



AGENDA

OVERVIEW AND SCRUTINY BUSINESS PANEL

Date: TUESDAY, 28 SEPTEMBER 2021 at 7.00 pm

Virtual Microsoft Office Teams & also
Civic Suite
Lewisham Town Hall
London SE6 4RU

Enquiries to: Jasmine Kassim
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MEMBERS

Councillor Paul Maslin	Chair	Labour Co-op L
Councillor Octavia Holland	Vice Chair	L
Councillor Peter Bernards	Chair of Housing Select Committee	L
Councillor Juliet Campbell	Chair of Safer and Stronger Communities Select Committee	L
Councillor Louise Krupski	Chair of Sustainable Development Select Committee	Labour Co-op L
Councillor Joan Millbank	Labour Group Representative	L
Councillor John Muldoon	Chair of Healthier Communities Select Committee	Labour Co-op L
Councillor Luke Sorba	Chair Children and Young People Select Committee	L

Members are summoned to attend this meeting

Kim Wright
Chief Executive
Lewisham Town Hall
Catford
London SE6 4RU
Date: Monday, 20 September 2021



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

Councillor Susan Wise

Labour Group Representative

Labour
Co-op
L

Councillor Mark Ingleby

Chair of Public Accounts Select Committee



Lewisham



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ORDER OF BUSINESS – PART 1 AGENDA

Item No		Page No.s
1.	Minutes Cover Report	1 - 4
2.	Declarations of Interest	5 - 8
3.	Key Decision Plan	9 - 25
4.	Part1 Open Session Decisions by Mayor & Cabinet September 14	26 - 53
5.	OSBP Scrutiny Update	54 - 57
6.	Exclusion of the press and public	58
7.	Part2 Closed Session Decisions by Mayor & Cabinet September 14 2021	59
8.	Part2 Closed Session Decisions by Executive Directors	60 - 78



Lewisham



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Overview and Scrutiny Business Panel

Minutes

Date: 28 September 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive / Head of Committee Business

Outline and recommendations

Members are asked to consider minutes of that part of the meeting of the Overview and Scrutiny Business Panel meeting 20 July 2021, which were open to the press and public

1. Recommendation

It is recommended that the minutes of those parts of the meetings of the Overview and Scrutiny Business Panel which were open to the press and public held on 20 July 2021, be confirmed and signed.

Kim Wright
Chief Executive,
Lewisham Town Hall,
Catford SE6 4RU

20 September 2021

MINUTES OF THE OVERVIEW AND SCRUTINY BUSINESS PANEL

Tuesday 20 July 2021 at 7pm

Present: Councillor Maslin, Councillor Krupski, Councillor Muldoon.

Present remotely: Councillor Sorba, Councillor Holland, Councillor Campbell, Councillor Bernards.

Apologies: Councillor Wise, Councillor Millbank, Councillor Codd.

1. Minutes

Councillor Krupski had asked a question on the item regarding the allocation of section 106 funds for new affordable homes about the mortgage payments being secure against the rental value of the property and whether the client being put in the rental property would be able to afford the amount of money that needed to be made. She asked that the question and answer be detailed in the last minutes.

The minutes of the last meeting were otherwise agreed.

2. Declarations of Interest

No interests were declared.

3. Key Decision Plan

The Head of Business and Committee presented this item. The report outlined the upcoming key decisions over the next few months.

There were no questions from Members.

RESOLVED that the report was noted.

4. District Heating Report

The Chair stated that the report was at the meeting for noting and information. The Asset Management Planning Manager for Regeneration and Place and the Sustainability Manager presented this item.

It was discussed that when a carbon baseline was done for the borough, it was noted that the biggest challenge in decarbonising the borough was the issue of gas use. The two main solutions that were being put forward were a) connection to a low

carbon district network or b) utilising electric heat pumps. After studying the scope of district networks, it was identified that the three main clusters were around the Deptford and New Cross area which would be predominantly served by SELCHP; the Lewisham Town Centre area; and an emerging cluster in the Catford area.

There is an opportunity for the Council where there are existing legacy systems that are owned by predominantly private sectors that are powered by combined energy and there are a lot of these in developing areas. There is an opportunity to enable the decarbonising of the existing legacy systems through running a low-carbon district network.

RESOLVED that the report was noted.

5. Decisions by the Mayor and Cabinet

The Chair received a request for the Panel to consider the decision taken by the Mayor on the 9th June regarding Besson Street.

Councillor Sorba spoke on this matter stating that he spoke in favour of the plan at a Planning Committee meeting. 114 homes will be available at London Living Rent costs. At the time of the planning application, there was an intent that the homes would release some of the pressures that key workers and those in private accommodation paying high rent were under. He asked what was legally viable in order to arrange that the prospective tenants are those that are identified by Council policies as those most in need of the affordable accommodation.

Councillor Bell responded that a new register would have to be created and would need to define what a key worker is. He stated that the scheme is moving slower than hoped due to a number of challenges but is now moving forward. Officers highlighted in addition the rent is determined based on the income of that ward.

Councillor Krupski asked when completion is expected. Officers responded that late 2022 is when work will begin and completion in 2025.

RESOLVED that the report was noted.

6. Decisions by Executive Director

No requests were made for the Panel to consider any decisions.

The item was closed.

7. Overview and Scrutiny Select Committee Work Programmes

The Head of Scrutiny presented this item.

It was discussed that the 6 select committees have had their first cycle of meetings and have agreed work programmes ahead of the municipal year which focus on key policy issue and change.

The key areas of work for the Committees were as follows: Sustainable Development will be looking at the Local Plan; Public Accounts and Healthier Communities will be looking at adult social care; Housing will be looking at the Empty Homes Strategy; Children and Young People will be looking at Elective Home Education; Safer will be looking into the use of the term BAME.

Councillor Muldoon announced that the report on the Birmingham and Lewisham African and Caribbean Health Inequalities review is going to be taken in November which as advised by the Director of Public Health is more timely.

Councillor Campbell highlighted an amendment to the Safer and Stronger agenda- that the June meeting had a report on the Violence against Women and Girls strategy and will be added also to the September agenda.

RESOLVED that the Panel agreed the work programme.

8. Exclusion of the Press and Public

There was no request to consider the closed items on the agenda. Therefore the Chair concluded the meeting.



Overview and Scrutiny Business Panel

Declarations of Interest

Date: 28 September 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive

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).



Overview and Scrutiny Business Panel

Key Decision Plan

Date: 28 September 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive / Head of Business and Committee

Outline and recommendations

Members are asked to receive a draft copy of the statutory Key Decision Plan with an explanatory explanation for items listed.

1. Recommendation

It is recommended that the Business Panel receives and comments on the draft Key Decision Plan

**FORWARD PLAN OF KEY DECISIONS
OSBP version**

Forward Plan September 2021 – October 2021

This Plan sets out the key decisions the Council expects to take in forthcoming months. All key decisions should appear in the Plan for at least 28 days before consideration by either Mayor & Cabinet or an Executive Director for delegated key decisions.

Comments on this document should be sent to Kevin Flaherty 0208 3149327 or kevin.flaherty@lewisham.gov.uk

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

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

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
June 2021	Adult Social Care service-wide review	14/09/21 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health and Adult Social Care	The decision sought by this report is the approval to procure management consultancy services via direct award. These services will be used to design and implement Phase 2 of a service-wide review in Adult Social Care. This will include the development and trialling of new ways of working based upon quantified opportunities.
July 2021	Procurement of Lewisham Advocacy Hub	14/09/21 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care	We currently provide statutory and community mental health advocacy services using two separate working models and two separate providers. COVID19 has highlighted opportunities to reduce inefficiencies and improve system flow if a new model is adopted. Changes in legislation to be implemented by April 2022 also require a review of service model and workforce plans. This paper presents the case for commissioning a single Lewisham Advocacy Hub that would seek to address these issues and promote smoother, more efficient working with our staff and service users. Mayor and Cabinet are recommended to give approval for the procurement of a new Lewisham Advocacy Hub.
July 2021	Response to Sustainable Development Select Committee - railway children urban national park - environmental protection and Neighbourhood Plans	14/09/21 Mayor and Cabinet	David Syme and Councillor Paul Bell, Cabinet Member for Housing & Planning	This report addresses a number of outstanding scrutiny matters and provides a response to Mayor and Cabinet. The report covers officer's responses to comments made by Sustainable Development Select Committee on the railway children urban national park - environmental protection and neighbourhood plans – 16 th September 2020.
April 2021	Reginald Road Land Assembly parts 1 & 2	14/09/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet	The reports will relate to the need to increase the land assembly budget for the decant of 2-30A Reginald Road (linked to the Tidemill housing development) by circa £600k and also to refresh a decision previously made by M&C on 25 March

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			Member for Housing & Planning	2015 to suspend the Right to Buy for secure tenants in 2-30A Reginald Road through the service of Initial Demolition Notices.
July 2021	Main Grants Programme 2022-25	14/09/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building	This report makes recommendations for the proposed Main Grants programme due to operate from April 2022, following community consultation
July 2021	NCIL ward proposals	14/09/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Paul Bell, Cabinet Member for Housing & Planning	To agree the proposals for taking forward the ward NCIL funding
August 2021	Novation of Stock Transfer for Grove Park between L&Q and Phoenix	14/09/21 Mayor and Cabinet	Fenella Beckman and Councillor Paul Bell, Cabinet Member for Housing & Planning	A transfer agreement between L&Q and Phoenix involves a two staged conditions process and one on the first conditions is for L&Q to seek approval from Lewisham for the novation of the 2008 transfer agreement.
August 2021	Cockpit Arts Deptford Redevelopment	14/09/21 Mayor and Cabinet	Karen Fiagbe, Economy, Jobs and Partnerships Manger and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building	The Cockpit Arts Development is an extension project to an existing workspace in Deptford that will bring forward 15,844 sq. ft. of underutilised space on the ground and first floors, unlocking the space and bringing it into use towards the public realm to support creative businesses and the school community through new studio spaces, a café, and an education space. It is a Creative Enterprise Zone and Stride London project
September 2021	Response to Housing Select Committee in-depth review on engagement in housing development	14/09/21 Mayor and Cabinet	James Ringwood and Councillor Paul Bell, Cabinet Member for Housing & Planning	On 30 January 2020, Housing Select Committee presented a summary of their review of resident engagement in housing development. The committee noted that from the evidence that they had gathered as part of their work that commenced

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
				<p>in June 2019, there was already a number of examples of good practice across the Borough. The committee considered that there was an opportunity to implement new practices to build on the good work that was already developed and made 12 recommendations to further improve resident consultation. This report sets out those 12 recommendations and the officers' response</p>
August 2021	<p>Procurement Lewisham Appropriate Adult Service for Vulnerable Adults</p>	<p>28/09/21 Executive Director for Community Services</p>	<p>Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care</p>	<p>The current tri-borough contract for the Appropriate Adult Service for Children and Adults across Lewisham, Greenwich and Bexley is coming to an end in December 2021. Service reviews have led commissioning teams across Lewisham, Greenwich and Bexley to redesign the provision of the service; in Lewisham we are seeking to split the children's and adults provision and within the adults provision, move from one-level support model to a two-level support model delivered through a voluntary scheme, engaging and including local residents. Mayor and Cabinet are recommended to give approval for the procurement of a new Lewisham & Greenwich Appropriate Adult Service for Vulnerable Adults (AASVA).</p>
August 2021	<p>Extension of New Hope Mental Health Supported Housing Project</p>	<p>28/09/21 Executive Director for Community Services</p>	<p>Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care</p>	<p>The New Hope Supported Housing project is a 12 bedded property that has been a long standing component of the borough's approach to supporting individuals that have complex needs related to their mental health and/or offending histories returning to the community from detention in inpatient care and in most instances as requirement of a Community Treatment Order. Mayor and Cabinet are recommended to give approval for the extension of the current contract with Penrose (Social Interest Group) for the delivery of the New Hope Mental Health Supported Housing Project for the period of 1 April 2022 to 31 March 2023</p>

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
July 2021	Contract Award Public Sector Decarbonisation Scheme works Dalmain Primary School	28/09/21 Executive Director for Corporate Services	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance	Award of contract to deliver Public Sector Decarbonisation Scheme (PSDS) works at Dalmain Primary School
July 2021	Contract Award Public Sector Decarbonisation Scheme works at Downderry Primary School	28/09/21 Executive Director for Corporate Services	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance	Award of contract to deliver Public Sector Decarbonisation Scheme (PSDS) works at Downderry Primary School
August 2021	Morton House works contract award	28/09/21 Executive Director for Housing, Regeneration & Environment	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Paul Bell, Cabinet Member for Housing & Planning	The report is to seek approval to award the works contract for the refurbishment works at Morton House, which is in Lewisham Central. The report will signed off by the Executive Director for Housing, Regeneration and Public Realm.
August 2021	Green and Resilient Spaces Fund Permission to Bid	28/09/21 Executive Director for Housing, Regeneration and Public Realm	Adam Platts and Councillor Pat Codd, Cabinet Member for Environment and Transport	A report seeking approval to bid, via an expression of interest, for £750k grant from the GLA Green and Resilient Spaces Fund. This is for improvements to Beckenham Place Park. We would add to our bid LB Lewisham match funding of c £1.1 million already approved by the council. This bid to the GLA was endorsed by the Regeneration and Capital Programme Board. The deadline for the Expression of interest bid to the GLA is 30 September 2021
August 2021	Statement of Council Accounts 2020-21	29/09/21 Council	Kathy Freeman, Executive Director for Corporate Resources and	To present to Council the External Auditor's (Grant Thornton) reports (Audit Findings and Value for Money) on the audit of the Council's 2020/21 Main

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	accounts (including Group accounts) and Pension Fund accounts and to obtain Members' approval of the Statement of Accounts for 2020/21 (including the Annual Governance Statement).
August 2021	Approval CRPL Business Plan for 2020 -2023	29/09/21 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing and Planning	This report introduces the Catford Regeneration Partnership Limited's Business Plan for 2020 – 2023. The Business Plan has been structured around delivery of the Corporate Plan 2019/22.
September 2021	Protocol for Aldermanic Appointments	29/09/21 Council	Kevin Flaherty, Head of Committee Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability	To agree a protocol for use by the Council when considering nominations of former Councillors and Mayors to honorary aldermanic positions
August 2021	Response to recommendations on the Waste Strategy by the Sustainable Development Select Committee	06/10/21 Mayor and Cabinet	Wendy Nicholas and Councillor Pat Codd, Cabinet Member for Environment and Transport	This report sets out the proposed response to recommendations on the Waste Strategy by the Sustainable Development Select Committee arising from the Committee's meeting on the 30 th June 2021
August 2021	Procurement of Housing Management System and implementation of a Customer Relationship Management System	06/10/21 Mayor and Cabinet	Jamie Parris, IT Procurement Specialist and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability	Report seeks approval to commence Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System. The contract includes implementation, data migration, deployment and project management costs.
August 2021	Broadway Theatre Principle Contractor award contract delegation of authority (Part 1 and 2)	6/10/21 Mayor and Cabinet	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet Member for Culture	A report seeking delegated authority approval to ED for awarding Principle Contractor for Broadway Theatre works
December 2020	Approval of a new Housing Allocations Scheme'	06/10/21 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell,	The Allocations Policy outlines the priorities by which social housing is allocated, and procedures to be followed in assessing housing need. This paper will ask Mayor and Cabinet to agree a public

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			Cabinet Member for Housing & Planning	consultation on proposed changes to the Housing Allocations Policy.
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	06/10/21 Mayor and Cabinet	Gavin Plaskitt, Programme Manager and Councillor Pat Codd, Cabinet Member for Environment and Transport	This report seeks the approval of Mayor & Cabinet to award a new five year concession contract for the operation of swimming and boating activities at Beckenham Place Park lake.
July 2021	Domestic Abuse and Violence against Women and Girls Strategy	06/10/21 Mayor and Cabinet	Emily Newell, Joint Commissioner 0-19 Health and Maternity and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Safer Communities	<p>This report seeks approval to launch a new Lewisham Domestic Abuse and Violence against Women and Girls Strategy 2021-26.</p> <p>Lewisham Council are launching a new five-year Domestic Abuse and Violence against Women and Girls (VAWG) Strategy, which sets out our partnership approach to ending domestic abuse and all forms of VAWG in Lewisham.</p> <p>The strategy aims to ensure that everyone living and working in Lewisham is able to contribute to making the borough a safer place for victims of abuse. It builds on our existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse, with clear priorities that can be embedded into strategic plans across partner agencies.</p> <p>The priorities of the strategy have been developed in partnership with a wide range of statutory, community and voluntary organisations across Lewisham. Council officers have undertaken a number of consultation exercises engaging with local survivors of domestic abuse and professionals working in local services, as well as a full public consultation on the draft strategy.</p> <p>We have built on our experience of what works in tackling domestic abuse and VAWG in Lewisham, and will continue to ensure our work is evidence-based and meaningful.</p>

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
August 2021	Approval to consult on the A21 Framework.	06/10/21 Mayor and Cabinet	David Syme and Councillor Paul Bell, Cabinet Member for Housing & Planning	To seek approval to consult on the A21 Framework. The Framework document will provide a vision and guidance for development opportunities and public realm improvements along the A21 corridor.
August 2021	Small Sites Supplementary Planning Document (SPD) Adoption	06/10/21 Mayor and Cabinet	David Syme and Councillor Paul Bell, Cabinet Member for Housing & Planning	To seek approval for the adoption of the Small Sites Supplementary Planning Document (SPD). A supplementary planning document (SPD) provides advice and guidance on the implementation of policies and proposals contained in Lewisham's Local Plan. This SPD gives proactive, detailed design guidance on small site development within the Lewisham Borough.
August 2021	Financial Monitoring 2021-22	06/10/21 Mayor and Cabinet	Selwyn Thompson and Councillor Amanda De Ryk, Cabinet Member for Finance & Resources	The quarterly financial monitoring report
August 2021	Deptford Neighbourhood Action (DNA) Neighbourhood Forum re-designation decision	06/10/21 Mayor and Cabinet	Emma Talbot, Director of Planning and Councillor Paul Bell, Cabinet Member for Housing & Planning	To decide whether the Council should re-designate the Deptford Neighbourhood Action Neighbourhood Forum following the re-designation consultation carried out by the council 18 March to the 6 May 2021.
August 2021	Treasury Management Mid-Year Review 2021/22'	06/10/21 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance & Resources	<p>The purpose is to set out the following:</p> <ul style="list-style-type: none"> - An economic update for the first half of the 2021/22 financial year; - A review of the Treasury Management Strategy; - An update on the Council's capital expenditure programme and prudential indicators; - A review of the Council's investment portfolio for 2021/22;

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
				<ul style="list-style-type: none"> - A review of the Council's borrowing strategy for 2021/22; and - A review of compliance with treasury and prudential limits for 2021/22
September 2021	Building Security and Related Services Award of Contract	06/10/2021 Mayor and Cabinet	Brian Colyer Head of Facilities Management and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	To seek approval from Mayor and Cabinet to award the Security and Related Services Contract for 1yr + 1
September 2021	Borough-Wide Selective Licensing of the private rented sector – approval to consult	06/10/2021 Mayor and Cabinet	Ella McCarthy Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member for Housing and Planning	To provide an update on the ongoing work to introduce a selective licensing scheme in the borough, and to request approval to proceed with a public consultation
August 2021	Permission to award principal contractor to carry out refurbishment works to Lewisham Town Hall	12/10/21 Executive Director for Housing, Regeneration & Public Realm	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	A report seeking approval from the Executive Director of Housing, Regeneration and Public Realm to undertake a procurement and to invite a minimum of 5 tenderers for a suitable principal contractor to carry out the refurbishment works to parts of Lewisham Old Town Hall – to make the necessary improvements to the building to facilitate the new Public Sector Hub
August 2021	Permission to award principal contractor to carry out refurbishment works to Brockley Rise Adult Learning Centre	12/10/21 Executive Director for Community Services	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Chris Barnham, Cabinet Member for Children's Services & School Performance	Permission to award principal contractor to carry out refurbishment works to Brockley Rise Adult Learning Centre
September 2021	Carers Information, Advice and Support Service - Request for Contract Extension	12/10/21	Corinne Moccarme Integrated Commissioning Team	To seek approval to extend the current carer information, advice and support contract between the Council and YVHSC for 12 months.

FORWARD PLAN – KEY DECISIONS				
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
		Executive Director for Community Services	and Cllr Chris Best, Cabinet Member for Health and Adult Social Care	
August 2021	New Parking Enforcement arrangements on Lewisham Homes and RB3 managed Housing Estates - outcome of Section 105 consultation	03/11/21 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Pat Codd, Cabinet Member for Environment and Transport	To report the outcome of public consultation on the proposed implementation of new parking enforcement arrangements on Lewisham Homes and Regenter B3 managed housing estates
August 2021	Leisure Management Arrangements	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture	The update promised in January including recommendation on the Bridge and reprovisioning of a swimming pool in the Sydenham / Bellingham area.
April 2021	GLA Affordable Housing Grant 2021-26	03/11/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning	On 10th November 2020, the Mayor of London wrote to all partners to confirm that a new funding prospectus had been launched. £4bn from 2021-2026 (completing by 3 March 2028). This grant will overlap for two years with the existing Building Council Homes for Londoners (BCH) Grant. In total both programmes need to deliver 82,000 new affordable homes, combined. This report outlines the Lewisham Bid that was submitted and seeks approval to take up any grant awarded.
July 2021	NCIL borough recommendations for funding	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Paul Bell, Cabinet Member for Housing & Planning	To agree the recommendations for funds of the borough-wide programme
July 2021	Lewisham Assemblies Programme - A Future Lewisham Approach	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure	This report is intended to summarise recent reviews of the operation and impact of Local Assemblies in the London Borough of Lewisham

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building	and to make recommendations for the future of a resident-led Assembly Programme that focuses on community development.
July 2021	Endorsement of the Lewisham Biodiversity Partnership's - A Natural renaissance for Lewisham (2021-26)	03/11/21 Mayor and Cabinet	Eszter Wainwright-Deri, Ecological Regeneration Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport	Together with the Lewisham Biodiversity Partnership an update on Lewisham's biodiversity action plan (2021-26) is proposed. Comments will be sought from the Sustainable Development Select Committee.
July 2021	Adults "Core" Substance Misuse Contract Award	03/11/21 Mayor and Cabinet	Iain McDiarmid and Councillor Chris Best, Cabinet Member for Health and Adult Social Care	To award Core Contract (Adults Substance Misuse Service) for a period of three years from April 2022 with an option to extend for a further one + one years
August 2021	Post consultation report recommending making of an Article 4 Direction, covering Deptford High Street and St Paul's Church CA	03/11/21 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning	This report describes the process of statutory publicity periods for an Article 4 Direction in Deptford High Street and St Paul's Church Conservation Area. No representations were received from building owners or occupiers and the Secretary of State for the Ministry of Housing, Communities and Local Government (MHGLC) raised no objections or issues with the making of the Direction. The report seeks confirmation of the Article 4 Direction which was made on 8 January 2021 and would come into force on 14 January 2022, if confirmed.
August 2021	Compulsory Purchase Order application for 2 – 30A Reginald Road	03/11/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning	The report is to seek permission to apply for a Compulsory Purchase Order for 2-30a Reginald Road
September 2021	Lewisham and Lee Green Low Traffic Neighbourhood:	03/11/21 Mayor and Cabinet	Louise McBride, Head of Highways and Transport	This report provides the results of the review of the Lewisham and Lee Green Low Traffic

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
	Consultation report and next steps		and Councillor Pat Codd, Cabinet Member for Environment & Transport	Neighbourhood (LTN), including the results of the public consultation. It gives recommendations in relation to the future of the scheme, having taken into account the Council's duties and responsibilities.
September 2021	Supported housing and floating support permissions to award contracts	03/11/21 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best	To request permission to award supported housing contracts which are out to tender now.
September 2021	Approval to Tender works to refurbish the former Catford Constitutional Club (Part 1 &2)	03/11/21 Mayor and Cabinet	Sandra Plummer, Senior Project Officer and Councillor Paul Bell Cabinet Member for Housing & Planning	To obtain approval to tender construction works to the building formally known as the Catford Constitutional Club. The building is owned and managed by the Council's company CRPL. The constitution requires that M&C are consulted on projects valued over £500K. Furthermore this report will advise M&C of officers recommendations to select a chosen bidder as the new tenant of the CCC following an open invitation process. On 14 July 2021 a report outlining the CRPL Business Case was provided to M&C that included CRPL's intention to seek a new operator for the building. The 3 November report will demonstrate the process undertaken to seek and evaluate bids from suitable organisations.
August 2021	Ladywell S105 Consultation and budget approval	03/11/21 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning	The S105 consultation, approval for budget and extension of the red line for the Ladywell re-development (ex-Ladywell Leisure Centre site).
September 2021	Shared Ownership Strategy	03/11/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing and Planning	AWAITED
September 2021	CRPL – Appointment of Directors	03/11/21 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell,	Appointment of two directors to replace Selwyn Thompson and Ralph Wilkinson

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			Cabinet Member for Housing and Planning	
August 2021	Broadway Theatre Principle Contractor award contract	15/11/21 Executive Director for Community Services	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet Member for Culture	A report asking for ED approval to award a contract for the Principle Contractor for Broadway Theatre works.
August 2021	Scheme of Polling Stations for 2022 Elections	24/11/21 Council	Jamie Baker, Head of Electoral Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees and Accountability	Lewisham will have new wards that come into effect in May 2022. Lewisham must implement a new polling scheme in December which will be used at the elections in May 2022 to elect new members for all 19 of the new wards. The constitution and electoral regulations require the new polling scheme to be approved by Full Council.
September 2021	CRPL – Appointment of Directors	24/11/21 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing and Planning	Consideration of a Mayor & Cabinet recommendation on the appointment of two directors
August 2021	Textiles contract award	08/12/21 Mayor and Cabinet	Luke Ellis, Support and Engagement Officer Strategic Waste and Environment and Councillor Pat Codd, Cabinet Member for Environment & Transport	This report outlines the process that has been followed to procure a new concession contract for the textiles collection bring bank service. The contract consists of a consortium of 6 inner-London boroughs, including Lewisham.
October 2019	Mayow Road Supported Living Service Parts 1 & 2	8/12/21 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health and Adult Social Care	This report seeks approval from Mayor & Cabinet to award the contract to deliver care and support services to 6 individuals at a new service at Mayow Road, Sydenham. The award follows a competitive tendering exercise using the Learning Disability Framework. The service is targeted at some of the most complex young people who are at risk of admission to hospital because of their behaviour.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
				They may currently be living at home where families are struggling or living in residential schools or high cost placements out of borough. This award represents an important new service in the borough and is a key strand in the work of the Council to support the most complex of people to have their own homes as part of the Learning Disability and/or autism Transformation Programme.
July 2021	Appointment of Principal Contractor for Broadway Theatre Refurbishment	08/12/21 Mayor and Cabinet	Claudia Lynch, Project Officer Capital Programme Delivery and Councillor Andre Bourne, Cabinet Member for Culture	A contingency listing in case the delegation to the Executive Director is not agreed.
August 2021	Financial Monitoring 2021-22	08/12/21 Mayor and Cabinet	Selwyn Thompson and Councillor Amanda De Ryk, Cabinet Member for Finance & Resources	The quarterly financial monitoring report
August 2021	Award of Contract for Day Services for Older Adults	08/12/21 Mayor and Cabinet	Heather Hughes, Joint Commissioning Lead Complex Care and Councillor Chris Best, Cabinet Member for Health and Adult Social Care	This report seeks approval to award a contract for day services for 30 older adults a day and to support the wider use of the Calabash Centre building by other groups in Lewisham to deliver the Council's wider health, social care, and community services agendas.
September 2021	Award of the School Minor Works Programme Consultant Contract	08/12/21 Mayor and Cabinet	Lemuel Dickie-Johnson Project Manager Capital Programme Delivery and Councillor Chris Barnham, Cabinet Member for Children's Services & School Performance	To facilitate Improvement works to school buildings

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
September 2021	London Borough of Lewisham Waste Strategy.	08/12/21 Mayor and Cabinet	Wendy Nicholas, Strategic Waste & Environment Manager, and Councillor Pat Codd, Cabinet Member for Environment and Transport	The report will provide the headline findings from the public consultation that was carried out during July- October and present the waste strategy 2022-2032. The waste strategy details how we plan to improve services, deal with challenges to reduce the impact of waste and make Lewisham a place people are proud of and love to live and work
July 2021	Mountsfield Park Café (design, build and operate) award for a new café at Mountsfield Park.	12/01/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Pat Codd, Cabinet Member for Environment and Transport	Approval for the tender (design, build and operate) award for a new café at Mountsfield Park
August 2021	Council Tax Base	12/01/22 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	Statutory consideration and agreement of a Council Tax Base prior to the Council Budget being agreed.
July 2021	Endorsement of the A21 Framework	12/01/22 Mayor and Cabinet	David Syme and Councillor Paul Bell, Cabinet Member for Housing & Planning	To seek endorsement of the A21 Framework. The Framework document will provide a vision and guidance for development opportunities and public realm improvements along the A21 corridor.
August 2021	Learning Disabilities Framework - Award of Contracts (& related contract extensions) for LDF2	12/01/22 Mayor and Cabinet	Joanne Lee, Joint Commissioner and Councillor Chris Best, Cabinet Member Health and Adult Social Care	This report seeks approval from Mayor & Cabinet to award contracts for 7 supported living services and 3 registered residential care services. And, approval of related contract extensions.
July 2021	Main Grants Programme 2022-25 recommendations for funding	02/02/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim	To get agreement on the organisations recommended for funding in the next round of the main grants programme

FORWARD PLAN – KEY DECISIONS				
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Summary of Report
			Powell, Cabinet member for Business & Community Wealth Building	
August 2021	Council Budget 2022-23	02/03/22 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	Annual Budget report on a date agreed with the Section 151 Officer

Agenda Item 4



Overview and Scrutiny Business Panel

Decisions made by Mayor and Cabinet

Date: 28 September 2021

Key decision: Yes

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive / Head of Committee Services

Outline and recommendations

Members are asked to consider decisions taken at a meeting of the Mayor and Cabinet held on 14 September 2021 in open session

1. Recommendation

To consider decisions taken by the Mayor and Cabinet on 14 September 2021, which will come in to force on 29 September 2021, unless called in by the Overview & Scrutiny Business Panel on 28 September 2021.

2. Background

2.1 The Mayor and Cabinet considered the following decision on 14 September 2021:

- i. NCIL ward proposals
- ii. Main Grants Programme 2022-25
- iii. Cockpit Arts Deptford Redevelopment (part 1)
- iv. Procurement of Lewisham Advocacy Hub
- v. Reginald Road Land Assembly (part 1)
- vi. Novation of Stock Transfer for Grove Park between L&Q and Phoenix
- vii. Adult Social Care service-wide review

2.2 The notice of the decisions in respect of this report is attached below.

2.3 Under the provisions of Standing Orders Part IV E 14, Members may call in an executive decision within 7 days. If this report is not called in, the decisions will come into force on 29 September 2021.



NOTICE OF DECISIONS MADE BY THE MAYOR & CABINET

The Mayor & Cabinet made the following decisions on September 14 2021. All recommendations shown were agreed by a 8-0 vote of voting members in physical attendance.

Decisions 1 to 7 will become effective on September 29 2021 unless called in by the Overview & Scrutiny Business Panel on September 28 2021.

1. Ward Based Neighbourhood Community Infrastructure Levy

Having considered an open officer report, and a presentation by for Housing & Planning, Councillor Paul Bell, the Mayor and Cabinet agreed that:

(1) a top up of the existing ward based funds be made by a further £1,188,483 collected through CIL receipts during the period of April 2018 – March 2020 bringing the available funding through the ward based funds to £2,931,270;

(2) there be the introduction of banded funded categories for each ward with an allocation of over £50,000;

(3) the additional priority addressing projects that aim to assist in Lewisham's Covid-19 recovery that will benefit Lewisham's communities at a local level be approved;

(4) the removal of the online longlisting phase of the original process and the extension of the delivery timetable from up to 12 months to up to 24 months be approved;

(5) support be given to potential bidders in the form of cost breakdowns for project types suggested through consultation undertaken to date

(6) the delivery of the bespoke package of support for applicants as set out in the report

2. Main Grants Programme 2022-25

Having considered an open officer report, and a presentation by the Cabinet Member for Business and Community Wealth Building, Councillor Kim Powell,

the Mayor and Cabinet agreed that:

(1) the following priorities and processes be approved for the main grants programme 2022-2025:

(2) the overarching priorities for the programme will be:

- a. An economically sound future, specifically:
- iii. Advice Services and
- iv. Enabling Digital Access for All
- b. A healthy and well future
- c. A future we all have a part in

(3) Four Community Fundraiser posts be funded, hosted by the VCS, with the following areas of focus:

- 1x FTE Community Fundraiser with a focus on equality and equity including ethnicity and disabilities as protected characteristics specifically impacted by Covid, but with an expectation that the hosting organisation should also look at addressing other protected characteristics as part of the brief, along with intersectionality
- 1x FTE Community Fundraiser with a focus on geographical cold spots in the borough/areas of high deprivation that do not have other sources of income such as NCIL
- .5 FTE Community Fundraiser with a focus on the arts
- .5 FTE Community Fundraiser with a focus on sports

(4) the Community Fundraiser funding be let earlier, through an Expression of Interest/Interview process, and awards granted by late November 2021;

(5) significant partnership grants for advice and social prescribing be retained, but with a more rigorous outcomes-based approach;

(6) partnership grants of £10,000 be established with clear, measurable and proportionate partnership outcomes;

(7) the approach to achieving equity in the Main Grants programme will be to focus grants on projects which benefit:

- communities most impacted by Covid
- people with protected characteristics – specifically age, ethnicity, disability, sexual orientation and gender reassignment, and
- seldom heard voices

(8) funding Black Asian and Minority Ethnic infrastructure support that is tied to and works alongside the Community Fundraiser with the focus of the support being capacity building focused on collaboration, enabling organisations to identify need, generate ideas for funding, and support to become sustainable;

(9) a separate grant programme for Arts and Culture organisations be run

aligned to London Borough of Culture with the following strategic themes:

- A healthy and well future
- A greener future
- A future we all have a part in

(10) the art and culture funding programme funds the following activities:

1. Funding a cultural anchor organisation to:
 - Provide sector leadership
 - Co-ordinate consortium funding bids
 - Support emerging artists
 - Nurture partnerships
2. Funding for organisations to address barriers to cultural participation focusing on:
 - Ethnic diversity
 - Disability
 - Economic disadvantage
 - Age (young people and older people)
3. One off funding to deliver projects around key themes:
 - Increasing participation
 - Addressing the climate emergency
 - Celebrating diversity
 - Promoting equality and fairness of opportunity
4. Address inequalities in the cultural workforce through
 - Bursary funding for emerging artists
 - Broadway Theatre associate artists
 - Employment and training programmes
 - Support for cultural and creative enterprise growth

3. Cockpit Arts Deptford Development.

Having considered an open and a confidential officer report, and a presentation by the Cabinet Member for Business and Community Wealth Building, Councillor Kim Powell, the Mayor and Cabinet agreed that the award be made of a grant aid agreement to Cockpit Arts for £2.3m capital funding for the [Cockpit Arts Deptford Development]– subject to the Council entering into grant agreements for the £1.3m Strategic Investment Pot (SIP) and the £1m Good Growth Fund (GGF) with Lambeth Council and Greater London Authority respectively.

4. Procurement of Lewisham Advocacy Hub

Having considered an open officer report, and a presentation by the Cabinet Member for Health and Adult Social Care, Councillor Chris Best, the Mayor and Cabinet agreed that approval be given for the procurement of a new Lewisham Advocacy Service for a period of 3 years with the option to

extend for up to a period of 2 years at an estimated value of £1,000,000 with an annual contract cost of £200k per annum.

5. Reginald Road Land Assembly

Having considered an open and a confidential officer report, and a presentation by the Cabinet Member for Housing & Planning, Councillor Paul Bell, the Mayor and Cabinet agreed that:

(1) the serving of Notices of Seeking Possession and taking possession proceedings, where necessary, in respect of tenants in 2 -30A Reginald Road be approved, noting the previous approval;

(2) the serving of Initial Demolition Notices on all remaining secure tenants within 2 – 30A Reginald Road be approved in order to suspend the requirement for the Council to complete right to buy applications for as long as the Notices remain in force – noting the previous approval;

(3) the serving of Final Demolition Notices on all remaining secure tenants within 2 – 30A Reginald Road be approved once the proposed demolition date is known, in order to render all existing right to buy applications ineffective and prevent any further right to buy applications being made– noting the previous approval;

(4) the required increase in the budget required to achieve vacant possession of 2-30A Reginald Road as set out in the Part 2 report;

(5) the remaining drawdown of the previously agreed Right to Buy contribution be approved as set out in the closed report;

6. Novation of Stock Transfer for Grove Park Between L&Q and Phoenix

Having considered an open officer report, and a presentation by the Cabinet Member for Housing & Planning, Councillor Paul Bell, the Mayor and Cabinet agreed that:

(1) authority be delegated to the Executive Director for Children & Young People, in consultation with the Executive Member for Housing, to consider the results of the consultation with residents once this is publicly available and to decide whether or not the transfer of the properties in the Grove Park Stock Transfer Agreement between L&Q and Phoenix Community Housing should proceed;

(2) authority be delegated to the Executive Director for Children & Young People, in consultation with the Director of Law, Corporate Governance & Elections, to agree and enter into all legal documentation in connection with the transfer including any variations to the Transfer Agreement

7. Transforming and Modernising Adult Social Care

Having considered an open officer report, a referral from a Select Committee, a response to that referral and presentations by the Cabinet Member for Health and Adult Social Care, Councillor Chris Best, and the Chair of the Healthier Communities Select Committee, Councillor John Muldoon, the Mayor and Cabinet agreed that:

(1) Phase 2 of the modernisation of Adult Social Care, appointing Newton Europe Limited to help deliver transformational changes, be supported

(2) the procurement of Phase 2 services (Design and Implementation) via an award of contract using the CCS Management Consultancy Framework Three agreement (RM3745, Lot 7) be approved at an estimated value of £4.5m;

(3) the award of contract to Newton Europe Limited be approved;

(4) authority be delegated to the Executive Director for Community Services (on advice from the Director of Law, Governance and Elections) to take the decision about the detailed terms of the award of contract;

(5) the referral from the Healthier Communities Select Committee be received; and

(6) the response to the referral be reported to the Healthier Communities Select Committee.

Kim Wright
Chief Executive,
Lewisham Town Hall,
Catford SE6 4RU
September 15 2021



Overview and Scrutiny Business Panel

Transforming and Modernising Adult Social Care Update on Review: Phase 2 (Design and Implementation)

Date: 28 September 2021

Key decision: Yes

Class: Part 1

Ward(s) affected: All wards

Contributors: Tom Brown, Executive Director Community Services

Outline and recommendations

The purpose of the attached paper is to provide Overview and Scrutiny Business Panel with an update on the council's *Adult Social Care Review* and the ongoing work to transform and modernise the service. This follows the completion of the service-wide Diagnostic by Newton Europe in June 2021.

It also provides for scrutiny on the report to Mayor & Cabinet on 14 September 2021. This sought their approval to make an award of contract to Newton Europe Limited for resource capacity to support the Design and Implementation phase of the ASC Review. This second phase will transform ways of working and service configurations based upon quantified opportunities from the Diagnostic, alongside the transfer of sustainable skills and knowledge to council staff.

Members of Overview and Scrutiny Business Panel are recommended to note the report.

Timeline of engagement and decision-making

26 February 2020	Budget report to Council
11 November 2020	Round 1 Cuts proposals report to HCSC
3 December 2020	Round 1 Cuts proposals report to PAC and request from PAC for a review of expenditure in ASC as part of the 2021/22 budget setting process.
18 January 2021	Approval to procure for Diagnostic phase of ASC Review through a mini-competition using the Crown Commercial Services (CCS) framework agreement MCF2 RM3745 Lot 5.
25 February 2021	Report to HCSC on proposed approach to ASC Review.
8 April 2021	Contract awarded to Newton Europe to provide additional transformation resource capacity and capability for Diagnostic phase of ASC Review.
April-June 2021	Diagnostic phase of ASC Review.
3 September 2021	CCS framework agreement MCF2 RM3745 Lot 5 expires and is replaced by MCF3 RM6187 Lot 7.
6 September 2021	All Member Briefing on the ASC Review.
8 September 2021	Pre-decision scrutiny report to HCSC on ASC Review.
14 September 2021	Report to M&C with recommendation that the Design and Implementation (phase 2) of the ASC Review be supported through the award of contract to Newton Europe Limited.
23 November 2021	Report to PASC on the ASC Review
28 November 2021	Report to Overview and Scrutiny Business Panel

1. Summary

- 1.1 The review of Adult Social Care was requested by the Public Accounts Select Committee on 3rd December 2020 in response to the budget cuts proposals.
- 1.2 Following a mini-competition under Crown Commercial Services MCF2 RM3745, a contract was awarded to Newton Europe to undertake a service-wide diagnostic, which commenced in April 2021 and concluded in June 2021. A summary of findings from this diagnostic are included in this report.
- 1.3 Approval from Mayor and Cabinet was sought on 14 September 2021 to proceed to the Design and Implementation phase of the review. This phase will include new ways of working, the transformation and reconfiguration of services and the transfer of sustainable skills and knowledge to our staff. These changes will be based upon quantified opportunities identified during the diagnostic and will maintain good outcomes for our residents.
- 1.4 The report to Mayor and Cabinet on 14 September 2021 also sought to procure additional resource from Newton Europe Limited via an award of contract, to provide the necessary capacity and capability to deliver strategic transformation on this scale.
- 1.5 A report providing the same information as put before Mayor and Cabinet on 14

September 2021, was presented to the Healthier Communities Select Committee on 8 September 2021 for pre-decision scrutiny. The committee resolved to refer its views to Mayor and Cabinet in the following terms:

“The committee notes the ambitious proposals for the design and implementation phase of the adult social care review. The committee requests the provision of regular progress updates with evidence of outcomes and improvements. The committee also requests assessments of the impact of changes on residents receiving a service as well as staff.”

- 1.6 An officer response to the referral from Healthier Communities Select Committee was considered by Mayor and Cabinet on 14 September 2021 and it was agreed that this response to the referral be reported back to the Healthier Communities Select Committee on 2 November 2021.
- 1.7 A report to Public Accounts Select Committee on 23 September 2021 provided the same information as was put before Mayor and Cabinet on 14 September 2021.
- 1.8 This report to Overview and Scrutiny Business Panel also provides the same information as was put before Mayor and Cabinet on 14 September 2021.

2. Recommendations

- 2.1 Having considered an open officer report, a referral from a Select Committee, a response to that referral and presentations by the Cabinet Member for Health and Adult Social Care, Councillor Chris Best, and the Chair of the Healthier Communities Select Committee, Councillor John Muldoon, the Mayor and Cabinet on 14 September 2021, agreed that:
 - a. Phase 2 of the modernisation of Adult Social Care, appointing Newton Europe Limited to help deliver transformational changes, be supported;
 - b. the procurement of Phase 2 services (Design and Implementation) via an award of contract using the CCS Management Consultancy Framework Three agreement (RM3745, Lot 7) be approved at an estimated value of £4.5m;
 - c. the award of contract to Newton Europe Limited be approved;
 - d. authority be delegated to the Executive Director for Community Services (on advice from the Director of Law, Governance and Elections) to take the decision about the detailed terms of the award of contract;
 - e. the referral from the Healthier Communities Select Committee be received; and
 - f. the response to the referral be reported to the Healthier Communities Select Committee.
- 2.2 Overview and Scrutiny Business Panel is recommended to note the decisions made by Mayor and Cabinet on 14 September 2021 as set out in paragraph 2.1.

3. Policy context

- 3.1 The contents of this report are aligned to the Council's policy framework as well as wider health and care system transformation, as follows:
 - **Corporate Strategy**, specifically Priority 5 'Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.'
 - **Medium Term Financial Strategy (MTFS)** and the requirement to deliver £40m of budget savings across the council up to 2023/24, with more than £7m in 2021/22

for an 'Adult Social Care cost reduction and service improvement programme'.

- **Joint Health and Wellbeing Strategy** and the key focus on quality of life, quality of health care and support, and sustainability.
- **Future Lewisham** and the strategic COVID recovery theme of 'A healthy and well future', including the wider determinants of health and reducing health inequalities.
- **Future Working** and the active role staff are playing in our borough's COVID recovery, in a workplace where staff are empowered to succeed and the best ideas and innovations thrive.
- **Lewisham System Recovery Plan** and the 'build back better' priorities identified by the Lewisham Health and Care Partnership.
- **Our Healthier South East London** (Integrated Care System) priority of 'Improving health and care together' across the partnership.

3.2 Following a request from Public Accounts Committee for a review of expenditure in ASC (see para 17.2) and as part of the 2021/22 budget setting process, a piece of work was commissioned through a competitive tender process to support the service in reviewing ways of working and use of resources. Newton Europe were successful in securing the contract for this "diagnostic" and they began this work in April 2021.

4. Service modernisation and transformation

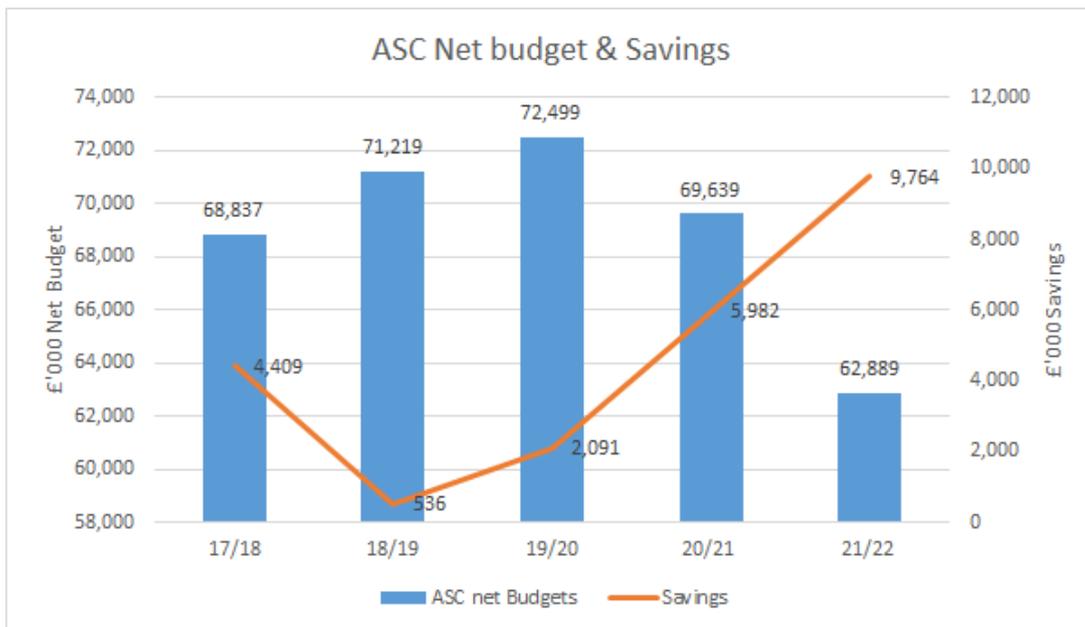
- 4.1 The aim of Adult Social Care is to help ensure that some of the most vulnerable residents in the borough are empowered and enabled to have as much control as possible over their lives and to live as independently as possible. This needs to happen in the context both of personalisation and choice and also limited resources. Thus we need to ensure that we use our resources effectively to help achieve this aim of promoting independence.
- 4.2 The current service-wide review of Adult Social Care is focused on modernising the service, identifying and harnessing opportunities for genuine transformation, and sustainably developing the workforce so that they have the confidence, skills and mindset to make a positive change to their ways of working. There is no intention to reduce the council workforce as a result of the implementation of these proposals and part of the plan is to explore investing in a new "Progression Service" to better support people with Learning Disabilities to be more independent. The approach adopted has been discussed with representatives from Unison and Unite, the proposal explained and there will be opportunities for staff in ASC to extend their skills and be more effective in their roles. This in turn will benefit our residents through the delivery of more personalised and responsive services to maintain their independence for as long as possible.
- 4.3 The ambitions of this review build upon a solid foundation of service improvement activity that is already underway in Adult Social Care to improve these outcomes for residents, as well as reducing cost pressures. The review is working in alignment with this existing work, complementing rather than duplicating, and providing the necessary resource to expedite the essential modernisation process.
- 4.4 Progress has already been achieved by implementing an approach developed through the Care and Health Improvement Programme (CHIP) from the Local Government Association (LGA) and the Association of Directors of Adult Social Care (ADASS). This approach uses a methodology that evaluates our use of resources by identifying areas for further exploration, where spend and/or performance is significantly different to regional or national benchmarking data.
- 4.5 Areas identified for improvement have focused on better demand management at the

community front door, by supporting people to find appropriate and alternative options that will support them to remain independent. This has included the use of social prescribing, the use of technology and equipment, and improved access to information and advice on what is available within the community.

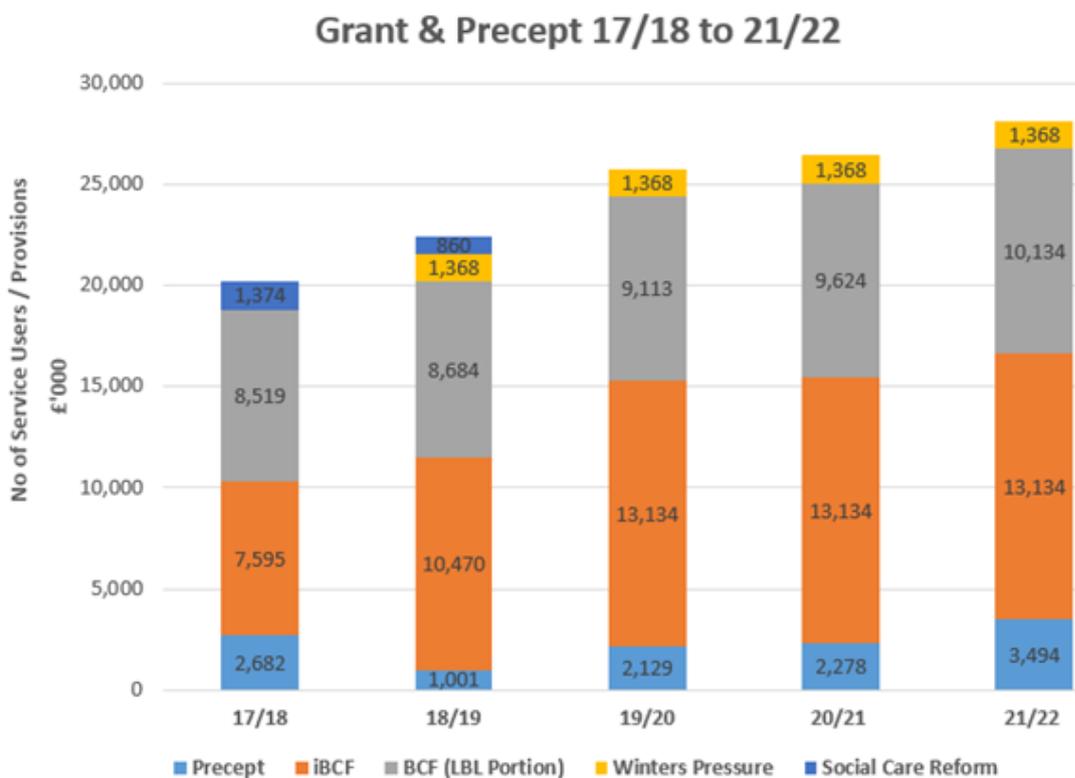
- 4.6 The impact of the work to date is evidenced in the 30% reduction of contacts per month that require a referral for a Care Act assessment, with average numbers decreasing in Q1 of 2021/22 from 627 to 425. The improved use of technology to support service users, has also helped to increase the number of people that do not receive any ongoing longer term care by 3% on 2019/20 figures, so that it now equates to 27% of our client total.
- 4.7 Our In-House Enablement service has also been essential to helping us manage demand and reduce or delay the need for longer term care, by helping people recover from acute episodes and regain their skills and confidence to become more independent. The focus has been on promoting and sustaining independence at all stages of support and recovery. There has been a service review undertaken that identified areas for improvement. This has increased productivity and has strengthened the interface with Occupational Therapists thereby ensuring Enablement programmes are proportionate and improve outcomes and goals to achieve independence. Digital solutions such as telecare as well as the use of equipment and adaptations further complement our approach. As a sign of this success, over three-quarters (76%) of people starting a programme of Enablement in 2020/21 successfully completed it, of which two-thirds (66%) did not need ongoing longer term care.
- 4.8 Improvement work is also underway in services for young people who have a disability and/or a learning disability and are preparing for adulthood. A Transitions team has been established and a strategy is in place to develop local opportunities that promote independence, provide access to employment pathways and supported living arrangements that are more person centred and cost effective.
- 4.9 Underpinning all of this positive change is the ongoing commitment to the development of our workforce and the investment in, and empowerment of our staff. The Principal Social Worker, Advanced Practitioners for social work and Occupational Therapy work closely with Learning and Development (L&D) that is situated within this service to promote best practice in accordance with statutory requirements and compliance with Care Quality Commission for those services registered such as Enablement and Shared lives.
- 4.10 The provision of an L&D function within the service is an acknowledgement of the critical role that our staff have to play in achieving our strategic transformation objectives and ensuring that any culture changes are sustainable. This priority remains at the centre of the review, with sustainable skills and knowledge transfer to staff a key feature throughout.
- 4.11 Corporate systems and processes have also been the focus of current improvement activity, in particular the ability to accurately report and monitor performance and finance in a meaningful and timely way, including the alignment of key data sets. Previous cuts to corporate functions (e.g. dedicated performance team for Community Services) have reduced opportunities for real-time data management by frontline teams. Whilst progress has been made to address this with the roll-out of Controcc, there is an urgency to increase the pace of this. As such, the review will provide additional tools to highlight and prioritise areas of concern, reconciling performance and finance and increasing the accountability of budget holders for their spend. It will also provide the insight into which transformational activities are realising the greatest benefits.
- 4.12 Whilst key drivers for service transformation have focused on outcomes for residents and opportunities for staff, there is also a pressing need to address increasing cost pressures against reduced service budgets.
- 4.13 Lewisham faces increasing spend on adult services, with an outturn in Community

Services that has increased by approximately 5.8% (£10m) over the last 3 years. Equally, Adult Social Care continues to respond to budgetary pressures and has made savings of more than £22.5m over the last 5 years.

- 4.14 Adult Social Care projected overspend is currently £5.4m for general fund services. This compares to a £2.5m underspend in 2021/22. The overall overspend is £11.2m, where £5.8m of these costs are attributable to COVID-19 activity. The general fund services overspend takes into account £10m savings that is anticipated on being delivered.
- 4.15 The gross budget for ASC in 2021/22 is £116.3m (the value of the proposed contract equates to 3.87% of the gross budget for ASC in 2021/22). Gross budgeted spend reflects all planned spend on staffing, providers etc. Gross budgeted income includes grant income (BCF, iBCF, winter pressures, ILF), health income, precept, client contributions. The balance is the net budget which is expenditure that is funded by councils general fund.
- 4.16 As well as immediate COVID related activity, budgetary pressures continue to increase, driven by both population growth and increasing complexity of need that increased the spend per individual receiving support.
- 4.17 Currently, approximately 80% of Adult Social Care spend is within the independent care sector. The Council requirement (since 2018) that all contractors pay the London Living Wage (LLW) along with the adoption of the Unison Ethical Care Charter for Home Care, have both impacted Adult Social Care commissioning and contract spend, resulting in annual cost pressures of £3.5m.
- 4.18 The Council is seeing increases in demand for community based services as they are being discharged from hospital. Furthermore, the number of placements in residential care has increased and this pattern is expected to continue into 2022/23. These costs were supported by the COVID-19 Grant as well as national NHS funding for discharges. Whilst pressures for 2020/21 were managed, there is a risk that the Council will face increased costs and demands in 2021/22 without the funding support it received last year. Higher levels of care from discharged clients, increased use of 24 hour care at home, and increased use of double-handed care are just a few cost drivers that the service have seen an increase in.
- 4.19 It should also be noted that every year Adult Social Care sees a demographic cost pressure of approximately £1m absorbed without additional investment as young people with complex needs transition from Children and Young People into ASC. This is a long term pressure that is reflected nationally and is consistent with the increased cost pressures experienced in SEND over recent years.



Description	16/17 to 17/18	17/18 to 18/19	18/19 to 19/20	19/20 to 20/21	20/21 to 21/22
% Change net Budget	-2%	3%	2%	-4%	-10%
% Change in savings	59%	-88%	290%	186%	71%



4.20 The chart above illustrates the short-term funding of Adult Social Care. Government has promised proposals on reform of the funding for Adult Social Care later in 2021. It is expected that this will also propose further integration with the NHS.

- 4.21 Since the introduction of the Adult Social Care precept in 2016/17, this element in the Council Tax has been raised each year with an increase of 10% over a 5 year period. It currently stands at 13% for 2021/22, which equates to over £14m in cash terms. These increases are detailed in the following table:

Year	2016/17	2017/18	2018/19	2019/20	2020/21
ASC precept increase	2%	2%	1%	3%	2%

- 4.22 ASC expenditure for 2019/20 from the *Use of Resources* report by the Local Government Association, allows for benchmarking between Lewisham and some of our neighbours that are also paying the London Living Wage. Data analysis highlights that the expenditure on short term care for adults of both 18-64 and 65+ years, benchmarks lower in Lewisham (though this is distorted in that it does not include Better Care Fund investment). However, expenditure on long term care in Lewisham benchmarks higher overall (18+ years) than some and especially for those aged 18-64 years, as seen in the table below:

Borough	Spend on ASC per person 18+	Spend on long term care per person 18+	Spend on short term care per person 18+ (Note this does not include funding via BCF)	Spend on long term care per person 18-64	Spend on long term care per person 65+	None age specific nor classified as short or long term
Lewisham	451	356	2.82	225.3	1296	92
Borough A	469	385	9.29	242.51	1274	75
Borough B	412	345	6.71	214.11	1478	59
Borough C	376	272	7.06	181.5	1029	97
Borough D	447	328	3.67	134.17	1548	115

- 4.23 It should be noted that there are also some demographic differences that impact on some of the variance in expenditure, for example the higher level of Adults with Learning Disabilities residing in Lewisham.
- 4.24 Most savings delivered over the last 4 years have been made as a result of a focus on demand management and by using a “strengths based approach.” This approach helps build upon individual, network and community assets, thus reducing the need for statutory interventions or resources. As can be seen in the bar-chart above, despite demographic growth, the numbers of people needing services has broadly remained the same at just over 3000 people at any one time.
- 4.25 For example there are approximately 1,800 contacts received at the community referral Gateway. Of these 90% are resolved at the initial point of contact by providing information and advice or by maximising informal care, access to benefits, social

prescribing and suitable community activities. Equally though, we are an outlier in terms of the numbers of people contacting the Council for support and this unusually high level of contacts to the Gateway is evidence of a pressing need to better equip our residents to self-serve going forward - for example through improved information and advice available on our website.

- 4.26 The sustained impacts of COVID on our most vulnerable residents have placed new and unprecedented cost pressures on the delivery of Adult Social Care services in Lewisham.
- 4.27 There has been a 10% increase in people needing 1:1 support following hospital discharge on a year by year comparison. Often we can reduce this support in the weeks following admission into a care home, but due to the increased levels of acuity and the pressure that care homes are facing with more people having higher level of need, these 1:1's are remaining in place far longer.
- 4.28 There has been a greater level of demand experienced in helping people to be discharged earlier from acute hospitals in line with the Discharge to Assess (D2A) principles. This earlier transfer has increased the levels of expenditure and heightened the number of individuals requiring longer term care and increases to care package of domiciliary care support. In March 2020, when D2A was fully implemented to support the COVID epidemic, we were providing 13,196 hours per week in domiciliary care. We are now providing 15,524 hours per week, an increase of 2,328 hours per week.
- 4.29 Such increases to domiciliary care hours following the outbreak of COVID are being reflected similarly across London and elsewhere, with ADASS currently seeking to quantify these sustained pressures across the country.
- 4.30 Increased demand on services is compounded by the challenges faced in Lewisham, London-wide and nationally to recruit appropriately skilled staff for frontline roles. This has been exacerbated by Brexit and Covid-19 pressures. This shortage is driving up costs of service delivery.
- 4.31 The journey to modernise Adult Social Care is well underway with tangible benefits for our residents, staff and the council. This review will help to expedite this essential service transformation, realising further opportunities and savings in the process.
- 4.32 This programme is being delivered in parallel to the organisation's approach to transformation, performance and data being established alongside the development of our organisational development strategy through the new Insight, Transformation & Organisational Development service.
- 4.33 The new Insight, Transformation & OD team will play a key role in ensuring the transformational and OD aims and approach of the wider organisation are delivered in ASC through this work, as well as establishing a two-way relationship where our corporate practices and approach can be informed by the work Newton Europe is delivering, ensuring both alignment as well as a wider learning & development piece that can be applied to services across the organisation through the new team.

5. Approach and scope

- 5.1 Key to the review is to have access to a good analysis of the data behind Adult Social Care activity and cost drivers in order to inform the service planning, modernisation and transformation process. New tools (e.g. Controcc) are in place but ASC staff need to be supported in using these and making the appropriate connections between performance and finance data at a client-level. This will complete the feedback loop, evidencing what is working on the frontline and ensure that we provide more

personalised care that is both cost-effective and delivers the best outcomes for residents, within available resources.

- 5.2 Capability to make this step-change is not currently available internally, though the new Strategic Transformation, Organisational Development and Insights team is being resourced to provide this type of support in the near future. The transfer of skills and capability from Newton Europe to this team will help support future developments across the Council.
- 5.3 As such, the service-wide review of Adult Social Care has been set-up and deliberately split into two phases to help expedite the desired direction of travel:
 - **Phase 1** – Diagnostic
 - **Phase 2** – Design and Implementation
- 5.4 The rationale for this approach was in order to help us get insight into where the opportunities might be for further service improvements, accelerating the modernisation of the service that is already underway and transform our ways of working to deliver further efficiencies and savings.
- 5.5 This phased approach also allowed for the start of the review to be expedited and provided a pause after Phase 1 to assess how best to deliver the findings and recommendations of the Diagnostic.
- 5.6 Newton Europe were appointed following a mini-competition under a Framework Agreement (see para 18.1 in 'Glossary') and their Phase 1 Diagnostic was completed in June 2021. Their work in Phase 1 aimed to improve outcomes for staff and residents as well as addressing the budget challenge.
- 5.7 Newton Europe have a history of over fifteen years working in local government including Adult Social Care, and Children's Services (including the transition to Adult), as well as working across health and social care systems. They are operational improvement experts who have worked with 40+ health and care systems, working alongside front line teams to deliver innovation and improvement. Their clients include Department of Health, Local Government Association, NHS England, ADASS, SOLACE, the Royal Borough of Greenwich and Hammersmith & Fulham.
- 5.8 Looking forwards towards Phase 2, although consideration was given to an in-house programme, the complexity and challenge of delivering the required transformational change at the pace and scale required cannot be met by existing in-house capacity and capability alone. Thus the preferred approach is to procure an external delivery partner. Newton Europe have expertise, skills, capacity and significant experience in supporting corporate change and transformation. Whilst Newton's work with some other councils has been about the need to reduce overspends in ASC, the focus in Lewisham is driven by the transformation agenda and the desire to both accelerate and deepen transformation opportunities.
- 5.9 The scope of Phase 2 will require the following activities:
 - Supplier and key stakeholders to co-design new service delivery solutions that will accelerate the modernisation of the service and deliver the financial opportunities identified in the Phase 1 Diagnostic.
 - Pilot these solutions, whilst measuring the impact of improvements and continue to refine these alongside key stakeholders.
 - Fast-track implementation of preferred solutions in accordance with agreed timescales.
 - Ensure that all service changes are sustainable and resultant benefits (both financial and outcomes-based) are fully maximised and realised.
 - Identify and support the ongoing organisational culture changes required to

underpin the successful delivery of these service changes or new ways of working.

- Continuously develop and invest in our staff through appropriate skills transfer.

5.10 Further details on the the findings and recommendations of the Phase 1 Diagnostic and design and implementation requirements for Phase 2 are set out in the following sections of this report.

6. Phase 1 (Diagnostic)

6.1 The methodology that Newton Europe adopted was very much based on working with front line staff and using real cases to help explore opportunities for both service improvements and better use of resources. Alongside these workshops they also used data from our systems and data they have gathered from work they have done in other Local Authorities (including a very recent piece of work undertaken with the Royal Borough of Greenwich).

6.2 Despite some initial scepticism, staff have positively engaged in working with Newton Europe. 119 staff members from 12 different teams have participated in workshops that looked at 123 cases to identify opportunities for doing things differently. The workshops indicated that staff feel that only around 42% of residents were getting their ideal outcome following the interventions from ASC. Newton Europe advised that these figures are very similar to other LA's where they have offered support.

6.3 The reasons for these less than ideal outcomes are mainly based on:

- Pressures with decision making (including individuals feeling personally responsible and thus being overly risk-averse).
- Service constraints which have led to “over provision”.

6.4 The Diagnostic identified that through some different approaches to working by staff, there is a real opportunity to build on the “strengths based approach” activity already underway and create greater levels of independence for residents, while at the same time reducing expenditure on long term care costs. For example:

- i. **Decision-making** – 28% of Lewisham residents could live more independently with:
 - Improved access to Multi-Disciplinary Teams and partnership working
 - More time with residents through reducing paperwork
 - A greater knowledge of and easier access to community based services that are applicable to Care Act needs (e.g. more effective use of universal services and the voluntary sector).
- ii. **Services and providers** – 27% of Lewisham residents could live more independently with improved:
 - Access to reablement
 - Access to progression support for Adults with Learning Disabilities
 - Use of Assistive Technology
 - Provider engagement and support
- iii. **Culture** – sustainable change will require a cultural shift across the organisation:
 - Empowering staff to design and implement changes
 - Ensuring staff feel valued when collaborating
 - Building confidence using data
- iv. **Digital** – digital support will be critical to the improvement process, ensuring:
 - Operation metrics are meaningful to staff, shared on digital dashboards with automated prioritisation of issues.
 - Operational metrics will be bridged to outturn to track the in-week impact of improvements, including which projects are having the greatest

impact.

- Digital tools will support reconciliation and allow for forecasting and monitoring budget impact in a data-driven way.
- Managers can be held more accountable for their spend against budget by linking this spend directly to operational metrics.

6.5 The savings opportunity identified by the Diagnostic is in the range of £8.3m-£11.5m and these savings will see a realigned base budget going forward (£6.9m savings have already been taken from the 2021/22 budget). They will be realised incrementally as new ways of working are embedded, staff are upskilled, service changes implemented and individual cases are reviewed or reassessed and less restrictive care and support is put in place.

Area	Summary of Opportunity	Lower Bound	Upper Bound
Decision Making OA	<ul style="list-style-type: none"> • Better decision making at reviews and assessments to ensure settings and packages of care accurately reflect tierings and level of need • <i>Target reduced areas of spend: OA Residential, Nursing, Home care</i> 	£1.6	£1.9m
Decision Making AWLD	<ul style="list-style-type: none"> • Supporting more young adults in a more independent setting outside of Residential care and supported living by identifying and supporting people to move settings • <i>Target reduced areas of spend: AWLD/Transitions Residential care & Supported Living</i> 	£2.5	£3.7m
Enablement (Volume & Effectiveness)	<ul style="list-style-type: none"> • Goals driven independence support for those in the community and being discharged from acutes settings to enable long term independence • <i>Target reduced areas of spend: OA Home care</i> 	£3.6	£4.3m
Progression	<ul style="list-style-type: none"> • Better matching support to needs using a strength based approach focusing on independence and by reducing the need for formal support over time • <i>Target reduced areas of spend: AWLD/Transitions Home Care & Supported Living</i> 	£0.6	£1.4m
		£8.3m	£11.5m

6.6 Newton Europe are adding some short term capacity and skills to help Lewisham to deliver against the ambitious goals that it has set for itself and its residents and to enable sustainable change going forward. They will help us move forward at a faster and more confident pace, extending what is achievable. Skills and knowledge transfer to our staff both within the service and more broadly (e.g. the Strategic Transformation, Organisational Development and Insights team) are key elements of this work. By the end of the 9 month contract period the council can continue the new ways of working and strategic transformation activity can be taken forward by in-house staff across the wider organisation. As such, this is a long-term investment on the part of the council.

7. Phase 2 (Design and Implementation)

7.1 Phase 2 will comprise an ambitious change programme spanning 9 months, that is looking to improve the outcomes for our residents whilst delivering a significant financial benefit, year-on-year. Further, the benefits from this transformation will support and enable broader transformation across health and care in the borough.

7.2 Based upon the output of the Diagnostic the following **six workstreams** are recommended as the basis for Phase 2:

Decision-making

- Reducing time pressures
- Focus on accountability
- Improving links to the community sector
- Improving support through Assistive Technology

- Working with acute & community NHS partners
- Working with providers
- Interface with SLaM

Learning Disabilities moving on

- Identifying and moving individuals (including transitions) into more ideal settings
- Supporting the recruitment of Shared Lives placements

Enablement

- Build on the achievements of the In-House service in order to further increase the number of people who benefit from enablement
- Increasing the capacity of the service by more effective deployment of this resource
- Increasing the effectiveness of those who benefit from enablement

Progression

- Setting up a progression team
- Supporting individuals (including transitions) to progress to more independent settings

Change and culture

- Engaging and shifting the culture of our teams through well being surveys, comms etc.
- Supporting and training staff to review performance measures
- Skills development and knowledge transfer

Digital and finance

- Creating the visibility of the performance
- Supporting each of the workstreams in their digital requirements
- Determining the financial impact of each workstream and measuring delivery

- 7.3 Phase 2 will include all necessary activity to co-design, test, implement and sustain new ways of working and solutions to deliver the benefits identified during Phase 1. This will require substantial transformation, including extensive change in our culture and practice, new operational processes and ways of working and developing our digital infrastructure and toolkit to support practitioners. To deliver this, we are seeking to enter into another contract with Newton Europe.
- 7.4 This contract will see Newton support us to deliver the benefits identified in Phase 1 on a fixed fee model where this fee is fully contingent against the cash benefit delivered. This cash benefit is only considered 'delivered' when it has been agreed, through an extensive and rigorous benefits tracking approach. This means Newton will be incentivised to work with us and see the benefits come through.
- 7.5 As well as delivering the benefits identified, the contract with Newton will involve in-depth work to measure and ensure benefits are being realised, a comprehensive set of activities to transfer knowledge from Newton and build the skills of our teams, as well as support through governance, structure, advice and guidance for other initiatives outside of the direct scope. The contract will be designed to maximise the value the Borough realises.
- 7.6 The approach seeks to both better skill up and equip our staff to help ensure that people receive the optimal support at the right time. Newton will not be undertaking social work roles, rather supporting staff to improve ways of delivery (for example by analytical support that can help better identify opportunities and alternative support) or helping professional teams undertake their own problem solving.
- 7.7 Phase 2 will comprise the following three stages over a nine month period, aligned to the workstreams identified in paragraph 7.2:

2021			2022					
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Design & Testing			Implementation & Sustainability					Health Checks

Design and Testing (3mths)

- 7.8 Following on from Phase 1, Newton will work hand-in-hand with our teams and relevant partners to jointly co-design solutions.
- 7.9 Newton will ensure that our teams are heavily involved in the design process and that staff who are instrumental in building the solutions will become the trainers and champions of the new ways of working.
- 7.10 The programme will also incorporate the 'user voice' into these design activities to ensure that services are accessible, fit for purpose and meet residents' needs.
- 7.11 Proposed service designs will be developed and tested with frontline practitioners in a live, but lower-risk environment, working with a controlled cohort of users.
- 7.12 Solutions will be rapidly iterated to ensure that they work, that they achieve the desired behavioural change, and deliver the target benefits.
- 7.13 Results from the Design stage will be closely monitored, and an improvement cycle will be put in place which will clearly highlight the attributes of the designed model which are working, and those which need refinement.
- 7.14 The output from the Design stage will be a set of solutions (new ways of working, structures, processes, systems changes etc.) which deliver the necessary operational and behavioural change and are ready to be shared across all impacted teams.
- 7.15 By the end of the Design and Testing stage, there will be a cohort of staff who have made meaningful contributions to the design process and are ready to act as advocates in leading the change across the wider Directorate.
- 7.16 There will be a strong evidence base that gives confidence that the solutions, once implemented, will deliver the expected benefits. There will be a clear plan to implement these solutions, including an in-depth communication and engagement plan, which will ensure wider colleagues are successfully managed through a change journey.

Implementation and Sustainability (5mths)

- 7.17 Following on from the Design stage, solutions will be shared with all impacted teams from across the organisation. Whilst it is crucial to sustainability that the change be led by our own staff, Newton will continue to work hand-in-hand with them throughout implementation.
- 7.18 Newton will manage us through this complex behavioural change programme, with staff engagement and feedback measured throughout, allowing us to refine our approach as needed. Adoption of the new ways of working will be actively tracked and changes will be 'hard wired' wherever possible, making them difficult to be lost.
- 7.19 Rigorous and robust improvement cycles will be put in place to ensure confidence that the changes to ways of working are delivering the expected benefits, both financially and in terms of service user outcomes.
- 7.20 Results must be maintained or improved with minimal Newton input for a period of time, to give everyone confidence that performance will be sustainable. This period gives both ourselves and Newton an opportunity to observe how new ways of working will embed as part of 'BAU', and which areas need more work to ensure sustainability.

It is only following this period that results are considered 'signed off' and agreed.

- 7.21 The processes and governance needed to continually monitor the progress of Implementation and Sustainability will be established.
- 7.22 The design principles for robust reporting and monitoring will ensure that operational metrics are meaningful to staff, that they are easy to capture and that existing systems will be used wherever possible. These metrics will be shared on dashboards with automated prioritisation of issues to determine which are the biggest problems.
- 7.23 Operational metrics from the case management system will be bridged to outturn to track the in-week impact of the improvements. Digital tools will support reconciliation and allow for forecasting and monitoring budget impact in a data-driven way. This will support a new culture of responsibility where managers are accountable for their spend against budget by linking spend directly to operational metrics.
- 7.24 The benefit of this approach is that we will know what we have spent and how this compares to last year and to the budget, we will know what operational changes have driven this change in spend and we will also know what specific projects or improvements have delivered against this.

Health Checks (1mth)

- 7.25 Once the programme has been formally completed, with results sustained for an agreed period and the Newton team are no longer supporting the programme, Health Checks will be completed by Newton.
- 7.26 These will take the form of a 1-3 day 'mini diagnostic', where a member of the Newton team will return to Lewisham, spend time with colleagues from all levels of the organisation to observe how new ways of working are being sustained; performance data will also be reviewed and 1:1 conversations will be had with senior leaders.
- 7.27 Remedial action will be recommended and taken where necessary to ensure sustainment of the new solution and its measurement.
- 7.28 Following this process, a short report will be provided by Newton with recommendations on areas of strength and weakness, and how results could be further improved.
- 7.29 Alongside the three stages of Phase 2 Design and Implementation, as detailed above, Newton will support Lewisham to build organisational capability which goes beyond the delivery of the specific opportunities identified. This will occur through:
 - **Skills Transfer and Change Capability** - Formal joint teams will be created to deliver Phase 2 of this programme between our staff and Newton. Those who are involved will receive intensive, full-time training in Newton's methodology and will be closely supported and mentored as they apply this to real challenges. They will also be supported through Newton's wider network, for example by making connections to other authorities who have developed similar capability.
 - **Benefits Tracking** - Newton bring a comprehensive approach to tracking the benefits of change programmes through to an impact on our financial ledger, and this is something we would seek to employ across other areas of the council. This has five major parts:
 - i. Developing the right set of operational KPIs, which have a clear link to financial performance.
 - ii. A suite of tools to measure the sustainability of operational process which influences these operational KPIs.
 - iii. Benefits realisation planning, where action is needed to realise a financial saving from an operational change (for example where a contract may need

to be re-let).

- iv. Finance and performance 'bridging' where the operational data is directly connected to financial data, and a process to monitor and improve this alignment is put in place.
- v. A full suite of reporting and management information covering all of the above.

7.30 A dedicated Finance and Performance Group of staff will be developed and supported by Newton, which will likely be continued for future change programmes, which will manage and oversee this approach. These will be skilled and able to operate at a corporate level supporting wider council opportunities for improvements and savings.

8. Procurement Options

8.1 The Procurement Team have considered both open tender and framework agreement as possible options for the approach to Phase 2.

Open tender

8.2 An open tender process would allow for the entire marketplace to submit a bid, enabling greater competition.

8.3 However, an open tender approach takes longer than a call-off from a Framework contract. This would delay the further realisation of monetary savings within Adult Social Care during 2021/22 and lose the momentum developed within the service during the Diagnostic phase. In consideration of the urgent need to move forward at pace, an open tender is not recommended.

Framework agreements

8.4 Framework agreements provide an expedited approach to procurement. Suppliers have already been evaluated to get onto the framework agreement ensuring that they meet the required quality standards. Furthermore, suppliers' rates on a framework have also been subject to a competitive process, ensuring financial value.

8.5 In the case of this procurement the following frameworks were reviewed and considered:

- Crown Commercial Service (CCS) RM6187 (Lot 7: Health, Social Care and Community)
- YPO Managing Consultancy and Professional Services 940
- Bloom NEPRO 3 (Social Care - Adults and Children)

8.6 CCS' Management Consultancy Framework Three RM6187 provides a simple and compliant route to market for a range of consultancy requirements. This framework provides the means through which the Council can procure consultancy services through the process of engaging in a mini-competition between suppliers listed on the framework or via a direct award. The framework has the benefit of the fee becoming contingent on the delivery of the savings. Further, it also means that we can move seamlessly through the process and take staff with us, thus maintaining the momentum for change.

8.7 YPO's Managing Consultancy and Professional Services 940 framework was also considered. This framework offers to appoint a single provider to deliver a managed service provision for consultancy and professional service requirements and does not allow for a competitive process among key players in this market to be achieved. This framework is therefore not a favourable option for this procurement.

8.8 Bloom's NEPRO3 framework offers a range of specialist professional services from a

choice of regional and national suppliers. Although it offers appropriate categories including Social Care (Adults and Children), it is delivered via the use of a procurement consultancy to prepare procurement and tender documents and this would incur a further cost to the Council of between 5% – 25%. This framework was therefore deemed not to offer best financial value for this procurement.

- 8.9 The previous iteration of this CCS Management Consultancy Framework (RM3745) was used to procure consultancy services for the Phase 1 Diagnostic stage of the overall ASC project and proved to be an efficient and effective route to market.
- 8.10 Following comparative analysis of these framework agreements by the Procurement Team the use of the CCS RM6187 (Lot 7: Health, Social Care and Community) is the preferred option for Phase 2.

Contract award

- 8.11 Newton Europe Ltd has provided excellent service delivery over the contracting period (8 April to 30 June 2021) for the Phase 1 Diagnostic. Through the summer months officers have been reviewing and exploring options for progression to delivery. An award of contract to Newton Europe for the provision of management consultancy services for Phase 2 is permissible within the terms of the CCS RM6187 agreement. It is also the recommended procurement strategy for the following reasons:
- Newton Europe have established credibility with staff and have helped to generate an enthusiasm for taking this work forward. Any delays in progressing this work will result in a loss of momentum and staff may not engage in the same way going forward.
 - The quality of the outputs from Phase 1 provide confidence that Newton Europe would successfully deliver Phase 2.
 - The good working practices embedded during Phase 1 can be harnessed and leveraged to their full potential during Phase 2.
 - There would be a seamless transition into Phase 2 as Newton Europe Ltd have already accumulated a knowledge base of our systems, practices and processes.
 - An award of contract to Newton will enable a quicker mobilisation (i.e. up to 3-5mths quicker than alternative procurement options).
 - They have a proven track record of working with neighbouring boroughs that have a similar demographic profile to Lewisham.
- 8.12 Newton have indicated that in their history of working with the public sector they have never failed to deliver at least the target benefits identified in their diagnostic (i.e. £8.3m for Lewisham).
- 8.13 CCS RM6187 provides for an award of contract to Newton provided that the contract length is no longer than 9 months and officers can demonstrate that the supplier offers the most economically advantageous bid in terms of Council knowledge, a financial proposal, service delivery and sustainable outcomes. Officers are confident that Phase 2 can be delivered within 9 months and the Terms and Conditions are fit for purpose. In addition, the Framework allows for a contingent fee which means the Council will only pay the provider on achievement of certain milestones and savings.
- 8.14 Mayor and Cabinet is therefore recommended to approve the procurement of Phase 2 services via an award of contract using the CCS framework agreement RM6187 (Lot 7) and to approve this award of contract to Newton Europe Ltd for Phase 2 Design and Implementation.

9. Financial implications

- 9.1 Newton Europe have just concluded the diagnostic phase of ASC Review work at a cost of £255,790. This report is proposing a direct award to Newton to undertake Phase 2 of the review, should this happen this fee will become contingent on delivery of savings from phase 2.
- 9.2 The diagnostic has identified the opportunity to deliver recurring financial benefit of £8.3m - £11.5m per annum to Lewisham, along with unquantifiable transformative benefit to Adult Social Care. There will be some overlap with the current savings programme the service is in the process of delivering. However there is a benefits realisation model in place that will tease out any duplication and subsequently avoid double counting of savings. The c£220k costs associated with setting up a new Progression Service for Adults with Learning Disabilities have been factored into the calculation of these financial benefits.
- 9.3 Savings of £3.89m have been assumed in the budget for 2021/22 based on the delivery of a cost reductions and service improvement programme. The current projected overspend for this year includes this budget reduction and delivery will help reduce cost pressures.
- 9.4 Newton are proposing a plan to jointly deliver these opportunities for a fixed fee, on a fully contingent basis. This means that, if the actual recurring, agreed benefit delivered is not greater than the combined one-off fee (for Phase 1 Diagnostic and Phase 2 Design and Implementation), then Newton will either:
- Continue to work, without any additional cost, until this achieved, or;
 - Reduce the one-off fee, pro-rata, until the actual, recurring agreed benefit is greater than the fee.
- 9.5 This commercial model has the benefits of:
- Guaranteeing that Lewisham will be better off as a result of working with Newton
 - Ensuring that Lewisham and Newton are fully aligned around a common set of objectives
 - Limiting and fixing Lewisham's investment
- 9.6 Based on the work required, the one-off, fixed fee for Newton support will be £4.295m (plus VAT and expenses). However if the agreed recurring financial benefit delivered by the programme does not exceed £4.551m (£255,790k for Phase 1 plus £4.295m for Phase 2) then the guarantee clause (para 9.4) will apply
- 9.7 The profiling of payments to Newton will be based on a monthly schedule and this will be made in advance of the benefits being fully realised. As the benefit realisation is based on projected future benefits there will be a cash flow difference which will need to be managed.
- 9.8 This proposal is self-financing, costs for this consultancy will be met from ASC budgets in year, netted off against savings being delivered as part of Phase 2. While there is a one-off cost, the savings are recurrent. There are no plans to reduce staff in these proposals.
- 9.9 Benefits to the council will continue following the skills and knowledge transfer to council officers.
- 9.10 Finance and Performance officers – utilising existing resource – will reconcile the movements in operational measures to movements in outturn to support reliable monitoring of savings delivery.

10. Staffing Implications

- 10.1 There is no intention to reduce the council workforce as a result of the implementation of these proposals and part of the plan is to explore investing in a new “Progression Service” to better support people with Learning Disabilities to be more independent.
- 10.2 The approach adopted has been discussed with representatives from Unison and Unite, the proposal explained and there will be opportunities for staff in ASC to extend their skills and be more effective in their roles.

11. Legal implications

- 11.1 There are no legal implications arising from the consideration of this report by Overview and Scrutiny Business Panel. However for information the legal implications arising from the decision sought from Mayor and Cabinet on 14 September 2021 are set out below:

Procurement Strategy

- 11.2 Under the Council’s Contract Procedure Rules the Council may use a framework agreement set up by a public sector body where that framework agreement has been procured in accordance with the Public Contracts Regulations 2015 (as amended by Brexit provisions including the Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 SI 2020 No.1319). The recommended framework agreement is compliant and can be used by the Council.

Contract award

- 11.3 The framework agreement sets out procedures that allows for a direct award in the circumstances set out in the report.
- 11.4 The framework agreement has predefined terms and conditions for the call-off contract which the Council must use. The contract (including the specification and pricing document) will include all the terms and conditions that the Council requires and adequately protects the Council.
- 11.5 Officers are recommending that Mayor and Cabinet delegate the approval of the detailed terms of the award of contract to the Executive Director for Community Services.
- 11.6 These decisions are key decisions and must therefore be included in the Key Decision Plan.
- 11.7 The Council has a public sector equality duty (the equality duty or the duty - The Equality Act 2010, or the Act). 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:
- 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.
- 11.8 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 above. 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 decision maker,

bearing in mind the issues of relevance and proportionality. The decision maker 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.

- 11.9 The Equality and Human Rights Commission (EHRC) has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the 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 on the EHRC website.
- 11.10 The EHRC has issued five guides for public authorities in England giving advice on the equality duty. 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.

12. Equalities implications

- 12.1 The appointed supplier will be required to comply with the Council's equality and diversity policies.
- 12.2 Addressing inequalities within the health and care system, especially those impacting upon our Black, Asian and Minority Ethnic (BAME) communities, is a key priority for the Council and its partners. This focus has been sharpened in response to the disproportionate impact that COVID-19 has had on these communities. Any changes to ASC services originating from this review will need to be mindful of this, with a thoroughly consideration of the equality implications for our most vulnerable residents alongside appropriate mitigation to reduce any negative impacts.

13. Climate change and environmental implications

- 13.1 There are no anticipated climate change and environmental implications arising from this review of ASC. However, any proposed service changes or recommendations must be mindful of the Council's intention of becoming a carbon neutral borough by 2030 and observe our commitments in the Climate Emergency Action Plan that was agreed by Mayor and Cabinet in March 2020.

14. Crime and disorder implications

- 14.1 There are no anticipated crime and disorder implications resulting from this service.

15. Health and wellbeing implications

- 15.1 The successful supplier will design and implement the findings and opportunities evidenced in the Phase 1 Diagnostic. These changes are likely to have implications for how current services are delivered with an aim to improve outcomes for our residents.

16. Social Value

- 16.1 The services procured from Newton Europe in Phase 2 (Design and Implementation) are designed to create ownership within the Lewisham team from the leadership to

front line staff, essential for delivering sustainable change. Direct partnership between Lewisham and Newton colleagues on each workstream aims to maximise skills and knowledge transfer. This will build the capability of staff and allow future improvements to be taken on without the support of external partners. This is also beneficial for the personal development of the individuals involved.

- 16.2 Phase 2 will also work to improve the opportunities for residents to live more independently, through targeted support (e.g. access to reablement, progression support, use of assistive technology etc) or stronger links with community-based services that provide support aligned to the Care Act domains. For example, progression support will help Adults with Learning Disabilities to access opportunities for work, education or volunteering.

17. Background papers

- 17.1 ASC Phase 1 Award Report Part 1



Item 6a - Decision by ED of Cty Services - ASC Award Report - Part 1.pdf

- 17.2 Public Accounts Select Committee, 3 December 2020, Agenda Item 5 'Budget Cuts'

<https://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=123&MID=6317#A126474>

- 17.3 Phase 1 Diagnostic Summary Report



Diagnostic
Summary Report.pdf

- 17.4 Referral from Healthier Communities Select Committee, 8 September 2021

<https://councilmeetings.lewisham.gov.uk/documents/s88388/Referral%20from%20Healthier%20Communities%20Select%20Committee.pdf>

- 17.5 Officer response to the referral from Healthier Communities Select Committee – report to Mayor and Cabinet on 14 September 2021



Response to HCSC
referral to MandC o

18. Glossary

- 18.1 Please find definitions of some key terms in the table below:

Term	Definition
ASC	Adult Social Care
CCS	Crown Commercial Services

Term	Definition
ESPO	Eastern Shires Purchasing Organisation
Framework Agreement	A framework comprises a description of common public sector requirements, a list of suppliers who have been evaluated as capable of delivering the requirements, and standardised contract terms, which save time and money. Frameworks are often divided into lots, typically by product or service type. The collective purchasing power of customers, plus the procurement knowledge of the framework provider, means they can get the best commercial deals in the interests of taxpayers.
YPO	Yorkshire Purchasing Organisation

19. Report author(s) and contact

- 19.1 Stewart Weaver-Snellgrove, Strategic Transformation and OD Business Partner, stewart.weaver-snellgrove@lewisham.gov.uk, Ext. 49308

20. Comments for and on behalf of the Executive Director for Corporate Resources

- 20.1 Abdul Kayoum, Group Finance Manager (Community Services), abdul.kayoum@lewisham.gov.uk

21. Comments for and on behalf of the Director of Law and Governance

- 21.1. Mia Agnew, Senior Lawyer, Mia.agnew@lewisham.gov.uk, Ext. 47546

Agenda Item 5



Overview and Scrutiny Business Panel

Scrutiny Update

Date: 28 September 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Head of Overview and Scrutiny)

Outline and recommendations

The purpose of this item is for Members to receive an update from Select Committee Chairs on any scrutiny activity related to their Committee that they wish to bring to the Panel's attention. The Head of Overview and Scrutiny may also provide an update if the Select Committees have met since the last Business Panel meeting.

1. Summary

- 1.1. The intention of this item is to provide Members with an update on current scrutiny activity.

2. Recommendation

- 2.1. Members are asked to discuss and note any information provided.

3. Scrutiny Update

- 3.1 The second round of Select Committee meetings has now taken place:

- Healthier Communities – 8 September
- Sustainable Development – 15 September
- Housing – 16 September
- Safer Stronger Communities – 21 September
- Children and Young People – 22 September
- Public Accounts – 23 September

- 3.2 Select Committee Chairs are invited to provide an update on any scrutiny activity related to their committee that they wish to bring to the Panel's attention.

3.3 A meeting of the Overview and Scrutiny Committee took place on 9 September and a series of recommendations were made relating to improving the resident experience. The next Overview and Scrutiny Committee meeting will take place on 30 November.

3.4 At the meeting of the full Overview and Scrutiny Committee held on the rising of the Council AGM on 26 May 2021, three time limited task and finish groups (TFGs) were established to look at:

- Improving digital inclusion for Lewisham residents with a learning disability to improve quality of life
- Improving Wi-Fi access and connectivity to improve educational outcomes for Lewisham's pupils, particularly those most in need
- Retrofitting and insulating homes in Lewisham to achieve climate change targets.

3.5 The TFGs have all held their first formal meetings and are now actively undertaking their investigations. It is envisaged that they will complete their work by no later than the end of February 2022. The Overview and Scrutiny Committee will consider the response to any recommendations made by the groups and consider whether any follow up work / progress updates on recommendation implementation are required.

4 Financial implications

4.1 Scrutiny work is managed within existing budgets. Formal recommendations to the Mayor arising out of any specific work items within select committee work programmes or considered by TFGs are evaluated in the usual way through the process of formal reports. There are no direct financial implications arising from this report.

5 Legal implications

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

6 Equalities implications

6.1 The [Equality Act 2010](#) (The Act) legally protects people from discrimination in the workplace and in wider society. It replaced the previous anti-discrimination laws with a single act, making the law easier to understand and strengthen protection in certain situations. 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 Act also imposes a public sector equality duty. This means that in public bodies, of which this Council is designated, they must consider all individuals in carrying out their day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires public bodies to:

- Have due regard to the need to eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

6.3 The Council recognises diversity is one of its strengths and is committed to creating a more inclusive community. Therefore, having due regard to the Act, is confirmation of the Council's commitment to eliminating all forms of discrimination against any group within the community and to actively promote an equality of opportunity and positive community partnership.

6.4 The delivery of the Council's equalities objectives is to be achieved through the delivery of all of the Council's strategies, plans and procedures. As such, all select committees and other scrutiny bodies, when planning their work and scrutinising items, bear in mind the delivery of the Council's equality objectives.

6.5 Scrutiny tries to make sure that its work reflects the diversity of Lewisham's communities and that the views of residents are fairly represented in scrutiny processes. Any recommendations arising from scrutiny work support the Council's corporate strategy and reflect the needs of local residents.

7 Climate change and environmental implications

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

8 Crime and disorder implications

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

9 Health and wellbeing implications

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

10 Glossary

Term	Definition
Overview & Scrutiny	Overview and scrutiny is the way in which Mayor and Cabinet (the 'Executive'), officers and external organisations are held to account for the decisions that they make. It is led by councillors who are not members of the Executive. They also influence policy development and investigate issues of local concern, making recommendations for improvement.
Overview and Scrutiny Committee	A committee made up of all non-executive councillors which carries out scrutiny focussing on strategic and cross cutting issues.
Overview & Scrutiny Business Panel (OSBP) and Education OSBP	<p>Lewisham has two Business Panels (sub-committees of the Overview and Scrutiny Committee).</p> <p>OS Business Panel is made up of the chair and vice-chair of the Overview and Scrutiny Committee, the chair of each of the Select Committees, and two other non-Executive councillors.</p> <p>The main functions of Business Panel are reviewing key decisions once they have been taken (potentially "calling in" key decisions that have been made but not yet implemented); coordinating and approving the overall scrutiny work programme; and allocating scrutiny work in the event that it crosses the remit of more than one scrutiny body.</p> <p>Three parent governors and two diocesan representatives sit on the Education Business Panel, alongside the councillors that make up the regular Business Panel. The Education Business Panel reviews (and can call-in) key decisions that are education matters.</p>

Select Committee	Lewisham has six Select Committees (sub-committees of the Overview and Scrutiny Committee), each made up of non-Executive councillors and responsible for scrutinising a specific service area. Select Committees gather evidence to help them review policies and performance and make recommendations to improve outcomes for residents.
Select Committee Work Programmes	The annual programme of work setting out the matters which each select committee will scrutinise over the year.
Task and Finish Group (TFG)	A time limited scrutiny body which gathers evidence in relation to a topical issue of concern in order to make recommendations to improve outcomes for residents.

11 Report author and contact

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Agenda Item 6



Overview and Scrutiny Business Panel

Exclusion of the Press and Public

Date: September 28 2021

Key decision: No

Class: Part 1

Ward(s) affected: Various

Contributors: Chief Executive / Head of Committee Business

Outline and recommendations

Members are asked to note items that will be considered in closed session

Recommendation

1. It is recommended that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3, 4 and 5 of Part 1 of Schedule 12(A) of the Act, as amended by the Local Authorities (Executive Arrangements) (Access to Information) (Amendments) (England) Regulations 2006:-
2. Decisions made by the Mayor and Cabinet on 14 July 2021
 - i. Cockpit Arts Deptford Redevelopment (part 2)
 - ii. Reginald Road Land Assembly (part 2)
3. Decisions made by the Executive Directors:
 - Morton House Contract Award
 - Dalmain and Donderry Schools Decarbonisation Works – Single Tender Action

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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