timely, cost effective and proportionate to need.
- The case studies included in the report provide a flavour for the kind of changes to care packages that are being implemented.
- There is a process in place to ensure people can raise issues with officers if there are problems with the care package. This change is difficult for many people, as some residents have been provided with a certain level of care for a very long period and the adjustment if care is reduced can be hard. If levels of care are reduced this is done gradually. The process is being managed carefully and at the time of the meeting there had not been any complaints to the Local Government Ombudsman.

6.3 Joan Hutton responded to questions from the Committee. The following key points were noted:

- The website is being developed to be more accessible to people.
- Several options are considered when discussing and deciding on care arrangements with residents. Although 7 hours of care a week for a very elderly resident may seem like a limited amount of contact, some people don't want much interaction with social services.

6.4 The Committee made the following comments:

- The Committee thanked officers for the detailed case studies, which were very useful for the Committee to be able to assess what the savings proposal would entail.
- It may be difficult to make these new ways of providing care, including via the website, accessible to people who are not already engaged. Making the website more accessible might lead to it becoming more accessible to people already using it and not to people who weren't using it before.

6.5 **RESOLVED:** the Committee noted the report.

6.6 Danny Ruta introduced the information on savings A16 Public Health. The following key points were noted:

- The Council currently spends £200k a year on providing free swimming from its Public Health grant. This funding is spent on providing free swimming for under 16 year olds, as the leisure centre contracts provide a concession for over 60 year olds.
- Just under 14,000 residents in Lewisham used free swimming over the last financial year. This is a sizeable chunk of Lewisham's population. 23% of the residents younger

than 16 used the free swimming provided at least once in the last financial year, while 8.7% of the 0-16 population swim at least once a month. Only 20 children or young people use the available free swimming more than 3 times a month.

- Physical activity needs to be sustained to obtain public health benefits. This programme has very little impact on obesity compared to other money spent from the Public Health Grant.

6.7 The Committee commented that:

- The figures indicated that continuing to fund free swimming in light of the budget cuts that need to be across the Council, may not be the most effective use of public health funding.
- It is concerning that the swimming ability of children and young people in Lewisham is poor, but this may be better dealt with via school swimming lessons.

6.8 **RESOLVED:** the Committee noted the information provided, and agreed to provide the Chair of the Children and Young People Select Committee with a note of their discussion.

7. Select Committee work programme

7.1 Simone van Elk (Scrutiny Manager) introduced the report. The Committee discussed its next Committee meeting, and mentioned that, depending on the circumstances at the time, it may be good to receive information on how the proposed junior doctor strike would impact on the trusts attending the next Committee meeting.

7.2 **RESOLVED:** that the work programme be noted.

8. Referrals to Mayor and Cabinet

None

The meeting ended at 20.50

Chair:

Date:

MINUTES OF THE HEALTHIER COMMUNITIES SELECT COMMITTEE

Tuesday, 8 December 2015 at 7.00 pm

PRESENT: Councillors John Muldoon (Chair), Stella Jeffrey (Vice-Chair), Paul Bell, Colin Elliott, Ami Ibitson, Jacq Paschoud, Pat Raven, Joan Reid, Alan Till, Susan Wise and Alan Hall

ALSO PRESENT: Councillor Chris Best (Cabinet Member for Health, Wellbeing and Older People), Nigel Bowness (Healthwatch Bromley and Lewisham), Aileen Buckton (Executive Director for Community Services), David Norman (Service Director, Older Adults) (South London and Maudsley NHS Foundation Trust), Zoe Reed (Director - Strategy and Business Development) (SLaM), Lynn Saunders (Director of Strategy, Business and Communications) (Lewisham and Greenwich NHS Trust), Sarah Wainer (Head of Strategy, Partnerships and Improvement), Alison Edgington (Director of Delivery for Bexley, Greenwich and Lewisham System Resilience), Tony Read (Chief Financial Officer) (Lewisham CCG), Colin Stears (Management Partner, St John's Medical Centre) and Simone van Elk (Scrutiny Manager)

1. Declarations of interest

1.1 The following non-prejudicial interests were declared:

Councillor John Muldoon: governor at South London and Maudsley NHS Foundation Trust, day patient at Guy's hospital, patient at Lewisham and Greenwich NHS Trust and a member of the Joint Health Overview and Scrutiny Committee concerning the Our Healthier South East London (OHSEL) programme.

Councillor Alan Hall: governor at South London and Maudsley NHS Foundation Trust, Chair of the Bellingham Health Forum and a member of the Joint Health Overview and Scrutiny Committee concerning the Our Healthier South East London (OHSEL) programme.

Councillor Pat Raven: a family member in receipt of a package of social care.

Councillor Paul Bell: member of King's College Hospital NHS Foundation Trust.

2. The state of the local health economy

2.1 Tony Read (Chief Financial Officer Lewisham CCG) introduced the information regarding Lewisham CCG. The following key points were noted:

- The budget of Lewisham CCG for this financial year was £407m received from NHS England. The CCG is required to deliver a £7.6m surplus from that budget. The CCG is also required to deliver a £8m efficiency saving. The CCG has predicted it will meet its budget this year.
- The impact of the Comprehensive Spending Review is not yet fully known. The income for the NHS for the next financial year should be announced on 17 December, and detailed guidance on how it will be spent across the NHS is not expected until the end of December.
- Lewisham CCG is a key part of the Our Healthier South East London (OHSEL) programme. The basis for the OHSEL programme was that demand is outstripping supply and the 6 CCGs across South East London need to work together to manage that.

2.2 Tony Read, Colin Stears (Managing Partner St John's Medical Centre), Lynn Saunders (Director of Strategy, Business and Communications, Lewisham and Greenwich NHS Trust) and Aileen Buckton (Executive Director Community Services) answered questions from the Committee. The following key points were noted:

- The CCG's budget surplus would have to be returned to NHS England. The CCG was not free to decide how it should be spent, including mitigating against the announced in-year cut to the Public Health grant or assisting NHS trusts with their overspend. If the CCG does not deliver this £7.6m surplus at the end of the year, this part of the budget would not be returned to the CCG in the following year.
- NHS England uses a formula to determine how much funding each CCG receives. This takes account of population factors such as age, number of people etc. The data on the population used for this formula is a mix between the GP registered population and data from the Office for National Statistics. There are also opportunities for CCGs to bid for additional funds to run specific projects. As there is often a requirement for match-funding, they can end up costing the CCG more instead of bringing money into the borough.
- There isn't a system that can handle bookings for appointments across different providers in Lewisham. The IT systems used are not quite joined up yet but the CCG and Lewisham and Greenwich NHS Trust have made some progress in sharing patients' records via the Connect Care system.
- There has been an increase in demand in some services including emergency care but it was not possible to provide a clear reason. There has been anecdotal evidence for increased demand for GP services, but the reasons are unclear.
- A change in the health and social care system is needed to deal with the existing financial problems. The deficits for provider organisations were widening. The aim is to provide care that is as effective but in a lower cost setting. There should be more focus on early intervention.
- Public Health has done London-wide work on the issue of food poverty. The Committee would be provided with this information.
- Lewisham CCG works with Bexley and Greenwich CCG to fund a system resilience team that works to speed up discharge and alleviate the pressures on providers during the winter months. This is an example of non-financial support that the CCG provides to providers.

2.3 David Norman (Service Director, South London and Maudsley NHS Foundation Trust) introduced the information regarding the South London and Maudsley NHS Foundation Trust (SLaM). The following key points were noted:

- SLaM has an operating budget of circa £300m, and was expecting to run a deficit this financial year of just under £5m but the current forecast is that the trust is £3m off its plan. The over spend is largely explained by spending on agency staff and on Psychiatric Intensive Care Unit beds outside the trust which are expensive. Monitor's financial risk rating of the trust has been increased to 2 (with 1 the highest and 5 the lowest) due to its financial situation. This may mean that Monitor would decide to interact with the trust more to mitigate this risk.
- There has been a rise in patient activity at SLaM and it has at times struggled to admit patients. The trust serves the populations of Lambeth, Southwark and Croydon as well as Lewisham.
- The trust aims to invest in its staff's training and support, as well as in improving its administrative systems.
- The prognosis for people with long standing mental health problems is that their lives are 10-20 years shorter on average. This is mainly caused by people's physical health

deteriorating. The trust is focused on more integrated ways of working with primary care providers and acute trusts.

2.4 David Norman, Zoe Reed (Director of Community and Organisation, SLaM), Colin Stears answered questions from the Committee. The following key points were noted:

- The draft report following CQC's inspection of SLaM was overall encouraging. The trust has written to the CQC asking for some factual errors to be corrected and was awaiting a formal response from the CQC. Nothing that the CQC had reported was unexpected.
- The trust's full projected budget deficit for 2016/17 amounts to 6-7% of its budget. The rate of the over spend for the trust was declining but the trust is planning how to recover its financial position for next year.
- The trust works with primary care providers and GPs to improve the care for mental health problems. This improvement does not necessarily require extra hours spent by GPs or for extra GPs to be trained. It relies on sharing experiences with GPs and making them feel supported. An important factor is to get the communication between different organisations right so that all health care professionals have access to the right information when reviewing a patient. The work done with the Connect Care project in sharing all patients' records between hospital clinicians, GPs and social care workers was important in this respect.
- The Inglemere Specialist Care Unit from SLaM in Lewisham is currently vacant and the facility is being reviewed by the trust's estate team. It could be offered to any partner that could use the estate.
- The trust did not always have enough beds for acute admissions. Most problems in this area arise for adults with complex care needs. There were also sometimes not enough beds for children and adolescents. The requirements for beds for acute admissions were very high. The beds need to be close to physical health providers and have high design specifications. The estates owned by the trusts did not always measure up.

2.5 Lynn Saunders introduced the information regarding Lewisham and Greenwich NHS Trust. The following key points were noted:

- The trust was in a challenging financial position and many trusts in England were in similar positions. It was expected that the efficiency target for next year would also be around 5%.
- The hospital provided around 72% of the Lewisham residents' hospital care when using outpatient referrals as a proxy for the total number of patients.
- The trust reported to the NHS Trust Development Authority as opposed to Monitor. It was required by the NHS Trust Development Authority to decrease its deficit from the planned deficit agreed at the beginning of the financial year of £38m to £33m.
- The trust had in place a 'cap and collar' contract with local CCGs in the current year. Activity was currently over-performing against the cap for the contract and, as a result, the trust had undertaken £1.9m of activity that commissioners were not paying for.
- Through the work of the OHSEL commissioning programme, South East London commissioners had confirmed that there would be a need for all current A&E departments in South East London to remain. This has helped the trust's recruitment and last month it recruited 4 consultants, 2 of whom were for its A&E department.

2.6 Lynn Saunders, Alison Edgington (Director of Delivery for Bexley, Greenwich and Lewisham System Resilience) and Tony Read answered questions from the Committee. A number of key points were noted:

- It is decided before admission to hospital whether patients are suitable to have day surgery or whether they should stay in hospital overnight.

- The hospital had meetings 3 times a day to discuss which patients could be discharged at 08.00, 13.00 and 16.00. These meetings were attended by senior employees from the hospital, CCG and social care. Every patient was reviewed.
- In recent times, there have regularly been 100 patients each day across Lewisham Hospital and Queen Elizabeth Hospital waiting to be discharged from hospital across the trusts. This had a number of reasons: due to patient's choices on where they wanted to go after hospital, some were awaiting assessment from NHS continuing care, some should not have been in hospital anyway and some had very complex needs. It had become harder to find the right care option for patients with very complex needs. Considerable joint work had been put in place to reduce this number of patients 'ready for discharge' but this week the number still averaged at around 54 patients, showing that the number on this list were very volatile.
- The London Quality Standards apply across a range of specialities. Implementing some of these standards would incur costs.
- In the Comprehensive Spending Review, it was announced that by 2020 £1.5bn would be added to the Better Care Fund. If this was distributed in the same way that the funding for the Better Care Fund is currently distributed, it would mean Lewisham would receive an additional £8m where it currently receives £21.7m. Only £100m would be made available next year, with the majority becoming available in 2018-19. It has been announced as additional funding, but it is unclear whether this £1.5bn is part of the £8bn extra funding for the NHS that was a manifesto pledge for the Conservative Party for last year's general election.
- The savings Lewisham and Greenwich NHS Trust are required to make are not divided by acute care and community care. Clinical divisions within the hospital are responsible for both acute and community care; and clinical divisions are responsible for delivering certain elements of the savings.
- It was difficult to anticipate what the impact of the changes to the student nurse grants would have on the numbers of student nurses.
- Some of the financial difficulties of Lewisham and Greenwich NHS Trust were a result of the merger as Greenwich was in a financially difficult position. At the same time there have been changes across the NHS and many trusts have financial difficulties that have not arisen through a merger.
- The £1.9m of work done by the trust that was not funded by commissioners, relates predominantly to care provided to non-Lewisham patients, who are the responsibility of other CCGs; not Lewisham CCG.

2.7 Alison Edgington introduced the information on system resilience to the Committee. The following key points were noted:

- All partners work together to ensure the population's health needs can be met. Pressure on the number of beds available is no longer a phenomenon that just happens around Christmas. Older people attend A&E with ever more complex needs.
- A large part of the work on system resilience consisted of predicting trends in demand for services. This required data analysis on trends from many different years.
- Programme Aladdin was designed to deal with an expected increase in demand around Christmas by increasing capacity. The work consist of preventing patients ending up in A&E, but if patients are then admitted, working to ensure they are discharged as soon as possible.
- Elderly patients are more likely to be admitted and when admitted they are more likely to deteriorate during their stay. They are also less likely to be able to return home after being discharged.

2.8 Alison Edgington, Aileen Buckton and Sarah Wainer (Programme lead for Adult Integrated Care Programme) answered questions from the Committee. The following key points were noted:

- There is an initiative underway to work with nursing homes and agencies that deliver care packages to people living at home to identify those most at risk of admission and help keep people out of hospital.
- The Council mostly spot purchases beds in care homes instead of relying on block contracts. This means the engagement with providers on these issues works via provider forums for instance, and was not written into contracts.
- When elderly patients are admitted to hospital they tend to be very frail and vulnerable and could lose some of their independence meaning it is more difficult for them to return home.
- The winter response service provides people with quick assessments at home to try to prevent admissions to A&E. In normal circumstances GPs would not be able to do a home visit till the end of day at which people would have already ended up in A&E. Both GPs and residential care homes can refer people to the winter response service. They would then receive a visit from a GP or nurse much earlier in the day.
- Around 20-30% of ambulance calls are due to falls by elderly people. People may fall for a number of reasons not just in care homes but also those living at home. Reasons could be lack of appropriate glasses, lack of suitable equipment at night or a lack of night lighting. Those who fall once are more likely to fall again.
- It was a work in progress to ensure discharge is as effective at weekends as during the week. Some care homes will take back from hospital over the weekend, but won't accept any new cases. All domiciliary care providers can provide care packages to new customers over the weekend.
- Packages of social care are reassessed after a certain period. Where someone would initially need two people to support them, they may after a while only need one.

2.9 Sarah Wainer and Colin Stears introduced the information on Neighbourhood Care Networks – Delivery of Community Based Care to the Committee. The following key points were noted:

- Neighbourhood Care Networks are a key element in the redesign of the system of health and social care. One of the aims of neighbourhood care networks is to provide care and support for people closer to home and to stop people reaching a crisis point.
- There are no specific blueprints for what a network should look like. The CCG, SLAM, LGT and the Council are working together to build care networks that best meet the needs of their local communities. .
- The four neighbourhood care networks will mirror the areas covered by the four GP areas in Lewisham. The Connect Care system (a virtual patient record) will support the delivery of community based care. Each network will link in the voluntary and community sector.
- GPs forming federations was a new phenomenon. But as all the partners that GPs work with are working at scale, it has become difficult to function as 39 separate entities for GPs. The forming of federations has allowed GPs flexibility in working with partners.
- The focus for multi-disciplinary working within the neighbourhood care networks is initially on the 60+ population. They have been identified by GPs as most likely to reach a crisis. The question was now how the networks could be built outwards to include more partner organisations such as public health, voluntary sector and housing providers.

2.10 Sarah Wainer, Aileen Buckton and Colin Stears answered questions from the Committee. The following key points were noted:

- The catchment area for a GP crosses borough boundaries. If a patient living outside Lewisham is registered with a GP surgery inside Lewisham, they will be provided for in the same way that Lewisham residents registered with that particular surgery would be.
- The use of key workers are seen as important aspect of multi-disciplinary working. The key worker may be different for different patients and would be the person best placed to deliver a person's care or to support them. Alongside the consideration of co-ordinators to help patients navigate the existing system, we will look at what could be redesigned to make the system easier to navigate. There are coordinator posts being considered on a temporary basis however to help us look at the difficulties some patients face in navigating the current system.
- The health and care professionals involved in multi-disciplinary working could perhaps take on wider responsibilities in the care of patients than they have at present. The clinical responsibility for the patient will however stay with the clinical professionals.
- If a patient disagrees with the care provided or has a complaint, the same avenues to seek redress are open to a patient as are available currently. Where care plans are jointly agreed there is joint responsibility for those decisions. Patients should be involved in development of their care plan. Family members and voluntary sector organisations are also considered as part of neighbourhood care networks.
- The organisational arrangements for the care networks would need to be formalised. Decisions will need to be made about pooling budgets or forming one budget stream, whether to organise as a federation or form one organisation, how to use estates across organisations and how to use IT. Decisions on some of these areas will be made in 2016-17.
- Capacity is reducing across the health and care system. The networks provide opportunities to use the available capacity at its best and to make every effort count.

2.11 The Committee made a number of comments. The following key points were noted:

- In Utah, health care providers had developed an app that helped in demand management. Patients could look up their symptoms, receive advice on which health services to attend but also receive information about up to date waiting times at emergency care facilities as well as book appointments online. This enabled people to travel to centres where they would be helped the quickest, while distributing demand across different providers.
- The Committee wondered whether the changes in eligibility for social care services might lead to increased need for primary and emergency care services.
- A number of people are being admitted to hospital with malnutrition and this can deteriorate while in hospital. There may not always be the opportunity to ensure meals are provided to people living alone, or the time to ensure the meals provided are eaten.

2.12 **RESOLVED:** that the Committee noted the information provided; that the Committee be provided with information on any work done by Lewisham and Greenwich NHS Trust to ensure people are well nourished while in hospital and any work done to prevent people arriving in hospital malnourished; that the Committee recommends that next year's Healthier Communities Select Committee has an item in their work programme that reports on the development of the Neighbourhood Care Networks.

3. Referrals to Mayor and Cabinet

There were none

The meeting ended at 9.30 pm

Chair:

Date:

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Healthier Communities Select Committee			
Title	Declaration of interests		
Contributor	Chief Executive	Item	3
Class	Part 1 (open)	13 January 2016	

Declaration of interests

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

1. Personal interests

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

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

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

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship – payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member's knowledge has a place of business or land in the borough;
 - (b) and either

- (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
- (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

3. Other registerable interests

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

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

4. Non registerable interests

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

5. Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

6. Sensitive information

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

7. Exempt categories

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

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

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HEALTHIER COMMUNITIES SELECT COMMITTEE		
Title:	Leisure Contracts Update – January 2016	
Key decision:	No	Item No: 4
Ward:	All	
Contributors:	Executive Director for Community Services	
Class:	Part 1 (open)	Date: 13 January 2016

1. Summary and Purpose of Report

- 1.1 This report invites comments from the Healthier Communities Select Committee on the 2014/15 performance of the two leisure centre contracts and their operators, 1Life (formerly Leisure Connection) for the Downham Health & Leisure Centre; and Fusion Lifestyle for the other leisure facilities across the borough.
- 1.2 Additionally the report provides updates on the contracts against four strategic objectives: improve health and wellbeing and tackle inequalities; contribute to community cohesion; contribute to the regeneration of the borough; and employment for local people.
- 1.3 The annual reports from both operators for the year 2014/15 are attached as appendices.

2 Recommendations

- 2.1 To note and comment on the contents of the report.

3 Background and History

- 3.1 The borough's leisure facilities are managed on behalf of the Council by two contractors, Fusion Lifestyle and 1Life (formerly Leisure Connection).
- 3.2 On 1 June 2011, Mayor & Cabinet (Contracts) approved the award of the Leisure Services Contract to Fusion Lifestyle for a period of fifteen years. The contract commenced on 15 October 2011 with immediate transfer of The Bridge Leisure Centre, Ladywell Arena, Ladywell Leisure Centre and Wavelengths Leisure Centre.
- 3.3 In addition to these leisure centres, previously managed by Parkwood Leisure, the contract has since included the new centre on Loampit Vale (Glass Mill), Forest Hill Pools, Forest Hill School Sports Centre and the Warren Avenue playing fields. Bellingham Leisure and Lifestyles Centre finally transferred to Fusion 1st February 2014.
- 3.4 Fusion Lifestyle is a registered charity and as such is required to demonstrate charitable objectives. According to their website their objective is "to deliver high quality sport, health and wellbeing services that are inclusive and

accessible to all without stigma or inequity. In particular we overcome barriers to participation, including socio-economic, age, gender, disability, cultural and ethnicity”.

- 3.5 Downham Health & Leisure Centre opened in March 2007, and is managed by 1Life (formerly Leisure Connection Ltd) operating through an Industrial and Provident Society (IPS) or trust, Downham Lifestyles Limited.
- 3.6 1Life have a 32 year contract through a PFI. The centre includes health care facilities, library, community hall, and leisure services (including a 25m swimming pool, teaching pool, gym, studios, floodlit Astroturf and multi use games area, and playing fields). The Citizens Advice Bureau is now also located in the building.

4 Policy Context

- 4.1 Lewisham’s Sustainable Community Strategy 2008 – 2020 ‘*Shaping our Future*’ reflects the many individual strategies and plans endorsed by different agencies and partnerships in Lewisham. All are working with our citizens to build a successful and sustainable future. The key principles of this strategy are reflected throughout the new leisure contract to ensure regular delivery to local residents over the life of the contract.

These key principles are:

- Ambitious and achieving – where people are inspired and supported to fulfil their potential
- Safer – where people feel safe and live free from crime, antisocial behaviour and abuse
- Empowered and responsible – where people are actively involved in their local area and contribute to supportive communities
- Clean, green and liveable – where people live in high quality housing and can care for and enjoy their environment
- Healthy, active and enjoyable – where people can actively participate in maintaining and improving their health and well-being
- Dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.

5 Leisure Contracts Update

- 5.1 The key strategic areas of influence for the leisure contracts are as follows:
 - to improve health and wellbeing and tackle inequalities
 - to contribute to community cohesion
 - to contribute to the regeneration of the borough
 - employment for local people

Progress against each of these are set out below.

5.2 Improve health and wellbeing and tackle inequalities

- 5.2.1 A key objective of the two leisure contracts and the borough Sports Plan is to increase participation in sport and physical activity by local residents, through the use of the leisure facilities.
- 5.2.2 **Participation:** General participation at the Fusion leisure centres has yet again increased compared to the previous year. During 2014-15 the number of attendances at the facilities increased to 1.25m (1.1m in 2013/14 and 850k in 2012/13). Some of the key products such as the gyms, fitness classes and swim school have seen significant growth in participation. For instance, the fitness class programme now offers over 250 classes per week.
- 5.2.3 The increased attendances are down to a number of factors. These include the investment in the infrastructure in recent years which has now provided the Council with a portfolio which stands up well in the face of competition from the commercial sector and other local leisure opportunities. As the delivery agency of the leisure offer, Fusion Lifestyle should also take credit as the key performance indicators have improved over the year.
- 5.2.4 Following on from significant growth last year, participation across the target groups has also been extremely positive during this 12 month period. There was a 60% increase by over 60s, 36% increase by BME users, 34% increase by under-16s and a 22% increase by women users. Some of these increases will be attributable to improved data capture through the various membership and loyalty schemes but the strong message is that target group participation is going in the right direction.
- 5.2.5 Off the back of a 179% increase last year by disabled users, this year saw a decline by 16%. This figure was significantly impacted by the cancellation of two regular disabled group bookings – Royal London Society for the Blind at the Bridge and the Burgess Autistic Trust at Glass Mill. Both groups have had to reduce their activities due to funding cuts.
- 5.2.6 Recorded attendances at Downham Health and Leisure Centre during the year 2014/15 matched those of the previous year. A total of 453,456 visits were made which is not a significant increase on the previous year due to a positive attendance position in 2013/14.
- 5.2.7 The Downham contract provides a range of activities geared towards participation of certain groups. The trampoline sessions and holiday programmes are well attended and the swim school programme proves ever popular. BME groups and women generally find the fitness programmes appealing. People with disabilities are well catered for with their own centre specific club and the 60+ have an extensive and vibrant programme in all areas of the centre.
- 5.2.8 **Free swimming:** Free swimming is available for residents aged 16 and under and 60+ with a Lewisham library card. Across the Fusion contract there were 47,920 free swims during 2014-15 (up 35% on the previous year). At Downham 2014-15 usage has also increased to 19,695 (an increase of 9.4% on the previous year). Free swimming is currently funded from the Council's Public Health grant and was identified as a saving for 2016/17. This is currently on hold while being considered as part of a wide-ranging review of Leisure provision in the borough (see paragraph 6.2). However, officers have begun to

assess the use of the scheme as recorded through the use of library/leisure card.

- 5.2.9 There are concerns about the quality of the data because as centre reception staff do not always scan the cards and/or there are issues with the IT systems which record the information and this is being further investigated. Notwithstanding this the latest data shows that in the last financial year 2014/15 just under 14,000 individuals accessed free swims. Data from April 2014 to July 2015 showed that the majority of people accessing free swimming go infrequently (on average 4.8 times over the 15 month period). Over 60s swim more frequently and Males use free swims more than females with the overall figures showing:
- 8% of the population over 60 accessed at least 1 free swim. 2.3% of the total over 60s population swim at least once a month.
 - 23% of the 0-16 population accessed at least 1 free swim over the period 8.7% of the 0-16s population swimming at least once a month.
- 5.2.10 Officers will seek to address data issues and make a full assessment of the costs/benefits of funding free swimming and return with proposals relating to this provision by the beginning of 2015/16.
- 5.2.11 **Be Active:** The Be Active card provides concessions and free access to leisure activities across the borough. Across the Fusion sites there were 28,571 visits, slightly down on the previous year after a massive growth the year before. Fusion has recently undertaken a membership integrity exercise, asking Be Active cardholders to confirm their status. This has resulted in a significant reduction in the number of concessionary memberships afforded by the Be Active status. In Downham the number of Be Active members grows month on month, with 6,044 visits to the centre in the year.
- 5.2.12 **Exercise on Referral and Active Heart:** These two schemes are run jointly with NHS Lewisham and allow eligible residents experiencing health issues to be referred into tailored exercise courses by their GP or cardiac staff at the hospital. Administration of the programme has changed this year and offers a more streamlined process. Fusion received 1705 referrals fairly evenly split across Wavelengths, Glass Mill, Forest Hill Pools and the Bridge with a smaller number at Bellingham. 678 attended an initial assessment but only 108 people (16%) completed the programme. Completion rates are poor across the Country but are especially low here in Lewisham. People referred on the scheme are typically obese black Caribbean or black African women in the 46-59 age group. The Active Heart programme is much smaller with only 85 people referred in the year.
- 5.2.13 **Health promotion & activities:** 1Life work with their partners in the Downham Health & Leisure Centre to promote healthy lifestyles. For example, free NHS health checks, Downham Celebrates, IAPT and Delicious Nutritious.
- 5.2.14 **Healthy eating:** Within both contracts there is a requirement for healthy food and healthy vending. Downham has installed a Costa Coffee concession this year but has retained a variety of healthy options. The menus and prices at Fusion managed sites are closely monitored to ensure that healthy options are included.
- 5.2.15 **Pricing:** Within the terms and conditions of leisure management agreement and the PFI, the Council works with Fusion and 1Life provide reasonably priced leisure services. The growth of the commercial sector places pressure on the

operators to be competitive. There are subsidised fees and charges for Lewisham residents (with a Lewisham library card) and the reduced economic circumstances of some residents is addressed particularly through the Be Active card. As reported above the Free Swim uptake continues to grow and is particularly popular with those aged 60+.

5.2.16 **Inclusivity:** Access for all is a cornerstone of both contracts. Forest Hill Pools has 'excellent' status for the Inclusive Fitness Initiative (IFI) whilst all the other Fusion sites have provisional IFI status until January 2016. Downham is not required to nor does it possess an IFI accreditation. It is an expensive accreditation to achieve and they are considering whether they can work towards it. At Downham the Seals swimming club use the pool for disabled swimming sessions, and the MS Society have two targeted weekly exercise sessions. The TAGS (Trans And Gender non-conforming Swimming) group has become an established and popular session at Glass Mill, recently receiving press in the Huffington Post and Pink News as a best practice case study.

5.3 Contribute to community cohesion

5.3.1 Both contracts undertake a number of activities and initiatives which encourage participation, bring communities together and provide opportunities. Examples include the following.

5.3.2 Fusion employs a sports development manager to undertake community outreach and event management. Through the efforts of this employee Fusion support People's day, schools and youth events and sporting opportunities for the target groups recognised by Sport England. They also support the development of a number of sports clubs; including London Thunder Basketball Club at Forest Hill School Sports Centre; Lewisham Borough Football Club, Kent Athletics Club and S Factor at Ladywell Arena racquets clubs at the Bridge; Saxon Crown at Glass Mill and a number of martial arts organisations at Wavelengths.

5.3.3 Although 1Life only manage one leisure centre in the borough, they too employ a sports development manager. This employee has a brief to develop health and physical activity in the community and in the leisure centre. This includes a great number of schools assemblies, community group visits and promotion of health and well being generally, Throughout the year they supported a number of activities as well, including:

- No smoking day
- International Women's Day
- Promoted older people's activities
- Supported the disabled swim club
- Both the Christmas and Summer 'Downham Celebrates' event
- Charity fundraisers

5.3.4 1Life awarded funding of £6737 to seven groups during 2014-15 including youth roller skating and boxing, walking football and a significant sum to train local residents in lifeguarding qualifications.

5.4 Regeneration of the Borough

5.4.1 Last year this update reported on significant investments both by the Council and Fusion Lifestyle into the leisure portfolio, with new buildings at Glass Mill and Forest Hill Pools, and a major refurbishment at Wavelengths. All of these

buildings have added enormously to the wider community offer helping to make Lewisham a more attractive place to live and work. Sadly there are still building defects and latent defects associated with all of these sites. These are being actively pursued in conjunction with Fusion Lifestyle and the disruption to the leisure service is being minimised.

5.4.2 As reported previously the Bridge Leisure Centre is now the weakest site in the portfolio, offering relatively poor quality and dated facilities. This past year has seen a moderate investment at the site through 'lifecycle' funds with refurbishments of the gym, sports hall, dry changing rooms and toilets. At their own cost, Fusion installed a 3G synthetic pitch on the existing tarmac playing area. It should be noted however that there would still be a large amount of investment required throughout the building to match the standards offered elsewhere in the Borough.

5.4.3 Fusion has also invested some of their own resources into the gym equipment at Bellingham and Forest Hill School. In all instances this investment has seen considerable uplift in the membership and usage numbers.

5.4.4 Further investment of 'lifecycle' monies is planned at the Bridge but these are largely on mechanical and electrical services which will help with certainty around controlling environmental conditions but will not really be evident to customers.

5.5.1 Employment for local people

5.5.2 The two leisure contracts provide opportunities for employment and training for local residents.

5.5.3 Fusion employs over 200 staff across the Borough, with over 80% of these employees being Lewisham residents (up from 72% in 2013/14). Fusion are committed to developing all levels of staff. Recent successes include their Supernumery Apprentice completing their placement and moving into a permanent role within Fusion, as well as staff enrolling onto the Leadership Development Scheme (which includes study for the ILM Level 5 Certificate in Leadership and Management).

5.5.4 1Life have entered into a partnership with Lifetime who provide apprenticeships and development programmes for members of staff. In 2014/15, they employed 2 apprentices (a lifeguard and a customer services rep). Additionally lifeguards continue to take part in monthly CPD, and one staff member has now qualified as a trainer to help deliver these sessions and further training on site. The Exercise on Referral team have also undertaken motivational behaviour therapy courses to help develop the new programme and increase course completion rates. The positive impact of this work is shown most in the increased staff satisfaction at the centre, and overall satisfaction of the Leisure Centre as a whole.

5.6 Performance monitoring and Operational Issues

5.6.1 Due to issues raised with the council through a variety of sources there has been additional monitoring of the Fusion contract by way of site visits and quarterly technical inspections. The indications are that the quality of the service delivery has improved across the board with higher scores on most indicators.

- 5.6.2 On a quarterly basis the Authorised Officer makes a more formal inspection of the facilities and measures performance against the Zone Data Sheets which set the standards for each area of the building. Any service issues are promptly reported to the operator and if not remedied within the prescribed period a financial penalty is applied.
- 5.6.3 Technical inspections are also made on a quarterly basis. They check for compliance on health and safety matters and to reassure the Council that the leisure operator is undertaking the necessary repairs and maintenance regimes in order to protect the Council assets. This is the second year of these inspections and standards have improved.
- 5.6.4 Some service failures do still occur, complaints are still made and financial penalties are applied but these have become much rarer and the service has settled down offering decent standards partly helped by reduced staff turnover. The way in which Fusion has responded to these situations has improved leading to enhanced levels of customer satisfaction.
- 5.6.5 Last year this update reported on key operational challenges around poor standards of cleaning, queue management, telephone answering, complaints management, defects management and anti social behaviour at Glass Mill. Both Fusion and the Council have focussed attention on these basic housekeeping issues as they impact significantly on the customer experience. Cleaning standards still remain a challenge, particularly at Glass Mill, and Fusion have changed contractor in an attempt to raise standards.
- 5.6.6 As part of their own feedback system, Fusion operates a comments card system to which there were 3392 submissions in the year. The average scores for the year against each of the headings were as follows:
- Staff **95.9%**
 - Range of Activities **97.4%**
 - Building Condition **95.0%**
 - Cleanliness **90.8%**
 - Value for Money **96.4%**
 - Equipment **93.4%**
 - Ease of Booking **92.7%**
 - Ease of Gaining Information **94.0%**
 - Website **93.9%**
 - Total 94.4%**
- 5.6.7 A total of £25,300 was withheld from Fusion as financial penalties for loss of service in the year. These were primarily for mechanical failures such as loss of showers, pump failures in pool circulation and waste to a disabled toilet. During the year 2014/15 there was a total of £2,057.22 withheld from 1Life for service delivery failures, mainly focussed on pool closures at weekends due to unexpected staff shortages.

6 Financial Implications

- 6.1 There are no immediate financial implications arising from this report.
- 6.2 Officers are currently negotiating with both Fusion and 1Life to deliver the £1m savings target against the Leisure budget by 2017/18. These conversations are ongoing, but all possibilities are being looked at to provide a range of options for decision by Mayor and Cabinet during 2016.

7 Equalities Implications

7.1 An Equalities Impact Assessment (EIA) for the Council's leisure services specification was conducted before both contracts were tendered. A number of the actions contained within the EIA aim to deliver a positive impact on equality in the Borough. Some highlights of this include:

- Free gym inductions have been offered for the Exercise on Referral and Active Heart programmes; and subsidised access for Be Active members.
- Specific single sex sessions are being programmed including the continuation of the successful 'women's only' evening at Wavelengths.
- Free access to facilities for national sportsmen and women of all ages is being provided for the duration of the contract (FANS scheme).
- 50 hours of free access per year is being utilised by the Council's sports & Leisure Service. Emphasis will be placed on delivery of activities for the equalities groups listed within the EIA.
- The TAGS (Trans And Gender non-conforming Swimming) group has become an established and popular session at Glass Mill referenced at paragraph 5.2.16

7.2 Fusion's Annual Report – attached as appendix 1 shows significant participation increases across most equalities groups with their current service plan containing the following objectives:

- To deliver a 5% year-on-year increase in general participation
- To deliver a 5% year-on-year increase in participation by users aged under 16
- To deliver a 5% year-on-year increase in participation by users from BME groups
- To deliver a 5% year-on-year increase in participation by disabled users
- To deliver a 7% year-on-year increase in participation by 60+ users
- To deliver a 5% year-on-year increase in participation by female users

8 Legal Implications

8.1 There are no legal implications arising from this report.

9 Conclusion

- 9.1 Through the borough's two leisure providers, Fusion and 1Life, the Council can provide many benefits to local people such as; employment, state of the art facilities, subsidised and free activities for those most in need, and health improvements. Continuous monitoring and working in partnership with the two contractors will ensure continued benefit for local people.

If there are any queries on this report please contact David Walton, Community Assets Manager on 020 8314 8256.

Additional Documents

Appendix 1 – Fusion Lifestyle Annual Report 2014/15

Appendix 2 – 1Life Annual Report 2014/15

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Fusion Lifestyle

Annual Report

LEWISHAM COUNCIL
CONTRACT YEAR 2014/15



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Introduction from our Chief Executive

On behalf of the Trustees and staff of Fusion Lifestyle, I am pleased to welcome you to our third annual report for our partnership with Lewisham Council.

Fusion Lifestyle is a registered charity which exists to provide the very highest quality sport and active leisure services and facilities to be enjoyed by all members of the community. We are intent on making our services available at affordable prices to as many people as possible, and on encouraging access for everyone, overcoming barriers to participation, financial or otherwise. Since we are a charity, all our incoming resources, our time and our efforts are invested in continuing to enhance our service and facilities.

Once again, the number of people using the services and facilities has increased substantially over the last year, with key target demographic groups showing increases, in particular BME, under 16s, women and 55+ target groups.

Our swim teaching and group exercise programmes continue to go from strength to strength.

The portfolio of sport and leisure facilities in Lewisham has seen continued investment throughout 2014/15: the Bridge Leisure Centre has seen significant investment, with improvements to the gym, sports hall and changing areas. New gym equipment was also installed in the Bridge and at Bellingham Leisure and Lifestyle Centre. The new 3G pitch also came into use at the Bellingham site.

Finally, we are delighted that our first apprentice recruited in 2014 has now joined the Fusion team as a full-time member of staff.

We look forward to working with Council members and officers in 2015/16 to further increase participation levels and encourage use of the facilities.

Peter Kay,
Chief Executive

Fusion achievements and performance

Fusion achieved another year of positive growth increasing turnover by 11% and delivering a surplus of £2m. Our investments in the portfolio continued in 2014 with £5m of capital improvements.

Over 2014, Fusion-managed facilities received over 20m visits and we achieved increases in participation levels in all of our target groups. Our sports and community development teams continued to build partnerships with our local communities and their efforts enabled Fusion to raise nearly £400k in external funding.

Fusion team again delivered like-for-like growth of 5%, while commencing new operations and partnerships in Rochford, Bedford and North London.

Finance

Fusion has successfully delivered a further year of growth, with turnover rising to £76m. This represents a 11% year-on-year growth driven by new partnerships, significant revenue uplifts from refurbished sites and healthy like-for-like growth across the portfolio. Cash balances remain strong at over £6.0m.

Net income



Net surplus



Public Benefit

Fusion seeks to promote sport and active leisure participation to the widest possible community, and to engage positively and inclusively with those who do not normally take part in active leisure. We carry out a vibrant programme of events within and beyond our sport and leisure facilities.

30% (6 million) of visits and 30% (over 24,000) of members are from hard to reach or low income backgrounds and enjoy concessionary prices.

In 2014, our programme included:

- Launched a range of activities aimed at those aged 60 years and over, such as Walking Football, No Strings Badminton Sessions and chair based exercise classes
- Sponsorships of young people in the London Youth Games and London mini marathon events
- Hosted annual primary school galas and schools cross country competitions in Lewisham
- Numerous Charity events held across the country al raising money for a charities such as Crisis and Marie Curie Cancer Research
- *InstructAbility* Courses which train local disabled residents to be Level 2 Gym instructors
- New specialised sports sessions including Boccia, wheelchair basket football and tennis, trampolining, swimming, badminton and chair-based exercise classes
- Free 60+ dance classes in partnership with Positive Aging Council
- "Silver Sunday" events in partnership with AgeUK, Diabetes UK and British Heart Foundation
- 300 open days where the local community are invited to use facilities free of charge

Introduction to the Fusion contract in Lewisham

We are proud to operate a varied range of high quality facilities across the London Borough of Lewisham. These include:

- The Bridge Leisure Centre
- Bellingham Leisure and Lifestyle Centre
- Forest Hill Pools
- Forest Hill School Sports Centre
- Glass Mill Leisure Centre
- Ladywell Arena
- Lewisham Indoor Bowls Centre
- Warren Avenue Playing Fields
- Wavelengths Leisure Centre

This contract year saw the opening of a brand new “3G” pitch Bellingham which has increased usage at the site and given users a high quality playing surface all year regardless of weather conditions.

Other improvements to facilities this year have included a new gym layout and gym flooring at Glass Mill Leisure Centre, new gym equipment at Bellingham Leisure and Lifestyle Centre and extensive improvements to facilities at The Bridge Leisure Centre as part of a “Lifecycle” improvement programme.





Annual Performance Review

The following sections will cover the range of performance areas of the wider contract delivery for the period of April 2014 to March 2015.

The areas that will be covered are as follows:

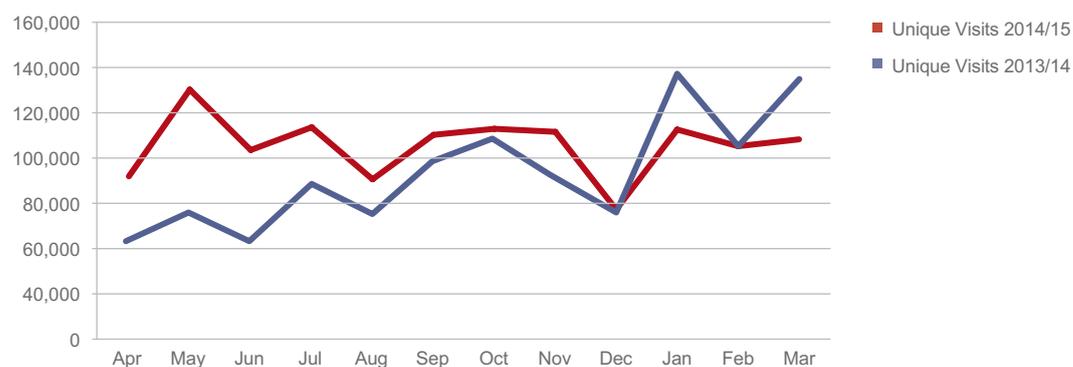
- Annual service planning
- Participation by activity
- Participation by target group
- Customer satisfaction and feedback
- Environmental Performance
- Health and safety
- People
- Sports and community development
- Participation By Centre
- BE Active
- Free Swim

Annual service planning

During 2014/15 Fusion has been working to an agreed annual service plan which covers all of the areas that will be reported upon within this annual review. The annual service plan is provided to Council officers by 31 December each year in draft form and then refined as a partnership to reflect both Fusion's and the Council's key aims and objectives over the forthcoming contract year. Once agreed this service plan lays the path for all planned activity over the next 12 months and Fusion reports frequently to officers as to progress through its monthly and quarterly client meeting cycle. Furthermore the service plan each year will reflect the key targets and will take into consideration the needs and views of the wider spectrum of local stakeholders, as part of Fusion's committed community approach.

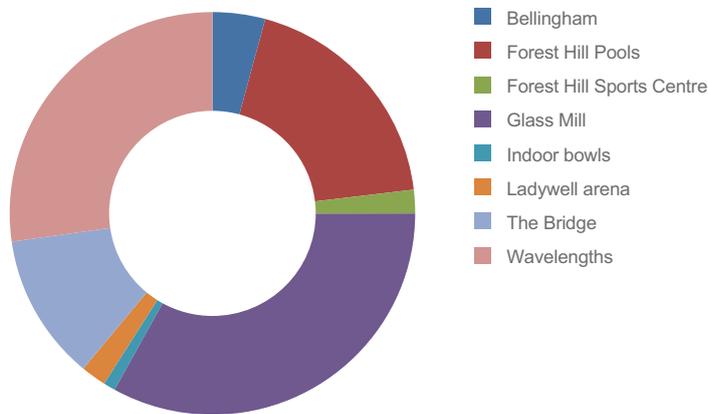
Participation by activity

Participation has seen a steady increase over the 12 month period with all areas showing a positive uplift, with a total of over 1.25 million unique visits this is 14% more than 2013/14. Junior activities and classes and courses have done particularly well with both showing over 150% uplift. In part this can be attributed to delivering over 250 classes per week throughout the centres.



N.B. recording of Swim School participation changed in Jan 15

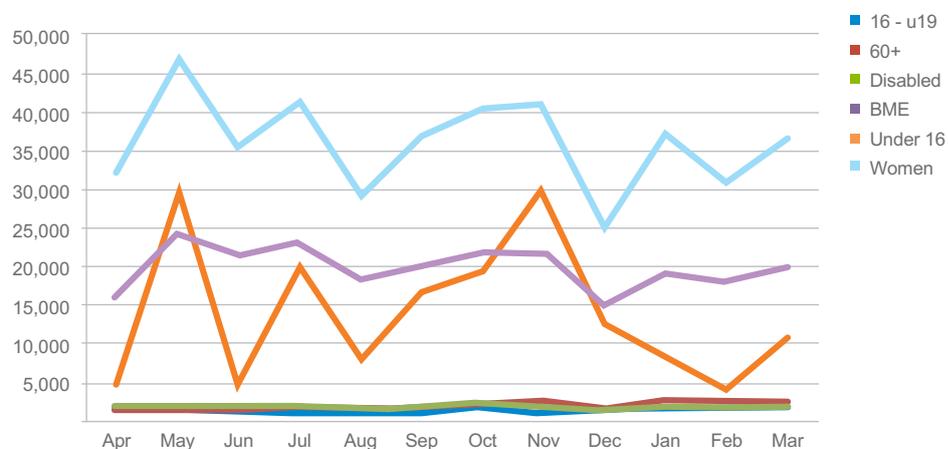
Participation by centre



Participation by target group

Of those customers that use the centre that we have collect data on. Unique visits across the target groups has been positive with most groups seeing an uplift. This uplift has partly been due to better data capture during this period.

- 60+ has seen a 60% uplift
- Disabled by -16%
- BME by 36%
- U16s by 34%, and
- Women by 22%



N.B. recording of Swim School participation changed in Jan 15

Be Active

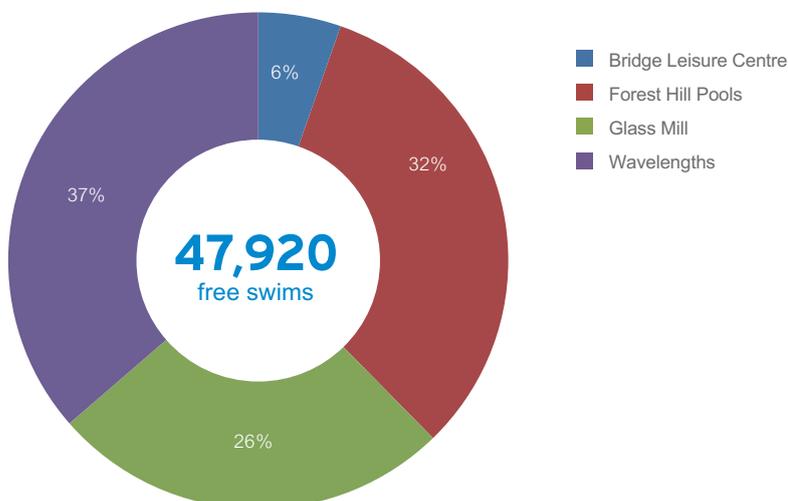
Be Active is a leisure funding scheme designed to allow all members of the community access to leisure facilities. Be Active caters for a wide range of people and provides greater discounts. 28,571 activities have taken place in 2014/15. There are 4,252 Be Active members using the centres in the Borough, Be Active usage is broken down as follows:

- 13,992 gym users
- 28,571 visits
- 14,208 swimmers
- 234 track users, and
- 137 users taking part in a variety of other activities.

“If you’re over 60, a student or receiving benefits, allowances or other forms of support, you are probably eligible for generous discounts on a whole range of activities, exercise classes and leisure opportunities all over the borough.”

Free swimming

Free swimming is an initiative for those residents aged 16 and under and 60 and over. Residents within these age brackets, with a Lewisham library card, can use any of the local leisure centre pools for free during public or general swimming sessions. The free swimming initiative has increased in usage for a second year in a row, with 47,920 free swims visits during 2014/15, which is 35% more than 2013/14.





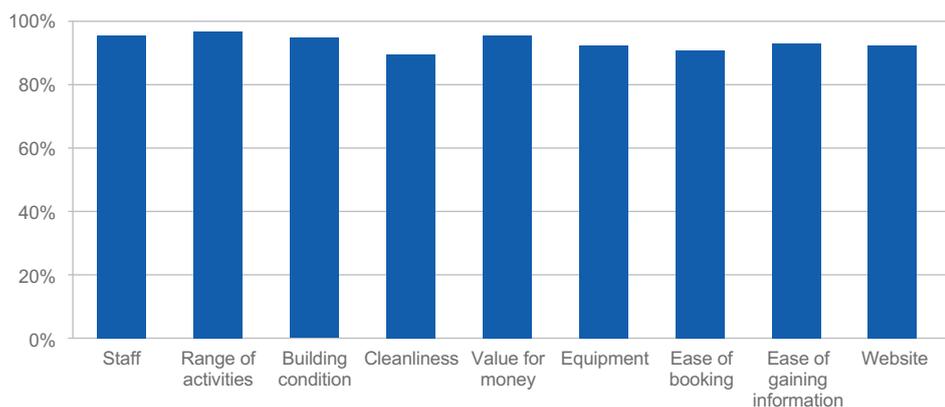
Customer satisfaction and feedback

Each year, our Leisure Centres undergo a rigorous assessment by "Quest", a recognised and respected authority on standards in leisure. All Centres within Lewisham maintained Quest accreditation, with Glass Mill Leisure Centre, Wavelengths Leisure Centre, Lady Well Arena and Forest Hill Pools all achieving a "Good" rating.

We received 3392 "Please Tell Us What You Think" Feedback Cards during this Contract Year. This is an increase of 677 on the previous year. Scores have improved in all key areas and percentages at the close of the year for each area were as follows.

April 2014 – March 2015 (average scores)

- Staff **95.9%**
- Range of Activities **97.4%**
- Building Condition **95.0%**
- Cleanliness **90.8%**
- Value for Money **96.4%**
- Equipment **93.4%**
- Ease of Booking **92.7%**
- Ease of Gaining Information **94.0%**
- Website **93.9%**
- Total **94.4%**



Phone system at Glass Mill

Due to the success and popularity of our offering at Glass Mill Leisure Centre, the site was experiencing high volumes of calls which impacted on the user experience. During the year, Fusion Lifestyle conducted extensive analysis of both the time and nature of calls into the Centre. After this analysis, a new phone system and new phone number were implemented in December 2014. Since the implementation of the new number and system the Centre has improved call response times and feedback from users has been very positive. The Centre received and answered over 8,000 calls from January to March alone. This is an example of how Fusion applies excellent operational management principles to resolve challenging and sometimes complicated issues.

Bridge improvements

Over the last few years Fusion and LBL have invested significantly in new and improved facilities across the borough. Now the works have been completed at these sites, Fusion and LBL turned their attention to The Bridge Leisure Centre in this contractual year. A number of Project Planning meetings were held where the user experience at the Centre was discussed and the team which included representatives from LBL and Fusion Lifestyle formulated a programme of works that would deliver a “best value” package for users, improving their experience whilst ensuring frugal use of financial resources.

The programme is on-going, however improvements delivered so far include:

- New flooring, equipment, Flat Screen Televisions and a new Gym layout.
- Sports Hall including new lighting, refurbished flooring and decoration.
- New reception toilets.
- Commenced refurbishing the “Dryside” Changing Rooms.
- Air condition now reinstated into the Gym

Future improvements planned include works to the Pool Hall at the Centre. In addition to improvements at The Bridge, there have been improvements at other Centres including the planned installation of Air Conditioning at Forest Hill Pools Community Room.

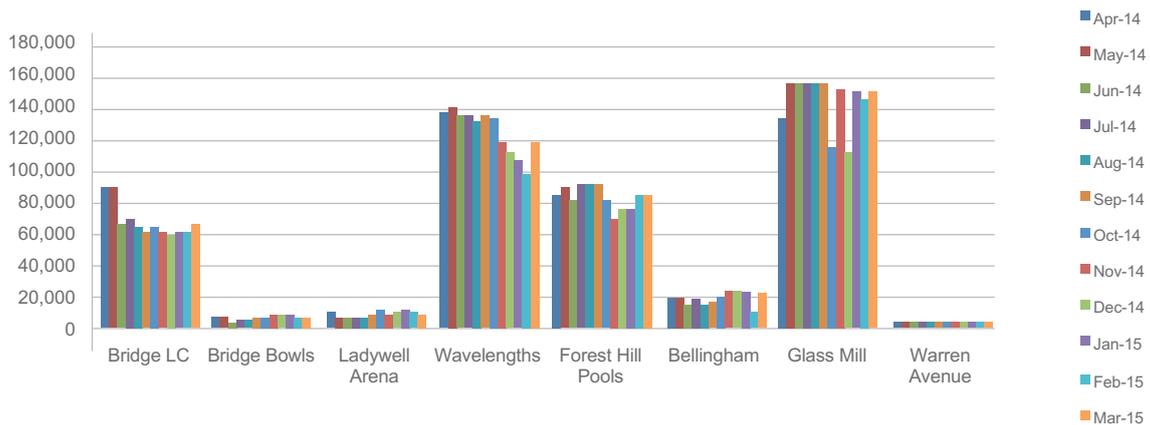


Environmental performance

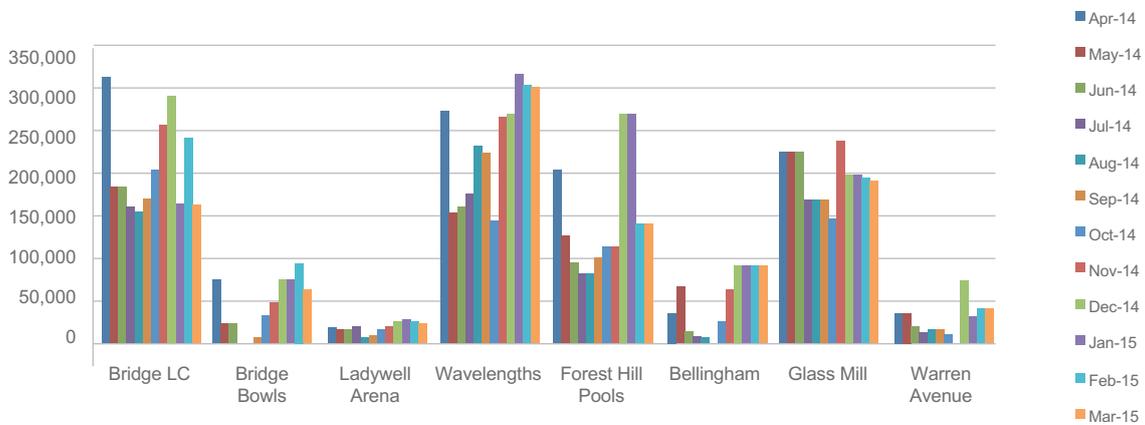
Headline performance

All Leisure Centres have seen lower than expected consumption figures on both electricity and water use. Key initiatives including a "rain harvesting" system at Forest Hill Pools and environmental training for all staff have had an impact". The improvement works delivered at The Bridge Leisure Centre will reduce overall consumption. Energy efficient lighting has been installed in both the gym and Sports Hall.

ELECTRICITY USAGE – LEWISHAM 2014/15

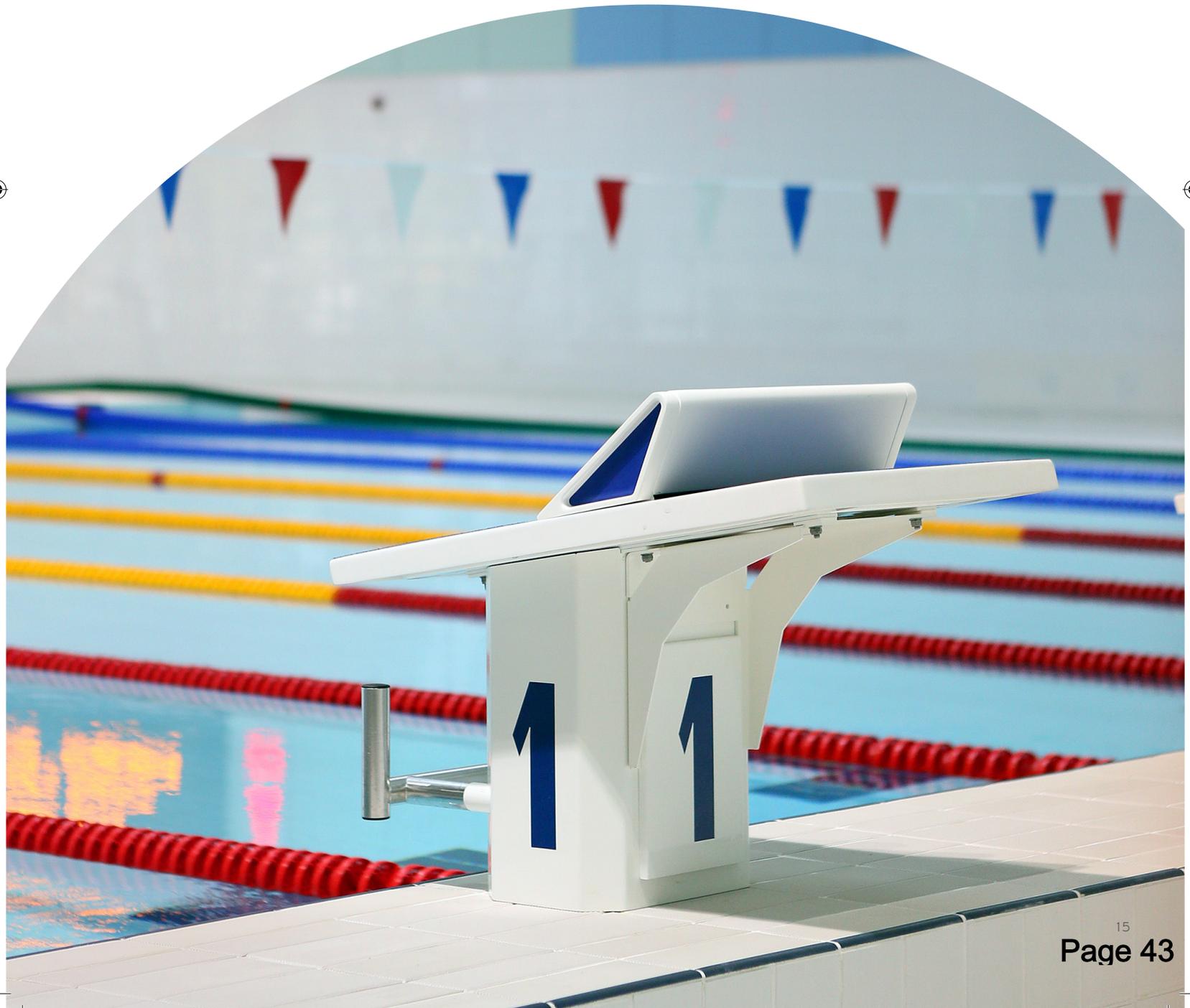
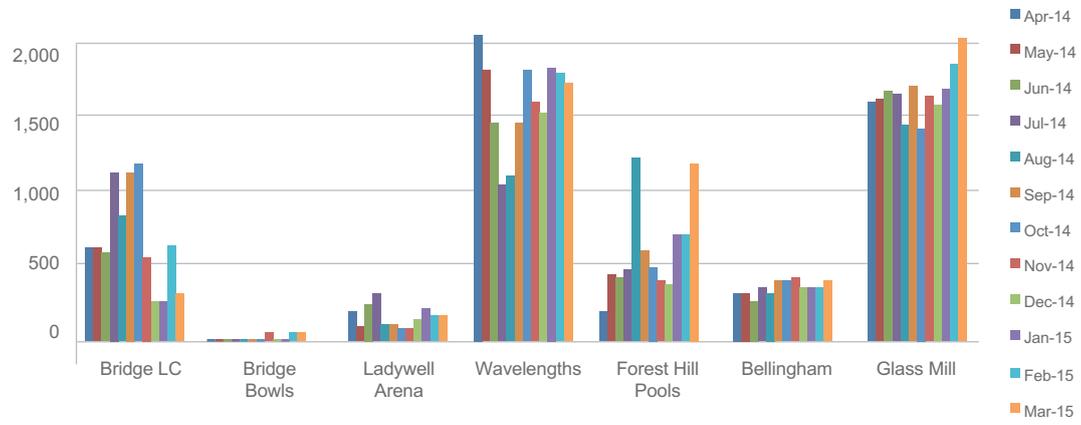


GAS USAGE – LEWISHAM 2014/15



N.B. Glass Mill - heat from communal source

WATER USAGE – LEWISHAM 2014/15

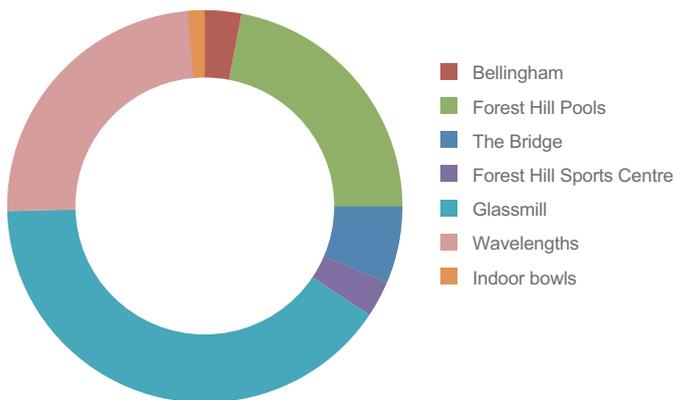


Health and Safety

Over one million people visit our Centres each year. Unfortunately Accidents can occur from time to time. Fusion works hard to minimise risks in all Centres and each centre General Manager holds a "CIMSPA" H&S Management Qualification. Centre staff also hold a number of different qualification to ensure users can enjoy the facilities and be taken care of should an accident occur. These qualifications include First Aid at Work training, Lifeguard qualifications plus each Centre has a Defibrillator on site with staff trained to use this.

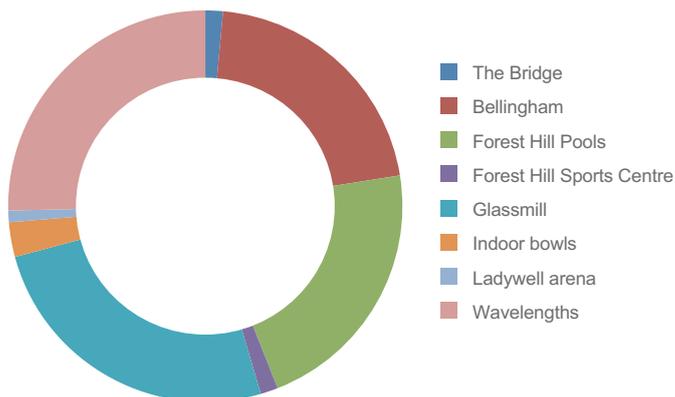
Incidents

Incidents are categorised into six levels of severity: Service Disruption, Accidental Damage, Vandalism, Theft, Violence and Fatality. There were 71 Incidents within the Borough in the last year. These ranged from incidents of theft from lockers to damage to sites caused by vandalism. Fusion Lifestyle and LBL work closely with Community Liaison Officers from the Metropolitan Police in order to take a pro-active approach to crime and anti-social behaviour. We recently worked together to successfully eradicate anti-social behaviour at Glass Mill Leisure Centre



Accidents

Accidents are categorised into six levels of severity: near miss, minor first aid, cuts and bruises, hospital with minor injuries, hospital with major injuries and fatality. During the 12 months we have seen a total of 209 accidents with 18% being near misses, 65% requiring minor first aid, 12% were cuts and bruises and 4% requiring hospitalisation with minor injuries and 1% requiring hospitalisation for major injuries. This is an average of 0.61 accidents per 10,000 customer visits.



People



Meet the team

We employ over 200 staff across the Borough, over 80% of these employees are Lewisham residents. The Divisional Business Manager leads a team of General Managers at each site. All of these leaders are committed to ensuring that the user experience is consistently excellent every day.

Neil Dowthwaite, is the Divisional Business Manager. Neil came to Fusion Lifestyle at the beginning of this contractual year from David Lloyd Leisure where he held the position of Area Manager. Neil has over 15 years of Leisure Management experience which serves as a great foundation for maintaining and improving service standards in Lewisham. "We have a fantastic range of facilities within the Borough which more than competes with the Private Health Clubs. During the last year we have continued to invest in the sites and improve service levels at the Centres and I'm looking forward to overseeing further improvements in the next year", Neil said.

During the year we have appointed new General Managers at a number of key sites. Liam Handley and Mark Penny joined us to take up roles at Glass Mill and The Bridge Leisure Centre respectively. They come with significant leisure experience as General Managers at successful Health Clubs. Kelly Shill joined us from David Lloyd Leisure to become General Manager at Bellingham and has been pivotal in the process of integrating this Centre into the rest of the portfolio in the last year.

Training and development

Fusion Lifestyle is committed to the developing of our team at all levels and there are a number of key initiatives that demonstrate this.

Apprenticeship Scheme – Each year, Fusion Lifestyle recruits a Supernumerary Apprentice who completes a comprehensive training programme including industry accredited courses. Elliott Honey completed the scheme in the last year and has since been appointed in a permanent role within Fusion. Elliott said "I have enjoyed being part of the Apprenticeship programme, it's given me new skills, varied work experience and I feel I've become a more confident and proficient employee as a result with some great transferrable skills for the future".



Leadership Development Scheme – We are currently selecting candidates for our Leadership Development Scheme. This programme develops junior Managers within Fusion to a senior management position. The programme includes modular based learning, utilising workshops and an experienced "Mentor". Graduates from the programme also receive also receive a recognised "Degree" level qualification 'Institute of Leadership and Management (ILM) Level 5 Certificate in Leadership and Management'.

Sports and community development

Exercise on referral

Exercise on referral is a programme run at Lewisham leisure centres in partnership with NHS Lewisham and Lewisham Council. The scheme allows eligible residents discounted use of the leisure centre to help improve their health and wellbeing. Residents are prescribed exercise by their GP and can access tailored classes led by experienced and specially qualified instructors. This year we have had 2,049 referrals sent out to five centres (Bellingham, Forest Hill Pool, Glass Mill, The Bridge and Wavelengths), and of them 1444 attended an initial group assessment, this relates to approximately 70% of referrals received of which 9% completed the course. Of the five centres, Glass Mill Leisure Centre is the most popular receiving the most referrals. This is most likely to be due to the central location within the borough. Wavelengths Leisure Centre is the second most popular centre. During the year, we have successfully launched the scheme at Bellingham Leisure and Lifestyle Centre; we also added 7 new classes to the timetable to cope with the popularity of the scheme.

Case Study – In the swim

Eucharía Aniamaka and her two children, Mia, aged seven and Boni-Jude, aged nine, are on a mission – which one of them will be the best swimmer by the end of the summer?

I was always keen that we all learn to swim, and not just because it's such good exercise for us. I want us all to be confident in the water – I think it's a really important skill to have.

'We go to the Glass Mill pool in Lewisham. It's a good size for anyone learning to swim. The teachers can communicate one on one with the children and there is space for them all to progress at their own pace. The teachers are all so friendly and supportive. My children have really come on and love the water.

'We go every week, each of us in a different class. I watch the children before my own lesson – and then they watch me too sometimes! I see swimming as a way for them to play away from the confines of the house, safely and having fun.

'Since having children I've found it difficult finding the time to be active. Now my children are older, we can do things together. Swimming is such a good way of bringing us together – as well as helping us keep fit.



Funded schemes

Over the last 12 months the centres have been able to offer some additional activities that have been made possible through Fusion's commitment to exploring external funding opportunities. The funding, totalling £20,022.58 has come from a variety of sources and has allowed us to run activities for all ages. Sports Development has also generated a further £21,652.90 worth of income in Lewisham.

Get Moving

Through funding provided by Lewisham Public Health this has allowed us to support the Get Moving Scheme in the Borough. The Get Moving Scheme targets inactive people aged 40 years and over. The scheme allows these people to take part in ten weeks of structured exercise classes in the borough. Classes have varied from Aqua Zumba to Pilates.

SmashUp! Badminton & Jack Petchy foundation

The Bridge Leisure Centre received funding from FreeSport London to run 8 weeks of Badminton for young people aged 12-19. This was support by a group who had received money from the Jack Petchy Foundation to deliver further sessions during the February half term. 16 young people took advantage of these sessions.

Royal London Society for the Blind (RLSB)

The Bridge Leisure Centre received money from RLSB to host monthly sports days for people with Visual Impairments. Throughout the year they also ran sessions for this group of people during the school holidays. The sessions averaged 20 young visually impaired people taking part in a broad range of sports tailored to people who have visual impairments.

Friday Night Project

Launched during 2014/15, the Friday Night Project was aimed at 14-25 year olds and offered multi-sports across 3 London Boroughs, Lewisham, Croydon and Southwark. The sports on offer ranged from Dance to Climbing. In Lewisham we

offered, Football with Millwall Community Scheme, Basketball with Lewisham Thunder, Dance with Movement Factory and Climbing. The scheme launched in February and ran for the rest of 2014, with more sessions running in 2015. Our 2015 offering will include American Football with London Warriors, Archery with Golden Arrow, Girls Football with Dalmain Athletic GFC and Badminton. The sessions were funded by a £45,000 grant from Sporta and £45,000 in kind funding from Fusion Lifestyle. The Friday Night Project ran as part of Sporta's Make Your Move project, this was one of the first 3 funded projects in the country.

Sponsorship

During 2014/15, Fusion has provided a variety of support to the community to the value of circa £6,000 – for example, in kind facility hire for the Lewisham Primary School Gala held at Glass Mill Leisure Centre in March 2015. The event was run by Saxon Crown and supported by Fusion who provided the changing facilities and pool for free to the competing schools. The event was open to all primary school pupils. Space at the centre was also provided for events such as World Book Night in April 2014.

Lewisham People's Day

Fusion were a sponsor at Lewisham Peoples Day, providing an interactive Zumba demonstration class, as well as providing a children's activities in our arena. Activities ranged from cricket to badminton and took place throughout the day. At our marquee we also hosted a variety of fitness challenges and had staff on hand to issue information on the centres and the products we offer.

Special events

World Book Night

In April 2014 Glass Mill Leisure Centre was chosen as the London region's flagship venue for World Book Night 2014. The event included performances and readings from crime author Dreda Say Mitchell, and Nadeem Masood, author of Making Pandemonium, which documents his experiences while being a volunteer performer at the London 2012 Olympics. The event was arranged in partnership with Lewisham Libraries.

Physical Activity Network

Glass Mill Leisure Centre hosted the Physical Activity Network meeting in the Glass Studio. This is the second time the centre has hosted this event, this event's theme was disability. There was a presentation from our InstructAbility Instructor who did his placement at the centre. InstructAbility also did a presentation on the project, there were also other presentations from Wheels for Wellbeing. The centre hosted stalls for Adults Learners festival; we had a stall from Library Services, adult education, Healthy eating Fusion provided a week of Adult Swimming Lessons.

White ribbon day

Glass Mill hosted an event for White Ribbon Day, both the safer neighbourhoods team and Library Services had stands in the reception area to promote this event and give out information about their services.

Black History Month

Bellingham hosted an event to celebrate Black History month and National fitness week (which happened in September) this combined event offered a range of activities from baby massages to African drumming. Library services, the BCP and other partners attended the event and had stalls and displays

Transgender Swimming

Following an approach from a local Transgender resident we agreed to run Trans and gender non-conforming swimming sessions at Glass Mill Leisure Centre. After a three month trial which ran from October to December 2014, we agreed to include this on our timetable. This makes it the only Trans and gender non-conforming swimming sessions in London and one of only three of this type of session running in the UK.

Working with priority groups

Older People

Over the course of 2014/15 we have engaged with several groups to offer activities for older people. In partnership with the London FA we have offered Walking Football sessions at Bellingham and The Bridge Leisure Centres as well as running a football skills session for this group. Following some outreach conducted at the Calabash Day Centre, one of

our instructors delivered classes for them at the day centre. Alzheimer's UK have had a stall in each centre starting in March to raise awareness in Alzheimer's predominantly in older adults but also to people of all ages. Promotion has been done through the Positive Ageing Council through their newsletter.

Disabled

Throughout this year we have hosted 3 InstructAbility placements in the centres. These 3 people gained a level 2 in Gym Instructing and then did a 12 week work placement in the centres. InstructAbility is a course funded by Aspire Spinal Trust and delivered in partnership with the YMCA Fit. The course ran at The Bridge and placements took place in, The Bridge, Glass Mill and Forest Hill Pool. Community Connections have been using the café area at Glass Mill to hold meetings with members of their affiliated groups with the hope of getting them using the leisure centre. Groups such as Drumbeat School and Burgess Autistic Trust having been regularly bringing users to Glass Mill Leisure Centre for weekly gym sessions. Ladywell Arena hosted an annual disability sports day at the Arena this annual event brings in 100 competitors from various day centres across Lewisham, Southwark and Greenwich.

BME Groups

Glass Mill featured in a Lewisham Life article, this was a story on a mother and two children who were both have swimming lessons at the same time. They were competing to see who would have progressed the most by the summer holidays. (See case study)

Young People

Lewisham Community Sports have started running holiday play scheme at Glass Mill Leisure Centre. They ran their holiday camp during the Christmas and February half term holidays. This will continue in 2015/16. Throughout 2014/15 Saxon Crown held numerous galas at the centre, ranging from the schools primary school gala to their future champions and Christmas gala. Bromley Swimming Club have also made use of the boroughs facilities to host 2 galas. Fusion supported Active Communities Project (part funded by the Rio Ferdinand foundation). Which entitled local residents to two free gym sessions at all Fusion centres in Lewisham. 95 of these passes have been issued to local residents aged between 14-25. The Lewisham School Cross Country Championships were held at Warren Avenue in November 14 and February 15, on each occasion over 200 young people took part. Throughout the year we have also run water polo tasters and tennis lessons for this age group.

Women

Ante natal classes have been running at Glass Mill. It has been a weekly course which has regularly been attended by 15 people. A mum's Netball group formed out of Back to Netball sessions. Their club is based around just playing and having fun. They have been getting occasional coaching from Raiders Netball Club.

Other

Throughout the year we have worked with numerous groups, to encourage participation, this has included domestic abuse and drug & alcohol addiction groups. Following our work with these groups their users now use the centres to help people with their recovery.

Looking forward to 2015/16

We have lots of exciting developments planned for our next contract year. These include the installation of a new "3G" football pitch at The Bridge Leisure Centre, roll out of the successful telephone system installed at Glass Mill and new innovative programming and activities at the Centres. Our plans for 2015/16 are underpinned by the Annual Service Plan and key targets set for the year include:

Financial

- To deliver a 5% year-on-year increase in revenue like for like
- To ensure that pricing structures and levels across the leisure facilities offer maximum value to LBL residents

Participation

- To deliver a 5% year-on-year increase in general participation
- To deliver a 5% year-on-year increase in participation by users aged under 16
- To deliver a 5% year-on-year increase in participation by users from BME groups
- To deliver a 5% year-on-year increase in participation by disabled users
- To deliver a 7% year-on-year increase in participation by 60+ users
- To deliver a 5% year-on-year increase in participation by female users

Customer Satisfaction

- To deliver customer satisfaction (PTUWUT and feedback) with the leisure facilities of 95%
- To deliver a reduction of at least 5% in annualised attrition levels in pre-paid memberships

Health and Safety

- To ensure 100% compliance with Fusion health and safety policies, procedures and contractual requirements with Lewisham Council

Facility Management

- To implement new F360 operational monitoring system and ensure 100% compliance to its use
- To ensure that high standards of cleaning are achieved at all times
- To ensure that high standards of repair and maintenance are achieved at all times
- To maintain Quest accreditation within all centres in the Division
- To reduce carbon emissions year-on-year
- To implement an energy management plan at each leisure facility

Staffing

- Increase in training attendance each quarter by 10% across the division
- To demonstrate a year-on-year staff satisfaction improvement in Lewisham
- To ensure that the Fusion workforce in Lewisham is as representative as possible of the local community

Marketing

- To develop and implement a comprehensive web based approach to marketing
- To develop and implement marketing plans for new products, centre improvements and launches

Sports and Community Development

- To develop positive and pro-active partnerships with key local stakeholders
- To develop positive and pro-active relationships with local sports clubs
- To ensure that all facility programmes are exciting, innovative and attractive to users and potential users
- To pro-actively explore opportunities for external funding
- To positively promote the benefits of healthy living and active lifestyles linking with Exercise on Referral



Your Lewisham Leisure Centres...

Bellingham Leisure and Lifestyle Centre

Randlesdown Road, Bellingham SE6 3BT

020 8697 0043

Forest Hill Pools

Dartmouth Road, Forest Hill SE23 3HZ

020 8291 8730

Forest Hill School Sports Centre

Bampton Road, London SE23 2XN

020 8613 0913

Glass Mill Leisure Centre

41 Loampit Vale, London SE13 7FT

0303 3030111

Ladywell Arena

Silvermere Road, Catford SE6 4QX

020 8314 1986

Lewisham Indoor Bowls Centre

Kangley Bridge Road, Lower Sydenham,
London, SE26 5AQ

020 8778 1531

The Bridge Leisure Centre

Kangley Bridge Road, Lower Sydenham,
London SE26 5AQ

020 8778 7158

Warren Avenue Playing Fields

Warren Avenue, London BR1 4BP

020 8778 7158

Wavelengths Leisure Centre

Giffin Street, Deptford, London SE8 4RJ

020 8694 9400

Web www.fusion-lifestyle.com/contracts/Lewisham_Leisure_Centres



Downham Lifestyles Ltd

Downham Lifestyles Limited Annual Report

2014 to 2015 (April to March inclusive)





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Trustees' Foreword

Downham Lifestyles Limited (DLL), Lewisham Council and 1Life continue to successfully work together throughout the year to maintain a high standard of service and an attractive, community-based programme at Downham Health & Leisure Centre.

The partnership continues to achieve very high standards of service quality and safety management. During the many events throughout the year, the partnership shows its strength to work together to produce fantastic events. This is highlighted the most during the Downham Celebrates Summer and Winter Festivals, which show great community spirit year on year.

Throughout 2014/15 1Life have continued to change staff behaviour and the look of the centre to embed the 1Life brand. The refurbishment of the centre has improved the look and feel overall, with many of the centre walls painted to reflect the 1Life brand colours. Many lights in the centre have been changed to LED lighting, which gives a cleaner whiter look. The main areas of focus for lighting in 2014/15 was in the pool hall and in the library.

The centre continues to go from strength to strength, this year saw an increase in the activity and exercise programmes for children and adults, the installation of a pool pod on poolside for people with a disability and increased partnerships within the local community with health and community groups.

The Industrial Provident Society (IPS) made awards of small grants to groups and partners who use the facilities at Downham Health & Leisure Centre. A number of grants were awarded throughout the year, some of these were:

- £2,660 to provide free spaces on an NPLQ for local unemployed young people
- £825 to purchase boxing equipment to run sessions for local young people
- £910 to fund walking football sessions for people who are 50+
- £800 to Good Shepherd Youth Club to fund 14 sports centres.

The process for awarding the grants changed slightly towards the end of the year to an application form, which was sent to local community organisations and sports clubs to complete if they wished to bid for the funding.

The Trustees and Downham Health & Leisure Centre are pleased to present the Annual Report for 2014/15 which gives detailed information on many aspects of DLL's operation.

Our thanks to Lewisham Council, 1Life staff, Library staff, NHS staff, our partner organisations and especially those who continue to use these excellent local facilities.

Colin Barlow
David Coffield
David Carpenter



Introduction

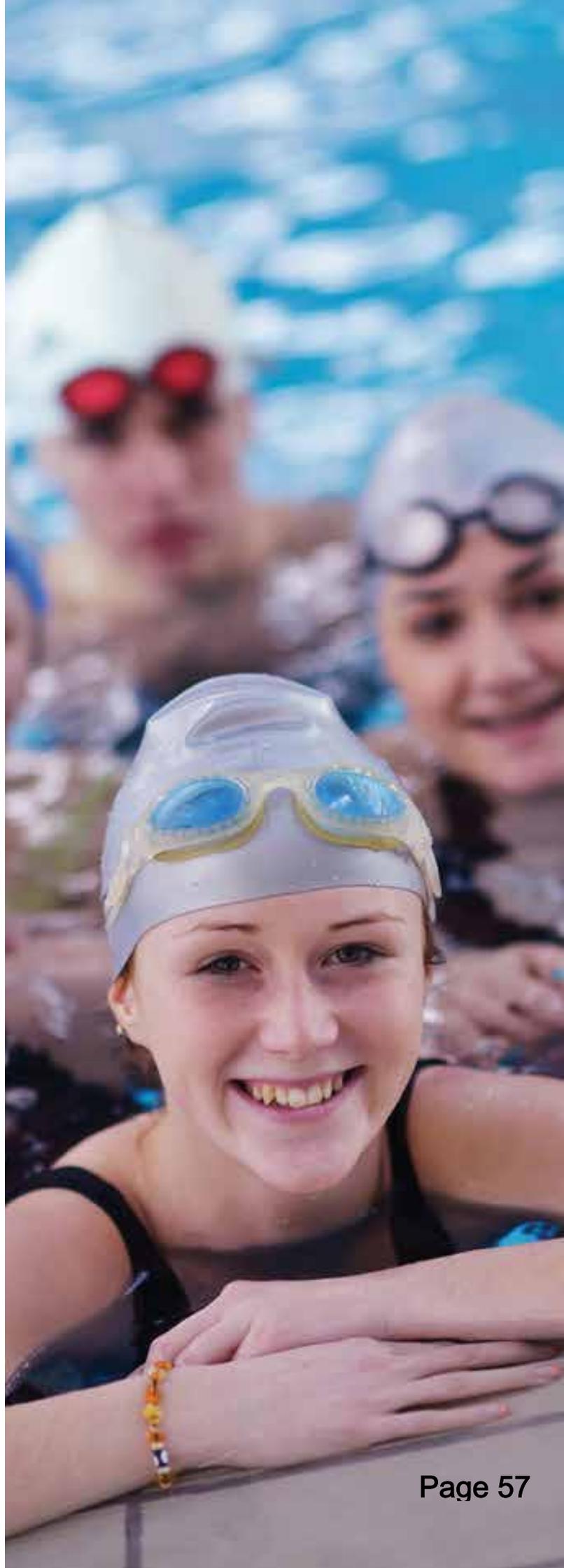
Welcome to the annual report for Downham Health & Leisure Centre. This report will focus on the achievements and developments for the year beginning the 1 April 2014 until 31 March 2015. The report will encompass many highlights of the previous year for the whole of Downham Health & Leisure Centre. The statistics and good news stories of all elements of the centre will be looked at in detail. The Leisure Centre will also report on health and safety, cleaning, partnership working and much more.

Downham Health & Leisure Centre is managed by 1Life operating through an Industrial and Provident Society (IPS) and Downham Lifestyles Limited.

The partnership is advantageous and continues to work successfully through it's joint views. The customer is always put first and asked for their views, comments and ideas for new exciting initiatives and projects to take place.

It is always ensured that the partnership is working together to achieve Lewisham Council's key objectives and priorities, ensuring the community's wellbeing and allowing for a vibrant economy for all residents and Centre users.

The Annual Services Report will provide information on Downham Health & Leisure Centre operated by 1Life on behalf of Lewisham Council. The report will include the Centre's success stories, customer testimonials and the Library's developments over the past year. It will also look to the future year to discuss the exciting new developments of 2015/16.



Facilities and Services

Downham Health & Leisure Centre is very proud of the fantastic facilities and services which are available to the local community. This year the centre was pleased to welcome Lewisham Advice and Information Hub who are successfully advising the local community of Downham about benefit entitlement, housing, debt and other issues online.

DOWNHAM ADVICE AND INFORMATION HUB

In April 2014, the centre welcomed the Downham Advice and Information Hub this year to add to the many services the centre currently offers.

The aim of the service is to reduce the number of clients seeking basic advice and information from existing advice services, freeing their time to deal with complex legal issues. The hub is achieving this by improving the provision of support and access to basic advice and information, and developing work on early intervention by making it easier for people to access advice and information as soon as possible.

The hub offers help to clients to access advice and information about benefit entitlement, housing, debt and other issues online and through self-help material that is available at the hub. We also assist clients complete online benefit applications, notify Lewisham Council's Housing Benefit Department about their change of circumstances by scanning the documents and uploading them and clients can use our phone to make enquiries to DWP regarding their benefit applications.

Clients can use the computers for free to access advice and information. They can also use our photocopier for free, if they want copies of their documents. There are trained staff available to assist if needed.

DOWNHAM HEALTH & LEISURE CENTRE CAFÉ

In December 2014 the café was renovated to evolve into a Costa Coffee café, through a partnership between 1Life and TSA. The walls were painted, additional furniture added and the new Costa Coffee equipment installed. The change continues to be a success.

CENTRE FACILITIES

- 25m swimming pool and teaching pool
- Gym fitness suite
- State-of-the-art library facilities on the lower and upper floors
- Mac suite with free internet access
- Health care facilities, GP surgeries, community health, specialist community dental practice
- Lewisham Advice and Information Hub
- Community hall that can be hired by local community groups
- Multi-purpose studio used for spinning and community groups
- Fitness studio featuring a programme of the latest classes
- Meeting rooms for hire
- Spaces for organisations and groups to deliver and promote activities
- Floodlit Astro turf pitch with football pitch markings
- Floodlit multi-games court with tennis, netball and basketball markings
- Two adult football pitches, four junior pitches and a pavilion for changing at Downham Playing Fields
- Café with healthy meals and snacks
- Crèche for children from birth until 5 years old
- First class changing facilities for the swimming pool, gym and football pitches



SERVICES PROVIDED AT DOWNHAM HEALTH & LEISURE CENTRE

- Swim school
- Badminton and table tennis
- Personal training
- Sports courses
- Fitness classes
- Exercise referral and cardiac sessions
- School swimming lessons
- Stop smoking service
- Health trainers
- Kings Dental Service
- Foot Health
- Physiotherapy
- Sexual health support
- The Lymphoedema and Leg Ulcer Clinics
- Speech and language
- GP and dental advice
- Wide range of books, CDs and DVDs
- Live events: author visits, films, talks, community celebrations
- Literacy, numeracy and IT adult learning sessions
- 50+ social group meetings including Reminiscence Group
- UK Online Centre providing free introductory IT sessions
- Silver surfer IT sessions for the over 50's
- Access to self help, community and council information
- Family learning and parenting sessions
- Film screenings for adults and families
- Baby bounce and rhyme
- Interactive stories, entertainment, craft and music activities
- Reading challenges, games and quizzes
- Support with homework
- Class visits to select books and attend story times and author visits

- Library skills and IT training for school visits
- Outreach to promote leisure and library within the community
- Active involvement in community festivals and events
- MP and Councillor Surgeries



Centre Success Stories

There are many success stories that have taken place over the last year at Downham Health & Leisure Centre in all departments. Here we showcase some of the highlights.

FUNDING ACQUIRED

The centre has been successful in gaining a total of **£11,394** for projects which have taken place throughout the year. This includes the following projects.

SPORTIVATE

Through Sportivate funding we were able to run table tennis sessions for young people aged 11-16 years and attracted around 15 young people across the eight week course.

DOWNHAM ASSEMBLY

We were successful in securing funding from the local assembly to run roller skating sessions which have continued to go from strength to strength. Since the sessions started in March/April 2014 we have attracted 1856 usages.

SWIMATHON FOUNDATION

We were awarded funding to work in partnership with a new local Downs Friendship group. We put on specific sessions for these individuals and attracted around 30 young people across the seven month course.

STREETGAMES

This year-long funded programme has been successful in attracting around 50 young people, of which 60% were retained in the activities. There were over 35% of females taking part in the sessions which ranged from Zumba to Circuits.

DOWNHAM ASSEMBLY

We are also successful in gaining funding in March/April 2015 from Downham Assembly to run swimming lessons for children ages 8-16 who cannot swim 25 metres. For the first course all three available lessons are at capacity.

LIBRARY ACTIVITIES

Over 10,000 people attended regular activities held throughout the year, including baby bounce, crafts, storytelling, film screenings, IT sessions, and special events.

GROVE PARK ADULT EDUCATION CENTRE

Downham Library ran 'Six Book Challenge' reading groups at the new Grove Park Adult Education Centre.

SUMMER READING CHALLENGE

The 2014 Summer Reading Challenge was "Mythical Maze", every primary school in Downham was visited to encourage participation. Children aged 4-12 are challenged to read 6 books in return for prizes, and children who complete the challenge received a medal in the library and a certificate during their school assembly. Downham Library signed up 666 children this year, an increase of 40% on last year, and 358 (a record 54%) of children completed the challenge. The children came from over 50 primary and secondary schools across Lewisham, Bromley and neighbouring boroughs. The success of the Summer Reading Challenge in Downham is down to extensive outreach to schools before the summer and decorating the library. Many of the children who took part in the Summer Reading Challenge also took advantage of the Free Swim programme and other leisure activities as well.

SUMMER ACTIVITIES IN THE LIBRARY

Downham Library hosted 43 separate events in a 6 week period during the Summer holidays for children. Activities included crafts, films, book displays and other activities.

DOWNHAM FAMILY MEDICAL PRACTICE PATIENT REPRESENTATIVE GROUP

The Practice has a Patient Representative Group which has been instrumental in help to improve service for the practice and is always looking for new members. The group was pivotal in getting the chairs upholstered in the waiting area. The Downham Family Medical Practice oldest patient is now 103 years old.

Centre Events

The whole centre really pulls together for the annual Downham Celebrates events at the centre which are detailed below. The different departments within the centre also run separate events too which are detailed below.

DOWNHAM CELEBRATES SUMMER 2014

The annual festival took place on the 14 June 2014. There were over 2000 people in attendance at the festival, taking part in many activities including short mat bowls, roller skating, army activities, a Zoetrope and viewing stalls and performances.

DOWNHAM CELEBRATES CHRISTMAS 2014

This was a successful event with 2415 people in attendance. Over 40 stalls and many performances and activities took place ranging from Sing Along Sally, face painting, disco and many more.

SWIMATHON

This year the Swimathon was linked with Sport Relief. There were over 30 people swimming for the great cause. We also hosted the school's Swimathon with Coopers Lane Primary School which Duncan Goodhew attended and enthused the children.

SWIM SCHOOL GALA

Swim school gala took place on the 26 July with 47 children in attendance. There were many stroke races and fun races at the end, all split into abilities. Medals were given at the end to all that took part.

CHARITY EVENTS

We like to support many charity events at the centre, these events included:

Tommy's Splashathon, which took place on Friday 25 July with 8 children and adults swimming to raise money for Tommy's, Local nurseries, children centres and community

The centre hosted a MacMillans coffee morning on 26 September at 10-12 and raised £70

The marathon spin takes place during May every year, this year £130 was successfully raised for 1Life's charity, Wheelpower

For Children in Need the Leisure Centre raised £48 by dressing in onsies and selling cakes

This year the Leisure Centre hosted a Zumba session which raised £137 for Sport Relief.

PANATHLON

After a successful Panathlon last year, the centre was asked to host the event again by the Panathlon Foundation. There were many local schools in attendance for the successful swimming event for children with a disability.



TELLING TALES CREATIVE WRITING COURSE (SPINE FESTIVAL): JANUARY - MARCH

In January, 15 pupils aged 8-11 from schools in the Downham area took part in a 6 week creative writing workshop led by Simon Mole, a professional poet and spoken word artist from Apples and Snakes with funding provided by the Arts Council. Apples and Snakes is the leading organisation for performance poetry in England, with a national reputation for producing exciting and innovative participation and performance work in spoken word.

Simon encouraged his dedicated and enthusiastic writers to explore new creative avenues through role-play, poetry and performance, and on the 7th March, family and friends came together to watch how their imaginations sprang to life through their writings and performance. Simon Mole said "this is such an awesome group of kids - genuinely really fantastic."

Telling Tales coincided with World Book Day and the launch of the London-wide Spine Festival, bringing London communities together to celebrate the arts and literature in libraries.

NATIONAL STORYTELLING WEEK (31 JANUARY – 7 FEBRUARY 2015)

Downham Library devised a programme of storytelling and interactive quiz sessions for National Storytelling Week focusing on books and poems by Michael Rosen. Nearly 600 primary school children took part in 29 sessions hosted in the library, five primary schools and one nursery were also visited.

BLACK HISTORY MONTH (OCTOBER 2014)

Downham Library hosted an inspirational exhibition from the Windrush Foundation featuring riots, rebellions and revolutions. Making Freedom was a concise 12 panel exhibition taking guests on a journey up to and beyond 1838, when nearly one million Africans were freed from enslavement in the Caribbean. The exhibition celebrates those who resisted enslavement, those who fought to end it, and others who worked in Britain to improve social, economic and cultural conditions in the Caribbean. A curated talk by Arthur Torrington CBE and look at the exhibition effectively opened the Lewisham BHM 2014 programme which was available to view for the 33,799 residents visiting. This Heritage Lottery Funded exhibition which is now touring nationally and internationally received great written feedback from visitors, including:

"Let's hope the young ones truly appreciate the struggle and the hardships our forefathers endured. Please keep up the good work, least we forget."

"A vivid reminder that iron bars do not make prisoners/ slaves and that the enslaved do not have to remain so."

"It is terrible that slaves received no compensation, but their owners did. Shame on mankind. Thank you for this experience. It was so enriching and made me think."

Also at Downham was Caribbean Family History workshop 'Dig out dem Roots' with Sharon Tomlin; and Sandra Agard's dramatic monologue Steal Away, recounting the story of Harriet Tubman as seen through the eyes of a runaway slave.



Encouraging Participation

The Leisure Centre's Health & Physical Activity Manager completes the annual plans for the centre to ensure that the local community is encouraged to use the centre. These plans include, an Encouraging Participation Plan (Marketing Plan), a Sports Development Plan and Key Sports plans for Swimming and Football. Some of the main outcomes of these are shown below, which are not included in other sections of the report.

SPORTS DEVELOPMENT

The Sports Development Plan achieved a 100% completion rate for the 2014/15 year. The plan aims to attract groups who are of minority and less likely to take part in physical activity, the centre's figures for these groups of people are detailed below, with highlights relating to that group.

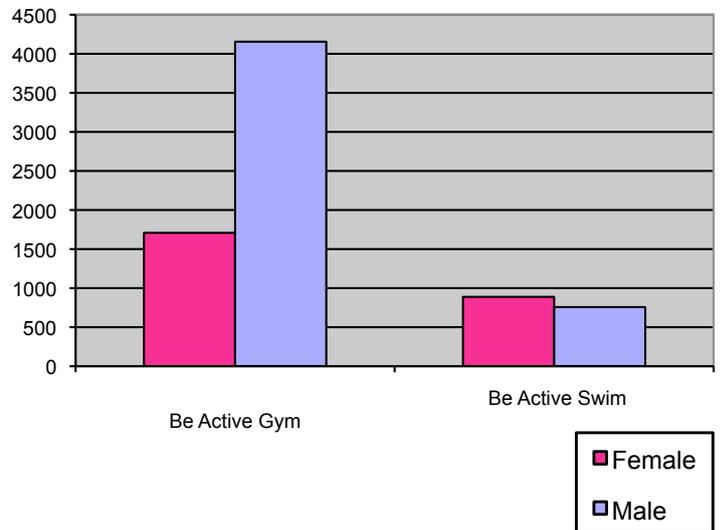
BE ACTIVE

The Leisure Centre and library continue to work in partnership to ensure the smooth running and promotion of the Be Active scheme. Graphs 1, 2 and 3 show the total casual usages for April 2014 until March 2015 broken down into gender, age and ethnicity

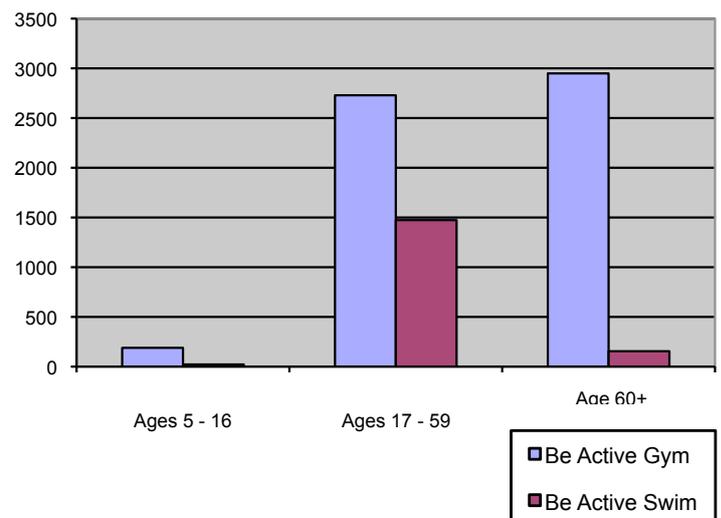
YOUNG PEOPLE

The children's activities continue to go from strength to strength. The trampolining sessions have had over 70 attendees and 1,322 usages since April 2014. Each school holiday there are a number of activities that children can take part in. In Summer 2014 1Life took over running the Activity Camp from Fit for Sport. The sports organisation still supports the camp but does not directly run the camp. Downham Health & Leisure Centre has an average of 30 children per day on camp across the holidays. Many youth clubs, scout clubs and other groups also continue to use the centre on a regular basis for sports sessions.

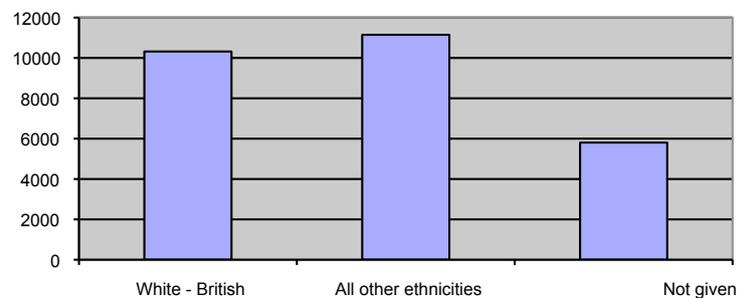
Graph 1: Be Active usage gender differences



Graph 2: Be Active usage age range



Graph 3: Be Active usage ethnicity



BAME

The sessions that the centre organises continue to ensure that everyone can be included. Although, there are a few sessions that are arranged to ensure BAME groups are encouraged to take part, the ladies only sessions in the pool continue to be popular and IAPT organised self confidence sessions for BAME participants which took place at the centre for free.

OLDER PEOPLE

The centre continues to encourage older people to participate in activities. There are activities that specifically targets the older age range including: 60+ swimming sessions, 60+ Aquafit, Zumba Gold and the successful line dancing sessions. The library also continues to run a reminiscence group and an ICT course to attract older people.

PEOPLE WITH A DISABILITY

The centre increased work with disability groups this year. An 'Ability Sports' club was set up, in a partnership between 1Life and Ability Sports. Lots of young people got to take part in sports adapted for children with a disability. There were also regular swimming lessons organised with a local Downs Friendship Group. An additional disability school also joined us for trampolining and Drumbeat school increased their sessions to include spinning.

WOMEN AND GIRLS

The majority of our group fitness classes are attended by all women, which is encouraging as it shows we are offering classes women would like to take part in. Our trampolining sessions for everyone also show a majority of women and girls taking part.

KEY SPORT PLANS

Swimming and Football are the sports that are identified as Key Sports. Therefore, separate plans are made for these activities. They are sports high in popularity, locally as well as nationally and are ones that we can successfully deliver. The key sports plans achieved a 98% completion rate for the 2014/15 year. Some of the highlights on the two sports are detailed below.

SWIMMING

We have a wide range of swimming activities that customers can take part in the pool. The swimming timetable is updated quarterly to ensure we are making the most out of the space in the pool. The swim school is currently on 950 swimmers registered and the school swimming slots are highly used by local schools.

SWIM SCHOOL MANAGEMENT

The way swim school lessons are managed has changed positively during the last year. Firstly, a Swimming Development Manager post was put in place to positively help develop swimming from swim school to casual swimming. The swimming lesson management system also changed over to 'Learn2' a system which is solely developed to run swimming lessons. This system is great for swim school management, teachers and of course our customers. The teachers get to see real time registers and assessments on an iPod which they take onto poolside. Parents can then access their own child's swimming lesson progress online via the Homeportal. With over 900 children on the swim school, this system helps with parent feedback as well as an easy booking process as everyone no longer needs to book at the same time. It also encourages ongoing assessments so children can move up throughout the term, rather than waiting to move up as traditional swim school management would.

Table 1: School swimming 2014/15

Term	Total number	Non-swimmers start of term	Non-swimmers end of term	KS2 passes start of term	KS2 passes end of term	Overall improvement
April - July 2014	580	366	200	0	76	30.87%
September - December 2014	444	220	80	0	51	40.76%
January - March 2015	438	236	122	6	59	31.14%

The other addition to swim school management is the offer of Direct Debits to customers. This is a good way to spread out the cost of swimming lessons, especially in the economic climate that we are currently in and the demographics of the local area.

A number of themed swim school weeks took place during the year, including water polo week, jumps and dives week and Drowning Prevention Week, which is a national week to highlight the importance of water safety. Swim school competitions also took place to include a 'Draw your swimming teacher' competition.

SCHOOL SWIMMING

The centre has a regular 15 schools who attend for their school swimming lessons each term, taking up to 37 half an hour slots in the pool during the school day. Many schools bring one class for 10 weeks during one term. Each term the school swimming start and end achievements are recorded and analysed by the centre which can be seen in table.

As can be seen, most schools prefer to swim during the summer months so we have a lot higher uptake during the

final term. There are a large number of children who come to the swimming lessons without being able to swim at all, with the majority of children not able to swim over 10 metres. Marked improvements are made throughout the year and there are a number of KS2 passes, although positively they are not all year 6 classes that attend.

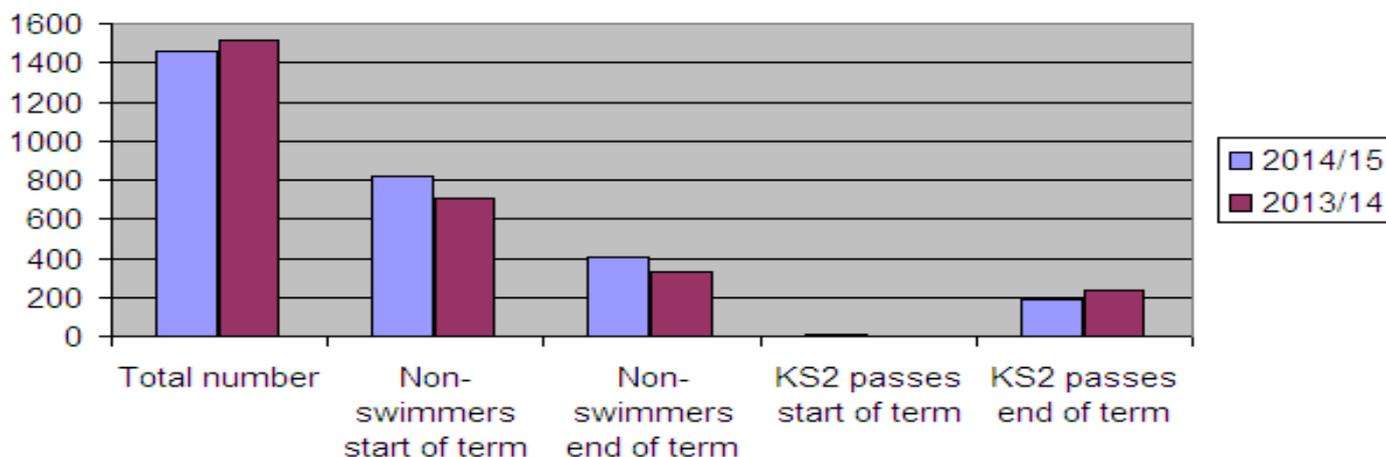
SWIMMING FOR CHILDREN

During the Easter and a week during the summer holidays lessons were arranged for children in school years 5, 6 and 7 who could not swim 25 metres. There were 60 young people who attended these sessions and marked improvements were seen in their swimming skills.

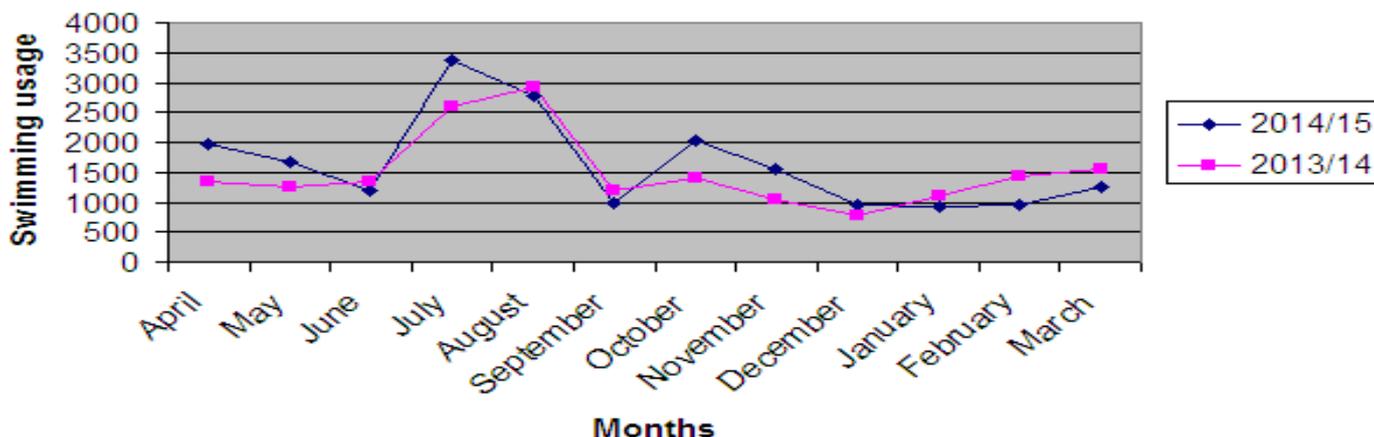
FREE SWIMMING

The centre continues to offer free swimming for young people 16 and under as well as people over 60. The table and the graph shows that free swimming usages have increased compared to 2013-14 which is very positive. Year on year, there were quite substantial increases in April, July, October and November.

Graph 4: School swimming 2013/14 and 2014/15



Graph 5: Free swimming usage 2013/14 and 2014/15



FOOTBALL

The centre facilities for football ensure that a number of football activities can take place throughout the week. We ensure that young people from 3 years old can take part in weekly and holiday sessions, which are coached by the Crystal Palace Football Foundation. The Astro turf allows for training to take place for a number of clubs which utilise it in the evening and the grass football pitches are heavily used by local teams at the weekend.

CPFC WEEKLY FOOTBALL SESSIONS

The football sessions, ran in partnership with Crystal Palace Foundation, have had 124 participants and 878 usages for 5-12 year olds over the past year.

CPFC HOLIDAY COURSES

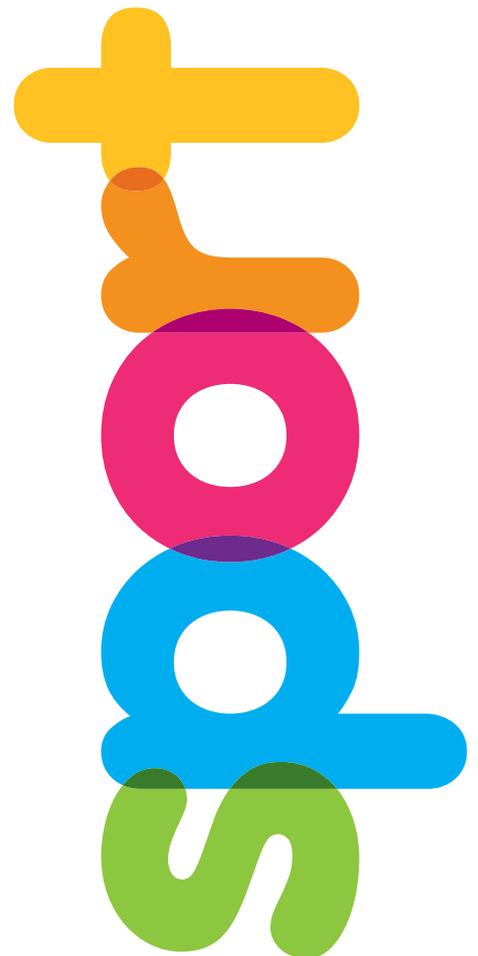
The football holiday courses are hosted in the school holidays, where there is demand. A total of 143 usages have accumulated over the year. The most successful holiday course was in the summer holiday where 15 children were attending each day.

GIRLS SCHOOL FOOTBALL EVENT

In partnership with Dalmain Athletics Girls Football Club the centre ran a tournament for years 3 and 4 on Wednesday 11th June. There were 5 schools taking part. They all received medals and the winners received a trophy. The girls that took part were also invited to take part in a drop in tournament on 14th June to continue their football training.

1LIFE SPONSORED A LOCAL FOOTBALL TEAM

A new football team joined us called Heart 2 Heart who 1Life were able to sponsor due to their values. Their aim is to encourage youths off the street and into playing football. They have continued to use the football pitches since the games that were sponsored.





Partnership Working

The whole of Downham Health & Leisure Centre continually works together to ensure the local community receives a great service when they visit the centre. Many local people use all of the facilities available to them at the centre, which shows what a great community hub it is.

A group of parents who first attended the centre for the post-natal group (in NHS area). During one week of this group, both the library and Leisure Centre visited the group to showcase the centre activities. They began to visit the library for the weekly baby bounce and rhyme session, which they currently all take part in and the core for the group over the last year. The promotion of the centre led the parents to also sign up for the parent & child swimming lessons. While the parents enjoy a coffee at the café, they also leave their children playing in the crèche. This is a key feature for the whole success of the centre.

OUTREACH

The Leisure Centre and Library continue to successfully work together on outreach to local schools. In July 2014 and October 2014 both services attended schools to promote the Summer Reading Challenge as well as Summer and October activities taking place in the centre. Local events are also attended to promote the centre including, Phoenix Festival, Peoples Day and Children's Centre events and Family Learning Festivals.

DOWNHAM CELEBRATES

As discussed within the Centre event's section, these events are big highlights for the centre. For them to work it requires great partnership working. The Leisure Centre and library both sit on the committee and are an integral part to the organisation of the event. Other committee members include local councillors, Community Connections, local residents, local churches, schools and organisations.

COMMUNITY CONNECTIONS

The centre has a close partnership with Community Connections. Regularly, activities which are targeting older people that the centre arranges are promoted via Community Connections. The local organisation also arranges community meetings to discuss upcoming events, funding and good news stories which the Leisure Centre and Library attend.

PARTNERSHIPS WITH HIRERS

The centre welcomes clubs, churches, and education groups to hire the facilities, which positively increases and enhances the activities on offer. Some of these groups are also involved in the annual festivals. The centre also helps to promote the partner activities where possible. These partnerships include, Saxon Crown Swimming Club, Cheer London Allstarz, Allstar Beatz, TKI Shotokan Karate, First Class Learning, Community education Lewisham, Polish Community Group and many more.

LOCAL YOUTH GROUPS

The centre encourages local youth groups to take part in activities at the centre. Good Shepherd Youth Club continue to use the centre on a regular basis to take part in sports sessions. A new partnership was created with Good Shepherd After School club who attend weekly for football and swimming sessions also. Many scout and guide groups attend to take part in swimming sessions throughout the year.

PRIMARY SCHOOLS, SECONDARY SCHOOLS AND CHILDREN'S CENTRES

Over 19 primary schools attend the centre for swimming lessons and the Library has had 2,000 children visit through school visits. The centre works closely with schools to promote additional activities to parents. The Leisure Centre also worked with the secondary school Haberdashers Askes Knights Academy to offer them Zumba and Circuit sessions due to funding acquired. The libraries promoted Centre activities and the Be Active card to students through a letter sent to the pupils. The Children's Centre partnership helps promote centre activities and Downderry Children's Centre attends the centre to promote their service.

FIT FOR SPORT

The company who is passionate about children's sport is currently working with the Leisure Centre to help manage, primarily the children's Activity Camp but future projects will include parties and other children's activities.

THE AMATEUR SWIMMING ASSOCIATION (ASA)

During the year 1Life recruited David Rayner who is on secondment from the ASA to help with swimming development across 1Life centres. The Leisure Centre also has a link with the local Aquatic Officer to help with swimming development too.

LES MILLS

1Life has a partnership with Les Mills, with the aim being to increase the amount of Les Mills classes that the centre offers. In January 2015 the centre launched additional Les Mills classes, so GRIT was included on the centre timetables.

DELICIOUS NUTRITIOUS AND DOWNHAM NUTRITIONAL PARTNERSHIP

Both the library and Leisure Centre work with the healthy eating partnerships to educate the local community about eating healthily on centre displays and during local events.

DIABETES SELF-HELP GROUP

The self help group meets in the library monthly to run advice sessions for people with Diabetes.

TAMIL SPEAKING ADVISER

Since January 2015, a Tamil speaking adviser from the Multi-Lingual Advice Service has been seeing clients who have a limited command of English. This advice is every Thursday from 10am to 12noon in the Lewisham Advice and Information Hub. He also sees the Tamil speaking clients from our drop in session.

LEWISHAM REFUGEE AND MIGRANT NETWORK

There is also an adviser from Lewisham Refugee and Migrant Network who provides generalist advice at the Hub to clients who need further in depth advice. To date the adviser has seen 64 clients at the Hub.



social value

Centre Usage

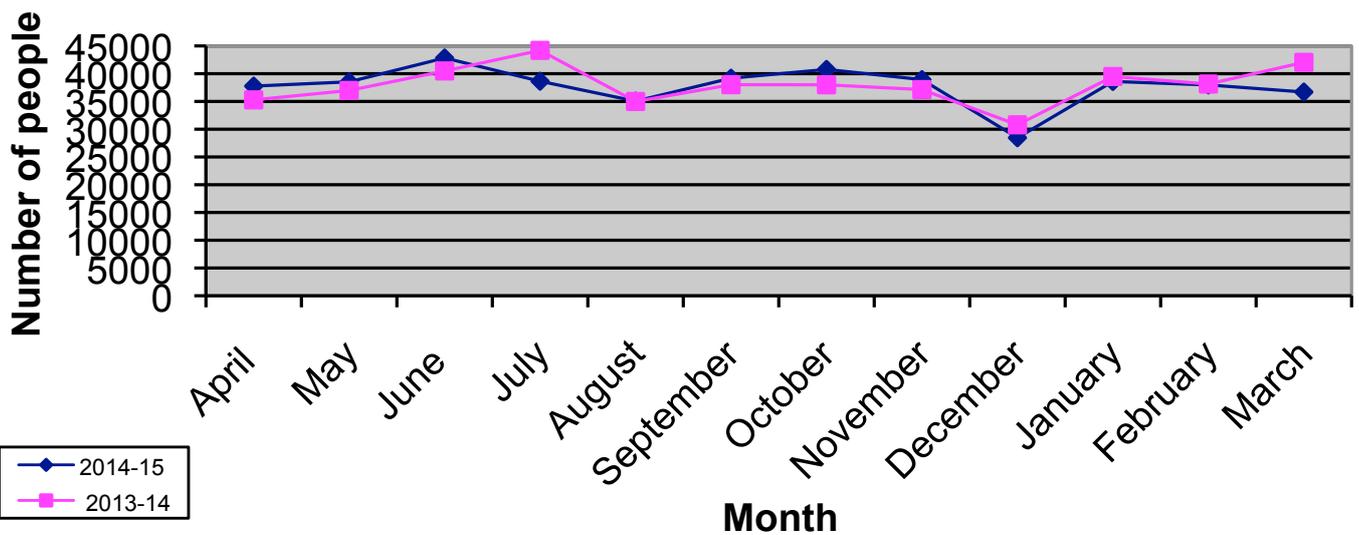
LEISURE CENTRE USAGE

A total of 453,456 visits were made to the Leisure Centre side of the building during 2014-15. The library had 355,993 visits and 79,792 book issues during the year. The Lewisham Advice and Information Hub helped 355 people.

Table 2: Centre usage 2013/14 and 2014/15

Leisure Centre visits													
	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
2014-15	37763	38534	42833	38642	35055	39187	40772	38935	28458	38605	37975	36697	453456
2013-14	35,285	36,979	40,495	44,200	34,995	38,021	38,002	37,137	30,795	39,494	38,142	42,043	455,588

Graph 6: Centre usage 2013/14 and 2014/15



LEISURE CENTRE VISITS

The above graph shows the centre reported a slightly lower usage figure for the year 2014/15. As can be seen in the graph the main difference in months was July, otherwise other months were higher or very similar. In July the barriers at reception were waiting to be fixed through lifecycle, this accounts for the visible drop. Reasons for increased usage includes an increase in memberships, an increase in free swimming usage and an increase in community and children's activity programmes.



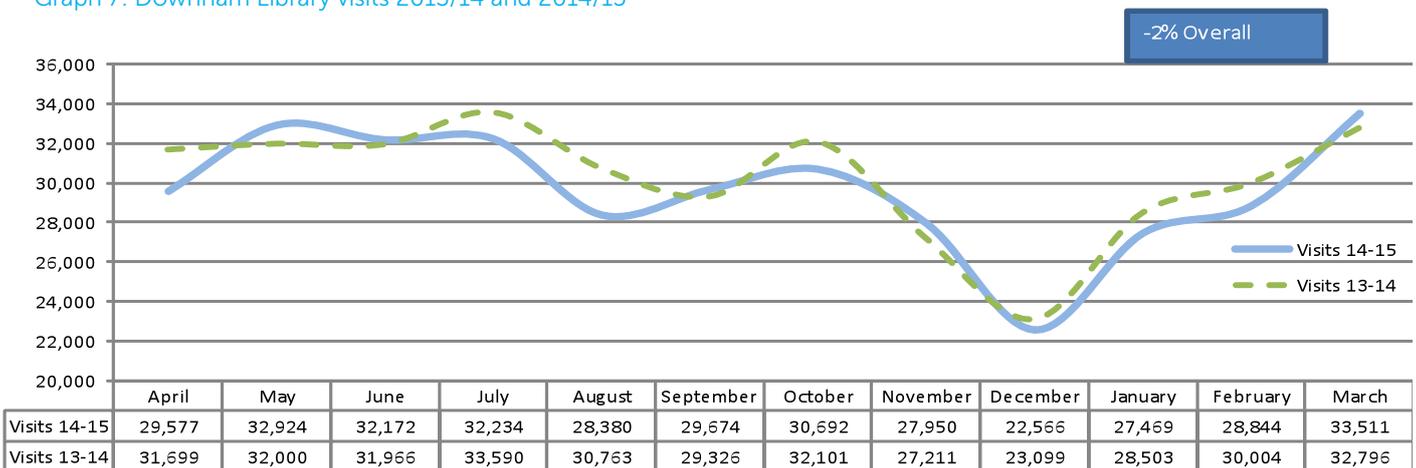
DOWNHAM LIBRARY USAGE

The year 2014-15 has been a year of transition for libraries nationally and locally. Downham’s visitor figure (355,993) is 2% down on last year’s performance (363,058). This may be due in part to the reduced outreach activity. This is one of the priorities for this library in the year ahead. However, other figures show substantial improvement: Downham library joined up 3,872 new borrowers, 36% more than last year, and 44% more children signed up for the Summer Reading Challenge. Visitor figures in the last few months show improvement that is very encouraging for next year.

To put this in context, library visits to the seven Lewisham Council-run libraries grew 1% and visits to the community libraries grew 4%, which means that over 2 million people visited libraries last year. The Chartered Institute of Public Finance and Accounting note that Lewisham has closest to the “highest number of libraries” within its comparator group and serves the “7th largest” population. In relation to active borrowers, Lewisham “is in the higher quartile suggesting that the library service engages well with the population when compared to the other authorities”. Lewisham registers the third highest number of visits to libraries per 1,000 population in London.



Graph 7: Downham Library visits 2013/14 and 2014/15



DOWNHAM LIBRARY ISSUES

Downham Library issued 79,792 books, CDs and DVDs in 2014-15, which represents a 10% decrease on last year. Downham Library issued 79,792 books, CDs and DVDs in 2014-15, which represents a 10% decrease on last year (91,182). All Lewisham Libraries experienced a decline in issues overall, but the decrease at Downham coincides with the reduction of class visits by one third last year. National Storytelling Week activities brought issues up in late January/February, but as per the overall number of visits, this is directly linked to the reduction in outreach activity at Downham. Some stock, particularly children's books, issued very well compared to the other Lewisham libraries, and DVDs issues were up 100% during the Winter Warmer promotion. Following the library restructure in June 2015, efforts to improve performance at Downham will redouble, through increased visits to all Downham schools and a review of the stock. Promotional activities will also focus on eBooks and eAudiobooks.

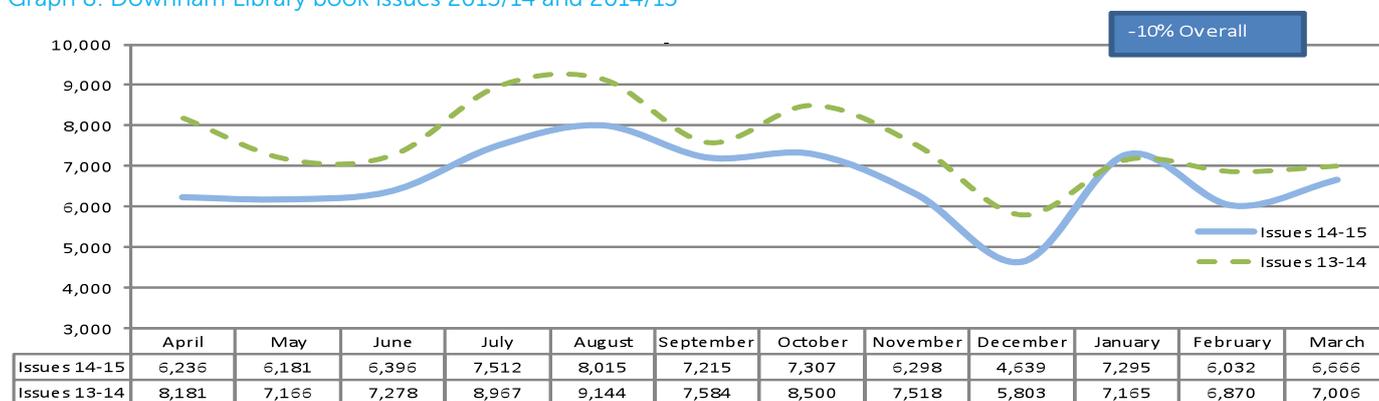
DOWNHAM FAMILY MEDICAL PRACTICE

Over the last year the Downham Family Medical Practice has done 6851 consultations face to face and over the telephone. The Practice is a local well-established family practice and has been in existence on the Downham estate since 1954. It moved to its current premises in September 2007. There are currently 5 GPs 1 Practice Nurse and 1 Healthcare Assistant. The reception staff is available for at least 52 hours per week on weekdays between 8.00am and 6.30pm to make appointments or to assist. The surgery is now open until 8pm on Thursday evenings for pre booked appointments only. As part of the practice patient improvement plan, there are various ways for patients to access a doctor; face to face, on the telephone at the end; of morning surgery and online.

LEWISHAM ADVICE HUB

From Sep 2014 to March 2015 the hub has helped 335 clients at the Hub during the 3 sessions that currently run each week.

Graph 8: Downham Library book issues 2013/14 and 2014/15



Health and Wellbeing

1Life holds health & wellbeing high in the company values, as mentioned in the vision statement.

To support with initiatives the company welcomed Matt Charles into the role of Head of Health and Physical Activity, who is developing the 1Life Health & Physical Activity Strategic plan and supporting the centres in this area. The Community Liaison role at Downham Health & Leisure Centre was also changed to Health & Physical Activity Manager.

EXERCISE REFERRAL

During this year the Leisure Centre has been working closely with public health, Lewisham to improve and develop the exercise on referral offer. John Harkin was also commissioned to support and analyse the current schemes to develop improvements as well as training and educating the GPs. The scheme has now been finalised and will be rolled out in 2015 with an additional referral pathway for low level support which will feature an education session. The scheme has also already changed from paper referrals to receiving them electronically via the Refer-All hub.

Table 3: Exercise on referral

Total referrals received	465
Initial assessments attended	284
Total number of usages for sessions	3681
Percent of completers (on initial assessment attendance)	7%

As can be seen in the table there were a large amount of people that were referred to the scheme but then did not take up the opportunity to attend the initial assessment, therefore did not start the scheme. The completion rate is low, which is why the scheme has been reviewed and developed for the following year. The new scheme will also reduce the amount of low level support participants referred to the exercise scheme as they will go on the educational pathway.

ACTIVE HEART

The centre continues to run the Active Heart sessions on a weekly basis for the referred people who have had a cardiac event. Many participants continue to attend the sessions for a number of years. The following figures for active heart are for the period September 2014 to March 2015.

Table 4: Active Heart

Active Heart referrals	10
Active Heart session usages	432

MS GROUP SESSION

The exercise session for individuals with MS was set up funded a few years ago with MS Lewisham. This was investigated during April and the session is now for anyone with a disability and called 'Stretch and Relax disability'. They are now collaboratively funded by MS Lewisham, Parkinson, 1Life and attendees who continue to enjoy the session. There is an average of 8 attendees per session.

STOP SMOKING SERVICE

The stop smoking service continues to attend the centre to help people to stop their life-long habit. There are regular attendees who book appointments each week as well as people who just drop by when the service is available.

BOOST

The children's weight management service in Lewisham is managed by BOOST. At Downham Health & Leisure Centre they host mother and baby sessions, teenage sessions and 1-2-1 appointments. Due to the success of the other two programmes the mother and baby session was introduced to Downham at the beginning of the year.

IAPT

IAPT attended the Centre on Monday and Wednesday during Mental Health Week 2014 to promote their work and to give advice. The centre also supported them to run women only self confidence sessions for free.

READING WELL BOOKS ON PRESCRIPTION FOR DEMENTIA

On 26 January, the library participated in the national launch of the latest Reading Well Books on Prescription scheme, to support people with dementia and their carers. The new scheme builds on the existing Reading Well Books on Prescription programme, which already helps over 275,000 people with common mental health conditions feel better through self-help reading. In addition to the information and self help books, there are also resources such as Pictures to Share and a book for children. All of these books are available to loan free of charge in all Lewisham libraries.

Customer and Public Relations

We have a variety of ways to promote our activities, events and offers taking place throughout the year in the centre. In addition to outreach, the Leisure Centre ensures press releases are issued through 1Life's marketing company Manifest and social media is used to engage customers.

The table below shows some of the successful stories that have featured in local papers, as well as the number of people that the paper reaches.

Table 5: Press release successes

Headline	Publication	Reach
April 17 - 24: taekwondo to a roller disco	Eastlondonlines (Blog)	8743
CHRISTMAS FUN	Lewisham News Shopper	49420
Events to offer free microchipping and tag engraving for dog owners	South London Press	18122
Families invited to sing along together	Deptford, New cross and South London Press	1200
	South London Press	18122
	Deptford, New cross and South London Press	1200
	Wandsworth and South London Press	1200
	Streatham and South London Press	1200
	Brixton and South London Press	1500
	Dulwich and South London Press	1200
	Wimbledon and South London Press	1200
	South London Press	18122
Have a ball in the hols!	Bromley News Shopper	60708
MAKING A SPLASH	Lewisham News Shopper	49420
	Greenwich Borough News Shopper	68729
Spinathon will help the disabled to take part in sports	Greenwich Mercury (Bexley)	65019
SPORTS CLUBS	Lewisham News Shopper	49420
TABLE TENNIS COACHING	Lewisham News Shopper	49420
	Greenwich Borough News Shopper	68729

SOCIAL MEDIA

The importance of having a good presence online is growing and growing. The Leisure Centre ensures that the Facebook and Twitter accounts are posted on each week to keep the followers engaged with the centre and so they are aware of any new activities, events or offers. The table below shows our online presence.

Table 6: Online presence

Online media	Followers/ likes	Reviews	STARS				
			5	4	3	2	1
Twitter	601	n/a	n/a	n/a	n/a	n/a	n/a
Facebook	339	3.9 out of 5 stars from 10 reviews	5	3	0	0	2
Google	n/a	3.2 out of 5 stars from 10 reviews	1	2	3	2	0

NET PROMOTER SCORE

Many businesses use the NPS to find out whether customers that use their business would promote them to their friends and family, a well known crucial marketing tool. 1Life emails centre users to ask them to complete one question, select a number from 1-10 on whether you would promote the centre. The results for 2014/15 can be seen below.

Table 7: NPS scores

Number of responses		NET promoter score	
52		35	
Detractors	Passive	Promoters	
11	12	29	
21%	23%	56%	
Maximum NPS score	Average NPS score	Minimum NPS score	
May 2014- 64%	40%	August 2014- 0%	
21%	23%	56%	



Customer Satisfaction

We value our customer views and ensure we capture them through emails, verbal logs, customer comment forms, social media, customer forums and surveys. The first pillar of the new 1Life brand is putting customers first, which emphasises the importance we place on gaining customer views.

"Love the crèche, team are great"

"I can only comment on gym. The rates are competitive and offer a good range of equipment."

"Overall, it's great value for money, friendly and the classes & equipment are great."

"The facilities are very good and hygiene levels generally good also. It's an environment you want to be in on the quieter days."

"Crèche is great, love it, but gets really hot in summer."

"Great gym floor - what is the cleaning regime for the gym mats."

"A great gym to train in, and I've trained in all sorts and conditions of gym since I was 11 and I'm now 71. Good equipment, good company, always a friendly spotting colleague, what more could you ask for? :)) ."

"Love going to classes here, the gym has great machines and the pool is normally quiet in the evenings which is good."

"Overall would definitely recommend for all Downham residents looking to get fit in a relaxed and positive atmosphere!"

"I've been using Downham for the past seven years and have noticed major improvements in the past three/four months. Someone has told staff to a) be more professional, b) keep the place cleaner, c) provide decent customer service."

"Love the swimming lessons there, they teach you good."

"Thank you so much for a lovely birthday party! My daughter had a great time big thanks to Rob who made the party special wiggle wiggle."

"Thank you so much for a fabulous actual Swimathon evening. It went very smoothly and everyone was so supportive of everyone. A great event all around! Again it was much appreciated!"

"Thank you very much for your help brilliant customer service."

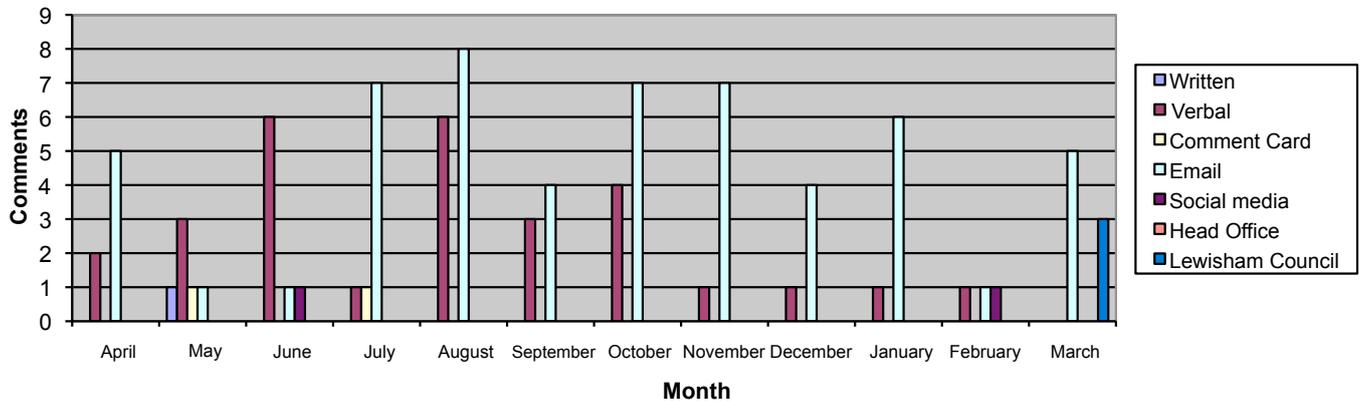
"He has loved Activity camp, thank you and has decided he wants to go back in the next holidays too!"



The below graphs show how we received the comment and how quickly the comment was responded to by a team member. The aim is to reply within the 'timescale' which is within 48 hours.

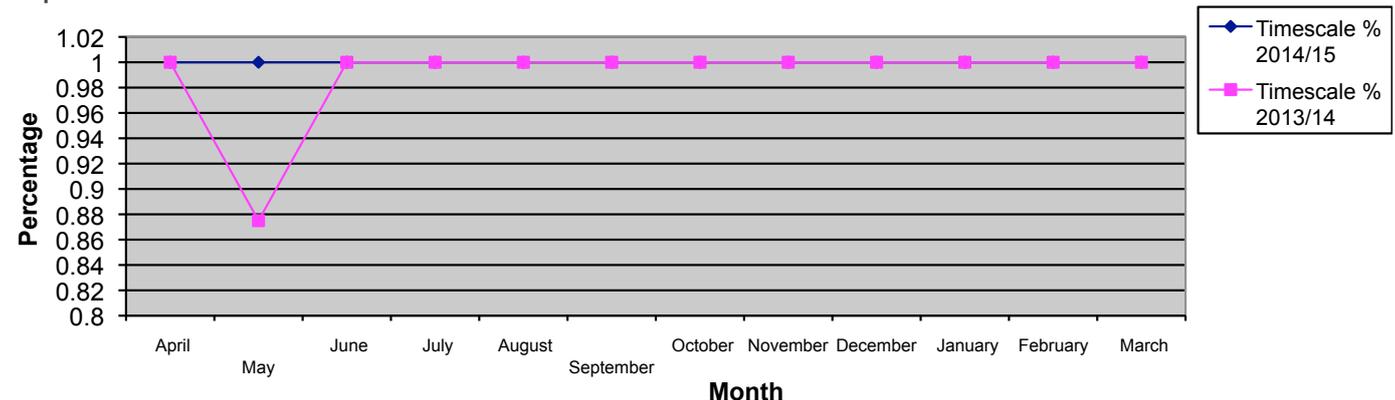
Graph 9: Customer comments received

As can be seen in the graph, the majority of customer comments are received via email.



Graph 10: Customer comments response

This graph shows that this year all comments were responded to within the 48 hour timescale.



Example of clients whom the Downham hub has helped:

"Ms A came to us regarding her Child Benefit and Tax Credit. She said her Child Benefit and Tax Credit had stopped because they didn't have the correct information about her son's course details. We assisted Ms A by calling Child Benefit, DWP, notifying them that her son was in full time education, the date he started the course and when it's going to end. They agreed to update the information and backdate the Child Benefit and ensure there is an ongoing claim. Ms A had a limited command of English and so we also called Tax Credit for her. She spoke to a member of staff who spoke her language who told her he had updated the information and told her that she will receive Tax Credit and it will be backdated. We spoke to the interpreter and he confirmed what the client had said. The client was very happy that the matter had been resolved."

"Mr B came to our drop-in session. He had received a letter from Housing Benefit requesting further evidence regarding his Housing Benefit application. We helped Mr B upload the document online and send it to Housing Benefit. He also requested help in writing his explanation, as he was not familiar with technology and so we assisted him by typing the information he dictated to us. Mr B subsequently came back after 3 weeks as his claim had still not been processed and so he used our phone as he had limited finances. Mr B spoke to the Housing Benefit section and was told that it hadn't been processed yet and should take a couple of weeks. He came back after 2 weeks as he still hadn't heard and we assisted him and he used the phone. He was told that it was being processed and should hear from them in due course. Mr B came to us a week later to let us know that his claim has been processed and the matter is resolved. He was very happy."

Member Retention

Member retention is key in the fitness industry, although it can be difficult to control it tells a lot about the success of the business and operations. 1Life gives target figures to both joiners and leavers. They both vary month by month but the joiners is around 200 and the leavers is around 150.

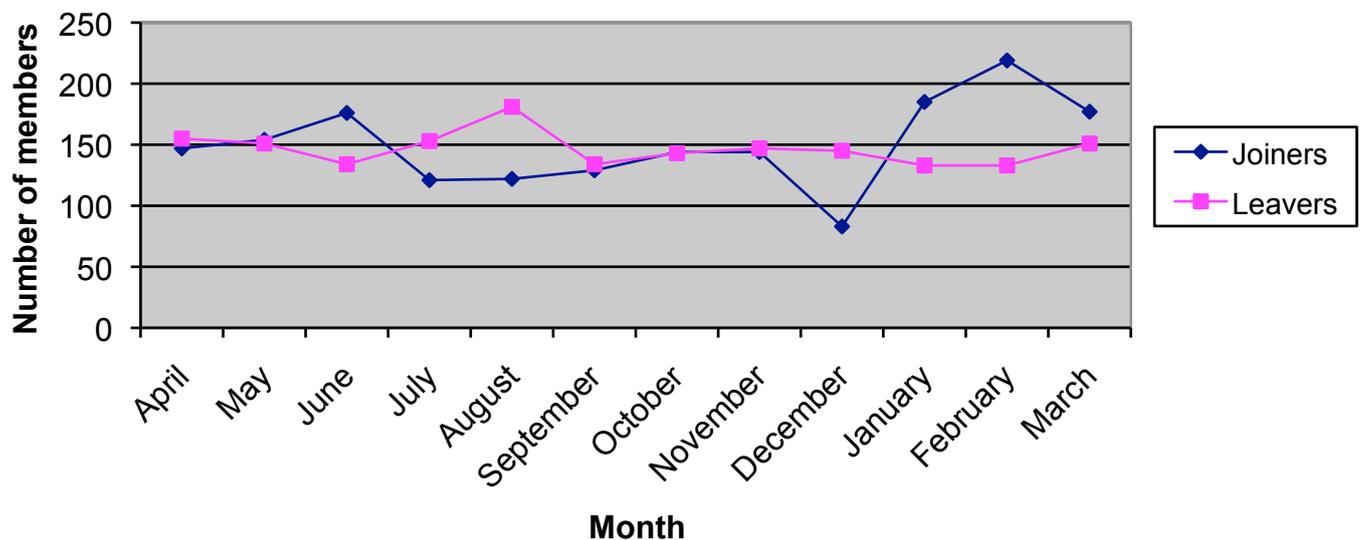
The member retention figures show that 2015 has been a strong year so far with regards to the difference between the number of people joining and the number of people leaving. February is shown as the best month for joiners as well as less people leaving, which is positive. This is hoped to continue into the remainder of 2015.

To help with retention, in addition to customer surveys, the membership team ask current members what they would change about the centre. If there are comments that are easily rectified a service improvement strategy is put in place and distributed to the whole operations team.

Table 8

Month	Joiners	Leavers	Difference
April	147	155	-8
May	154	151	3
June	176	134	42
July	121	153	-32
August	122	181	-59
September	129	134	-5
October	144	143	1
November	144	147	-3
December	83	145	-62
January	185	133	52
February	219	133	86
March	177	151	26

Graph 11: Member retention

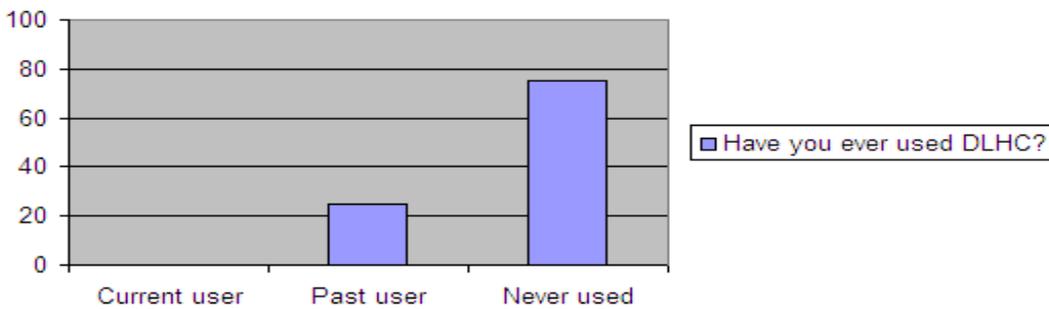


Non-user Survey

The annual non-user survey is completed to identify why people who attend local events are not coming to the centre.

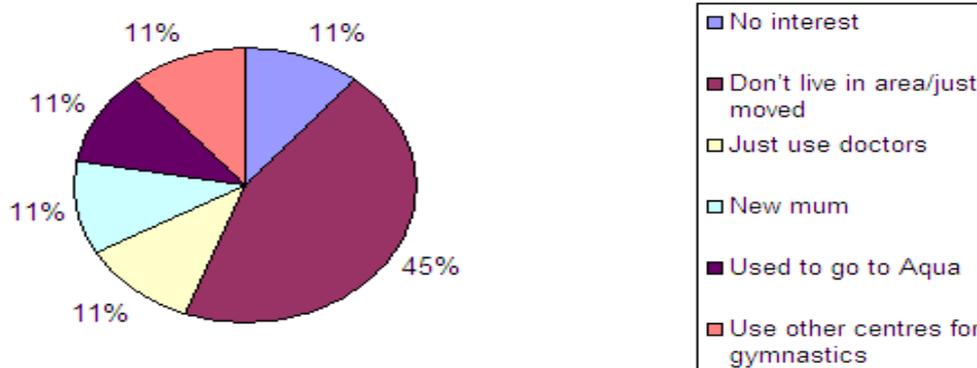
The survey also helps to highlight activities which would attract individuals to the centre so Downham Health & Leisure Centre can continually improve the service offering. The survey this year was conducted at the Phoenix Festival, Childrens Centre events and Downham Celebrates.

Graph 12: Have you every used DLHC?



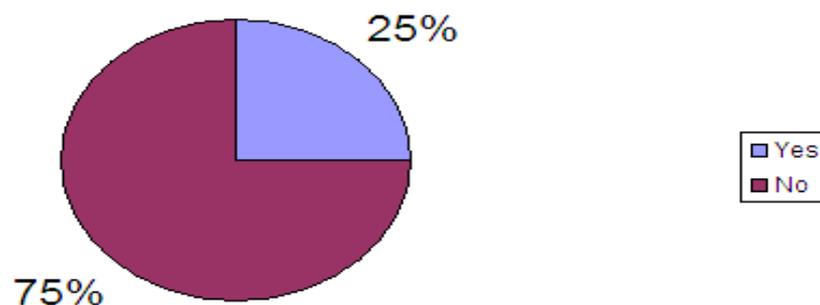
This question was asked to determine what survey should be asked as anyone who answered user is included in the user survey.

Graph 13: Non-user survey: Why don't you currently use the centre?



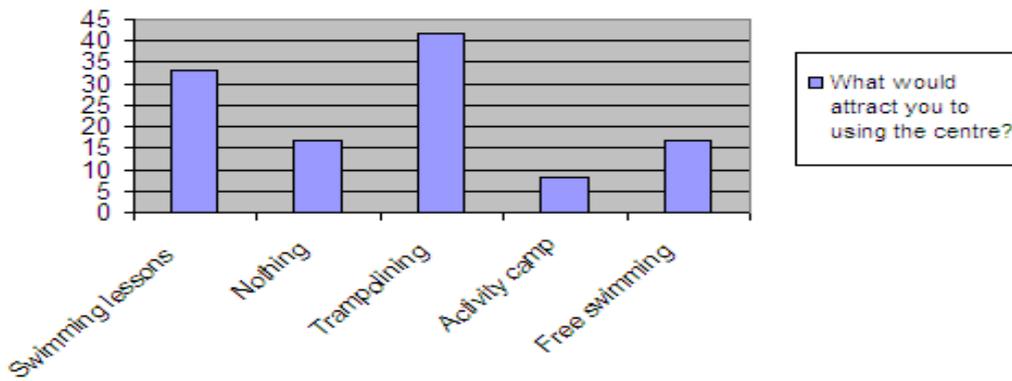
It is positive to see that the main reason why individuals don't currently use the centre it because they don't live nearby or have just moved to the area.

Graph 14: Non-user survey: Are you aware of the services provided?



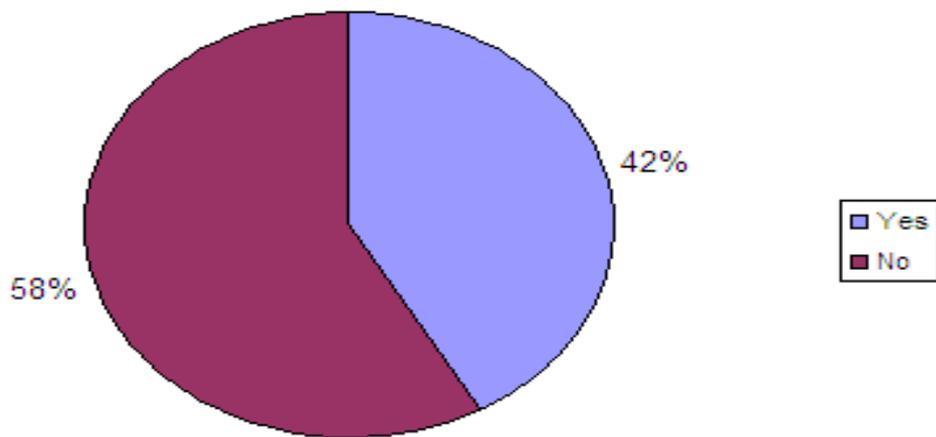
This shows the majority of people who are non-users do not know what is happening at the centre.

Graph 15: Non-user survey: What would attract you to using the centre?



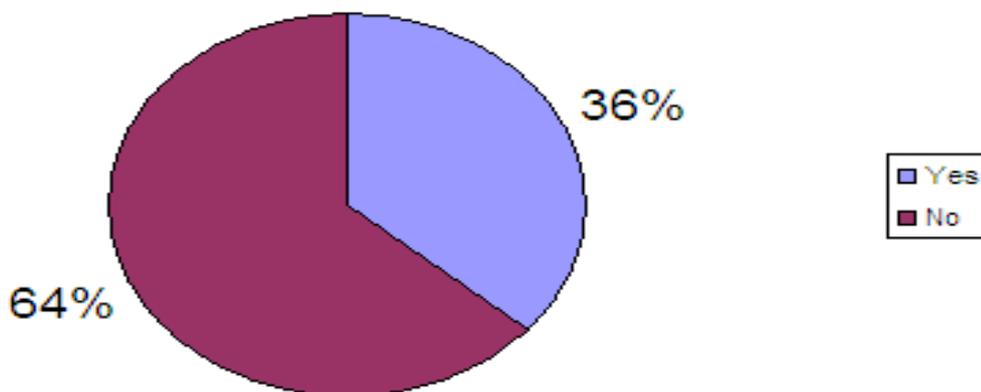
A lot of the non-users were interested in swimming lessons and trampolining which shows we are offering the right activities.

Graph 16: Non-user survey: Have you visited any other Leisure Centres in the past year?



This shows the majority of people do not visit other Leisure Centre which is positive for us.

Graph 17: Non-user survey: Do you currently take part in any sports/exercise activities?

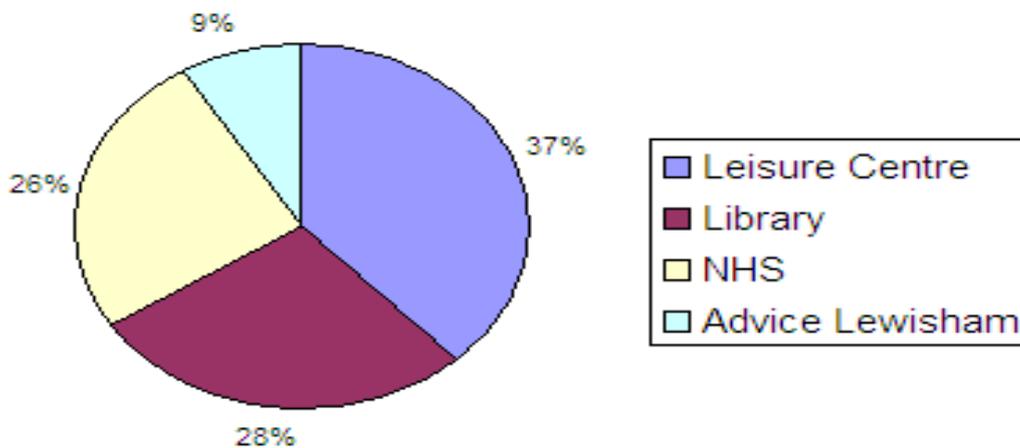


The majority of people do not take part in sports or exercise, which is disappointing.

Staff Satisfaction

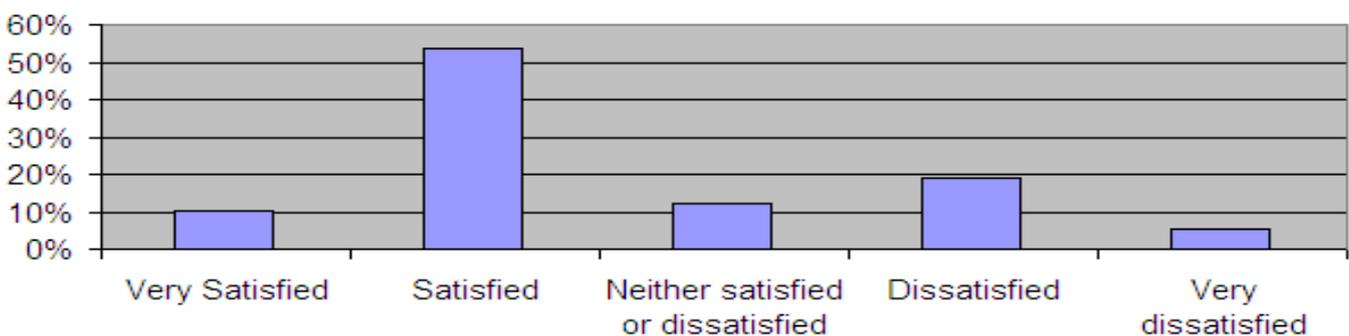
The staff satisfaction survey took place in October 2015. Staff throughout the centre were asked to complete the anonymous questionnaire regarding their experience at the centre.

Graph 18: Staff satisfaction survey: Where do you work within Downham Health & Leisure Centre?



As can be seen from the pie chart there were a number of responses from throughout the centre, including the new Advice Lewisham staff.

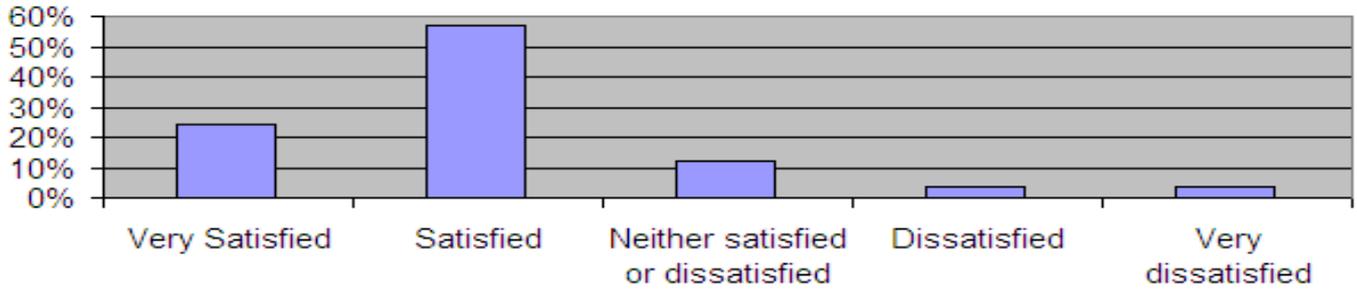
Graph 19: Staff satisfaction survey: The cleanliness of the public areas?



This question continues to receive better responses year on year. This year the number of very satisfied members of staff is 6% higher than last year.

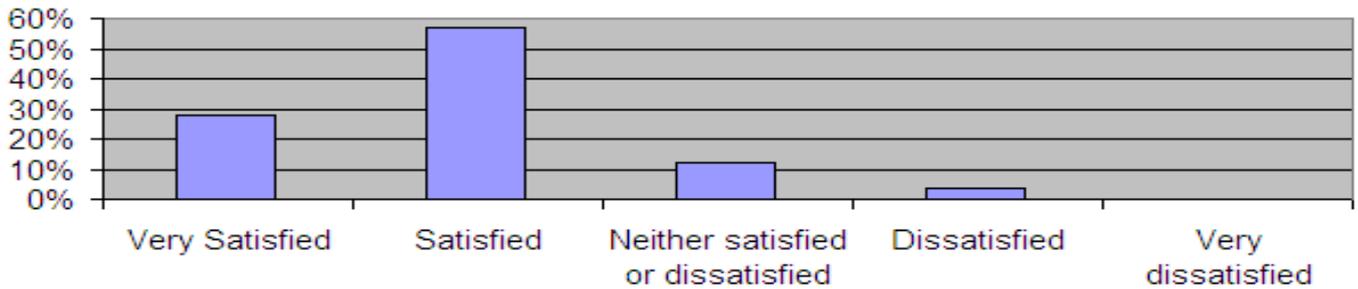
Graph 20: Staff satisfaction survey: The Leisure Centre staff being friendly and professional?

The positive responses to this question are much higher than the previous year. Very satisfied has gone up by 4% and satisfied has gone up by 15% compared to last year, which is very successful.



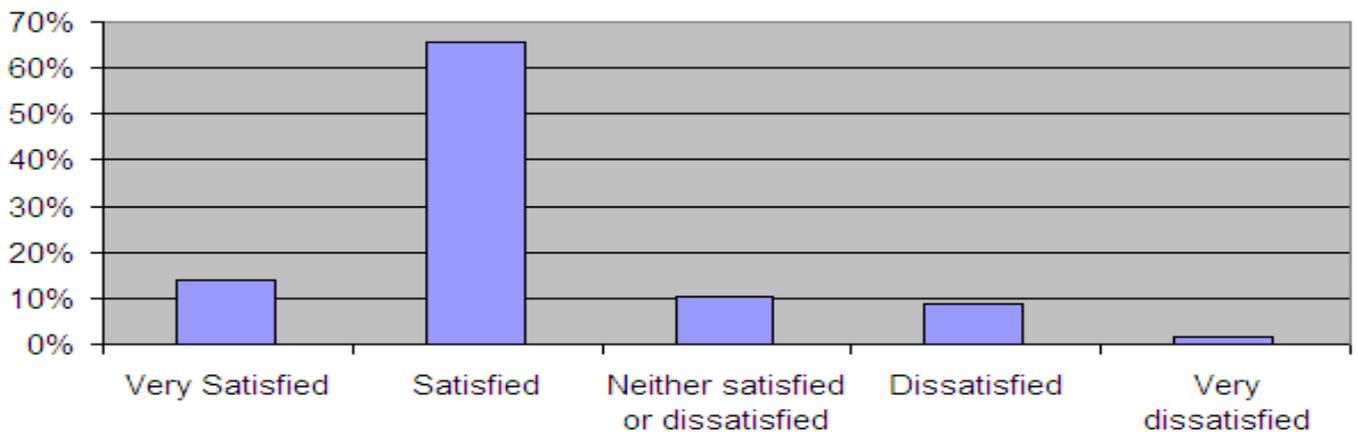
Graph 21: Staff satisfaction survey: The Leisure Centre staff being easily identifiable?

This question has not received any very dissatisfied answers and minimal dissatisfied answers, which shows centre staff are easily identifiable.



Graph 22: Staff satisfaction survey: The Leisure Centre overall?

Positively, the very satisfied answer has increased by 5% compared to last year.



Staff, Training and Development

LEISURE CENTRE STAFF

Staff are pivotal to ensuring the whole building operates smoothly on a day to day basis. Below, different sectors of the centre highlight the successes, training and development of their staff.

The Leisure Centre has seen many staff changes over the past year. Sadly, in December 2014 the centre lost a valued colleague who was a lifeguard and swimming teacher and was highly thought of by members of staff and the customers who use the centre. He is missed by all.

Other staff changes included a staff restructure in January 2015 at a management level. The centre is structured now with a new Centre Manager, an Operations Manager, Health & Physical Activity Manager, Customer Services Manager and a Swimming Development Manager. There are also now two Duty Managers instead of three and the Admin Officer is now on 20 hours. This has meant a flurry of new members of staff settling into roles at the beginning of 2015.

1Life now have a partnership in place with Lifetime who provide apprenticeships and development programmes for members of Leisure Centre staff. During 2014/15 we had a customer service apprentice who worked on reception as well as working to increase swim school participation and within the cafe. The centre has also employed an apprentice lifeguard. Access to leadership training has developed with 1Life and Lifetime to help bridge the gap between management levels. This will be rolled out during 2015/16.

The NPLQ qualified staff continue to take part in lifeguard training for two hours each month. The swim teachers also completed their NARASTC course and continue to take part in training. One member of staff also took up the opportunity to gain an NPLQ trainer assessor qualification and will be delivering training and courses.

The exercise on referral team has also taken part in motivational behaviour therapy courses to help with development of the new exercise on referral scheme and to increase completion rates.

LIBRARY STAFF LEWISHAM ADVICE AND INFORMATION HUB VOLUNTEERS

Volunteers are invaluable and are integral to providing the service.

Johnson is a volunteer who started volunteering with the Hub in July 2014. Johnson is currently looking for paid work and has an accounts background. Johnson said the reason he volunteers with us is because "I like to meet new people and also share my skills and use them to help others. Volunteering also gives me a reason to go out rather than staying indoors".

Rita started volunteering with the Hub in May 2014. Rita said "volunteering has given me great personal development in areas such building confidence and communication skills. It has also inspired me to want to develop within this field further and contribute into helping people".



Maintenance

The centre has contracted Emtor Facilities Services to manage the day-to-day site maintenance issues as per the contract that may arise through the normal usage of the centre.

Emtor Facilities Services provides a pre-planned maintenance schedule for the centre to which it reports back on a monthly basis on its completion.

The "Help Desk" continues to ensure jobs are completed within the rectification timescales and to allow transparency of a self-monitoring contract. The table below shows the number of planned tasks and the number of completed tasks that Emtor has completed throughout the year.



Table 9: Planned Preventative Maintenance

Planned Preventative Maintenance													
	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Total
Target number of PPM tasks	36	38	29	32	67	29	102	50	15	56	30	20	504
Actual number of PPM tasks	36	38	29	32	67	29	102	50	15	56	30	20	504
% completion of PPM schedule	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

LIFECYCLE

To ensure the Centre is continually looking its best, a number of key works are identified for each year in relation to its lifecycle. These projects take place throughout the year to update the facilities by making improvements on decoration or replacing equipment that has come to the end of its lifecycle. The projects that took place in 2014/15 can be seen below.

Table 10: Lifecycle

LEISURE AREA

- Redecorations
- Turnstile gate
- Corner Guards
- Ground Floor Viewing area - replace flooring/carpet
- Chequered plating for gym
- Replaced damaged seating
- Village ceiling tiles
- Replace pool hoist gear box
- Re-lamping
- Pool hall lighting
- Main entrance door controls

LIBRARY AREA

- Youth IT - replace ceiling tiles
- Replace vinyl next to computer
- Redecorations
- Ceiling tile project

NHS AREA

- Redecorations
- Corner Guards

Health and Safety

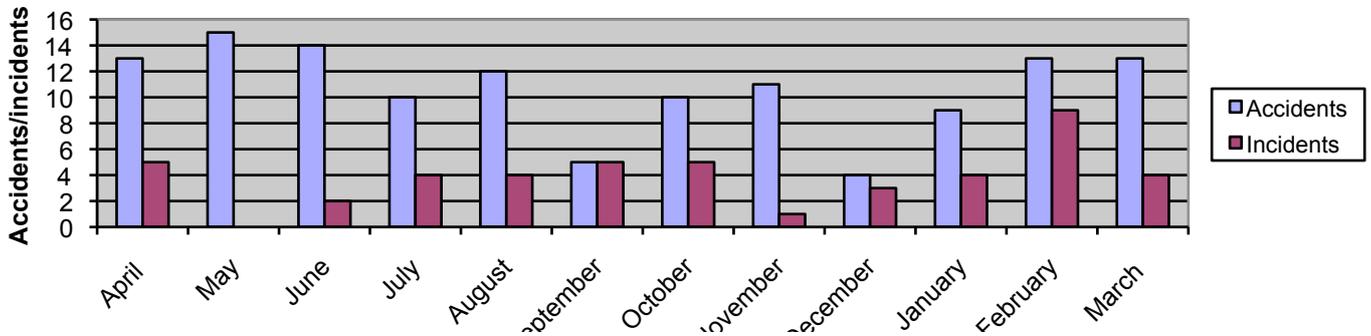
1Life takes health and safety very seriously for staff and customers alike. Staff members are encouraged to keep health and safety at the forefront of their minds. Team members also attend regular health and safety seminars to refresh policies. There are also health and safety audits to ensure the centre is compliant with standards

"1Life Management Solutions Ltd are committed to providing a safe and healthy environment at its premises for the benefit of its employees, customers and contractors by achieving high standards of health and safety, including fire safety, in its operations."

The month with the most accidents can be seen as in May. This is the same as 2013/14. February had the most incidents and August was relatively low for incidents compared to the previous year. In total 2014/15 had 13 more accidents than 2013/14 and 10 more incidents.

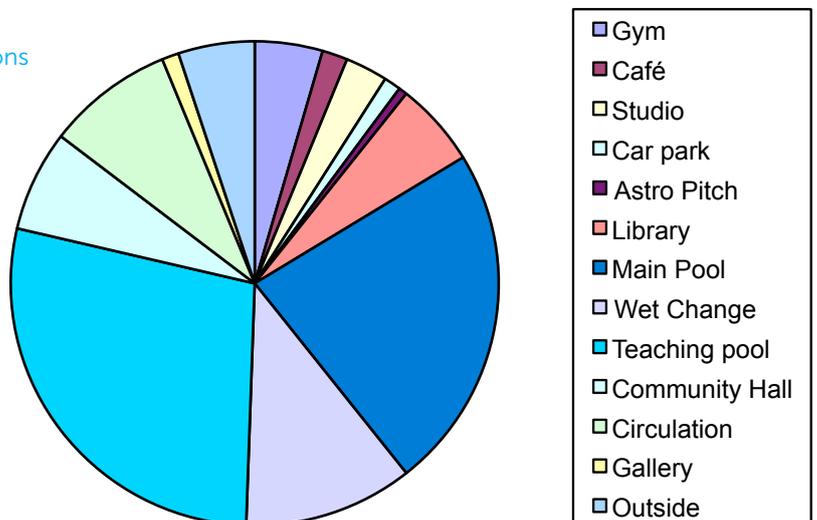


Graph 23: Accidents and incidents 2014/15



Graph 24: Accidents and incidents 2014/15 locations

The pie chart shows where the accidents and incidents happened within the Centre. The two main places where they happened were the main pool and teaching pool. The main pool and teaching pool were also the places where the most accidents and incidents happened in 2012/13 and 2013/14.

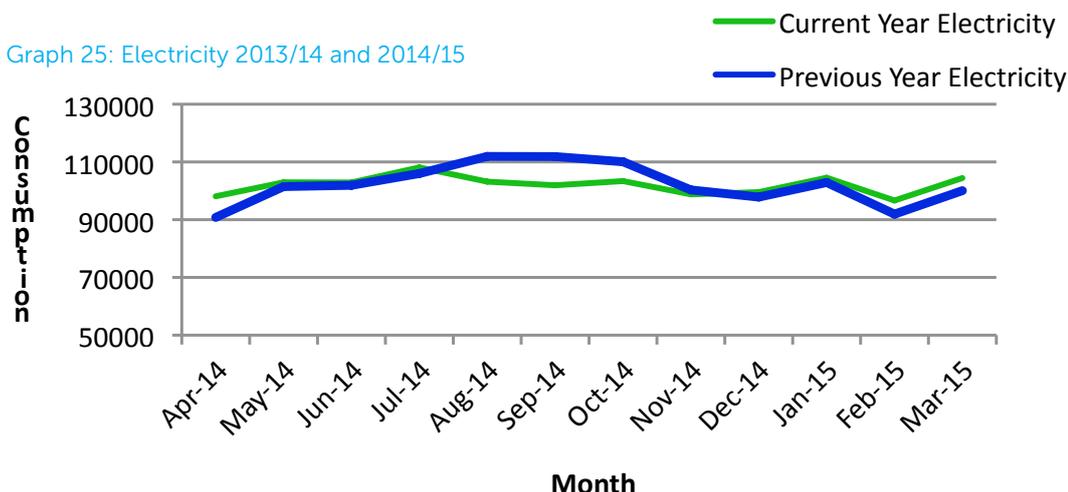


Environmental Impact

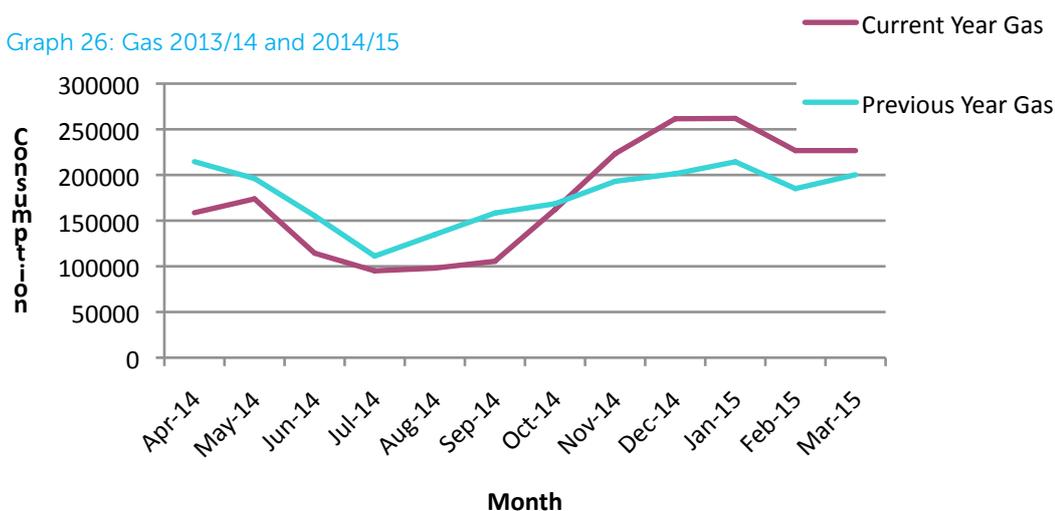
Downham Health & Leisure Centre ensures to monitor the amount of energy that is used by the centre to reduce the carbon footprint.

The leisure centre has an 'energy champion' who monitors the Building Management System (BMS) and carries out of hours audits to ensure workstations and lights are turned off. The operations team ensures pool covers are put on to conserve water temperature and recycling bins are being used regularly. One major highlight of the year was the installation of LED lights in the pool hall, library and gym stairwells. This will reduce the energy used on lighting and purchasing light bulbs. The LEDs will continue to replace current light bulbs throughout the centre.

Graph 25: Electricity 2013/14 and 2014/15



Graph 26: Gas 2013/14 and 2014/15



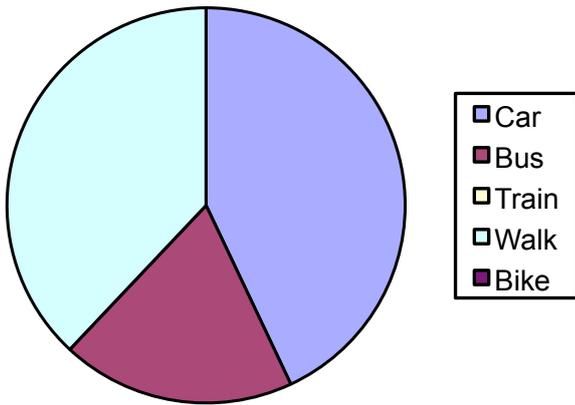
The above graphs show a comparison for our gas and electric consumption between 2014/15 and 2013/14. As can be seen in the graph, gas was a lot lower in 2014/15 until November where it goes higher than 2013/14. Overall,

however there is a saving on gas year on year of over 25,000 units. The electric also shows a dip over the summer months compared to 2013/14. The saving year on year for electricity is 2,500 units.

GREEN TRAVEL

We encourage our customers and staff to use green ways to get to the centre in order to help with our carbon footprint.

The below chart shows the different ways that customers got to the centre.

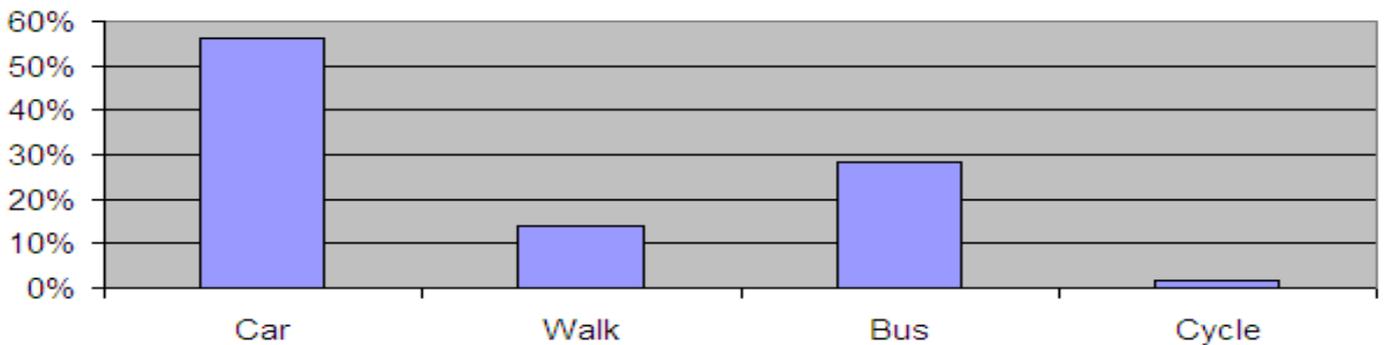


Graph 27: How customers got to the centre

In comparison to last year, successfully, there are less people using their cars and more people walking to the centre.

Graph 28: How staff got to the centre

The graph shows how staff for all of the services from within Downham Health & Leisure Centre got to work. The majority of people still use motor vehicles, unfortunately less people are cycling this year. However, more people are getting the bus to work.



UKACTIVE FLAME GO GREEN AWARD

1Life won the ukactive Flame Go Green award for the second year for its commitment to environmental sustainability and is a visible demonstration of the hard work that goes into making all the leisure facilities run efficiently whilst always ensuring that sustainability is at the heart of day to day operations.



Cleaning

1Life and Initial are responsible for the cleaning within the whole building. Initial Cleaning services carry out the cleaning for the NHS Block, Library areas, entrance foyers and all toilet areas in the building. 1Life staff carry out all other cleaning in the Leisure area. To ensure the cleanliness of the centre a cleaning schedule is in place which covers daily, weekly and monthly cleaning tasks.

The performance standard is 95% which all of the areas, except for April, have maintained or risen above, which is an improvement on last year. The reactive cleaning has improved on last year with an average of 100% compared to 98% last year. The reactive cleaning results demonstrates the quick response the team has to identified tasks.

Table 11: 1Life and Interserve Support Services cleaning

1Life cleaning											
April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
94%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Initial cleaning											
April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
97%	96%	96%	95%	98%	97%	98%	97%	98%	98%	97%	98%



New Developments for 2015/16

After having reflected on the previous year at Downham Health & Leisure Centre we would like to look to the future to continually improve year on year. The statements below are what the Leisure Centre would like to achieve in the following year.

The Leisure Centre will be working more closely with Lifetime to develop current staff, either on apprenticeships or with the new access to leadership training.

The Leisure Centre will invest in the centre by purchasing new dumbbells for gym usage and by changing the look of the entrance to the centre with a concierge desk sign.

The personal training product will be developed to ensure both consumer, personal trainer and Leisure Centre are benefitting from the service.

To evolve the relationship with the catering company TSA to develop the party and catering offering.

To implement the newly developed Exercise on Referral pathways for low, medium and high support.

Continue to develop the Activity Camp offering to the local community.

Work with Badminton England to increase the badminton sessions at the centre to include a coach within 'No Strings' sessions.

Increase outreach opportunities by working as a team between Sales Manager, Health & Physical Activity Manager and Swimming Development Manager.

The statements below are what Downham Library would like to achieve in the following year.

To improve our health & wellbeing offer by providing health information and signposting, particularly promoting to the new Dementia book series.

Celebrate annual reading festivals including National Storytelling Week, World Book Day, World Book Night and Cityread 2016 and participate in the next stage of WWI Centenary commemorations.

To improve the take up of Be Active cards by secondary school students.

There are plans to establish a new reading group, develop the reminiscence group and create regular music sessions for teenagers.

Ensure staff have the information to signpost customers to council and other information services.

Generate visits through partnership organisations providing community information services.

Increase the promotion across Lewisham of free eBooks/ eAudiobooks and eResources.



Concluding Statement

At the end of the annual report 2013/14 we included some developments which we were planning on taking place this year. Below shows the developments proposed and the outcomes of these.

LEISURE CENTRE DEVELOPMENTS

The following are projects the Leisure Centre aim to carry out during 2014/15 in order to increase what we offer to the local community in all of our target areas.

We will aim to further embed the 1Life brand into the centre throughout the year. The centre ethos, customer relations and the look of the centre will change in line with the new brand developments.

The centre has had a marked improvement in redecoration and looks like a 1Life centre with many 1Life coloured walls. The staff appraisals and within staff interviews are centred around 1Life values and how that member of staff meets them. With a new Customer Service Manager position customer relations have improved.

After increasing the activities for children in 2013/14 the aim will be to further increase the available children's activities and to develop the programme of teenage activities.

The programme for teenagers was developed, with the help of Streetgames funding. The centre was able to put on circuit sessions, Zumba sessions and work closely with secondary schools to successfully boost teenage usage.

Although we increased the disability offering in 2013/14. We will aim to increase the activities available for people with disabilities for the following year as well. We will also look into gaining the IFI accreditation.

The Leisure Centre worked closely with a new local group called the Downs Friendship Group to put on funded swimming lessons for children with Downs Syndrome. The IFI accreditation was looked into but not applied for.

We will aim to increase our swimming offering and develop the swimming lesson programme by using the new management system Learn 2 which allows parents to view their child's progression online.

The swimming lesson programme is continually developing. The use of the new Learn2 system is invaluable to allow customers and teachers to look at children's progress throughout.

Our group fitness class programme will develop and improve to include more Les Mills classes and other different classes like a boot camp session.

The group fitness class programme was changed in January 2015. The percentage of Les Mills classes on the timetable is now 53% which compares to 6% previously. The boot camp session was trialled during the Summer months but due to participant numbers it was cancelled during the colder months. The Leisure Centre will look to start the session again in Summer 2015.

We will also have a greater focus on retention throughout 2014/15 with the support of a new company role of a 'Retention Manager'.

Centrally we have two members of 1Life staff who help with retention managing. The Head of Fitness, has improved the customer experience when first attending the centre. The Head of Commercial Operations has improved the clarity of the retention reports for 1Life.







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HEALTHIER COMMUNITIES SELECT COMMITTEE			
Report Title	Adult Learning Lewisham – annual report		
Ward	All	Item No	5
Contributors	Executive Director for Community Services		
Class	Part 1	Date: 13 January 2016	

1. Purpose of the Report

- 1.1 To update the Healthier Communities Select Committee on the adult learning services offered by Adult Learning Lewisham (ALL) in 2015-16.

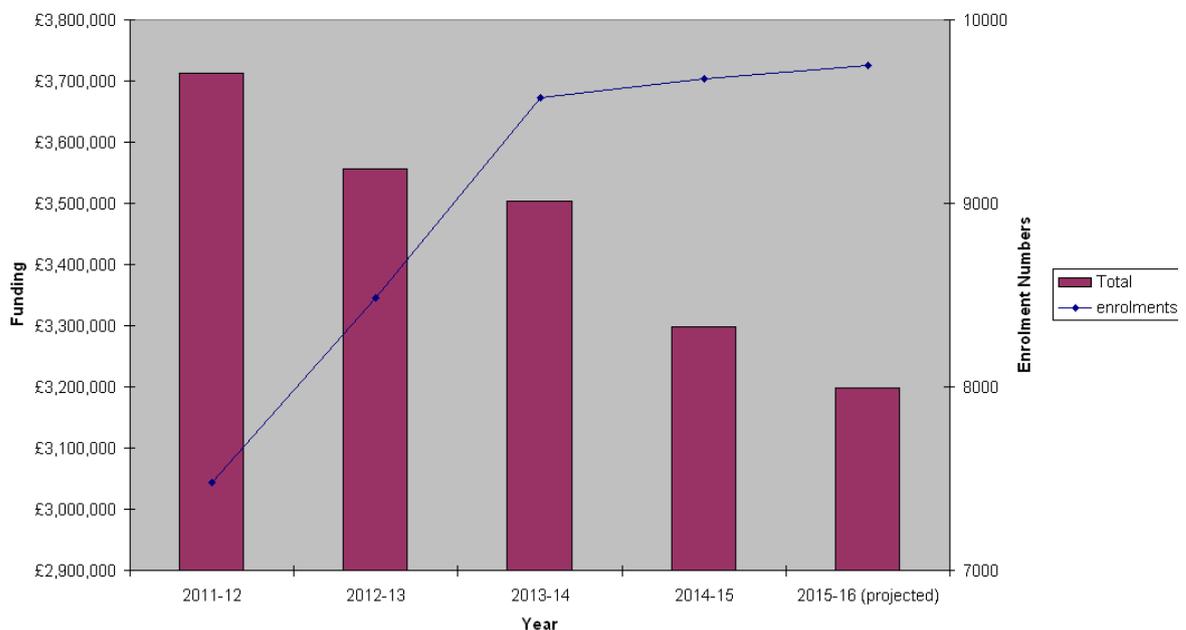
2. Recommendation

- 2.1 Members of the Healthier Communities Select Committee are asked to note the contents of this report.

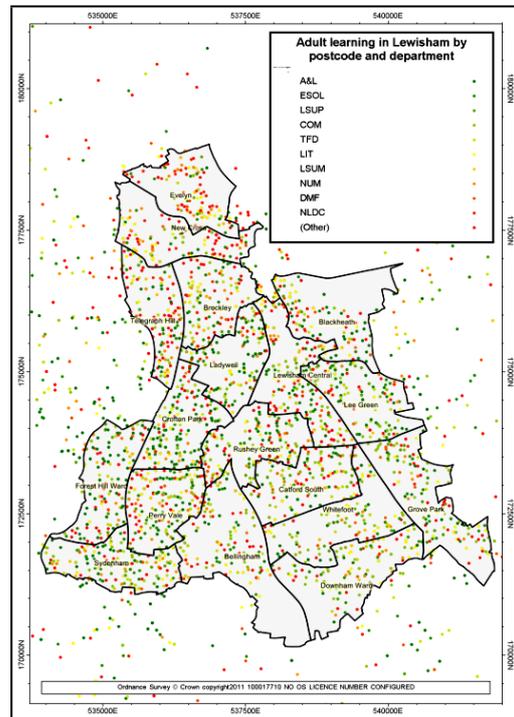
3. The Year in Numbers

- 3.1 Adult Learning Lewisham (ALL) receives a Skills Funding Agency grant of £3.2 million and currently employs approximately 230 staff, 160 of whom are part-time tutors. The service also generates income of approximately £400,000 and in 2015 completed delivery of a European ESF project to the match funded value of £250,000. The ratio of non-SFA funding to overall funding is 23.4% and as part of its Pound Plus measures the service is reducing the reliance on SFA funding. Despite a year-on-year reduction in funding, enrolment numbers continued to increase in the past year, which is an indication of the efficiency of the service (see chart below).

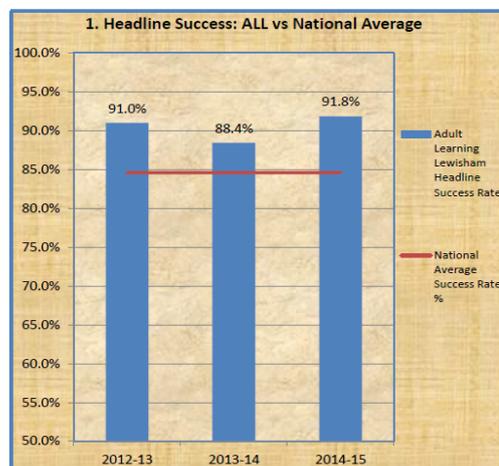
SFA Funding mapped against Enrolments 2011-16



3.2 ALL offers over 1,000 courses covering 9 sector subject areas of learning and located in three bespoke education centres, as well as community venues, across the borough. There are 5000 learners enrolled on courses, and nearly 10,000 enrolments (each learner enrolling on 2 courses on average). Learners who enrol on courses at Adult Learning Lewisham are spread throughout the borough.



3.3 In 2015 success rates at ALL were the highest they have ever been. At a service wide level success rates stand at 91.8%, which is a 3.4% increase from 2013-14 (when success rates were 88.4%). This represents an outstanding (Grade 1) performance by the curriculum and its support staff. 2015 was the first year that ALL offered GCSE English and Maths, with very good results, which combined with other qualifications meant that the headline success rates stood at 83% for English (compared with 71% in 2010-11) and 82% for Maths (compared with 67% in 2010-11). For the third year running, ALL success rates far exceed the national benchmark for the adult skills sector (chart below).



4. Strategic Context

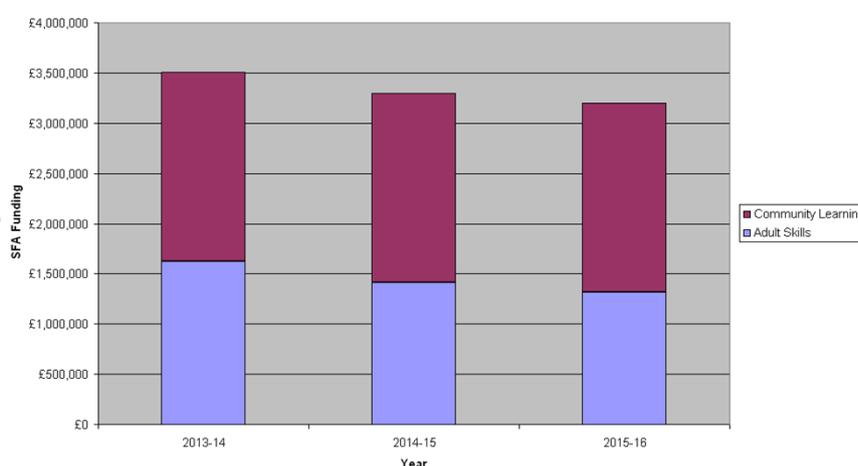
- 4.1 *Shaping our Future*, Lewisham's Sustainable Community Strategy, establishes the Council's and Lewisham Strategic Partnership's vision for Lewisham and its citizens, "Together, we will make Lewisham the best place in London to live, work and learn." Underpinning this vision are six priority outcomes that describe sustainable communities in Lewisham and provide a clear picture of what citizens and services can deliver together.
- 4.2 The work of ALL contributes to the delivery of these priority outcomes, primarily towards 'Ambitious and Achieving', in which residents are inspired and supported to fulfil their potential and which carries our commitment to encourage and facilitate access to education, training and employment opportunities for all citizens. In addition, the benefits of adult learning mean that ALL plays an important supporting role for other priority outcomes including 'Empowered and Responsible' – through which people can be actively involved in their local area and contribute to supportive communities; and 'Dynamic and Prosperous' – through which people are part of the vibrant localities and town centres in Lewisham and well-connected to London and beyond.
- 4.3 ALL also supports the Council's corporate priority to deliver services that support 'Active, healthy citizens' and 'Strengthens the local economy'. ALL's strategic objectives are derived from both the Sustainable Community Strategy and the Council's corporate priorities and can be summarised as follows:
- To provide adult learning opportunities, which promote access to skills and knowledge for continuing education and employment.
 - To provide entry and first step qualifications into key economic growth areas raising educational attainment and skill levels.
 - To improve residents' quality of lives through personal, social and recreational education.
 - To widen access to education services through the development and monitoring of equality and diversity impact measures.
- 4.4 ALL monitors itself against six performance indicators:
- (1) Providing teaching and learning that is outstanding or good in 90% of the provision, including the effective use of e-learning in delivery.
 - (2) Ensuring there are no significant areas of unaddressed underachievement across the service, leading to headline retention rates of 93%, achievement rates of 92%, and success rates of 85% within ALL.
 - (3) Ensuring ALL meets its safeguarding responsibilities, for the safety and wellbeing of all.
 - (4) Using the views of wider community and users to shape future developments and ensure that ALL responds to meet these needs
 - (5) Ensuring ALL buildings, services and resources enable learning to take place in a safe, secure and inspiring environment
 - (6) Embedding skills development for ALL staff as a key quality function

5. Funding for ALL

5.1 Funding for ALL in 2015 continued to be through two designated SFA streams: the Adult Skills Budget (for accredited courses) and the Community Learning Budget (broadly speaking for non-accredited courses). The table and chart below show the degree of funding cuts over the past few years to the Adult Skills budget, and the financial position of the current academic year.

	2013-14	2014-15	2015-16
Adult Skills	£1,623,346	£1,416,810	£1,317,649
Community Learning	£1,880,426	£1,881,080	£1,881,080
Total	£3,503,772	£3,297,890	£3,198,729

CEL/ALL Funding 2013-16



5.2 In the Comprehensive Spending Review, George Osborne announced that the 'core participation budget' for adult skills would not be cut in this parliament. This was very good news for the sector, who had feared cuts of up to 25%. However, the department of Business Innovation and Skills (BIS) have still not clarified what the 'core participation budget' refers to, and which parts of our funding that fall outside of the 'core' will be cut.

5.3 Further announcements made as part of the CSR may spell more significant changes to adult learning, although no details have yet been released to clarify these changes. From 2016-17 onwards the SFA will no longer divide funding into two streams (the 'adult skills' budget, and the 'community learning' budget). Instead ALL, in line with the rest of the sector, will receive a single Adult Education Budget, which makes no distinction between accredited and non-accredited courses. This means that even if ALL does not receive any further cuts from 2016 onwards, our provision may still be affected. For example, providers may have to make a case to funders in order to support the continuation of non-accredited provision.

5.4 In July 2015, having received a funding settlement from the SFA at the start of the financial year, ALL received an in-year funding cut, along with every other provider in the country. In-year funding cuts are particularly difficult to manage, as budgets have been set, and the cuts particularly affected the ESOL provision in Lewisham

run in partnership with Job Centre Plus (known as 'ESOL Mandation'). Curriculum leaders worked hard to find the cuts with minimum disruption to learners. In the autumn of 2015 a project (SpEC – Speaking English with Confidence) was launched in partnership with JCP to plug the gap in the ESOL provision.

6. ALL Vision, Values and Curriculum

- 6.1 Adult Learning Lewisham remains an Ofsted-graded 'Good' provider, with outstanding features and one of the few Grade 2 providers of adult skills in the area. However, ALL is an ambitious service, wanting to meet and exceed the sector benchmark, which is laid out in Ofsted's descriptors for 'outstanding'.
- 6.2 ALL aims to be an outstanding provider of adult skills and community learning to inspire and motivate our learners to enable them to fulfil their potential and flourish. It is flourishing in a deep, Aristotelian, sense that fuels the vision of ALL: namely that learners should be able to live well, fare well and do well as a direct result of attending courses. Moreover, flourishing is not something that comes to an end, so learners who we help to learn a new skill, and then help to get a job, will still wish to continue their journey towards flourishing by attending courses after work, and with their children. Flourishing is a lifelong goal, and Adult Learning Lewisham delivers lifelong learning so that learners and communities can pursue this goal.
- 6.3 In Spring 2015, staff across the service were consulted to ask them what they thought made their work in Lewisham's adult learning service (CEL, as it was then called) so valuable. Staff were invited to sum up this value in one word, through the 'CEL in One Word' Pinterest site, established online for this purpose. This led to a beautiful webpage capturing a plethora of values. These values shared the family resemblance of 'flourishing', but could not be summed up in a single mission statement, or reduced to a series of bullet points. Instead the values of Adult Learning Lewisham were felt to be best represented through a Tree of Values.



- 6.4 The roots of the tree represent our ethos, what ALL stands for. The trunk of the tree represents those core learning skills that are common to all curriculum areas, and which learners need to develop in order to be successful learners and to live better lives through better engagement in employment, volunteering, family life, civic society and personal projects. These core skills and characteristics that ALL learners should aim to develop include: commitment, perseverance, confidence, emotional intelligence, independence, critical thinking, English, Maths and digital

skills. The outer branches represent the impact that we can have on learners' lives, which in turn enables them to flourish.

6.5 This impact falls into nine distinct areas, which learners are now invited to consider from the very start of their journey with ALL. The nine types of impact are:

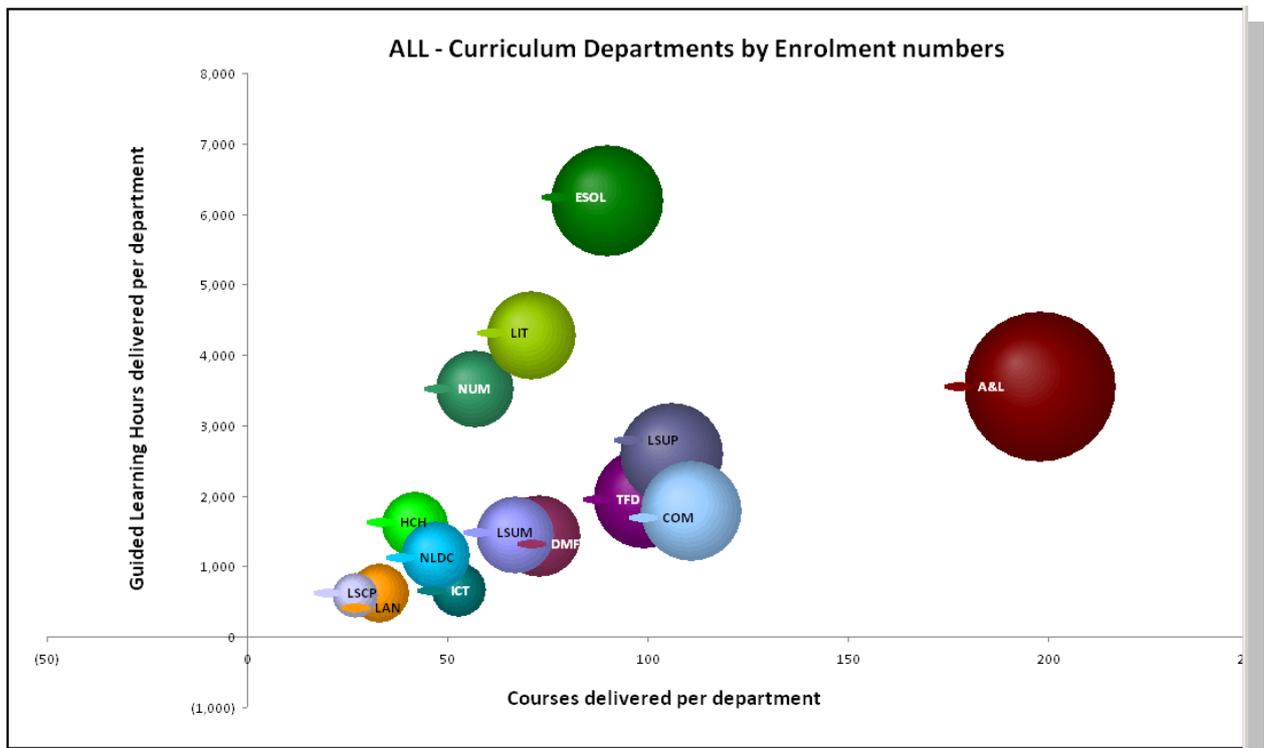
1. Development of curriculum and subject specialist skills
2. Development of a core learning skill
3. Progress to further training or qualifications
4. Progress in, or into, work
5. Support for children and family
6. Increase in health
7. Increase in social inclusion (and decrease in social isolation)
8. Creation of a product or project
9. Progress towards a personal ambition

6.6 By explicitly asking learners about the impact, beyond the learning of the subject, ALL will be able to demonstrate its overall civic impact, and this in turn should help the service to bid for, and secure, funding in future.

6.7 ALL offers a wide range of adult learning opportunities across the borough, with over 1000 courses for residents to choose from, including both accredited and non-accredited learning opportunities to help LBL residents flourish and fulfil their potential. These sector subject areas fall into thirteen curriculum areas within ALL, which are as follows:

Arts & Leisure	A&L
Community Family Learning	COM
Design, Media & Food	DMF
ESOL	ESO
Health & Childcare	HCH
ICT	ICT
Languages	LAN
English	LIT
Computer Project	LSC
Supported Learning & Mindlift	LSU
Neighbourhood Learning in deprived communities	NLDC
Mathematics	NUM
Textiles & Floral Design	TFD

6.8 The size of each of these curriculum areas can be measured through three different variables: the number of enrolments, the number of guided learning hours (GLH) and the number of courses on offer. The relative size of each department at ALL is represented in the spheres in the chart below, with the size of the sphere proportionate to the number of enrolments, and the position on the graph determined by the number of hours and courses offered (see figure overleaf). ESOL, Maths and English are the largest curriculum areas in terms of the number of hours they offer, whilst Arts and Leisure is the largest as measured by enrolment numbers. The Supported Learning department (LSUP) and Family Learning (Com) are also significant in terms of the number of different types of courses they offer.



- 6.9 ALL offers a large and thriving provision of supported learning through its Mindlift (LSUM), Computer Project (LSCP) and Supported Learning (LSUP) programmes. These are classes for learners with learning disabilities, physical disabilities, sensory impairments or mental health difficulties. Learners on the Mindlift programme can access a range of non-accredited learning opportunities including art, dance, keep fit, fashion, floristry and health. Progression for these students includes increased confidence, development of new skills and an increased independence to help in further education or towards employment.
- 6.10 ALL also delivers family and community learning (COM and NLDC) with a range of other providers across the borough, including primary schools, libraries and children’s centres. The family learning offer has increased the number of learners engaged in family learning from 843 enrolments (in 2013-14) to 886 enrolments (in 2014-15). The focus remains on improving the quality of provision and working with key partners who are successful in engaging the hardest to reach.
- 6.11 Within the vocational learning department (HCH) learners studying to be child carers or teaching assistants use a variety of school and childcare placements across the borough, in partnership with LBL’s schools team.
- 6.12 ALL supplements the courses outlined above through offering a wide range of Arts and Leisure courses for those residents able to pay fees (A&L, DMF, TFD, LAN). These courses help to generate fee income for additional courses that ALL can in turn use to widen participation. Thus ALL delivers a range of informal learning opportunities through its Studio courses launched last year. These courses offer learners an opportunity to continue to update and develop their skills in these subject areas outside SFA funding. These areas include Botanical illustration, Tailoring and Clothes making, Glasswork, Pottery, Printing and Upholstery. The Studio courses enable learners to continue their learning in areas where they have previously completed a range of SFA funded courses.

7. ALL Developments and Achievements

- 7.1 There are two key questions to ask when measuring the success of the adult learning service: 'are people enrolling?' and 'are they learning?' The first question is addressed in 7.3 below, and the second question can be broadly answered by looking at success rates, namely do learners stay to the end of their course *and* do they achieve. In 2015 success rates across the service were the highest they have ever been, standing at 91.8% which is a 3.4% increase from 2013-14 of 88.4%. Success rates on accredited courses were outstanding for learners at Entry Level (91.5%) and were very good at Level 2 at 84.6%. These represent an excellent achievement for the service, but there is still room for improvement.
- 7.2 Significant progress continues to be made in narrowing success gaps in key areas of gender, disability and widening participation. Rigorous Pre-course Assessments continue to improve the process of diagnosing and providing support for learners with a range of needs. This has in part led to the overall increase in success rates across the curriculum areas. But there are still gaps that need to be reduced and this is an on-going priority for the service. The difference in success rates is narrow for some groups of learners, for example success rates for male and female learners is 90.5% and 91.1% respectively; and there is no significance difference between learners declaring a learning difficulty (91.5%) and those declaring no learning difficulty (90.7%). However, the success rate for white British learners as compared with non-white British learners is 94.7% against 90.2%. Whilst these are both outstanding, and this does represent a reduction in the gap to 4.4% (a success gap which last year stood at 7%), it is still too large and continuing to reduce this gap remains a priority.
- 7.3 So, are people enrolling? As noted in 3.1 above enrolment rates are still going up despite funding cuts, and are projected to reach 9750 enrolments for the current academic year. 2015 saw the development of a new approach to marketing, a new name (ALL, previously CEL) and a new understanding of its learner demographics. The curriculum has been divided into five curriculum clusters, each of which is aimed at reaching a particular demographic, based on a detailed analysis of ALL learners. Two of these clusters, the Lewisham School of Arts and Design, and Language, Leisure and Lifestyle have marketing materials and channels designed to attract learners who can afford to pay fees, which can be used within ALL's business model to provide additional courses for those less able to pay. The generic marketing materials (including the course guide, below) are now more reflective of the quality, professionalism, and expertise and specialist accommodation available through ALL.



7.4 ALL is increasing its efforts to reach learners who are least likely to engage with adult learning, or who need the most support in being successful in their learning. An essential part of the success of the service in achieving this goal is to work in closer partnerships with Lewisham Council's other services who are also striving to reach these groups. By harnessing the regular and sustained interaction that ALL has with its learners (70 hours per learner per year on average) the service may become an even more effective instrument of local government. This type of enhanced partnership (co-production, co-location, or co-design) should have the added benefit of reducing costs to those other services. Enhanced partnerships that have been strengthened or started in 2015 include the following:

- CYP - The development of a strategic approach to the family learning curriculum, working with Head Teachers to develop engagement activities and a curriculum that will help parents of children who are most at risk of underperformance. The goal is to use adult learning to improve pupil achievement at school
- Public Health - Improved health outcomes are one of the key impacts on learners' lives who attend adult learning. Working with strategic managers in Lewisham Public Health, ALL can share data, engage in 'brief interventions', and potentially co-locate some of the health-related courses. The goal is to use adult learning to improve priority health outcomes.
- Economic Development and Strategic Partnerships - The ESF project was a partnership between ALL, JCP and Lewisham's Strategy team, and was noted as best practice in a DWP national report. Building on this partnership should see even more learners (with low or no skills) supported into employment. The goal is to use adult learning to improve employment outcomes.
- Adult Social Care - ALL has a specialism through its Supported Learning department, particularly in working with Adults with Learning Difficulties or Disabilities. A nascent partnership may lead to the use of the new Community Hubs to support meaningful activity and learning for these residents. The goal is to use adult learning to improve outcomes for ALDD residents.
- Libraries - Digital inclusion remains a priority for this government, and for Lewisham. ALL and Lewisham's library service has natural affinities, and the Go On project represents an opportunity for partnership working. The goal is to use adult learning to reduce digital exclusion.

8. ALL Learner Demographics

8.1 Adult Learning Lewisham is funded to reach all Lewisham residents, but should prioritise the engagement in learning of those residents with the greatest needs (see paragraphs 12.1 and 12.2 below). In 2014-15 ALL enrolled on its courses 7000 learners who were unemployed or low-waged; 1600 learners in its specialist Supported Learning department who were managing mental ill health, or a physical or learning disability; 3000 older learners managing deteriorating health; 760 people studying ESOL to progress into work or training; 930 people enrolling on English or Maths courses up to and including GCSE; and 500 people enrolling on courses to train as Early Years or Childcare professionals, or gain a qualification to help them progress in work.

8.2 ALL has around 5000 individual learners on its 1200 courses, making up enrolment numbers of nearly 10,000 (meaning that on average each learner enrolls on two courses). Around two thirds of ALL learners (64%) are from non-white British ethnic

groups, which is a higher percentage than for Lewisham residents as a whole (59%). 77% of ALL learners are female, which reflects the gender imbalance in adult learning engagement across the country (on average 25% of adult learners are male). Learners who are managing mental ill health, or a learning or physical disability, make up 33% of enrolments which reflects the success of two of our specialist curriculum areas (Supported Learning and Mindlift, and the Computer Project).

9. Financial implications

- 9.1 Grant funding for ALL was reduced in-year for 2015 and is expected to reduce further in the coming year as the Adult Skills and Community Learning budgets merge into a combined Adult Education budget. Despite this ALL has managed to contain its expenditure within the reduced budgets.
- 9.2 The service will continue to adjust spend in the light of changes in funding, whilst minimising the impact on the number of learners it reaches.

10. Legal Implications

- 10.1 It is one of the roles of the Select Committee to review policy within its terms of reference. It can make enquiries and investigate options for future direction in policy development. Additionally the Committee can require the Executive Members or Executive Directors to attend before it to explain amongst other things the extent to which actions taken implement Council policy and provide evidence of the same.
- 10.2 The power for local authorities to provide an adult education service for adults is a discretionary one. This discretion should be exercised reasonably in the sense that only relevant matters should be taken into account and irrelevant considerations ignored.

11. Crime and Disorder Implications

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

12. Equalities Implications

- 12.1 The London Borough of Lewisham, like all inner London boroughs, is a place of heterogeneity, with areas of high income, high qualification rates and low unemployment sitting alongside areas of high multiple deprivation. Lewisham still has one of the highest percentages of people claiming JSA in London (at 2.6%). Rates of mental ill health are higher than in London or nationally, and this has been identified as a council priority – 3,400 people in Lewisham are on the severe mental health register. Of all skills, a lack of English has been identified as the largest barrier to employment by the Office of National Statistics (2014). The percentage of Lewisham households (9%) with no adults who can speak English is amongst the highest in the country, with 10,000 residents in those households.
- 12.2 Lewisham residents have a high level of qualification, with 54% of Lewisham residents educated to NVQ Level 4 and above (compared to a GB average of 36%). Widening this to Level 3 reveals that 70% have NVQ Level 3 and above which is equivalent to at least 2 A Levels. The proportion of residents with no qualifications

has decreased from 17.7% in 2011 to 7.5% in 2015. There has also been a notable rise in those with Level 4 or higher (degree or equivalent). However, the distribution of residents with high levels of qualifications is not evenly spread over the borough, and geographical location is correlated with low qualifications.

- 12.3 ALL remains the only Grade 2 'Good' provider of adult skills in Lewisham. It offers accessible entry routes for new or returning learners as well as progression routes that are used by learners to further their skills and education. In addition, ALL provides a range of informal learning activities aimed at communities in areas of high and multiple deprivation across the borough. Paragraphs 8.1 and 8.2 above outline the effectiveness of ALL's response to continuing inequality and disadvantage amongst some Lewisham communities. The service will continue to work in partnership with other services, and the voluntary sector, to reach those residents least likely to engage, but most likely to benefit, from adult learning.

13. Environmental Implications

- 13.1 There are no environmental implications arising from this report.

14. Conclusion and the future

- 14.1 There are significant challenges to the adult learning sector in the months and year ahead. Although the comprehensive spending review did not sound the death knell for adult learning, and preserved a certain level of spending, there are changes afoot (noted in 5.2 and 5.3 above) which will transform the sector. There are three primary risks, or opportunities, that ALL faces over the coming year.
- 14.2 First, a change to the BIS and SFA funding mechanism, in which the grant for both non-accredited and accredited provision is rolled together. The gathering of the impact data (outlined in 6.5 above) should be useful evidence to support the case for the continued funding of non-accredited courses in Lewisham and we are confident that this funding will remain secure.
- 14.3 Secondly a change to the funding bodies, in which devolution remains a government priority, and a London funding agency for adult learning will be developed. This may mean that ALL is bidding to a new devolved body for its grant. But ALL is in a strong position, partly because of its size, partly because of its Ofsted grade, and partly because of the support ALL receives from the Council and its partners across the borough.
- 14.4 Thirdly a change to the Further Education sector as a whole, meaning that colleges are being told to become more efficient, larger and more specialist institutions. The mechanism for this change are the Area Reviews, which take place from Autumn 2015 to summer 2016 and are expected to result in significant changes to colleges: leading to fewer, larger and more specialist colleges. Adult Learning providers have been invited to take part in these reviews, and the London reviews are expected to start in February 2016. ALL is a key member of two important networks, Halex and LEAFA, and its voice at the Area Reviews will be strengthened through these networks.

For further information please contact Gerald Jones, ALL Service Manager, ext. 46189

Glossary

ALL – Adult Learning Lewisham

BIS – Department of Business, Innovation and Skills

CEL – Community Education Lewisham

CSR – Comprehensive Spending Review

DWP – Department for Work and Pensions

ESF – European Social Fund

ESOL – English for Speakers of Other Languages

ICT – Information and Communications Technology

JCP – Job Centre Plus

LBL – London Borough of Lewisham

LDD – adults with a learning difficulty or disability

Mindlift – ALL's supported learning programme for adults with a learning difficulty or disability

NVQ – National Vocation Qualification

SFA – Skills Funding Agency

SpEC – Speaking English with Confidence project

A note about Success, Retention and Achievement rates

- *Achievement Rate* – the rate of learners who achieve their qualification or learning goals measured as a percentage of the number of learners who are still on the course at the end.
- *Retention Rate* – the rate of learners who are still attending the course when it finishes measured as a percentage of the number of learners who started the course.
- *Success Rate* – the rate of learners achieve their qualification of learning goals measured as a percentage of the total number of learners who started the course. This is a tougher test of organisational performance than the achievement rate.

HEALTHIER COMMUNITIES SELECT COMMITTEE			
Report Title	Implementation of the Care Act 2014		
Ward	All	Item No	6
Contributors	Executive Director for Community Services		
Class	Part 1	Date: 13 January 2016	

1. Summary

- 1.1. This report provides the Healthier Communities Select Committee with an update on the progress made to implement the requirements of Care Act 2014.
- 1.2 The Care Act 2014 is the single biggest change to adult social care legislation in the UK since the National Assistance Act 1948. It aims to simplify a diverse range of legislation that has developed since 1948; put best practice in social care on a statutory footing; and respond to the challenge of how people plan and pay the cost for their social care.
- 1.3 In Lewisham, a work programme is in place, overseen by the Executive Director of Community Services, to ensure effective local delivery. In addition, officers are involved in the regional and national activity around the implementation of the Care Act 2014.

2. Purpose

To update the Healthier Communities Select Committee on the progress of implementing the Care Act.

3. Recommendations

- 3.1 The Committee is recommended to:
 - 3.1.1 Note the approach taken in Lewisham to the implement the requirements of the Care Act.
 - 3.1.2 Note the progress made to date.

4. Policy Context

- 4.1 The priority areas in Lewisham’s sustainable community Strategy which the Care Act most aligns with is to “Support people with long term conditions to live their lives in their communities and maintain their independence”. There is also a clear opportunity to support further progress on the priorities to “Improve health outcomes and tackle the

specific conditions that affect our citizens” and to “Empower citizens to be involved in their local area and be responsive to the needs of those who live there”.

- 4.2 The Care Act promotes the integration of health and social care and the use of services that prevent the need for long term care and support where possible. There is clear direction for health, social care, housing and other key partners to work together and involve and develop stronger and resilient communities. This links to the strategy of the Health and Well Being Board and the work that is being delivered by the Adult integration care programme.

5. Requirements of the Care Act 2014

- 5.1 The first phase of the Act, implemented in April 2015, introduced new duties for Councils to:

- Provide prevention, information and advice services.
- Provide assessments and support services for carers, equal to those given to service users.
- Provide advice and support planning to people who pay for their own care.
- Follow national minimum eligibility threshold for both service users and carers.
- Implement a universal service for deferred payments for residential care.
- Implement new safeguarding duties.
- Market shaping responsibilities (including market position statement and protocols regarding the duty around provider failure).
- Managing transition from Children and Young Peoples’ services to Adult Services, which includes a right to an “Adult” assessment prior to the 18th birthday.
- Provision of an advocacy service.
- Ensure that the workforce is trained and developed to meet the new operational requirements.

- 5.2 Phase 2 of the Care Act 2014 will introduce:

- A cap on the amount someone will pay towards eligible care and support to meet their eligible needs.
- A “Care Account” giving people with eligible social care needs an annual statement of their progress towards reaching the cap, whether their care is organised by the Council or not.
- Extension of the financial support provided by the Council by raising the means test threshold for people with eligible needs.

- 5.3 The changes in Phase 2 of the Care Act were scheduled to take effect from April 2016 but in July 2015 the Government announced that they would not be introduced until April 2020.

6. Progress to date

- 6.1 In many areas of work, Lewisham is already well placed to meet the legal requirements of the Care Act as the Act aims to ratify existing good practice and personalisation.
- 6.2 A Task and Finish Group with core representation from the Council has been established to oversee the implementation of the above requirements. The following work streams have been set in place to develop and implement the programme:
- 6.2.1 Assessment and eligibility: This is the area of most significant change. The four levels of eligibility under the Fair Access to Care criteria (FACs) High, Substantial, moderate & Low has been replaced with one eligibility threshold that is most comparable to the high to moderate level under FACs. Lewisham previously set the threshold for eligibility at substantial and has not seen significant growth in demand due to the new legislation. Increases for assessments have however come from those people who are discharged from hospital. The purpose of the assessment process is now to support people to identify their needs, understand the options available to them and to plan for meeting the identified needs by considering the assets the person has available to them.
- 6.2.2 Information, Advice, Prevention and Advocacy: The Act requires local authorities to provide information to people on how and where to access services and to ensure there is advocacy support.
- 6.2.2.1 The new Social Care and Health WebPages went live in August 2015. This website was co-designed and tested with service users to provide appropriate, up to date information and resources including: how to access adult social care, support to stay at home, employment, education, leisure and information to support self-care and self-help. In the last twelve months the number of people visiting the website increased by 20%.
- 6.2.2.2 We are keen to help local people make use of local services and events to help reduce social isolation and improve wellbeing. A comprehensive online Social Care and Health Directory of Services in Lewisham is now available. This section is increasingly popular and there were 18,000 visits to the directory last month.
- 6.2.2.3 Plans are in place to pilot health information and advice for people waiting for appointments at Advice Lewisham. This takes an integrated approach to delivery and focuses on prevention, self-care and self-management.

- 6.2.2.4 Work continues to develop the Single Point of Access, building on Phase I which brought together the Social Care Advice and Information Team (SCAIT) and District Nurse call service. This will improve the coordination and provision of health and social care information for Lewisham people.
- 6.2.2.5 Screening tools have been introduced to improve prevention and to facilitate referrals to other services such as the Handyperson Service. The screening tool is initially being used with people who have fallen and are known to Linkline (Community Alarm Service).
- 6.2.2.6 Despite its ever-growing use of technology and its potential to transform the way we do business to be of benefit to everyone, we need to be mindful that the Digital Inclusion Charity 'Go On' estimates that 23% of UK adults still don't possess the basic digital skills necessary to take advantage of it. For this reason Lewisham is now working with 'Go On', starting by undertaking a series of 'deep dives' or work with residents to understand more about the barriers and enablers to digital inclusion.
- 6.2.2.7 The project will launch in February 2016 and together with partners from across the public and private sector there will be initiatives such as 'Digital Zones' taking place in shops, banks and public buildings where people can discover the benefits that basic digital skills and being online can bring to their everyday life. Digital champions will be on hand to give top tips and advice or just show people how to use their Smartphone, tablet or laptop.
- 6.2.3 Deferred payments: The Act now requires all Local Authorities to provide a deferred payment scheme. As Lewisham already had a well-established scheme prior to the Act it was not expected that there would be a significant increase in demand for these arrangements and to date only 10 applications have been received.
- 6.2.3.1 The basis for these arrangements has changed however. Prior to Care Act 2014, Local Authorities were not allowed to recover the administration costs of running a deferred payment scheme from service users. Councils are now permitted, as part of the new legislation, to charge an upfront arrangement fee and interest on deferred payments to ensure that the deferred payment offer is cost neutral to the Council. They can also charge for any administration costs incurred in providing the deferred payment scheme.
- 6.2.3.2 Deferred payments have been processed to date on a pilot basis. A revised policy will be brought to Mayor and Cabinet in the New Year for formal agreement.
- 6.2.4 Safeguarding: The Care Act puts adult safeguarding on a statutory footing, and creates a Safeguarding Adults Board, which mirrors the arrangements for safeguarding children's boards. The Act also widens the breadth of the safeguarding remit including self-neglect and modern slavery into the remit of safeguarding concerns. Lewisham

already has a well-established Safeguarding Adults Board and produces a Safeguarding Annual Report.

6.2.5 Carers: the Care Act widens the responsibility of local authorities for carers, and increases the rights of carers to assessments and services. Partnership work is in place with the voluntary sector to ensure there is a range of support services available to carers. There has been a slight increase in the demand for assessments and services which is consistent with the national feedback. The commissioning team have mapped existing support services and capacity is available to ensure support is readily available.

6.2.6 Market shaping: Work is in progress to develop a market position statement which will identify further priorities for market development. As part of the work that is in progress with the care market providers we are re-commissioning the domiciliary care framework to develop an outcome based approach to the delivery of care, and are working with strategic housing partners to ensure there are more opportunities within the borough for extra care housing. We recognise that there are challenges for the whole of the care market in terms of meeting new regulatory requirements and funding the London living wage.

6.2.6.1 The adult social care budget was awarded growth of £2.2m in 2015/16 to fund increases in pay to local carers to London Living Wage levels and paid travelling time for home carers employed by agencies. Delays in award of the new home contracts has delayed spend of the element awarded for travelling time; this will not now be spent until 2016/17. The element for residential and nursing homes will be used to fund fee increases requested to cover the introduction of the National Living Wage but there are, as yet, no plans to pay LLW to all homes.

6.2.7 People with no recourse to public funds: The Care Act states that those people who have no recourse to public funds may not have their care and support needs met if those needs have arisen solely because they are destitute or because of the physical effects of being destitute.

6.2.8 Transition: The Act requires local authorities to sufficiently plan for young people receiving services moving to adulthood. This coincides with the Children and families Act 2014 to develop co-ordinated education, health and care plans for people with special educational needs and disabilities (SEND) Work is in progress across Children's and young people's and Adult services to develop this further.

7. Financial implications

7.1 Funding for implementation of the Care Act and for pressures arising from it has come from two sources.

7.2 The Department of Health has paid a grant of £1.056m to cover three elements. Underspend against the element for the implementation of

Dilnot reforms in particular has been noted in revenue monitoring reports. Spend on remaining elements of implementation of the Act will be contained within the other two elements of the grant.

- 7.3 There is also an allocation of £800k within the Better Care Fund to cover pressures arising from the Act. As demand for carers services has, to date, been lower than expected, there is likely to be an underspend against this allocation and proposals are being developed for alternative use of the funding released.

8. Legal Implications

- 8.1 The Care Act (The Act) sets out a modern and cohesive framework for adult social care in the form of a single statute. It implements the Government's commitment to reform social care legislation in the White paper 'Caring for our future: reforming care and support' (July 2012). The new legislation replaces much of the existing law and statutory guidance on adult social care.
- 8.2 The changes recommended by the Dilnot commission on the funding of care and support by introducing a cap on the costs that people will have to pay for their care will be delayed until 2020.
- 8.3 Lewisham has reviewed policies and procedures in light of the new legislation to ensure that these comply with the responsibilities of the Act.

9. Crime and Disorder Implications

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

10. Equality Implications

- 10.1 The Care Act introduces a new criterion that actively considers wellbeing, with a strong focus on enablement and promoting independence.
- 10.2 The Act is introduced to make care and support clearer and fairer, not only promoting people's wellbeing but also enabling people to prevent and delay the need for care and support, and to support carers to maintain their caring role. The reform is intended to put people in control of their lives, supporting them to pursue opportunities to realise their potential. Therefore, the Care Act will have a positive impact on our adult population. It is not expected to have any negative impacts on the younger population.

11. Environmental Implications

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

If there are any queries on this report please contact Joan Hutton, Head of Adult Social Care on 020 8314 8634.

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Agenda Item 7

Healthier Communities Select Committee		
Title	London Health and Care Collaboration Agreement and London Devolution Pilots	
Contributor	Scrutiny Manager	Item 7
Class	Part 1 (open)	13 January 2016

1. Purpose

- 1.1 Since the last Committee meeting on 8 December 2015, Lewisham Council became a signatory to a cross-London agreement, involving health organisations and local councils, that aims to transform services and improve health and wellbeing outcomes in London through new ways of working together and with the public.
- 1.2 This agenda item is to inform Members about this agreement.

2. Recommendations

2.1 The Committee is asked to:

- Note the content of Appendix A Member briefing on London Health and Care Collaboration Agreement and London Devolution Pilots

For further information please contact Simone van Elk, Scrutiny Manager on 020 8314 6441.

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Member briefing on London Health and Care Collaboration Agreement and London Devolution Pilots

London Health and Care Collaboration Agreement

Lewisham Council became a signatory on Tuesday 15 December to a cross-London agreement, involving health organisations and local councils, that aims to transform services and improve health and wellbeing outcomes in London through new ways of working together and with the public.

The agreement describes 10 aspirations for transforming health, health care and social care across the capital and a series of objectives that they will jointly work to in order to turn these aspirations into reality.

Parties to the agreement agreed that a small but essential part of this transformation is the devolution of functions, powers and resources from government and national bodies where that can assist, enable or accelerate improvements.

Devolution pilots

To explore this further, a series of pilots are being established through which detailed cases for new devolved powers, resources and authority will be developed in partnership with government and national bodies to produce faster transformation than can be achieved in the current system.

The pilots will aim to test greater resources, decision-making and powers being devolved to London. Once business cases are developed, this would mean resources being devolved to London organisations within the pilots. This will enable decisions that affect Londoners to be taken by organisations that represent Londoners.

The overall health spending and allocations would continue to be in line with the intentions recently set out by Government in the Spending Review.

The Lewisham pilot

Lewisham will run a pilot seeking to integrate physical and mental health services alongside social care.

In Lewisham's pilot, the Council and the CCG, supported by local partners Lewisham and Greenwich NHS Trust and South London and Maudsley NHS Foundation Trust, will work with regulators, other parts of the NHS and Government, to tackle barriers to integration and increase the pace of the transformation of health and care in Lewisham.

This is a real opportunity to increase the pace and scale of our existing integration work. We will ask for those freedoms and flexibilities that will enable us, as Lewisham health and care partners, to accelerate integration and achieve more effective collaboration in Lewisham. We want to be able to use our resources in a way that better meets the needs of our local residents.

As a pilot, we have requested transformation funding to support the work we are doing to improve health and care in the borough.

Plans will be developed and in place from the beginning of April 2016, giving a clear identification of the specific powers and resources on which Lewisham is seeking devolution.

Other pilots

Four other devolution pilots have also been announced:

- Haringey will run a prevention pilot exploring the use of flexibilities in existing planning and licensing powers to develop new approaches to public health issues
- Barking & Dagenham, Havering and Redbridge – this pilot will develop an Accountable Care Organisation, where primary and secondary care are more closely integrated and patient pathways are redesigned with a focus on intervening early and managing the chronically ill
- North Central London (Barnet, Camden, Enfield, Haringey, Islington) will run an estates pilot to test new approaches to collaboration on asset use
- Hackney will run a health and social care integration pilot, aiming for full integration of health and social care budgets and joint provision of services. This will also have a particular focus on prevention.

The 10 Better Health for London aspirations

Aspiration	2020 ambition
Give all London's children a healthy, happy start to life	Ensure that all children are school-ready by age 5 Achieve a 10% reduction in the proportion of children obese by Year 6 and reverse the trend in those who are overweight
Get London fitter with better food, more exercise and healthier living	Help all Londoners to be active and eat healthily, with 70% of Londoners achieving recommended activity levels
Make work a healthy place to be in London	Gain a million working days in London through an improvement health and a reduction in sickness absence
Help Londoners kick unhealthy habits	Reduce smoking rates in adults to 13% - in line with the lowest major global city and reduce the impact of other unhealthy habits
Care for the most mentally ill in London so they live longer, healthier lives	Reduce the gap in life expectancy between adults with severe and enduring mental illness and the rest of the population by 5%
Enable Londoners to do more to look after themselves	Increase the proportion of people who feel supported to manage their long-term conditions to the top quartile nationally
Ensure that every Londoner is able to see a GP when they need to and at a time that suits them	Transform general practice in London so Londoners have access to GP teams 8am-8pm and primary care is delivered in modern purpose-built/designed facilities
Create the best health and care services of any world city, throughout London and on every day	Work towards having the lowest death rates for the top three killers. Close the gap in care between those admitted to hospital on weekdays and at weekends
Fully engage and involve Londoners in the future health of their city	Achieve 10 basis point improvements in polling data on how organisations that deliver health or health-related services engage Londoners in service design
Put London at the centre of the global revolution in digital health	Create 50,000 new jobs in the digital health sector and ensure that innovations help Londoners to stay health and manager their conditions

The shared objectives

To meet these aspirations, all parties to the agreement share the following objectives:

- To achieve improvement in the health and wellbeing of all Londoners through a stronger and collaborative focus on health promotion, the prevention of ill health and supporting self-care
- To make rapid progress on closing the health inequalities gaps in London
- To engage and involve Londoners in their health and care and in the health of their local area, including providing information so that people can understand how to help themselves and take responsibility for their own health
- To improve collaboration between health and other services to promote economic growth in the capital by addressing factors that affect both people's wellbeing and their wider economic and life opportunities, through stronger partnerships around housing, early years, employment and education
- To deliver integrated health and care that focuses on maximising people's health, wellbeing and independence and when they come to the end of their lives supports them with dignity and respect
- To deliver high quality, accessible, efficient and sustainable health and care services to meet current and future population needs, throughout London and on every day.
- To reduce hospitalisation through proactive, coordinated and personalised care that is effectively linked up with wider services to help people maintain their independence, dignity and wellbeing.
- To invest in fit-for-purpose facilities for the provision of health and care services and to unlock the potential in the health and care estate to support the overall sustainability and transformation of health and care in the capital
- To secure and support a world-class workforce across health and care
- To ensure that London's world-leading healthcare delivery, academic and entrepreneurial assets provide maximum benefit for London and the wider country and that health and care innovation is facilitated and adopted in London.

Parties to the agreement

The parties to the agreement are:

- all 32 London Clinical Commissioning Groups (CCGs)
- all 33 local authority members of London Councils
- the Mayor of London
- NHS England
- Public Health England.

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Agenda Item 8

Healthier Communities Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	8
Class	Part 1 (open)	13 January 2016	

1. Purpose

To advise Members of the proposed work programme for the municipal year 2015/16, and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 28 April 2015 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

4. The work programme

4.1 The work programme for 2015/16 was agreed at the Committee's meeting on 21 April 2015.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 2 March 2015:

Agenda item	Review type	Link to Corporate Priority	Priority
SLaM CQC Inspection report	Performance monitoring	Active, healthy citizens	Medium
Autism spectrum housing progress report	Standard item	Active, healthy citizens	Medium
Adult safeguarding annual report	Standard item	Active, healthy citizens	Medium

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these items, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

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

8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

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

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

9. Date of next meeting

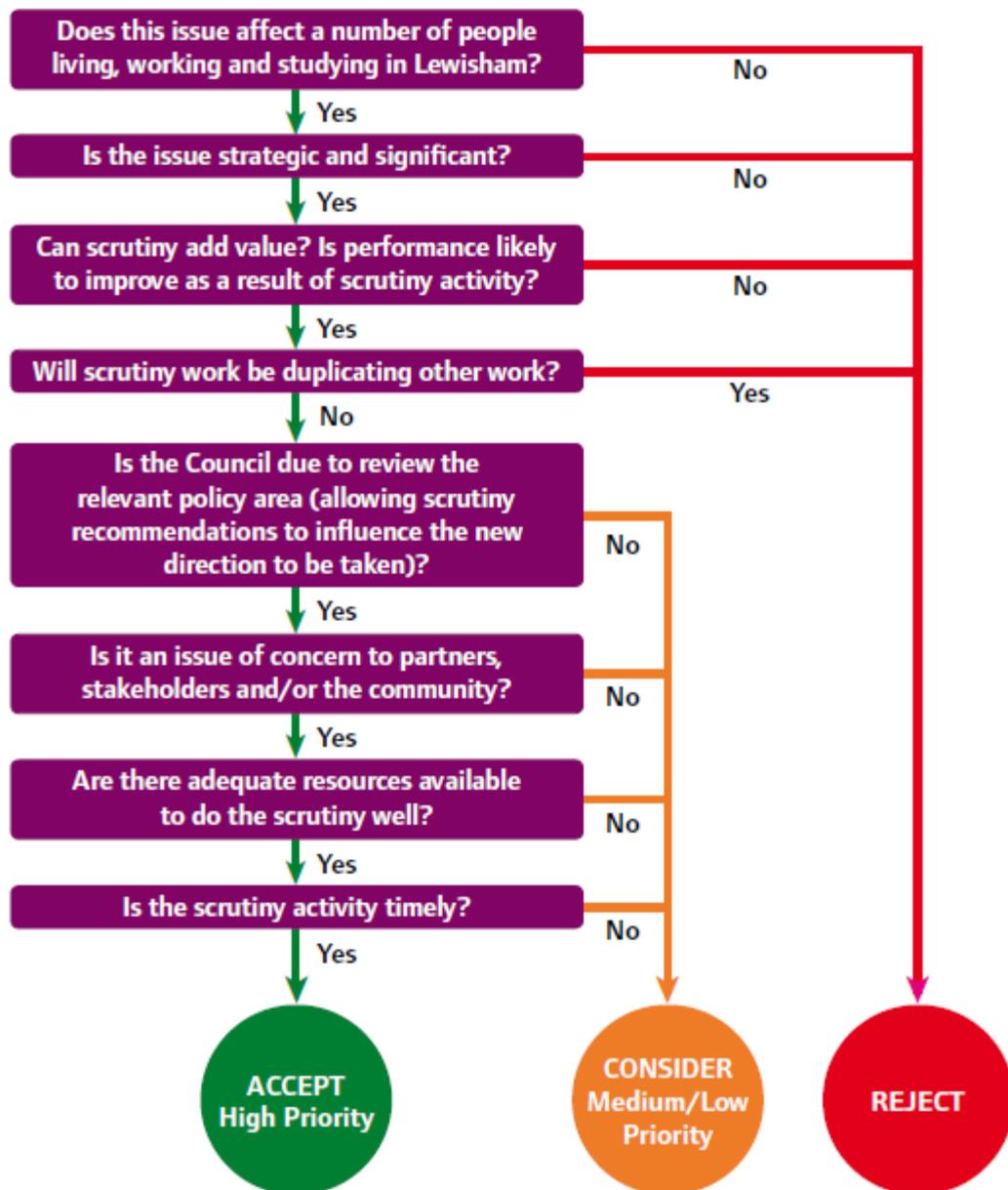
The date of the next meeting is Wednesday 2 March 2016.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Healthier Communities Select Committee work programme 2015/16

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	21-Apr	25-Jun	09-Sep	14-Oct	12-Nov	08-Dec	13-Jan	02-Mar
Lewisham future programme	Standard item	High	CP9	On-going			Savings		A14 and A16			
Confirmation of Chair and Vice Chair	Constitutional req	High	CP9	Apr								
Select Committee work programme	Constitutional req	High	CP9	Apr								
SLaM specialist care changes	Consultation	High	CP9	Apr								
Health and social care integration	Standard item	Medium	CP9	Apr								
Healthwatch annual report	Standard item	Medium	CP9	Jun								
Development of the local market for adult social care services	Standard item	Medium	CP9	Oct								
CQC update	Standard review	Medium	CP9	Jun								
Day centres consultation	Standard review	High	CP9	Jun								
Reinvesting Public Health savings	Standard item	Medium	CP9	Sep								
Public health annual report	Performance monitoring	Medium	CP9	Sep								
LCCG commissioning intentions	Standard review	Medium	CP9	Oct								
Transition from children's to adult social care	Standard review	Medium	CP9	Jun								
Delivery of the Lewisham Health & Wellbeing priorities	Performance monitoring	Medium	CP9	Nov								
Lewisham hospital update	Standard item	Medium	CP9	n/a					removed			
Leisure centre contract	Performance monitoring	Medium	CP9	Jan								
Implementation of the Care Act	Standard review	Medium	CP9	Jan								
Adult learning Lewisham annual report	Performance monitoring	Medium	CP9	Jan								
Adult safeguarding annual report	Standard item	Medium	CP9	Mar								
Campaign in Lewisham for Autism Spectrum Housing	Information item	Medium	CP9	Mar								
Lewisham and Greenwich NHS Trust Quality Account	Standard item	Medium	CP9	Jun								
South East London Strategy	Standard review	High	CP9	Ongoing								
Adult Social Care Integration - All Member briefing	Information item	Medium	CP9	Oct								
SLaM CQC Inspection report	Performance monitoring	Medium	CP9	Mar								
State of the local health economy	Information item	High	CP8	Dec								
Health and care devolution in London	Standard item	High	CP8 and CP1	Jan								
DNAs review	In-depth review	High	CP9	Mar								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings					
1)	Tue	21 April	5)	Thu	12 November
2)	Thur	25 June	6)	Wed	13 January
3)	Wed	9 September	7)	Wed	2 March
4)	Wed	14 October			

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FORWARD PLAN OF KEY DECISIONS

Forward Plan January 2016 - April 2016

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

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

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

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

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2015	King Alfred Federation - Instrument of Government	09/12/15 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	Besson Street Regeneration and New Homes Project	09/12/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2015	Council Tax Reduction Scheme 2016-17	09/12/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2015	Establishment of an Education Commission	09/12/15 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	Housing Led - Regeneration	09/12/15 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2015	Planning Service Annual Monitoring Report 2014-15	09/12/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Revenue Budget Savings	09/12/15 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2015	Section 75 arrangements for Children and Young People	09/12/15 Mayor and Cabinet	Kath Nicholson, Head of Law and Councillor Paul Maslin, Cabinet Member for Children and Young People		
October 2015	Youth Service Mutual	09/12/15 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	Award of Homecare Contracts	09/12/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2015	Facilities Management and	09/12/15	Janet Senior, Executive		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Compliance Contract Extensions and Procurement Approach	Mayor and Cabinet (Contracts)	Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
October 2015	Prevention and Inclusion Contract	09/12/15 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
November 2015	Preferred Provider Framework Contract Extension	09/12/15 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
November 2015	Appointment of Contractor for the Catford Enterprise Hub	15/12/15 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
October 2015	Resource Link Contract Extension	15/12/15 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
November 2015	Pathways to Employment Phase 2 Procurement Decision	15/12/15 Overview and	Janet Senior, Executive Director for Resources &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Scrutiny Business Panel	Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2015	Contract Extension for Community Support Service - Bromley and Lewisham Mind	15/12/15 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
November 2015	Processing of Dry Recyclables - Interim Arrangements - Extension of Contract	15/12/15 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
December 2015	Business Rates Write Off	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	Catford Stadium Redevelopment Funding of Footbridge Additional Costs	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	Consultation Results and Waste Regulations Assessment for Proposed Changes to Waste and	13/01/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Recycling Service		Onikosi, Cabinet Member Public Realm		
December 2015	Deferred Payment Agreement Arrangements Care Act 2014	13/01/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2015	Determination of the applications to establish a neighbourhood forum and to designate a neighbourhood area for Lee Green	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	Gypsy and Traveller Local Plan Early Public Consultation	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
December 2015	Kilmorie - Instrument of Government	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	Management Arrangements for the Communications Service	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy &		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Performance		
December 2015	The Future of the Music Service	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
December 2015	Redevelopment of Heathside and Lethbridge Phase 5 and Phase 6 Demolition Notices	13/01/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
December 2015	Revenue Budget Savings	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
October 2015	Setting the Council Tax Base, the NNDR Base and Discounts for Second Homes and Empty Homes	13/01/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2015	Parks Events Policy 2016- 2020	13/01/16 Mayor and Cabinet	Councillor Alan Smith, Deputy Mayor and Councillor Rachel Onikosi, Cabinet Member Public Realm		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2015	Update on Proposal to Enlarge Sir Francis Drake Primary School	13/01/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
October 2015	Award of Contracts Tier 4 Services and Day Programmes People with Substance Misuse Services	13/01/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
December 2015	OneOracle Support and Hosting Contract award	13/01/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
October 2015	Setting the Council Tax Base, the NNDR Base and Discounts for Second Homes and Empty Homes	20/01/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2015	Council Tax Reduction Scheme 2016-17	20/01/16 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
December 2015	Reprocurement of Healthwatch and NHS Complaints Advocacy Service	02/02/16 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
November 2015	Pathways to Employment phase 2 procurement decision	02/02/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2015	Capital and Revenue Budget Monitoring	10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	Annual Council Budget	10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	Annual Pay Statement	10/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	Estate Sweeping and Bulk	10/02/16	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Waste Collection Services	Mayor and Cabinet	Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
December 2015	Award of Contracts for Residential Detoxification Services	10/02/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
December 2015	Council Budget Update	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2015	Determined School Admissions Arrangements for 2017/18	17/02/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2014	Surrey Canal Triangle (New Bermondsey) - Compulsory Purchase Order Resolution	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2015	Determination of the applications to establish a	17/02/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources &		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	neighbourhood forum and to designate a neighbourhood area for Deptford		Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2015	Future of Beckenham Place Park Consultation	17/02/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
November 2015	Main Grants Report 2016/17	17/02/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
December 2015	Council Budget 2016-17	24/02/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
December 2015	'A natural Renaissance for Lewisham (2015-2020)' The Borough's Biodiversity Action Plan.	02/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
August 2015	Housing Allocations Policy	02/03/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member Housing		
November 2015	Discharge into Private Rented Sector Policy	04/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2015	Formal Designation of Crystal Palace & Upper Norwood Neighbourhood Forum and Area	04/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
November 2015	Temporary Accommodation Procurement Strategy	04/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		