

Overview and Scrutiny Committee Agenda

Thursday, 5 March 2020
7.00 pm, Committee Rooms 1 & 2
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Charlotte Dale (020 8314 8286)

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

Part 1

Item	Pages
1. Minutes of the meeting held on 27 January 2020	1 - 7
2. Declarations of Interest	8 - 11
3. Scrutiny Update	12 - 17
4. Executive Question Time	18 - 47
5. Referrals to Mayor & Cabinet	

Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 5 March 2020.

Kim Wright, Chief Executive
Wednesday, 26 February 2020

Councillor Bill Brown (Chair)	
Councillor Sakina Sheikh (Vice-Chair)	
Councillor Obajimi Adefiranye	
Councillor Abdeslam Amrani	
Councillor Tauseef Anwar	
Councillor Peter Bernards	
Councillor Juliet Campbell	
Councillor Suzannah Clarke	
Councillor Patrick Codd	
Councillor Tom Copley	
Councillor Liam Curran	
Councillor Sophie Davis	
Councillor Colin Elliott	
Councillor Aisling Gallagher	
Councillor Leo Gibbons	
Councillor Alan Hall	
Councillor Carl Handley	
Councillor Octavia Holland	
Councillor Sue Hordijkeno	

Councillor Coral Howard	
Councillor Mark Ingleby	
Councillor Liz Johnston-Franklin	
Councillor Caroline Kalu	
Councillor Silvana Kelleher	
Councillor Louise Krupski	
Councillor Jim Mallory	
Councillor Paul Maslin	
Councillor Joan Millbank	
Councillor Hilary Moore	
Councillor Pauline Morrison	
Councillor John Muldoon	
Councillor Olurotimi Ogunbadewa	
Councillor Lionel Openshaw	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Councillor Stephen Penfold	
Councillor Kim Powell	
Councillor James Rathbone	
Councillor Alan Smith	
Councillor Luke Sorba	
Councillor Eva Stamirowski	
Councillor James-J Walsh	
Councillor Susan Wise	

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Monday, 27 January 2020 at 7.00 pm

PRESENT: Councillors Bill Brown (Chair), Obajimi Adefiranye, Tauseef Anwar, Peter Bernards, Suzannah Clarke, Patrick Codd, Sophie Davis, Aisling Gallagher, Leo Gibbons, Alan Hall, Octavia Holland, Sue Hordijkenko, Coral Howard, Mark Ingleby, Liz Johnston-Franklin, Caroline Kalu, Silvana Kelleher, Louise Krupski, Jim Mallory, Paul Maslin, Joan Millbank, Hilary Moore, Pauline Morrison, John Muldoon, Olurotimi Ogunbadewa, Lionel Openshaw, John Paschoud, Stephen Penfold, Kim Powell, James Rathbone, Luke Sorba, Eva Stamirowski, James-J Walsh and Susan Wise

APOLOGIES: Councillors Sakina Sheikh, Juliet Campbell, Tom Copley, Liam Curran, Colin Elliott, Carl Handley, Jacq Paschoud and Alan Smith

ALSO PRESENT: Councillor Paul Bell (Cabinet Member for Housing), Councillor Kevin Bonavia (Cabinet Member for Democracy, Refugees & Accountability), Charlotte Dale (Interim Overview and Scrutiny Manager), Councillor Amanda De Ryk (Cabinet Member for Finance and Resources) and Barrie Neal (Director of Corporate Policy and Governance)

1. Minutes of the meeting held on 29 October 2019

1.1 **RESOLVED:** That the minutes of the meeting held on 29 October 2019 be agreed as an accurate record of the meeting.

2. Declarations of Interest

2.1 **RESOLVED:** That the following declarations of interest be noted in relation to the *Cabinet Member Question Time* item on the agenda:

Councillor Wise - Director at Lewisham Homes

Councillor Ingleby - Director at Lewisham Homes

Councillor Kelleher – Lewisham Homes tenant

Councillor Penfold – Employee of Lewisham Refugee and Migrant Network

Councillor Adefiranye – Wife is a volunteer at the Lewisham Refugee and Migrant Network

3. Scrutiny Update

3.1 The Chair invited the Select Committee Chairs to give a brief update on the work of their committees.

3.2 The following updates were noted:

Cllr Muldoon (Healthier Communities):

- The Committee had made three recent referrals to Mayor & Cabinet.
 - One concerned the reconfiguration of adult social care day services. It was noted that a service users group would be established at the Calabash Day Centre.
 - Another concerned adult safeguarding and the need to more widely publicise the methods of getting in touch with the Council in the event of concerns.
 - One concerned charging for overseas visitors - the Committee had questioned a senior manager from Lewisham Hospital on how national policy was being implemented, including the scope for local discretion, but wanted further information to be provided.

Cllr Sorba (Children & Young People):

- The Committee was following up on its exclusions review and would have an update at its next meeting on progress in implementing the Committee's recommendations.
- The Committee was feeding into, and monitoring, the Early Help Review and was keen to ensure that a comprehensive needs analysis would be completed.
- Waiting times for mental health appointments were a key area of concern, although it was noted that there had been substantial reductions in waiting times recently.
- Other key matters being scrutinised by the Committee included the Children's Social Care Improvement Plan and educational attainment.
- Information on (a) relevant guidelines in relation to waiting times for mental health appointments for children and young people; (b) the key milestones in the improvement plan for Children's Social Care and the extent to which they are being met; and (c) any specific actions that are being taken to reduce exclusion rates for groups that are disproportionately affected, would be provided.

Cllr Mallory (Public Accounts):

- The Committee had focussed attention on the Children's Social Care Budget as it was dissatisfied with the way it had been managed and the Adult Social Care Budget which had, to some extent, been cushioned by the Better Care Fund.
- The income generation and commercialisation review being led by the Vice Chair was progressing with recent evidence sessions/visits to Barking and Dagenham and Waltham Forest.
- Members were invited to the Committee's meeting in February, where the budget would be discussed.
- The Chair had been asked a Council question about the state of the Council's finances.

Cllr Bernards (Housing):

- The Committee was reviewing the engagement of residents in relation to housing developments and felt that:
 - Early engagement was key

- Engagement should start with a blank sheet of paper
- Engagement should be ongoing
- A wide range of people, including the hard to reach, should be included.
- The recommendations would be circulated to Members of the Overview and Scrutiny Committee once agreed.

Cllr Rathbone, on behalf of Cllr Campbell (Safer, Stronger Communities):

- The Committee had moved away from performance monitoring to strategy development and did a great deal of pre-decision scrutiny.
- It was particularly focussed on crime & disorder and equality of opportunity (including deprivation).
- The development of a new Comprehensive Equalities Scheme meant that its in-depth review into equalities was timely.

RESOLVED: That the updates provided be noted.

4. Cabinet Member Question Time

4.1 Cllr Bonavia was questioned first. In response to questions from Members of the Committee, the following points were noted:

- The accessibility of polling stations would be looked into.
- Liaison with trade unions was improving. The works council had been largely dormant as issues had increasingly been resolved informally. However, the Council was now looking to reinvigorate councillor involvement, alongside trade unions, in the development of proposals for improving the work environment and the sharing of concerns.
- More resources had been directed towards the handling of Freedom of Information requests – the Council target was to respond to more than 90 per cent within the standard timescale.
- The Lewisham Migration Forum worked with all cohorts of refugees, including LGBT+ refugees but connections would be made with groups providing specific support to this group.
- Consultation by identity, rather than geography, had been considered by the Local Democracy Working Group and the Cabinet Member agreed that a future report to the group would specifically cover this matter.
- The removal of the embedded Home Office worker from the *No Recourse to Public Funds (NRPF)* team had not had a detrimental impact on the work of the team. The culture within the team and the behaviour of staff towards clients was being looked into and a general training day was planned which would cover this, amongst other things. Thorough guidance on how to deal with clients would be provided.
- The Council sought to ensure that all schools provided free school meals to NRPF children and that funding was not an issue.
- A communications plan would be developed to ensure that parents fully understood the school admissions process and their options.
- Refugee children had access to a dedicated budget which could be used to purchase school uniform. Contingency funds were also available.

- IT had been an issue when Ofsted inspected children's services. The Liquid Logic issue had been resolved and work to improve the resilience of all systems had commenced. It was imperative that all applications were up to date with staff properly trained to use them. A draft digital strategy had also been prepared.
- The Local Democracy Working Group had looked at the 2019 Citizens' Assembly held in Camden on the Climate Crisis. However, after analysing the cost-benefits of Citizens' Assemblies, the Working Group agreed not to recommend that a Citizens' Assembly be undertaken by Lewisham. Cheaper alternatives were being looked at.
- Telephony needed to improve with a proper call back system put in place.
- There was a £30k grant to support volunteers working with refugees so this should be able to fund DBS checks if required.
- Webcasting was available in the Council Chamber and rooms 1 and 2 (when used together and when each participant had a microphone) so Business Panel, for example, had the potential to be web cast.
- The Council wanted all public organisations in Lewisham to adhere to sanctuary borough principles.

4.2 Cllr Bell was questioned second. In response to questions from Members of the Committee, the following points were noted:

- All new housing schemes were mixed tenure as (a) evidence showed that mixed communities worked best and (b) owner occupier homes could cross subsidise social rent homes. The Ladywell site would be at least 50% social rent and Ladywell Place would be relocated. The development at Achilles Street would also be mixed tenure.
- Better IT systems would assist in enabling information about domestic violence to be extracted by landlords. The Council was working on how to respond to the implications of the Domestic Violence Bill, when enacted, and consideration was currently being given to potential changes to the Council's allocations scheme to support survivors of domestic abuse.
- 120 properties had been bought from Hyde last year to address demand for temporary accommodation. Some of the Council's temporary accommodation was in other boroughs but temporary accommodation was being developed in borough where possible and Hamilton Lodge in Forest Hill, for example, had been converted for this purpose.
- There was an Article 4 direction in place in Whitefoot restricting permitted development rights, with the aim of stopping the spread of unsuitable HMOs (houses in multiple exploitation) that were exploiting those living in them.
- More social housing was a top priority for the Council and whilst all legitimate concerns would be addressed, it would not be swayed by people protesting the building of new council housing without good grounds.
- The borough wide landlord licensing scheme might be implemented in a variety of ways, the Council was keen to get a borough wide scheme and was of the opinion that its data was robust enough to warrant this, but a

selective licensing scheme was the fall-back position. The application would be made in March.

- There were many reasons why delays had been encountered in the building of new council homes, including protracted legal disputes and protesters occupying sites. However, the Council was roughly on schedule with 200 starts on site expected this year. The *Building for Lewisham* website would be launched on Wednesday 29 January, presenting easily available information on all sites.
- Housing for elderly LGBT+ residents was under consideration and discussions were being held with Tonic.
- Obtaining permission to make alterations to shared ownership properties could be exorbitant. Another issue was the difficulty in selling properties that were on the sixth floor of a block or higher.
- The Mayor of London had secured billions of pounds of funding for social housing in London at the London affordable rent level. This was not 60%+ more expensive than social rent, it was approximately £10 - £15 more expensive per week and considerably cheaper than market rent. It was important to get as many social houses built as possible given the large number of people on the register, so if London affordable rent enabled this, it was to be welcomed.
- A private renters union would be established with a partner. Work would begin in early 2021 and the Licensing scheme was currently taking priority.
- Capital letters had been set up with the aim of London Boroughs becoming more efficient in securing accommodation within London - in borough - wherever possible. To date, it had not delivered the expected results but it was hoped that this would improve.
- To enable the Besson Street development the Council was putting the land it owned into a joint vehicle and it expected an income of approximately £1m a year, in return. The Music Room (5 creative arts spaces, used by the community for band rehearsals, photographic shoots and dance) would be protected.
- Lewisham was still looking to create a site for gypsies and travellers but had encountered difficulties in its negotiations with Network Rail. There would be a Mayor & Cabinet report in February.

4.3 Cllr De Ryk was questioned last. In response to questions from Members of the Committee, the following points were noted:

- Consultation on the in-sourcing of the school meals contract had been extensive, with primary schools being generally more positive about the proposals than secondary schools. The council would do the “thinking” around meal plans and logistics whilst the schools would need to provide cooks and lunchtime supervisory staff. A hybrid option might be possible.
- When thinking about in-sourcing it was important to remember that costs might initially be higher but quality could be better; and in future years there might be income generation opportunities. However, it was important not to overburden insourced services in

their first few years of operation by cutting their budget or expecting immediate expansion into the market.

- There had been some growth in the internal audit budget to address growing demands on the service.
- Human Resources were looking into the option for staff to buy annual leave, subject to service demands; and the establishment of a management development programme funded by the apprenticeship levy.
- Kim Wright was designing and delivering a service transformation programme and would provide more information on this at a briefing on 10 February.

4.4 **RESOLVED:** That a referral to Mayor and Cabinet be made, outlining the further information requested by the Committee:

- **Polling stations** – Can the accessibility of polling stations be reviewed and information provided on whether all polling stations used for the forthcoming London Mayoral and Assembly elections will be fully accessible.
- **No Recourse to Public Funds (NRPF)** – Can further information be provided on the content and date of the “general training day” for NRPF officers and on the organisation that will be delivering the training.
- **School Admissions Publicity** – Can the communications plan relating to school admissions (with the aim of ensuring that parents are properly informed about the process and their options) be sent to members of the Children and Young People Select Committee, once prepared.
- **Citizen Engagement** – Can some examples of consultation activities where there has been good feedback to participating residents be provided.
- **Domestic Violence** – Can a briefing be circulated on the work being carried out in relation to the Domestic Abuse Bill and the potential changes to the allocations scheme in relation to survivors of domestic violence.
- **School Meals** – Can some further information on the in-sourcing of the school meals contract, including timelines and implications for schools, be provided.
- **Council Tax** – Can reassurance be provided that the Council correctly applies the council tax reduction for students.
- **Cycle racks** – Can an update on officer efforts to make renting a bicycle rack more affordable, following the rent increase that was put in place following the end of TfL funding, be provided. (*Matter arising from minutes of the last meeting*)

5. Referrals to Mayor & Cabinet

A referral was made in relation to the item on the agenda entitled "Cabinet Member Question Time".

The meeting ended at 9.05 pm

Chair:

Date:

Agenda Item 2



Overview and Scrutiny Committee

Declarations of Interest

Date: 5 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:

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

1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

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

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

9.1. Kath Nicholson, Director of Law, Kath.Nicholson@lewisham.gov.uk, 0208 31 47648

Agenda Item 3



Overview and Scrutiny Committee

Scrutiny Update

Date: 5 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Executive Director for Corporate Services (Scrutiny Manager)

Outline and recommendations

Members are asked to note the information provided.

1. Summary

- 1.1. This provides a summary of current scrutiny activity. The Select Committee Chairs may provide a brief oral update at the meeting.

2. Recommendation

- 2.1. Members are asked to note the information provided.

3. Select Committees

Public Accounts Select Committee

- 3.1 The Public Accounts Select Committee continues to focus on areas of exception and risk. Over the past year it has extended its oversight beyond the pressures in children's and adult social care spending (where there are sustained pressures with multiple causes) to include scrutiny of the Council's environmental services, where significant challenges remain in managing costs. The Committee continues to review regular financial forecasts and the medium term financial strategy - as well as the preparation of the Council's budget and the cuts programme.
- 3.2 The Committee's ongoing review into corporate culture change and commercialisation has been directed by Councillor Krupksi, the Vice-Chair - who has developed a scrutiny specialism on this topic. A fact finding visit to the London Borough of Barking and Dagenham in the autumn demonstrated how that Council had taken a 'big bang' approach to commercialisation through the radical transformation of all of its services. An

informative session with officers from the London Borough of Waltham Forest in the spring demonstrated an alternative 'organic' and 'incremental' approach to commercialisation, which used existing strengths in that Council to grow its commercial capabilities. The Committee believes that the time has come for Lewisham to free officers to innovate and to set in motion new projects. It anticipates that funding will be made available from the transformation budget to take forward this work in the near future.

- 3.3 At its February meeting, the Committee scrutinised the draft budget for 2020-21. Both the Mayor and the Cabinet Member were in attendance to answer questions. It is clear that the significant pressures facing the Council's finances and its resources are set to continue. Sustained improvement is still required in children's social care – whilst the service also works to contain spending pressures and resolve historic overspending. The receipt of grant funding for adult social care – not least from 'better care' and 'winter pressure' funding - have alleviated some of the pressures in that budget but continued uncertainties and risks remain. The Committee expects that the measures taken in environmental services (specifically in relation to fleet costs) will begin to have a positive impact on its budget pressures but some of the issues it faces will take concerted efforts at every level to resolve. Furthermore, there are uncertainties in the broader economy and it is highly likely that the Government's upcoming spending review will result in major challenges for local government. The recent stay from compound years of cuts will not last - and the Council will be required to make approximately £40m of additional reductions to its budget over the next three years.

Healthier Communities Select Committee

- 3.4 The Committee has looked at a range of important issues recently:
- At its last meeting the Committee carried out detailed scrutiny of primary care access and migrant charging at Lewisham and Greenwich NHS Trust.
 - The Committee referred its views on migrant charging to the Trust and M&C and will continue its involvement in the issue over next year's work programme.
 - At its next meeting the Committee will take a detailed look at the delivery of the Lewisham Health and Wellbeing priorities over the last year. The Chair of the Health and Wellbeing Board and the Director of Public Health are due to attend.
 - The Committee is also considering an item on adult social care from local disability group, Lewisham Speaking Up, following its recent "people's parliament" on social care for people with learning disabilities.
 - The Committee has also started to engage local NHS bodies, community organisations and Lewisham Healthwatch on next year's work programme.

Children and Young People Select Committee

- 3.5 The Children and Young People Select Committee has scrutinised a range of children's services this year. The Committee identified the Early Help Review as a priority at the start of the year, and has been closely involved in the development of the approach which covers Children and Family Centres, family support work, health visiting and the youth service etc. and will continue to be involved in the coming municipal year.
- 3.6 The Committee has carried out a short review into the impact that living in temporary accommodation has on children and young people. As part of this work, it has heard from homeless families, schools and visited one of Lewisham's hostels. The review is almost complete – recommendations will be agreed at the next meeting on 10 March 2020. Following on from this work, the Committee has been invited to the next meeting of the Housing Select Committee for an item on homelessness prevention and placement policy.

- 3.7 Other key areas for the Committee include CAMHS waiting times for Lewisham children, secondary school improvement and BAME achievement. A major topic is Children's Social Care improvement following the "Requires Improvement" Ofsted judgement in July 2019 where we have focussed on policy, resources and timelines. The Committee has also finalised its recommendations on reducing school exclusions and addressing the disproportionate numbers of excluded black children of Caribbean heritage.
- 3.8 The Committee also heard from parents and carers and commented on the Council's new Special Educational Needs and Disabilities Strategy and made suggestions for inclusion in the Council's new Children and Young People Plan and has asked for a report on the use of unregulated educational settings in the borough.
- 3.9 In July the Committee held a joint meeting with Healthier Communities Select Committee which looked at BAME mental health inequalities.
- 3.10 In January, the Committee held another informal meeting with the Young Mayor and Advisors, Youth First, the Children in Care Council and the Care Leavers Forum over pizza. Around 15 young people turned up and the event was a great opportunity to hear about the issues of most concern to young people. The Committee is looking at how to take some of the resulting suggestions forward.

Safer, Stronger Communities Select Committee

- 3.11 The Committee has been carrying out a review over the course of this year into "How the Council embeds equalities across its service provision". As part of this, the Committee has gone on a number of visits including to Glasgow City Council where there is a strong focus on equalities including consideration of socio-economic factors, and to the London Borough of Sutton where there is a focus on working with community partners to embed equalities. The review also commissioned an evidence submission from the Local Government Association and sought discussion with existing Council partners and community groups. As part of the review three workshops were organised for committee members on: the English Indices of Deprivation; Equalities in the Commissioning and Procurement Process; and Equalities Analysis Assessments in Lewisham.
- 3.12 The Committee has spent time looking at Policing and Crime in the Borough including having updates on the Public Health Approach to Violence Reduction and the Safe Lewisham Plan. In addition to this, the Police Borough Commander for the SE BCU and the Borough Commander for Lewisham Fire Brigade have both attended the Committee to give updates and answer members concerns and queries. This has led to a number of positive actions such as concerns around contacting ward officers being addressed and all Councillors being offered training on dealing with acid attacks.
- 3.13 The Committee has continued to have a strong focus on community groups and the third sector, often through the consideration of equalities. This has led to the committee hearing evidence around adult isolation and the challenges facing older residents with community and voluntary groups such as Age UK, Lewisham Positive Ageing Council and Lewisham Pensioners Forum being invited to speak to the committee. Concerns around disability provision in the borough have also been considered by the Committee and the Chair of the Lewisham Disability Coalition is due to attend the March meeting.
- 3.14 Over the course of the last year, the Committee has made a number of referrals including on the Council budget cuts. This included highlighting the lack of equalities information and detail on budget cut proposal RES 20 related to nursery provision. This was supported by CYP Select Committee and led to this cut proposal being deferred by Mayor and Cabinet to investigate in more detail. The Committee also highlighted that all Council subsidised rents to commercial and voluntary sector organisations should be understood and a list should be available for review and for scrutiny. The Committee also highlighted to Business Panel the importance of all committees considering

equalities implications. A referral was also made to Mayor and Cabinet that Safer Stronger Select Committee endorsed the Council looking at developing a Food Poverty Action Plan and to considering how it could be supported.

Sustainable Development Select Committee

- 3.15 Over the past year the Sustainable Development Select Committee has been focused on the delivery of the new local plan. The plan will have important implications for the borough in decades to come. Its influence on housing, the local economy, culture, green space and the climate amongst many other issues will be far-reaching and fundamental. The Committee has reviewed the preparation of the evidence base for the plan – and commented on the characterisation study and open spaces assessment – amongst other issues. At its meeting in January the Committee scrutinised the completed draft plan. There are still a number of steps in the process before the plan is finalised and the Committee intends to continue its ‘critical friend’ challenge to officers at every opportunity.
- 3.16 The Committee’s review into parks management is coming to a conclusion. Visits and evidence gathering sessions were concluded in January – with Members attendance at a meeting of the Lewisham Green Spaces forum (which represents the borough’s parks friends and user groups). The Council’s planned insourcing of the parks service will represent a significant challenge for officers – and continued scrutiny of the process will be vital. The Council is also due to adopt a new parks and open spaces strategy – which will be considered for pre-decision scrutiny at the meeting on 11 March.
- 3.17 Lewisham’s declaration of a climate emergency is a high priority for the Committee. At the January meeting - officers presented the results of the first stage of research for the development of the climate emergency action plan. What is clear is that the Council will have to work with many different partners to meet the scale of the climate challenge (private housing and transport are two major areas in which there are limits on the Council’s influence). The Government will have to transform its approach to the climate if it is serious about meeting the targets for carbon emissions. The Committee recognises the implications of the emergency on all Council services – and it is mindful of the potential effects of climate change on the most vulnerable. That is why the future work programme will give this issue increasing prominence.

Housing Select Committee

- 3.18 The Committee has looked at a range of important issues recently:
- At its last meeting the Committee made a series of recommendations to Mayor & Cabinet following its in-depth review of resident engagement in housing development. These were considered by Mayor & Cabinet on 12th February and a response is awaited.
 - The Committee also agreed a referral to Mayor & Cabinet on the adoption of the statutory definition of overcrowding. The Committee requested a further report back in 6 months’ time once officers have assessed the potential impact. This was also considered by Mayor & Cabinet on 12th February.
 - At its next meeting the Committee is taking a detailed look at the implementation of the *Homelessness Reduction Act*. The outcomes of this meeting will likely influence the Committee’s work programme next year. Given their recent work on temporary accommodation, Members of the Children and Young People Select Committee have also been invited to attend the meeting for this item.
 - The Committee is also due to consider Lewisham Homes’ business plan at its next meeting, prior to its approval by Mayor & Cabinet.

4. Financial implications

- 4.1. There are no direct financial implications arising from the information provided in this report. Items in the work programmes of the committees will have financial implications and these will need to be considered as part of the reports on those items.

5. Legal implications

- 5.1. This report contains information on the activity undertaken by the select committees in relation to the implementation of their work programmes. 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.

6. Equalities implications

- 6.1. 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.
- 6.2. 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.
- 6.3. There may be equalities implications arising from items on the select committee work programmes and all activities undertaken by the select committees will need to give due consideration to this.

7. Climate change and environmental implications

- 7.1. There are no direct climate change or environmental implications arising from the information in this report. Items in the work programmes of the committees may have climate change and environmental implications and these will need to be considered as part of the reports on those items.

8. Crime and disorder implications

- 8.1. There are no direct crime and disorder implications arising from the information in this report. Items in the work programmes of the committees may have crime and disorder implications and these will need to be considered as part of the reports on those items.

9. Health and wellbeing implications

- 9.1. There are no direct health and wellbeing implications arising from the information in this report. Items in the work programmes of the committees may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

10. Report author and contact

- 10.1. Charlotte Dale, Overview and Scrutiny Manager, charlotte.dale@lewisham.gov.uk,
0208 31 48286

Agenda Item 4



Overview and Scrutiny Committee

Report title: Cabinet Member Question & Answer Session

Date: 5 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Executive Director for Corporate Services (Overview and Scrutiny Manager)

Outline and recommendations

The purpose of this item is to allow the Overview and Scrutiny Committee to question Executive Decision Makers on their portfolios.

The Overview and Scrutiny Committee is recommended to:

- Note the Cabinet Member updates appended at Appendix B.
- Ask the Cabinet Members questions.

1. Summary

- 1.1. This report provides an update to the Committee on the portfolios of the invited Cabinet Members.

2. Recommendations

- 2.1 The Overview and Scrutiny Committee is recommended to:

- Note the Cabinet Member updates appended at Appendix B.
- Ask the Cabinet Members questions.

3. Policy Context

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

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

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

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

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

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

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

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

- 3.2. The work carried out by Cabinet Members directly contributes to the Council's corporate priorities.

4. Scrutinising the Executive

- 4.1 Part of the role of the Overview and Scrutiny Committee is to hold the Council's Executive to account. Therefore, during the course of each year it will hold Question & Answer sessions with the Mayor and each Cabinet Member.

- 4.2 Each Question & Answer session will explore the work the Mayor and Cabinet Members have done in relation to their portfolio, looking at priorities, actions, achievements and impact.

- 4.3 The areas that fall within the portfolio of the Cabinet Members attending the meeting are outlined at Appendix A.

- 4.4 Brief written updates from the Cabinet Members can be found at Appendix B.

- 4.5 The Committee may wish to focus questions on:

- Notable activities and achievements
- Current priorities
- Current challenges
- Any key decisions going to Mayor & Cabinet over the next 6 months

- 4.6 Following the session the Committee may choose to make a referral to Mayor and Cabinet in relation to what the Committee has heard, including any actions it would like the Cabinet Members to consider.

- 4.7 This is the final question and answer session of this municipal year.

5. Appendices

- *Appendix A* – A summary of the areas falling within the portfolio of each of the Cabinet Members attending the meeting
- *Appendix B* – Cabinet Member Updates

6. Financial implications

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

7. Legal implications

7.1. There are no direct legal implications arising from this report.

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.

9. Climate change and environmental implications

9.1. There are no direct climate change or environmental implications arising from this report.

10. Crime and disorder implications

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

11. Health and wellbeing implications

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

Charlotte Dale, Overview and Scrutiny Manager, charlotte.dale@lewisham.gov.uk 020 8314 8286

Appendix A

Cabinet Member Portfolios

Councillor Brenda Dacres, Cabinet Member for Safer Communities

- Youth violence
- Youth justice
- Partnership with police
- CCTV
- Regulatory services
- Environmental Health
- Trading Standards
- Noise enforcement
- Anti-social behaviour
- Violence against women and girls
- Bakerloo Line Extension

Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services

- Primary and secondary school performance
- School admissions, attendance, inclusion and school place planning
- Special Educational Needs
- Early years education and childcare
- Early help, including children's centres and family support
- Children's social care including child protection, support for children in need, corporate parenting for looked after children
- Youth services

Councillor Chris Best, Cabinet Member for Health and adult Social Care and Deputy Mayor

- Adult social care, including care home and at-home provision and quality assurance
- Health and social care integration
- Adult safeguarding
- Joint commissioning
- Mental health
- Public health
- Supporting people
- Older people, including representation, active citizenship, combating isolation, housing, technology, aids and adaptations
- Technology, aids and adaptations

Deputy Mayor responsibilities:

- Civic events
- Mayor's Charity
- Young Mayor's programme.



Overview and Scrutiny Committee

Update from the Cabinet Member for Safer Communities

Date: 5 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Cabinet Member for Safer Communities

1. Summary

This report provides an update to Overview and Scrutiny Committee on some of the achievements in the Safer Communities portfolio.

2. Recommendations

Overview and Scrutiny Committee is recommended to note this report and ask questions.

3. Policy Context

3.1 This report will be responding to the Council's Corporate Strategy and Strategic priorities:

- **Open Lewisham** - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
- **Building Safer Communities** - Every resident feels safe and secure living here, as we work together towards a borough free from the fear of crime.

4. Update on Corporate Strategy Priority Commitments

4.1 *We will actively challenge all forms of discrimination, including racism, sexism, homophobia, anti-Semitism, Islamophobia, ageism, and all other forms of hatred.*

- In July 2019, Lewisham Council officers, in partnership with the founder of National Hate Crime Awareness Week (NHCAW), held a conference at Goldsmiths University for local authorities nationwide and their police hate crime leads to come together to share ideas

and good practice in delivering events for the 2019 NHCAW. During National Hate Crime Awareness Week in October 2019, Lewisham council, Met police officers, working with various community organisations, undertook a number of community events in Lewisham to raise awareness of the wider harms of hate and the implications it has for young people.

- In 2019, three local community organisations, Second Wave, African Advocacy Foundation and the Rio Ferdinand Foundation all received central government funding through the *Building a Stronger Britain Together* programme to proactively deliver projects to tackle hatred and intolerance in Lewisham.
- Council officers provide regular support to the Safer Neighbourhood Board Hate Crime Working Group, bringing a wide range of community groups together with the Council and the Police to analyse hate crime data and develop multiagency actions to tackle all forms of hate.
- Council officers have worked closely with faith groups in the borough and have supported them to establish the Lewisham Interfaith Forum, for all faith leads to come together in unity to tackle hatred locally. General meetings are held regularly, with the next scheduled for March 2020, which will focus on Hate Crime.
- Lewisham's Hate Crime Third Party Reporting Sites network has been revisited, re-established and the reporting sites have been retrained to receive and deal with reports from the Community. Lewisham's Third Party Reporting scheme aims to deliver a coordinated response to hate crime by bringing together key agencies to work in partnership to ensure victims and witnesses have access to support and protection, and offenders are brought to justice which will help create a safer and more cohesive community. There are currently 14 third party reporting sites across Lewisham.
- In January 2019 Lewisham Council, in partnership Karma Nirvana (an award-winning national charity supporting victims and survivors of Honour Based Abuse and Forced Marriage) hosted a conference for professional agencies, community groups, leaders and community members interested in increasing awareness and confidence in identifying Honour Based Abuse and Forced Marriage and committed to building a more resilient community.

4.2 We will tackle unconscious bias and support local awareness campaigns

- The Youth Offending and Crime Enforcement and Regulation Services have been leading on the application of the MOPAC plan to reduce over-representation and unconscious bias across the borough. This work aligns strongly with the Lewisham Equalities Review and the Single Equality Framework 2020-2024 to promote fairness and equality across the provision of services.
- We have invested in unconscious bias training for all senior leaders across the partnerships of Safer Lewisham Partnership (SLP), the Lewisham Safeguarding Children's Partnership (LSCP) and the Lewisham Safeguarding Adults Board (LSAB) and this will be refreshed and widened to include other partners. We have undertaken a self-assessment for all agencies on the SLP and have an action plan in place to ensure a consistent, collective approach. This forms a key element of our whole systems model, which is Trauma Informed, Restorative practice aware and underpinned by unconscious bias awareness.
- There is work underway to embed unconscious bias training across all staff in the council.
- The Community Champion's programme (under Lewisham's Public Health Approach to Violence Reduction) has begun and unconscious bias training has been delivered to the 22 community champions, who are leading on our community conversations on violence.
- Disproportionality in the criminal justice system is reviewed quarterly at the Safer Lewisham Partnership and The Safer Lewisham Plan 20-21 (revised) will include a sequence of actions monitored against new MOPAC (Mayor's Office for Policing and Crime) criteria across the criminal justice system, from pre criminal and arrest &

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prosecution to the secure estate (custodial sentences). The Youth Offending service will devise a plan to ensure the MOPAC priorities are delivered.

Actions will include:

- Training materials for officers on unconscious bias and disproportionality in stop and search.
- The Mayor's Office for Policing and Crime (MOPAC) will convene a Youth Stop and Search Scrutiny Group to involve more young people affected by Stop and Search in the scrutiny process.
- Supporting and funding a nurturing and inclusive programme to support children at risk of exclusion and their parents.
- 'Voice of the Child' focus groups with minority ethnic young people under the supervision of the Youth Offending Service to hear their experience of being arrested.
- A strategy to reduce the criminalisation of children in the care system.
- Culturally competent services and inclusion of community agencies in supporting representative interventions

4.3 We will develop a public health approach to youth violence and knife crime that looks at tackling the root causes. We will ensure all agencies - social services, schools, police and our NHS - work together while involving parents and local communities

Lewisham is taking a public health approach to reducing violence - which means:

- Understanding the extent of all violence, where and how it happens and who is affected to better inform including youth violence, domestic abuse, and sexual violence.
- Understanding that violence damages physical and emotional health and can have long-lasting negative impacts. It increases individuals' risks of a broad range of health damaging behaviours – including further violence – and reduces their life prospects in terms of education, employment and social and emotional wellbeing.
- A wide range of factors relating to individuals, their relationships, and the communities and societies in which they live can interact to increase or reduce vulnerability to violence. Issues such as Adverse Childhood Experiences (ACEs) can have significant impacts on families.
- There are a wide range of strategies that can be used to address risk factors for violence and promote protective factors across all ages. Some can be implemented universally and others are targeted specifically. Using evidence based models will shape impact.
- Working with the strengths that exist in communities to listen and collaborate on designing solutions together.
- Dialogue that challenges social norms aim to prevent violence by making it less socially acceptable.

The Aim is to:

- Reduce the impacts and actual violence across Lewisham.
- Identify the causes of violence in Lewisham, and act to deliver short and longer term reductions.
- Listen and work with communities to build on their strengths and deliver solutions together.
- Create a learning environment for continuous improvement.
- Impact positively on wider social, economic and health outcomes for our residents.

Building on the work already in place, the following key strands of work that form part of this strategy have been introduced:

- Creation of a Violence Reduction Board
- Community Dialogue

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- Review of Services and Provision e.g. Early Help Review, YOS, VRT
- Homicide and Attempted Homicide Cases Review and learning
- A Strategic Needs Assessment and Performance Framework
- Supporting workforce resilience and creating Trauma informed restorative aware organisations
- Develop a Youth panel to guide the work.

Under Lewisham's commitment to this public health approach to reducing violence we have introduced:

- **Lewisham Violence Reduction Board** - A Violence Reduction Board (VRB) for Lewisham has been convened and meets quarterly to:
 - Support Lewisham's violence reduction approach with clear leadership and strategic oversight responsibilities
 - Oversee the delivery of Lewisham's public health approach within the Council.
- The Concern Hub – Lewisham's Concern Hub works with children and young people up to the age of 25 primarily and focuses on missing, child sexual exploitation, child exploitation, harmful sexual behaviour, county lines, serious youth violence and gangs, taking into account a number of changes in our understanding and focus on a public health / whole systems approach to violence as well as rationalising multi agency actions for exploited children.

The focus of the Concern Hub is to:

- Provide a preventative offer of support for the client and family with earlier identification of risk
- To provide a multi-agency forum to jointly risk assess/ safety plan and agreed joint actions and lead agency
- To use a contextual safeguarding approach to make short/ medium and longer term change
- To join up resources across a cohort to avoid duplication
- **Trauma Informed Approach** – Lewisham's Youth Offending Service has been highlighted for best practice by the Department for Education Innovation Unit as a Trauma-informed Service identifying the importance of consistent and meaningful contact and trusted relationships. The YOS is also an accredited Functional Family Therapy (FFT) Community base delivering intensive, high quality and personalized family interventions to support desistance. These workforce transformational programs have seen significant outcomes for Lewisham, such as;
 - a resilient, committed and high quality staff team working sub-clinically
 - half as many young people sentenced to custody
 - reduction in re-offending for young people
 - a positive change in direction for services for prevention
 - a model to high risk and complexity which addresses the drivers for violence: fear and stress, bias and adversity
- **Community Conversations** - Our determination to tackle violence using a public health approach ensures that we put the community at the heart of our vision. Over the summer 2019 we recruited 22 community Champions who are currently working in the community, hosting 'Community Café' sessions for groups to come together and talk about their experiences of violence and how they think the best way to approach it is. These conversations will help the council form an overarching Community Strategy over the coming months.
- **Licensing Policy** - The Crime, Enforcement & Regulation Service has commenced its

consultation on the revised Statement of Licensing Policy for Lewisham and will close on March 22nd 2020. The Licensing Act 2003 (Section 5) requires every Licensing Authority to prepare and publish a statement of its licensing policy every 5 years. The new revised version for 2020-2025 aims to set out a clear set of principles that the Licensing Authority will uphold and promote in everything it does in administering the licensing regime in the borough.

- The ultimate aim of this policy is to promote the four licensing objectives as set out in the Licensing Act 2003:
 - Prevention of Crime and Disorder
 - Prevention of Public Nuisance
 - Protection of Children from Harm
 - Public Safety
- This policy is also focused on supporting key priorities in the council's Corporate Strategy, and also underpins other important work streams such as the promotion of Lewisham's evening and night time economy and Lewisham's Women's Safety Charter.

4.4 We will focus on combatting sexual violence and domestic abuse

- **Athena** -The Athena Service, run by Refuge, (which has recently been re-commissioned to deliver VAWG services in Lewisham) provides confidential, non-judgmental support to those living in the London Borough of Lewisham who are experiencing gender-based violence. It opened its doors in April 2015 and provides outreach programmes, independent advocacy, group support, refuge accommodation and a specialist service for young women.
- In 2018, Lewisham received £324,786 of Home Office funding from the **Children Affected by Domestic Abuse Fund** (2018-20) to deliver interventions designed to support children who are exposed to domestic abuse. In partnership with Early Years Alliance, MET Police and a number of other local providers we developed and submitted a bid focused on enhancing and expanding our exceptional borough wide VAWG and domestic abuse partnership to deliver a two year phased approach to improving outcomes for children who are or have suffered domestic abuse through a three step pathway; PREVENT-PROTECT-REPAIR. Prevent-Protect-Repair was led by Lewisham Council who commissioned existing key partners to deliver a range of interventions to support affected children and their families. Our aim was not just to create a raft of new services but to build on the existing partners together, enhancing staff competence and confidence for a long-term sustainable approach. Actions undertaken in this project included;
 - Expanding and enhancing our successful, evidence-led Freedom and Community Groups Programmes.
 - **Freedom Programme** – a group for women who are at risk, have experienced or are experiencing Domestic Abuse – delivered by Lewisham Children Centres and Health Visitors.
 - **Community Groups Programme** – a therapeutic programme for children of all ages which also supports mothers – delivered by the Early Years Alliance
 - The commissioning of a film about the experience of children affected by domestic violence. The premier screening for this film, The Timekeeper, will take place at Catford Mews Cinema on Wednesday March 18th.
- **Community Groups Programme – YOS**
Lewisham has received recognition from **Against Violence and Abuse** (AVA), for being the first London borough to imbed the Community Groups Programme within the work delivered by a Youth Offending Service. Community Groups is a 12 week therapeutic child centred programme for children who have witnessed violence against their mothers. The Community Groups Programme is usually delivered to children who are 4-

11 years of age, Lewisham have trained officers within the YOS who are now delivering a programme to teenagers. Work is under way to also start to deliver programmes for 0-4 years.

- **16 Days of Action Against Gender Based Violence**

The 16 days of activism against gender based violence took place from 25th November (international day for the elimination of violence against women) to 10th December (Human Rights day). Lewisham ran a number of partnership activities across these 16 days, which included White Ribbon Day. Lewisham Homes and other Housing Associations across the Borough held events of their own around White Ribbon Day. This year, the activities across the 16 days had an emphasis on domestic abuse affecting those with complex needs and also domestic abuse and the LGBTQ+ communities.

- **Young Ambassadors Programme (Healthy Relationships)**

Lewisham Council VAWG officers and Belevé UK have been working on a young ambassador's scheme with an emphasis on how young people tackle sexual harassment and other issues that they face within gender based violence and interpersonal relationships. More than 50 young people from Lewisham signed up to be a part of this project and they have worked with Belevé UK and Rio Ferdinand Foundation to create a film which portrays the underlying issues young people face on a daily basis, including being asked for sexual favours and being subjected to inappropriate comments and rumours. The launch for this campaign was held in Parliament Square on International Day of the Girl on the 11th of October.

- **Domestic Abuse Housing Alliance (DAHA)**

The Domestic Abuse Housing Alliance's (DAHA), works to a mission to improve the housing sector's response to domestic abuse through the introduction and adoption of an accreditation process. DAHA is a partnership between three agencies who are leaders in innovation to address domestic abuse within, Standing Together Against Domestic Violence (STADV), Peabody and Gentoo.

Lewisham Housing and the Crime, Enforcement & Regulation Service has commissioned DAHA to develop a new bespoke local strategy to assist them with implementing good practice when faced with victims of Domestic Abuse and VAWG. Lewisham Homes is also currently working towards this accreditation.

- **Operation Encompass**

Operation Encompass directly connects the police with schools to secure better outcomes for children who are subject or witness to police attended incidents of Domestic Abuse. Rapid provision of support within the school environment means children are better safeguarded against the short- medium and long term effects of Domestic Abuse. Operation Encompass launched in Lewisham in February 2019, and most Lewisham Schools (Secondary/Primary) have signed up. All Designated Safe Guarding Leads for those signed up have attended briefings/training provided by the Council's VAWG Manager, Athena and the Safeguarding Lead for Lewisham Schools.

Lewisham Council were recently successful in a bid for funding under the MHCLG one year funding opportunity to Support for Victims of Domestic Violence in Safe Accommodation. Lewisham received £99,995 for extra staffing resources in its Athena Refuges.

4.5 The Council will continue with efforts to combat child sexual exploitation and peer-on-peer abuse

- Lewisham developed a forward thinking model in 2016 which did not focus on 'labels' of types of risks such as youth offender/ CSE; but took an approach which recognised the

drivers and multiple complex issues that affect children and young people as well as focussing on preventative aspects and earlier support. At this time the Missing, Exploited and Trafficked strategy was developed alongside a Serious Youth Violence Prevention Panel.

- The move in 2019 to the **Concern Hub** came from the current structures being reviewed taking into account a number of changes in our understanding and focus on a public health/whole systems approach to violence as well as rationalising multi agency actions for exploited children. The Concern Hub model works with children and young people up to the age of 25 primarily, includes missing, Child sexual exploitation, child exploitation, harmful sexual behaviour, county lines, serious youth violence and gangs.

The focus of the change is:

- To provide a preventative offer of support for the client and family with earlier identification of risk
- To provide a multi-agency forum to jointly risk assess/ safety plan and agreed joint actions and lead agency
- To use a contextual safeguarding approach to make short/ medium and longer term change
- To join up resources across a cohort to avoid duplication

What is working well in supporting children through the Concern Hub?

- Good weekly grip and understanding of the cases
- Swift responses
- Improving collective understanding of the issues
- Good recording to support risk and safety planning
- Improved multi agency responses to interventions and actions
- Cases are reviewed as per concern rating and removed etc

What more do we need to do?

- Develop the child exploitation strategy including principles for safeguarding adolescents
- Build a reporting and data outcome reporting system to measure success
- Develop the mapping and analysis of cases to identify hotspots and contextual risk responses
- Strengthen our joint approach to schools, community and parents
- Ensure the joint action plan on disproportionality is applied to the exploitation approach

4.6 Lewisham Council will work with local retailers to tackle underage purchasing of knives by supporting more businesses in Lewisham to sign up to our Responsible Retailers Agreement

- Officers from the Crime, Enforcement & Regulation Service have worked with 69 stores in Lewisham to sign them up to Responsible Retailer Agreements.
- To roll this out further, Lewisham has worked with the Home Office as one of the London boroughs chosen to take part in a knife crime project as part of its Violent Crime Strategy. Lewisham received funding to both undertake an audit of businesses which sells knives across the borough and to enhance enforcement of under-age sales of knives legislation. Lewisham officers visited and spoke with 252 premises over a period of 3 months in the summer of 2019, working with Police cadets to undertake test purchasing and followed up with education and enforcement where sales were made.
- Working with businesses specifically in Lewisham Town Centre, in June 2019 The London Borough of Lewisham won the award for the **Best Programme to Reduce Impact of Crime on Small Businesses** at the London Councils Small Business Friendly Borough awards – Lewisham was recognised for the work of the Safer Lewisham Business Crime Reduction Partnership (BCRP), a membership scheme where businesses work with the Local Authority, police and other interested stakeholders to reduce crime, violence, anti-social

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behaviour, and other crimes that affect the profitability of businesses. There has been a Lewisham Business Crime Partnership in place for more than a decade currently supporting a membership of 120 businesses in Lewisham through the roll out of our radio link scheme and providing regular communication to businesses on issues and individuals of concern. In March 2018, across Lewisham Town Centre, and particularly Lewisham Shopping Centre (LSC) itself became a gathering point for larger numbers of young people than usual to meet and socialise. This quickly escalated to groups of young people (aged between 11-18), involving themselves in anti-social behaviour (ASB). The partners of the Lewisham Business Crime Reduction Partnership (BCRP) came together to meet with local schools, youth services and local businesses. The response to these issues initially began with an increased police and security presence as a short-term solution. The Council, Police and the BCRP set up local business meetings, inviting relevant parties and providing a forum for businesses to share their concerns whilst simultaneously being updated on the actions being completed by relevant authorities. This received positive feedback from businesses who felt they were being kept well informed and re-assured that local authorities were taking the right steps to support them. A number of key decisive partnership actions were undertaken and within a month of the original intervention, the feedback from the businesses and the shopping centre management was overwhelmingly positive, whereby they felt well informed and had seen a reduction in the number of incidents related to ASB. The partners involved in this maintained excellent communication with each other and the local businesses while they delivered information and intervention efforts throughout a period of angst amongst the business community.

4.7 We will work with the police to ensure that use of stop and search is used in a responsible intelligence-led manner

- To achieve this priority and In response to recommendations and referrals arising from the Safer Stronger Communities Select Committee's 2018-19 review entitled "The Impact of Stop and Search and Prevent on community relations".
- Council officers are working closely with the Police and other partners to support dialogue between Police officers and young people. A key manifesto commitment made by one of Lewisham's previous Young Mayors was to support more dialogue between the Police and Lewisham young people and Council officers worked to assist this. There has been work done to engage secondary age young people on topics such as stop and search, either through direct engagement with schools Police Officers or through involvement in a wide number of personal safety programmes (mainly aimed at secondary age young people) Additionally the Council, Police and community partners have more recently been working with primary schools in the borough, listening to children's individual and collective concerns and working with both students and teachers to map the issues and create safety plans around their concerns.
- Senior Police officers in Lewisham (and across the BCU) have undertaken unconscious bias training alongside other senior officers partners on the Safer Lewisham Partnership. Unconscious bias training has been delivered as mandatory corporate training for all officers on Professional Development Days. All officers receive four Professional Development Days training per year, so one day was allocated to this training. In addition, as part of the Leading for London programme (which is leadership training for all officers from the rank of Sergeant and above), everyone received input from the unconscious bias programme. Lewisham Police, along with other partners in the Safer Lewisham Partnership have committed to work towards making Lewisham a "trauma informed borough" and unconscious bias training is a key facet in the training all agencies need to acquire to achieve this.
- Lewisham Council officers have asked that the Met Police work to make Stop and Search complaint data more easily available on the Met Police website and that this data is also presented in a more user-friendly way. Lewisham Police are also looking at alternative ways to better identify complaints about stop and search and facilitate mechanisms to support young people to make complaints

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4.8 *We will support the community to scrutinise the use of stop and search to ensure it is genuinely intelligence led, and challenge the police where it is not*

- A data analysis masterclass, facilitated by the Director of Public Protection and Safety, was held with members of this group to better understand the police stop and search data in 2019.
- The Council, through the Crime, Enforcement & Regulation Service, has continued to support the Stop and Search Scrutiny Committee, both through the direct provision of data analysis and also assisting the group in finding this and analysing this data for local scrutiny. The Cabinet Member for Safer Communities provides support to the group and will liaise with them to find out how best the Council can support them further.

4.9 *We will continue to support the Lewisham Safer Neighbourhood Boards by working with partners, including the police, to focus on the needs of our local communities*

- This support continues with the Cabinet Member for Safer Communities and the Director of Public Protection & Safety being members of this board.
- The Director of Public Protection & Safety and the Head of crime, Enforcement & Regulation regularly present at the Safer Neighbourhood Board, with recent community discussions held on the council's Public Health Approach to Serious Violence and at the January SNB Board, we facilitated a community cafe conversation on violence.
- Council and Police officers also support the Stop and Search and Hate Crime SNB subgroups

5. Financial Implications

5.1 There are no specific financial implications at this stage. The work described in this report has been funded from base budgets or from specific external funding.

6. Legal implications

6.1 There are no specific legal implications arising from this report, save for noting the following obligations upon the Authority for complying with the Equality Act 2010:

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

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

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

6.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 12.2 above.

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6.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

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

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6.7 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

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

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

7. Crime and disorder implications

7.1 Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

8. Equalities implications

8.1 The Council's Comprehensive Equalities Scheme provides an overarching framework and focus for the Council's work on equalities and help ensure compliance with the Equality Act 2010.

8.2 With respect to the Council's Comprehensive Equalities Scheme 2016-20, the activities described in this report make a clear contribution to the following equality objectives:

- Tackling victimisation, discrimination and harassment
- Improving access to services
- Closing the gap in outcomes between citizens
- Increasing mutual understanding and respect within and between communities
- Increasing participation and engagement

9. Environmental implications

9.1 There are no direct environmental implications to this report.



Overview and Scrutiny Committee

Report title: Update from the Cabinet Member for School Performance and Children's Services

Date: 5 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Cllr Chris Barnham, Cabinet Member for School Performance and Children's Service

Outline and recommendation

The purpose of this report is to update Overview and Scrutiny Committee on some of the achievements in the portfolio.

The Overview and Scrutiny Committee is recommended to:

- Note this report
- Ask questions.

1. Children's social care

1.1. Ofsted in August 2019 found that Lewisham's children's social care service still required improvement. They acknowledged that "widespread improvement activity and whole-system cultural change" was underway, and the "pace of improvement had significantly accelerated", which was beginning to have an impact.

1.2. Work has continued on a comprehensive programme of improvement to provide better support for vulnerable children, to be recognised as 'good' by Ofsted, underpinned by a stable budget. There have been significant steps forward in the past year:

1.3. A new practice model - Signs of Safety – has been introduced, promoting children staying safely with their families, reducing escalation to child protection plans, court and care. The number of children subject to Child Protection Plans has reduced (from 260 in January to 216 in December); Court Proceedings are down; and the number of children looked after is lower (although still above comparable authorities).

1.4. The workforce is being strengthened - a refreshed senior management team is in place, supported by an additional layer of management to strengthen oversight. Workforce development is supported by partnership with Islington. Recruitment has gone well so far – January's campaign for newly qualified social workers had 95 applicants, of which we selected the best 10. Bigger challenges lie ahead in recruiting to more senior roles, with stiff pay competition from other councils.

- 1.5. Management oversight and quality assurance are more rigorous – with improvements to performance data, audit and feedback. The budget has been comprehensively reviewed and refined, with new financial management systems for more robust oversight in 2020-21. The previous overspend has been largely eliminated by rightsizing the budget, and there is a stronger focus on, and understanding of, placement needs and resources, to inform a better strategy for placing looked after children in future.
- 1.6. Work is continuing to ensure reasonable caseloads are maintained, enabling better retention of social workers. The much-criticised IT case system has been redesigned to reduce bureaucracy, with a 33% increase in staff satisfaction.
- 1.7. The multi-agency safeguarding hub – which deals with initial notifications of concern regarding children – has been significantly improved. 92% of contacts now receive a response within one day (up from 27%). A new, dedicated young person's team (Safe Space), has been set up to work with the multi-agency Concern Hub, tackling criminal and sexual exploitation.
- 1.8. Looked After children are being visited more regularly by their social workers, and a new Care Leavers team has been set up. The proportion of our care leavers in education, employment or training is now joint 4th highest in London.
- 1.9. We are well on the way and must keep up momentum. Practice still requires significant improvement to be consistently good and big challenges remain, including investing in workforce training, where upskilling takes time. Other key priorities for this year include: improving early help and edge of care Family Support, to keep children from entering care unnecessarily; and better corporate parenting. Like most authorities, we can expect to face continuing demand pressures.

2. Education

2.1 Schools are largely autonomous, but the Council supports them to improve by raising achievement at all levels and narrowing achievement gaps. Our aim is to foster an inclusive and high-performing family of Lewisham schools, where young people thrive, are safe and enjoy learning.

2.2 During the past year, key points to note include:

- 90% of Lewisham schools are good or better according to Ofsted. Prendergast Ladywell and St Matthew's improved to good this year, as did New Woodlands (meaning all special schools are at least good).
- Pupil outcomes remain generally good in early years and primary schools. At age 11, 68% were at expected levels in Reading, Writing & Maths, compared with national at 65%. Progress was in line with national average.
- After significant improvement in 2018, GCSE results suffered a disappointing dip last summer. Further improvement in secondary schools accordingly remains a priority for the new leadership of Lewisham Learning (where there is a new director and for the first time an independent Chair. They are supporting greater rigour in the partnership, monitoring and evaluating the impact of school improvement work through Rapid Improvement Boards. Lewisham Learning is also developing a stronger focus on tackling achievement gaps, including for Black Caribbean pupils.
- Welcome signs of growing parental confidence in schools – this year sees the highest number of preferences for Lewisham secondary schools in 10 years.

- 2.3 Permanent exclusions have continued to fall, as a result of good collaboration between schools and the local authority. In the most recent DfE figures (for 2017/18) Lewisham had no primary permanent exclusions. Exclusions from secondary schools were the highest in London in 2015/16, but have fallen consistently since then. Attendance at school is better than London and national averages.
- 2.4 We continue to work to ensure schools governing bodies are effective and reflect our diverse community. April 2019 data showed 23% of governors were BAME (against a national average of 4%). Since then, a recruitment campaign has targeted BAME applications: Governors for Schools have placed 16 governors within Lewisham schools of whom 31% were BAME. Another 11 volunteers are in line to join governing bodies at their next meetings, of whom 82% are BAME.
- 2.5 Like most councils, we face rising demand on special educational needs. Lewisham's performance in completing plans to time is higher than London and national averages. Expansion of in-borough special school capacity is in progress, and we have set up a SEND Schools Advisory Service to support inclusive practice in schools. There has been extensive co-production with children and parents on a new SEND strategy, about to be launched.
- 2.6 Looking ahead, Lewisham schools continue to move in the right direction. But much more needs to be done, including: a stronger school improvement framework to secure improvement in schools causing concern; work to tackle achievement gaps for specific groups; further reducing exclusions; supporting schools to be sustainable (through good finance support to all our schools), and continuing to build confidence.

3. Early Help

- 3.1. It is increasingly clear that the success of schools, and social care support for vulnerable children, depends on effective and responsive early help services to help children, young people and families to thrive. The austerity of the past decade has eroded such services. A review of Early Help has led to a significant programme of change to improve our service offer and build a stronger and more coherent system-level approach. This is an important area of development in the year ahead, but key achievements so far include:
- 3.2. Recruitment of a new interim Director for Joint Commissioning and Early Help to drive development of targeted services
- 3.3. Simplified Early Help Assessment, and a new monthly multi-agency case formulation panel to discuss complex cases and foster cross-partner working.
- 3.4. Creation and expansion of a "Thrive Unit" (ongoing) as the first point of contact and assessment for targeted early help cases, with more capacity to undertake brief intervention and support. By April this should significantly reduce delays for assessment and intervention.
- 3.5. Variation to our targeted family support offer, to deliver more flexible interventions and reach more families across a greater breadth of need
- 3.6. A new Lewisham Youth Service specification, currently in negotiation stage, with a stronger focus on targeted youth work
- 3.7. Improved performance of specialist mental health services, with reduced waiting times and increased NHS funding. We also secured DfE funding for two Mental Health Support Teams, to help young people through more joined-up care and support across schools, colleges and specialist NHS services.
- 3.8. Key issues for the future include: the launch of the Early Help Strategy and i-Thrive approach in March; scoping a new in-house targeted offer and new menu of

interventions; confirmation of youth service delivery; and continued focus on resources for, and access to, mental health services.

4. Financial implications

4.1 This is a service update report. There are no direct financial implications arising from this report. However, the service budgets will require close monitoring and potentially revision to progress on the three items of delivery as stated:

- Children's social care
- Education – in particular supporting school improvement
- Early help, to support children and families to prevent them running into difficulties

4.2 All costs are expected to be met from within the CYP Directorate budgets, with the exception of the work on the Controcc system (which links the children case management system to the Council's financial ledger, Oracle) to be funded corporately. Any other material decisions with financial implications will be brought back to M&C via specific service reports or through regular financial monitoring reports.

5. Legal implications

5.1 There are no specific legal implications arising from the contents of this report, save for noting the Council's obligations pursuant to the Equalities Act 2010.

6. Equalities implications

6.1 The equality implications are contained in the body of this report. The actions described in this report make a specific contribution to the following objectives in Lewisham's Comprehensive Equality Scheme 2016-20:

- Tackle victimisation, discrimination and harassment
- Improve access to services
- Close the gap in outcomes between citizens
- Increase mutual understanding and respect
- Increase participation and engagement

6.2 In particular, the activities described in this report reflect the Council's commitment to equalise life chances, improve life outcomes and tackle socio-economic barriers facing some of the borough's most vulnerable children, young people and families. Specific cohorts described in this report include: looked after children, pupils at risk of exclusion from school and those whose attainment outcomes are worse than those of their counterparts.

6.3 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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6.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

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

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Overview and Scrutiny Committee

Update from the Deputy Mayor and Cabinet Member for Health and Adult Social Care

Date: 5 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Deputy Mayor and Cabinet Member for Health and Adult Social Care

1. Summary

This report provides an update to Overview and Scrutiny Committee on some of the achievements in the Deputy Mayor and Health and Adult Social Care portfolio. I attended the Overview and Scrutiny Committee last March and it has been a year of challenge and change in the appointment of a new Executive Director for Community Services and a new Director of Public Health.

2. Recommendations

Overview and Scrutiny Committee is recommended to note this report and ask questions.

3. Policy Context for Deputy Mayor

3.1 As Deputy Mayor my portfolio covers responsibility for Civic Events, Mayor's Charity and the Young Mayor's programme.

3.2 Civic Events

- As part of our commitment to Open Lewisham, we have continued to build on our calendar of multi-faith events.
- The Council hosted Lewisham's first ever 'Grand Salaam' celebrating our Muslim community, hosted south London's largest Chanukah service, and continued the popular interfaith walk for peace alongside Lewisham's diverse faith groups.

- We also hosted a moving Holocaust Memorial Day event to mark the seventy fifth anniversary of the liberation of Auschwitz, with performances from children who had taken part in the Council's Holocaust education programme. Edwin Shuker, the Vice President of the Board of Deputies of British Jews, also spoke at the event.

3.3 Mayor's Charity

- The Council has organised a range of events to fundraise for the Mayor's chosen charity, the 999 Club.
- Thanks to the generosity of residents, the Mayor's winter appeal for the 999 Club and Lewisham Food Bank raised over £17,000.
- The Mayor is also part of a team of ten from Lewisham Council that will be running the London Marathon to fundraise for the 999 Club.
- Other popular fundraising events included the annual Valentine's Dinner, Spring and Autumn quiz nights at the Rivoli and the Christmas Carol Concert.

3.4 Young Mayor's programme

- Lewisham's flagship Young Mayor Programme is now in its sixteenth year. The new Young Mayor, Femi Komolafe, and Deputy Young Mayor, Aaliyah Odedina, and the young advisers have continued to support and represent the borough at local, regional, national and European events and activities.
- Femi and Aaliyah have been speaking across Lewisham's schools to inspire other children and young people to get involved in their community and politics. Their democratic engagement activities continue with weekly young advisers meetings and supporting various events, including for LGBTQ pride schools event and International Women's Day. In addition, Femi accompanied the Mayor of Lewisham and colleagues at City Hall for the London Borough of Culture announcement.
- Femi and Aaliyah had a large presence at the national Votes at 16 Conference in Manchester, and continue to support the work at the European Hub, with plans visit Strasbourg and the Council of Europe to discuss the impact of Brexit on young people.

4. Policy Context for Health and Adult Social Care

4.1 Integration of health and social care

- Holding the Cabinet Portfolio for Health and Adult Social Care, I continue to be involved in a wide range of policy, transformation and improvement developments affecting the delivery of health and care in the borough.
- I am an active member of the Health and Wellbeing Board which brings together a number of health and care partners, including health and care commissioners, representatives from the NHS Trusts working across the borough, Healthwatch and the third sector.
- Lewisham Council and NHS Lewisham Clinical Commissioning Group (Lewisham CCG) continue to work closely with local health and care partners on a number of programmes and projects to deliver improvements across the local health and care system and to integrate health and social care services and deliver co-ordinated and personalised care to our residents.
- Over the past year, the health and care landscape has continued to change. As Cabinet

Member I have been meeting regularly with colleagues from Lewisham CCG in preparation for its merger with the five other CCGs in south east London to form the new South East London Clinical Commissioning Group in April 2020.

- The new CCG will be responsible for the commissioning of health services for its population with decision-making for primary, community (mental and physical), prescribing and all client group commissioning formally delegated to a Borough Based Board as a prime committee of the CCG.
- Lewisham Council, which also has significant commissioning responsibilities, including for social care and public health services, will continue to work closely with the new CCG and borough based boards.
- Alongside Lewisham's existing integrated commissioning arrangements, I have been kept informed on the work that is taking place within the two provider partnerships for Care at Home and Mental Health.
- The former brings together local health and care organisations to develop new integrated provider arrangements to deliver care and support for adults in their own homes, improving the co-ordination, quality and accessibility of that care and support.
- Similarly, the Mental Health Alliance seeks to provide working age adults with a personalised approach to their treatment, care and support needs, based on the identification of assets and strengths, and facilitating the achievement of personal goals.
- In addition, I have been examining the development of Lewisham's Primary Care Networks (PCNs) which are groups of practices coming together locally in partnership with community services, social care and other providers of health and care services around the needs of local patients.
- As part of a PCN, GPs will be able to recruit multi-disciplinary teams, including pharmacists, physiotherapists, paramedics, physician associates and social prescribing support workers, freeing up family doctors to focus on the sickest patients. As Cabinet Member, I will continue to support the development of the PCNs and their role in the wider health and care system.
- Throughout the year I have also continued to promote the use of social prescribing and the development of community based alternatives to support health and wellbeing outcomes for patients and residents in Lewisham.
- Lewisham's voluntary and community sector continues to work closely with health and care partners providing a range of opportunities, activities and information to help people maintain and improve their health and wellbeing.
- Our local integration work has also extended to developing our health and care estate, seeking to co-locate services where possible and ensure that the health and care estate across the borough supports and promotes the health and wellbeing of our residents.
- Supporting people to age well is one of the ambitions of the NHS Long Term Plan. As the population ages, frailty is becoming a more prevalent condition presenting local health and care systems with a number of key challenges, including rising costs in some areas. Increasing numbers of people are at risk of developing frailty and people living with frailty are experiencing variation in their care.
- A Frailty Group, with members drawn from across the health and care system, has been reviewing the data and information available on the Frailty cohort in Lewisham and working to identify those areas which should be worked on collaboratively and have the

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most impact on health and care outcomes and reduce avoidable events eg Falls, UTIs.

4.2 Adult Social Care

- There has been a focus on budget management and achievement of savings while at the same time increasing the number of people supported closer to home. This is in the face of continued increases in the number of young people with complex needs transitioning into adulthood and greater numbers of older people living with complex health conditions.
- A restructure is in progress to embed new ways of working that will further develop our work to integrate health and social care. There are stronger links and working arrangements in place between Mental Health, Community Health partners, the voluntary sector and others to ensure there is the right support in place within the Neighbourhoods to promote health and well-being of our residents.
- We now have staff based together in The Waldron Heath Centre from Adult Social Care, Community Health and Mental Health. This is part of our Care at Home development to bring ever more joined-up care closer to our residents. We aim to replicate this across the other three neighbourhoods across the borough.
- There has been an increase in the number of people with a learning disability who are supported by the Shared Lives Scheme. This has resulted in an increase from 17 to 24 people with a learning disability living in a long term Shared Lives placement and 300 nights a year of respite support to people with a learning disability. This delivers a much better quality of life for people than alternatives such as residential care and at a much reduced cost. We commend these carers who are willing to share their home with service users.
- There has been an increase to the number of people that have been supported by short term support from Enablement to get back on their feet after a period in hospital so they can remain living at home. Each person that leaves hospital through discharge pathway spends on average 3 days less in an acute bed. By working closely with the Hospital Trust and implementing a “trusted assessor” approach to discharge, on average 100 acute bed nights a week are available to people needing emergency admission to hospital.
- Along with health and social care colleagues from across South East London we have been successful in bidding to be an “accelerator site” for the implementation of the “Urgent Community Response” element of the NHS Long Term Plan. This will ensure that across SE London older residents with complex health needs will have access to skilled professionals in their own homes within 2 hours of a concern being raised and access to enablement within 48 hours. The early investment that comes with this pilot will help to provide an enhanced service for Lewisham residents.

4.3 Adult Safeguarding Lewisham

- I attend the Lewisham Safeguarding Adults Board, which meets quarterly. For the latest information please check: <https://www.safeguardinglewisham.org.uk/lsab>
- Lewisham Safeguarding Adults Board (LSAB) has led on the initial planning for a domestic abuse and violence ‘summit’ on 25 June 2020, which will involve a wide range of stakeholders. This high profile and strategic event will take stock of the current situation and assess what else can and should be done to help turnaround the increasing volume of domestic abuse incidents being reported in Lewisham (now second highest in London).

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- LSAB are also leading on the development of a local Modern Slavery Network, which will work to introduce a victim care pathway and improve inter-agency working on this subject. The first meeting is on 27 February.
- An independent audit of safeguarding casework undertaken over the last year commended the quality of the work that has been done by social workers in adult social care.
- LSAB has been working jointly with 'Lewisham Speaking Up', an advocacy service provider for adults living with a learning disability, on a number of projects; including the delivery of a workshop at the recent London ADASS conference. This involved a local resident with lived experience who highlighted some of the key issues for adults living with a learning disability.
- 25 new LSAB Safeguarding Champions have been signed up since October 2019, including the current Mayoress and Cllr Kalu, these are linked to the delivery of a series of networking events being delivered across the Borough.
- The Lewisham Safe Place Scheme is being launched on 25 March, which is a network of community locations designed to promote greater independence for adults who may feel more vulnerable when out and about in the Borough.

4.4 Adult Mental Health

- A new approach to working is being piloted in the borough. Providers work together as a Mental Health Alliance. This has been operating in Shadow From since 1 April 2019 and the Alliance, once formalised, will be the planning, development and delivery oversight group for Borough based Mental Health services – this will break down some of the competitive barriers put in place and move towards a more collaborative way of working that puts people's needs first.
- We established the Collaborative Lunch which is working with service users, carers, community members and professionals to establish an on-going dialogue with our stakeholders and to agree an outcome framework for the Mental Health Alliance
- We have an agreed Communication and Engagement Framework for the Mental Health Alliance.
- We are testing a new service model for our Community Mental Health Team in the north of the Borough from March. The project is intended to reduce the number of assessments and transfers between services by providing most of the required care and support that residents need within the initial stages of the client's care journey.
- We are testing an IT project between Primary Care and Secondary Care within GP practices in the north of the Borough; Grove Medical Centre and Deptford Medical Centre with Amersham Vale hoping to come on board shortly.
- The Harbour Café at University Hospital Lewisham has become a core element of our local crisis offer and now receives referrals directly from GPs
- The South East London Sustainability and Transformation Partnership attracted over £3m of national transformation across six boroughs to enhance and improve local Crisis service, and the community and in Local A&E these services will continue to be ongoing basis after the national have ended.
- I chaired the launch of the Suicide Prevention Strategy and Action Plan in October 2019

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- Implementation of new integrated contracts for Prevention and Recovery, Dementia and Mental Health and Care Act Advocacy
- Increased number of Personal Health Budgets, whereby people have greater control and transparency over how their health needs are met including knowing how much is spent and where - in line with new legislative changes in December 2019

BAME mental health

- We have started to engage more consistently with Black African/Caribbean community representatives through the BAME Network and two BAME network representative places have been created on the Mental Health Alliance Leadership Group.
- We have started a dialogue with members of the BAME network about the development and funding community insight work with Black African/Caribbean communities related to improving access, experience and outcomes for this client group within Adult Mental Health services

Mental Health of Older Adults (MHOA) service

- Lewisham has continued to exceed the National Dementia Diagnosis target of 68%
- Waiting times have reduced by over 62% since April 2018
- Current waiting times are around 49 days (7 weeks) from referral to diagnosis, reduced from 190 days (27 weeks). The ambition is to reduce waiting times to 6 weeks
- The previously borough based generic mental health wards for older adults, based at the Bethlem Royal Hospital (Croydon), Ladywell Unit (Lewisham) and Maudsley Hospital (Lambeth and Southwark), have now been transformed to specialist mental health wards for older adults. Chelsham House (Bethlem Royal Hospital) is now a specialist dementia ward, Hayworth Ward (Ladywell Unit) and AL1 (Maudsley Hospital) are now specialist mental health wards for service user with severe mental illness such as Psychosis.

4.5 Public health

- In June 2019 Lewisham Council was chosen as one of five Trailblazer Authorities to receive £100,000 worth of funding and project support each year for three years to implement an innovative and ambitious pilot project to address childhood obesity. The Lewisham project aims to restrict outdoor advertising (such as billboard adverts) for high fat, sugar or salt food and drink and use unsold outdoor advertising space for health promoting advertisements in Lewisham. The launch of the outdoor restriction and first localised Sugar Smart promotional campaign will take place early next month.
- The Annual Public Health report for this year will focus on the topic of 'Health in All Policies', and will showcase examples of work across Lewisham Council and our partners to demonstrate the importance of everybody playing their part to improve health and wellbeing in Lewisham. Case studies in the report include work across our transport, commissioning, adult learning and early year's teams alongside recommendations about how a 'Health in All Policies' approach can be strengthened across the Council and local community. The report will be presented at the next Health and Wellbeing Board in March.
- Tackling and understanding health inequalities is a key priority of mine.
- I have been working closely with Barbara Gray, who was appointed as a Mayoral Advisor

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on BAME health inequalities.

- We are also working on producing a Lewisham Health Inequalities report. Pulling together the latest publically available data we will publish an up to date and accessible report for the public to understand health inequalities across Lewisham.
- We supported the Elton John Aids Foundation in implementing an HIV testing pilot in University Hospital Lewisham emergency department that diagnosed and brought into treatment 23 new people.
- We have maintained top quartile performance in the substance misuse treatment system whilst recommissioning our primary care recovery service and framework for detox and rehab.
- I also attend the Lewisham Violence Reduction Board. This board brings together officers and councillors throughout the Council to ensure a joined up, public health approach to violence in the borough.
- The air quality team has now transferred to the public health team. This shows that Lewisham are putting improving air quality for our residents as our highest priority. Lewisham has an extensive air quality monitoring network across the borough with over 50 sites, including the new multi-million pound super site at Honor Oak Park sports ground in collaboration with King's College London. We also have the Lewisham Air App that can generate low air pollution walking and cycling routes. To find out more about Lewisham's action on air quality see here: <https://lewisham.gov.uk/myservices/environment/air-pollution/what-we-are-doing-to-improve-air-quality-in-lewisham>
- The programme of work continues to produce results with annual mean Nitrogen Dioxide (NO₂) concentrations across the borough continuing to decrease year by year. At one of the automatic (continuous) monitoring site LW1 in Catford mean annual NO₂ concentrations have decreased from 50µgm⁻³ to 37.5µgm⁻³ in 2018.
- This summer saw the launch in partnership with CliniQ the first trans sexual health service in south London. Based at the Caldecot Centre, its launch has been warmly received by the Trans Community and provides specialist health advice, including counselling, sexual health and a holistic approach to health.
- Lewisham has also been rolling out the Pride in Practice award in May 2019. The award trains GPs and staff in primary care organisations to fully support LGBT+ patients and was developed by the LGBT foundation. The uptake of the award has been fantastic and in October 2019 the Woolstone Medical Centre received a Gold Award the first in London to achieve this award. In the first 3 months of the programme in 2019 63% of GP in Lewisham had signed up for the award and the target is 100% by Pride 2020.

4.6 Joint Commissioning

- As part of the London ADASS Commissioning Network, and in conjunction with Skills for Care, we are proud to have taken the lead in developing a Level 5 Certificate in Principles of Commissioning for Wellbeing.
- The objective of this qualification is to support people for whom commissioning forms part of their role in the workplace. It introduces the principles of commissioning for wellbeing to new commissioners and enables more experienced commissioners to review and update their knowledge.

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Page 44

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- To date eight members of the Lewisham Joint Commissioning Team have successfully completed this course and gained the Qualification. One member of the team has also gained a Vocational Assessor Qualification so that they can support and mentor students from other London Boroughs.
- We are proud of the achievements of our Team and the impact that this has had on the range, quality and sustainability of the support they are able to commission for adults needing care and support in Lewisham. The qualification is primarily focused on improving 'wellbeing' and this includes maintaining independence, building partnerships and community connections as well as ensuring that service users are in control of the services they receive and given the opportunity to co-produce planned Service Re-Design or Commissioning initiatives.
- Those achieving the Qualification are encouraged to remain involved with the current cohort of learners and the wider Commissioning Network. This has led to an increase in networking across Boroughs and enables the sharing of good practice, monitoring of trends/data/quality and a joint approach to tackling common issues and finding solutions.
- The team has worked with residential and nursing homes to ensure that they deliver high quality services to older adults requiring 24 hours care and support. In particular, the team has been instrumental in assisting 5 nursing and residential homes for older adults to improve their CQC rating from 'requires improvement' to 'good' (Beechcroft, Manley Court, Fieldside, Jennifer's Lodge and the Swallows) and to support four of our key partners in the provision of learning disability services to be rated as 'outstanding' (Lewisham Nexus, Aurora Options, MCCH and Royal Mencap).
- The team has also been working with housing colleagues to plan the development of a new housing and support service for adults with a learning disability and/or autism as part of the national Transforming Care programme. This development is part of a wider development of new homes and is one of the first scheme in the housing delivery strategy. As part of this, the team have been successful in a bid for £950,000 of NHS capital to add to the Council's own capital for this scheme.

4.7 Supporting people

- Lewisham Council has secured £720,421 from the Ministry of Housing, Communities and Local Government (MHCLG) to tackle rough sleeping in the borough. Lewisham has become an early adopter of the Rough Sleeping Initiative (RSI) programme, which will enable it to appoint a Rough Sleeping Prevention officer. The funding will also increase staffing at the 999 Club Night Shelter to further support rough sleepers.
- We have Cold Weather Funding to support several initiatives, funded by the GLA and MHCLG for a time limited period up to March along with a temporary, concurrent relaxation of central government restrictions on services to EEA nationals. The MHCLG Cold Weather Funding: November 2019 – March 2020 provides for the spot purchase funding for EEA rough sleepers to access supported housing pathway beds; spot purchase funding for detoxification / rehabilitation services for EEA rough sleepers and . personalisation funding. The GLA Cold Weather Fund January 2020 – March 2020 provides for the Deptford Reach Night Shelter, extra staffing capacity at 999 Club Night Shelter, spot purchase funding for EEA rough sleepers to access supported housing pathway beds and spot purchase funding for detoxification/rehabilitation services for EEA rough sleepers.
- LB Lewisham commissions a range of accommodation-based support services structured into three support pathways for mental health, vulnerable adults and young people. These pathways bring together services with different levels of support, from 24

hours staffed projects to ‘move-through’ accommodation with visiting staff, to support vulnerable individuals and help them to move on to independent living. Recent contract extensions until 31 March 2021 for Single Homeless Project: Young Persons Assessment Centre, One Support: Young Parents service, Single Homeless Project: Vulnerable Adult service, Hexagon: Newstead Road Service, Marsha Phoenix Memorial Trust: Tressilian Road and Brockley service, Peabody: Tredown service.

- I was delighted that Mayor of London Sadiq Khan visited Spring Gardens in January to visit the No Second Night Out hub and the new Hilda House hostel. It was the opportunity to thank the GLA for their support in providing capital funding for this south London hub to ensure no new person sleeping rough spends a second night out. I continue to work closely with Cllr Bell on providing the housing we desperately need for vulnerable members of our community.

4.8 Older People

- I was pleased to attend events during Festival of Creative Ageing, Age Against the Machine, funded as part of Lewisham’s 2018 bid to become Borough of Culture that took place in September and October 2019 ending on Silver Sunday. I gave the introductory speech at the Mansion House at a national conference on the importance of culture to older people.
- The Social prescribing Community directory to support health and wellbeing - <https://lewisham.gov.uk/myservices/socialcare/adult/health-and-social-care-directory-search?offset=10&sort=title> continues to develop and include new activities.
- Despite budget cuts we have continued with the free swim and gym for our over 60 residents as well as healthy walks and other physical activity. I believe that the offer of free activities assists with our prevention programme.
- As part of the three year grants programme we have continued to support a range of groups including Lewisham Pensioners Forum, Stanstead Lodge, Community Connections Consortium (Age UK), Lewisham Elders Resource Centre (Seniors), Ageing Well in Lewisham, Age Exchange, Age UK Lewisham and Southwark (Advice), and Ageing Well in Lewisham. The programme also funds projects like Meet me at the Albany!. This innovative and exceptionally popular programme has now expanded into Downham.

5. Financial Implications

5.1 There are no specific financial implications at this stage. The work described in this report has been funded from base budgets supplemented by some external funding.

6. Legal implications

6.1 There are no specific legal implications of relevance to this report.

7. Equalities implications

7.1 With respect to the Council’s Comprehensive Equalities Scheme 2016-20, the activities described in this report make a clear contribution to the following equality objectives:

- Tackling victimisation, discrimination and harassment
- Improving access to services
- Closing the gap in outcomes between citizens
- Increasing mutual understanding and respect within and between communities
- Increasing participation and engagement

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Page 46

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7.2 The various activities described in this report will benefit all protected characteristics with specific reference to older people, adults with learning disabilities, children at risk of obesity, BAME residents, and the LGBT+ community.

7.3 Although not a characteristic protected under the Equality Act 2010, the activities described in this report will also help to tackle socio-economic inequality, which is part of the lived experience of all characteristics protected under the Equality Act.

8. Climate change and environmental implications

8.1 Improving air quality is part of the responsibility of the public health team. The actions of the team are ensuring that air quality continues to improve across the borough year on year. This will have a wide range of health impacts for residents including lower cardiovascular and respiratory diseases. Additionally, these impacts will be felt greatest for vulnerable residents especially children and older adults.

9. Crime and disorder implications

9.1 There are no direct crime and disorder implications to this report.