

Overview and Scrutiny



Healthier Communities Select Committee Agenda

Tuesday, 21 June 2022
7.00 pm, Civic Suite
Catford, SE6 4RU

The public are welcome to observe via the Council's website at
<https://lewisham.public-i.tv/core/portal/home>

For more information contact: John Bardens (02083149976)

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

Part 1

Item	Pages
1. Election Of Chair & Vice-Chair	
2. Minutes of the meeting held on 1 March 2022	3 - 6
3. Declarations of interest	7 - 10
4. Responses from Mayor and Cabinet	
5. South East London Integrated Care System	11 - 24
6. Mapping the Health care and wellbeing Charter	25 - 28
7. Empowering Lewisham Update	29 - 42
8. Select Committee work programme	43 - 74

Healthier Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 21 June 2022.

Kim Wright, Chief Executive
Monday, 13 June 2022

<p>Members</p> <p>Councillor Chris Best (Chair)</p> <p>Councillor Aliya Sheikh (Vice-Chair)</p> <p>Councillor Peter Bernards</p> <p>Councillor John Muldoon</p> <p>Councillor Laura Cunningham</p> <p>Councillor Stephen Hayes</p> <p>Councillor Jacq Paschoud</p> <p>Councillor Mark Ingleby (ex-Officio)</p> <p>Councillor Ese Erheriene (ex-Officio)</p>	
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Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

MINUTES OF THE HEALTHIER COMMUNITIES SELECT COMMITTEE

Tuesday, 1 March 2022 at 7.30 pm

IN ATTENDANCE: Councillors John Muldoon (Chair), Coral Howard (Vice-Chair), Sophie Davis and Samantha Latouche.

ALSO JOINING THE MEETING VIRTUALLY: Councillors Lionel Openshaw and Chris Best (Cabinet Member for Health and Social Care)

APOLOGIES: Councillors Carl Handley

ALSO PRESENT: Dee Carlin (Head of Joint Commissioning) and Tristan Brice (Associate Director, Community Support and Care)

ALSO PRESENT VIRTUALLY: Andrea Benson (Improvement Programme Manager), Tom Brown (Executive Director, Community Services), Vince Buchanan (Head of Parks, Sport and Leisure), James Lee (Director of Communities, Partnerships and Leisure), Kate Pottinger (Head of Integrated Neighbourhoods) and Wioletta Lewandowska (Principal Social worker).

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the meeting held on 12 January 2022

RESOLVED: that the minutes of the last meeting be agreed as a true record.

2. Declarations of interest

There were none.

3. Responses from Mayor and Cabinet

There were none.

4. Adult social care review update

Tom Brown (Executive Director of Community Services) introduced the report. The committee asked a number of questions and the following key points were noted:

4.1 The council's review of adult social care expenditure identified opportunities for savings of between £8.5m and £11m. These will be phased over a number of years under the 'Empowering Lewisham' programme.

- 4.2 One of the specific issues that will be addressed is that currently there are too many people who end up in long-term residential care, either because we are too cautious or are not fully embracing multi-disciplinary ways of working.
- 4.3 Multi-disciplinary 'ideal outcome' meetings, involving voluntary sector colleagues, have been set up as part of the trials to look at all options available in the community and potentially avoid the need for a care package. Staff have found these meetings useful and positive.
- 4.4 A resident engagement plan is also in the early stages of development, and will involve surveys, feedback and collaboration with health partners to align.
- 4.5 In response to questions about how changes will be embedded, it was noted that principal social workers will be continuously working on embedding the changes in day-to-day working patterns, developing new protocols, new ways of working and engaging with staff forums.
- 4.6 Staff will also be engaged regularly throughout the programme via staff surveys, regular meetings, managers' forums and other new tools identified through the review process.

RESOLVED: that the report be noted and that the committee continues to receive regular progress updates, including information specifically in relation to the impact on staff.

5. Leisure centres performance management

James Lee (Director of Communities, Partnerships and Leisure) introduced the report. There was a discussion and the following key points were noted:

- 5.1 With a strong and experienced leisure partner, core services are now clean, well-run and are being well-received for the first time in many years, and there is optimism that customer numbers will return to pre-covid levels.
- 5.2 In response to questions about future customer numbers it was noted that the numbers so far in the first quarter have been above projections. The council's leisure partner is also confident about customer numbers, based on their experience of the industry, and is already looking into ways to grow the business. It was also noted that the council's family swimming offer is unique for many in the borough.
- 5.3 In response the questions about the impact of the cost of living crisis it was noted that leisure prices will not be increasing this year.
- 5.4 In response to questions about children's swimming lessons it was noted that the new provider has huge experience in this area and has brought all lessons back in house. Since the new provider started there have been no complaints about the quality and delivery of lessons and the provider is confident that this is an area that will continue to grow over time.
- 5.5 It was also noted that a feasibility study is currently taking place on the possibility of a new leisure centre on the site of The Bridge leisure centre in Sydenham.

RESOLVED: that the report be noted and further updates are received.

6. Future Homecare arrangements (new model and procurement process)

Tristan Brice (Associate Director, Community Support and Care, Lewisham Integrated Commissioning Team) delivered a presentation on the future homecare arrangements, including why in-sourcing was not a viable option, the benefits of the new model, and the procurement approach. The committee asked a number of questions and the following key points were noted:

- 6.1 Providers will be offered longer term contracts, 5 years plus 2 years, in order to build sustainability and confidence in lead providers to invest in their communities. It is expected that prevention will be a key part of their work, which will be informed by engagement with people with lived experience.
- 6.2 The expected timescales between assessments and service provision will be clearly written into providers' service specifications and will be informed by those with lived experience. Residents will also be made aware of what the service expectations are.
- 6.3 The support and remuneration arrangements for those with lived experience who participate will be discussed when the groups get up and running. Healthwatch Lewisham are also being engaged given their ongoing work with voluntary sector organisations in the borough.
- 6.4 It was noted that the new model is also coming in at a time when health and care partners are also developing an Integrated Care System (ICS) across southeast London. Partners are eager to use this opportunity to link workforces and create opportunities for staff as well.
- 6.5 The council will use a market insight tool and quarterly quality standards to monitor service satisfactions. All providers, not just lead provider, will have to submit data.
- 6.6 Providers will also be expected to deliver social value, and as part of this a team of apprentices is being set up to, among other things, promote careers in adult social care and improve data analysis in the sector.

RESOLVED: that the report and the committee's support for the approval of the proposals by Mayor & Cabinet be noted.

7. Select committee work programme

- 7.1 The committee discussed the work programme and made the following suggestions for future scrutiny:
- The role of Extra Care housing.
 - The impact of poverty on health and mental health

RESOLVED: that the completed work programme for 2021/22 and the committee's suggested topics for the 2022/23 work programme be noted.

The meeting ended at 9.05 pm

Chair:

Date:



Healthier Communities Select Committee

Declarations of Interest

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

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

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

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

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

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

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

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

7. Sensitive information

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

8. Exempt categories

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

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

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

9. Report author and contact

9.1. Jeremy Chambers, Director of Law, Governance & Elections, 0208 31 47648



Healthier Communities Select Committee

Report title: South East London Integrated Care System (ICS)

Date: 21 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

The purpose of this paper is to provide the Healthier Communities Select Committee with an update on the development of the South East London Integrated Care System:

- Members of the Healthier Communities Select Committee are recommended to note the contents of the attached presentation and advise the Health and Wellbeing Board on any matters it wishes to be taken into account.

1. Summary

- 1.1. The purpose of this paper is to provide the Healthier Communities Select Committee with an update on the development of the Integrated Care System in South East London.
- 1.2. The South East London Integrated Care System (ICSs) will be a new model for organising local health and care.
- 1.3. The core elements of the South East London ICS will be:
 - an Intergrated Care Partnership;
 - an Integrated Care Board;
 - Provider Collaboratives; and
 - Place Based Partnerships.
- 1.4. More details on each element are set out in the attached presentation.

2. Recommendations

- 2.1. Members of the Healthier Communities Select Committee are recommended to note the contents of the attached presentation and advise the Health and Wellbeing Board on any matters it wishes to be taken into account.

3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlines the Council's vision to deliver for residents over the next four years and includes the following priority relevant to this item:
 1. ***Delivering and defending: health, social care and support*** - Ensuring everyone receives the health, mental health, social care and support services they need.

4. Financial implications

- 4.1. There are no direct financial implications arising from the implementation of the recommendations in this report.

5. Legal implications

- 5.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

6. Equalities implications

- 6.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.2. The Council must, in the exercise of its functions, have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.

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- foster good relations between people who share a protected characteristic and those who do not.

7. Climate change and environmental implications

- 7.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

8. Crime and disorder implications

- 8.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

9. Health and wellbeing implications

- 9.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

10. Report contact

- 10.1. *Charles Malcolm-Smith, People & Provider Development Lead, NHS South East London CCG (Lewisham), charles.malcolm-smith@nhs.net*
- 10.2. *John Bardens, Scrutiny Manager, john.bardens@lewisham.gov.uk 020 8314 9976*

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South East London Integrated Care System

Integrated Care Systems (ICS)

Integrated Care Systems (ICSs) will be a new model for organising local health and care, aiming to:

Improve outcomes in population health and healthcare

Tackle inequalities in outcomes, experience and access

Enhance productivity and value for money

Help the NHS support broader social and economic development

Our ICS brings together all organisations involved in delivering health and care in south east London

For us, an ‘ICS’ is shorthand for partnership working

We have committed to working together, combining our staff and resources, and making best use of our funding to improve the health and wellbeing of our communities

ICS Core Elements

Integrated Care Partnership
Alliance of organisations and representatives
responsible for agreeing an integrated care strategy

Integrated Care Board
Bringing the NHS together
integration within the NHS, all those involved in planning and providing NHS services

Provider Collaboratives
Acute and Mental Health
contribute to the delivery of the system's strategic priorities

Place Based Partnerships
NHS, local councils and voluntary organisations leading the detailed design and delivery of integrated services

South East London ICP

- **The ICP will be a committee rather than a body and will represent an equal partnership between the NHS and local authorities in any given ICS area.**
 - **The ICP would be expected to take any decision by consensus.**
 - **The ICP would be supported by sub groups and officers of its various partner members.**
 - **The ICP will meet in public and with opportunity for private meetings.**
- The membership of the committee :
 - ICS Chair
 - ICS Chief Executive
 - Elected Leaders (or their nominated cabinet members) of the following local authorities – Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark
 - Chairs of Bromley Healthcare (CIC), Guy’s and St Thomas’ Hospital NHS FT, Lewisham and Greenwich NHS Trust, King’s College Hospital NHS FT, Oxleas NHS FT and South London and the Maudsley NHS FT
 - A lead Director of Adult Social Care (drawn from the six postholders in SEL)
 - A lead Director of Children’s Services (drawn from the six postholders in SEL)
 - A lead Director of Public Health (drawn from the six postholders in SEL)
 - A senior representative of Kings Health Partners
 - A Primary Care / Primary Care Networks representative
 - A representative of the VCSE services in SEL
 - A representative of the SEL Healthwatch organisations (coordinated arrangement)

South East London ICB

Partner members of the ICB are expected to bring the perspective and insight of their areas rather than acting as delegates or representatives of others or their own organisation. Our boroughs (Places) are recognised to have distinctive populations within SEL and as such their perspective is not homogenous, with the membership of the Board reflects that. Partner members will be full members of the unitary board, bringing knowledge and a perspective from their sectors, but not acting as delegates of those sectors.

- The membership of the ICB's Board:
 - ICS Chair
 - Two ICS Non-Executive Directors
 - ICS Chief Executive Officer
 - ICS Chief Financial Officer
 - ICS Chief Medical Director
 - ICS Chief Nursing Officer
 - Acute services Partner member
 - Mental health services Partner member
 - Community services Partner member
 - Local Authority Partner member (One CEO)
 - Primary Medical Services Partner member (Primary Care leadership Group Chair)
 - Six Place Partner members (one per borough holding Executive responsibility for delegation to that Place)

South East London Provider Collaborations

Name	Participating organisations	Further information
South East London Acute Provider Collaborative (APC)	<ul style="list-style-type: none"> • King’s College Hospital NHS Foundation Trust • Guy’s and St Thomas’ NHS Foundation Trust • Lewisham and Greenwich NHS Trust 	<p>Trusts are working together to improve the way acute care is delivered. The APC will have delegated responsibility for elective and diagnostic recovery. It is also overseeing the development of the Community Diagnostic Centre plans on behalf of SEL.</p>
South London Partnership Mental Health Services Collaborative (SLP)	<ul style="list-style-type: none"> • Oxleas NHS Foundation Trust • South London and Maudsley NHS Foundation Trust • South West London and St Georges NHS Foundation Trust 	<p>The SLP collectively deliver mental health services to a population of more than 3.6 million people across south London (south east London ICS and south west London ICS) and work across the two ICSs and its borough partnerships to do so. The SLP has taken on delegated responsibility for NHSE commissioned specialised services and for CCG funded complex care.</p>
South East London Community Services Providers Network (CPN)	<ul style="list-style-type: none"> • Guys and St Thomas’s NHS Foundation Trust • Bromley Healthcare CIC • Oxleas NHS Foundation Trust • Lewisham and Greenwich NHS Trust 	<p>The CPN comprises all SEL's physical health community providers and is an informal network rather than a formal collaborative, focussed on working together to define and implement common standards and a core community offer for SEL residents.</p>

Lewisham Health and Wellbeing Board

Lewisham Local Care Partnership Strategic Board
System wide leadership, strategic direction and a collective view on transformational change required

Place Executive Lead & Place Executive Group
Driving delivery

Health Inequalities Programme

Partnership Programme Groups
-Each with SRO from LCP board membership

- Mental Health
- Care at Home/Empowering Lewisham
- Planned Care
- Unplanned Care
- Primary Care
- CYP programmes to be determined

Enablers Programme Groups
- Developing programmes of work that provide underlying technological, infrastructure, capacity and capability improvement

- Population Health
- IT and Digital
- Estates
- Workforce

Project and T&F groups
delivering agreed priorities

Clinical and Care Professional Leadership Network
Providing clinical & care Professional at the centre of decision-making and delivery

Community Engagement Assurance
Ensure that the lived experiences of all our citizens and communities demonstrably drive the direction of the LCP

Local Care Partnership Strategic Board

Place-based leadership and development: responsible for the overall leadership and development of the Local Care Partnership to ensure it can operate effectively work as a collective and collaborative partnership and secure its delegated responsibilities

Place Executive Lead	Ceri Jacob
Executive Director for Community Services (DASS)	Tom Brown
Executive Director for CYP	Pinaki Ghoshal*
Director of Public Health	Dr Catherine Mbema
Healthwatch representative	Michael Kerin
Voluntary, community and social enterprise (VCSE) representation x 2	Sam Hawksley + tbc
South London & Maudsley NHS FT – Executive organisational representative	Vanessa Smith
Lewisham & Greenwich NHS Trust – Executive organisational representative	tbc
Primary Care x 2	Dr Simon Parton + tbc
Social care provider representative	tbc
Community/public representative	Anne Hooper
Medical & Care Professional Lead	Dr Jacky McLeod*
Coe Health Lewisham	tbc

* = interim co-chair

Place Executive Group

The Place Executive Group has been established to drive delivery of the strategic plans and priorities and to hold the programme and project groups to account.

Place Executive Lead	LBL/ICB	Ceri Jacob
Social Care	LBL	Joan Hutton, Director of Adult Social Care
Mental health	SLaM	Sam Gray, Lewisham Service Director
Public Health	LBL	Dr Catherine Mbema, Director of Public Health
CYP Services	LBL	Sara Rahman, Director of Families, Quality and Commissioning
Integrated Commissioning	LBL/ICB	Kenny Gregory, Director of Integrated Commissioning
System Transformation	LBL/ICB	Sarah Wainer, Director of System Transformation
Primary care	ICB	Ashley O'Shaughnessy Associate Director of Primary Care
acute services	LGT	tbc
community services (physical)	LGT	tbc

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Healthier Communities Select Committee

Report title: Production of a Lewisham Health Care and Wellbeing Charter

Date: 21 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

The purpose of this paper is to engage with members of the Healthier Communities Select Committee on their experiences and views to inform the development of a new Lewisham Health Care and Wellbeing Charter.

- Members of the Healthier Communities Select Committee are invited to share their initial thoughts and views on what should be included in a Lewisham Health Care and Wellbeing Charter and to note the proposed steps for its development.

1. Summary

- 1.1. The purpose of this paper is to engage with members of the Healthier Communities Select Committee on their experiences and views to inform the development of a new Lewisham Health Care and Wellbeing Charter.

2. Recommendations

- 2.1. Members of the Healthier Communities Select Committee are invited to share their initial thoughts and views on what should be included in a Lewisham Health Care and Wellbeing Charter and to note the proposed steps for its development.

3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlines the Council's vision to deliver for residents over the next four years and includes the following priority relevant to this item:
 1. ***Delivering and defending: health, social care and support*** - Ensuring everyone receives the health, mental health, social care and support services they need.

4. Background

- 4.1. In Lewisham, the Mayor and Councillors have committed to achieving the Manifesto pledge to:

Help make it easier to book GP and health appointments in Lewisham. We will work with our local hospital, primary and community care partners and communities to co-produce a Lewisham Health Care and Wellbeing Charter with shared expectations for good, equitable and timely access to health services.

- 4.2. The Charter will provide a set of shared values and principles to improve health and wellbeing outcomes and experiences of residents, patients and service users.

5. Proposed next steps

- 5.1. Lewisham's Health and Wellbeing Charter will be co-designed and co-produced through a series of community and stakeholder workshops and discussions.
- 5.2. The areas for engagement and discussion on what the Charter should include will be based around the following community based care themes:
- 5.3. **Proactive and Preventative** – By creating an environment which promotes health and wellbeing, making it easy for people to find the information and advice they need on the support, activities, opportunities available to maintain their own health and wellbeing and to manage their health and care more effectively;
- 5.4. **Accessible** – By improving delivery and timely access when needed to planned and urgent health and care services in the right setting in the community, which meet the needs of our diverse population and address inequalities. This includes raising awareness of the range of health and care services available and increasing children's access to community health services and early intervention support.
- 5.5. **Co-ordinated** – So that people receive personalised health and care services which are coordinated around them, delivered closer to home, and which integrate physical and mental health and care services, helping them to live independently for as long as possible.
- 5.6. Lewisham's Health and Wellbeing Board will be responsible for the production of the

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Charter. The Health and Wellbeing Board will be supported in this work by the local care partnership's health and care communication and engagement group.

- 5.1. The leaders of the Lewisham Local Care Partnership (LCP) have made the commitment that their approach to citizen and community engagement will
 - Support citizens and communities to exercise power by creating the conditions where all individuals can contribute equally
 - Build trust through purposeful and consistent efforts to foster relationships and act on feedback received
 - Provide people with opportunities to participate by focusing on reducing current barriers (including around language, resources and cultures) to engagement
 - Work together to achieve more with what we have recognising limits on the funding, time and capacity available
- 5.2. The Charter will seek to address the feedback that has been obtained by Healthwatch and other existing surveys on access and provision of services.
- 5.3. The Health and Wellbeing Board will seek to ensure that stakeholders commit to its values and principles to drive innovation and change.

6. Financial implications

- 6.1. There are no direct financial implications arising from the implementation of the recommendations in this report.

7. Legal implications

- 7.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

8. Equalities implications

- 8.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. The Council must, in the exercise of its functions, have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.

9. Climate change and environmental implications

- 9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

10. Crime and disorder implications

- 10.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

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11. Health and wellbeing implications

- 11.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

12. Report contact

- 12.1. Sarah Wainer, Director of System Transformation, Lewisham Health and Care Partners, sarah.wainer@nhs.net
- 12.2. John Bardens, Scrutiny Manager, john.bardens@lewisham.gov.uk 020 8314 9976

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Healthier Communities Select Committee

“Empowering Lewisham” - Transforming and Modernising Adult Social Care: Update on the Design and Implementation Stage (Phase 2)

Date: 21 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Outline and recommendations

The purpose of the attached paper is to provide the Healthier Communities Select Committee with an update on the Empowering Lewisham Adult Social Care work to transform and modernise the service. This follows the completion of the service-wide Diagnostic by Newton Europe in June 2021 and the start of the Design and Implementation phase in November 2021.

Members of the Healthier Communities Select Committee 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.
9 December 2020	Round 1 Cuts proposals report to M&C
13 January 2021	Round 2 Cuts proposals report to HCSC
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.
2 February 2021	Round 2 Cuts proposals report to PAC
3 February 2021	Round 2 Cuts proposals report to M&C
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 and referral from HCSC to M&C.
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 September 2021	Report to PAC on the ASC Review.
28 September 2021	Report to OSBP on the ASC Review.
2 November 2021	Response from M&C to HCSC on their referral (8 September 2021) on the ASC Review.
4 November 2021	Design and Implementation (Phase 2) of ASC Review commences.
1 March 2022	Updates to HCSC on the ASC Review (Phase 2) and delivery of budget savings.
13th June 2022	Updates to HCSC on the ASC Review (Phase 2)

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1. Summary

- 1.1. This report follows on from previous papers to Healthier Communities Select Committee on the 25th February 2021, 8th September 2021 and 1st March 2022, regarding the programme to transform and modernise Adult Social Care, with the support of Newton Europe. This review was initially requested by the Public Accounts Committee on 3 December 2020 in response to the budget cuts proposals.
- 1.2. Phase 2 of the ASC Review, known as the 'Design and Implementation' phase, commenced on 4 November 2021 and will continue until Autumn 2022. Phase 2 comprises a series of workstreams identified during the Diagnostic (April-June 2021) that will transform services, empower our residents and develop the capabilities of our staff. This ambitious programme, Empowering Lewisham, will deliver between £8.6m to £11.5m of recurrent savings over a 5-6 year period.

2. Recommendations

- 2.1. Members of the Healthier Communities Select Committee are recommended to note the report.

3. Policy Context

- 3.1. The financial position of Adult Social Care demonstrates the impact of the very severe financial constraints which have been imposed on Council services with the cuts made year on year, despite the increasing demand to deliver services to residents.
- 3.2. The Council's strategy and priorities drive the Budget with changes in resource allocation determined in accordance with policies and strategy. 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.
 - **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.

4. Empowering Lewisham – Design and Implementation

- 4.1. The aim of Adult Social Care is to help ensure that some of the most vulnerable residents in the borough are empowered to live as independently as possible. This needs to happen in the context both of personalisation and choice and also limited

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resources. Thus we need to ensure that we use our resources effectively to help achieve this aim of promoting independence.

- 4.2. The Empowering Lewisham Programme is built upon a solid foundation of service improvement activity already underway in Adult Social Care to improve these outcomes for residents, as well as reducing cost pressures. The Empowering Lewisham programme complements rather than duplicates, and provides the necessary resource to expedite the essential modernisation process. It comprises two phases: (1) Diagnostic and (2) Design and Implementation across 5 different workstreams:

#	Workstream type	Workstream name
1	Core	Decision Making
2	Core	Enablement
3	Core	Moving On and Progression
4	Enabling	Change and Culture
5	Enabling	Digital Delivery

- 4.3. The Diagnostic phase of the review was completed between April and June 2021. The savings opportunity identified by the Diagnostic is in the range of £8.6m-£11. Findings from the Diagnostic were reported to Healthier Communities Select Committee in September 2021 - [see report](#).

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 Target reduced areas of spend: OA Residential, Nursing, Home Care 	£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 Target reduced areas of spend: AWLD/Transitions Residential Care & Supported Living 	£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 acute settings to enable long term independence Target reduced areas of spend: OA Home Care 	£3.9	£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 Target reduced areas of spend: AWLD/Transitions Home Care & Supported Living 	£0.6	£1.5m
		£8.6m	£11.5m

- 4.4. These savings 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. The cash profile of the programme has been adjusted due to the flexibility around the delivery dates of different workstreams within Phase 2 of the programme. The revised forecasts are detailed below:

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Financial Year	Diagnostic Forecast	Target – Lower Bound <i>This is our most conservative forecast based on achieving our target saving at a lower-bound rate of delivery</i>	Target – Upper Bound <i>This forecast is based on achieving our target saving at an accelerated rate of delivery</i>	Stretch <i>This forecast is based on achieving our stretch saving at an accelerated rate of delivery</i>
21/22	£ 96,000.0	£ 13,000.0	£ 66,000.0	£ 92,000.0
22/23	£ 2,032,000.0	£ 1,415,000.0	£ 3,783,000.0	£ 4,364,000.0
23/24	£ 5,617,000.0	£ 5,011,000.0	£ 7,316,000.0	£ 8,831,000.0
24/25	£ 7,319,000.0	£ 7,128,000.0	£ 8,397,000.0	£ 10,645,000.0
25/26	£ 8,092,000.0	£ 7,968,000.0	£ 8,636,000.0	£ 11,452,000.0
26/27	£ 8,548,000.0	£ 8,494,000.0	£ 8,642,000.0	£ 11,503,000.0
27/28	£ 8,635,000.0	£ 8,627,000.0	£ 8,642,000.0	£ 11,503,000.0

4.5 A detailed breakdown of cash release and the number of service users impacted over the first two years of the programme by workstream is detailed below:

Financial year	22/23		23/24	
Workstream	Cash released	Service users impacted	Cash released	Service users impacted
Enablement	£975,221	196	£2,102,185	244
MO&P	£142,675	17	£629,187	33
Decision Making	£254,151	217	£834,377	286
Total	£1,372,047	430	£3,565,750	563

4.6 Work on Phase 2 commenced on 4 November 2021 and will continue through to Autumn 2022.

4.7 Phase 2 includes all necessary activity to design, test, implement and sustain new ways of working and solutions to deliver the benefits identified during the Diagnostic (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.

4.8 The delivery of Phase 2 of the programme comprises the following three stages:

1	2	3
Setup and Mobilisation	Design and Iterate	Adoption and Sustainability
<i>Ensuring our people, data, systems and internal structures are best set up for Design – so we can hit the ground running.</i>	<i>Designing, trialling and iterating our product to ensure our designs work – before we adopt them across the organisation.</i>	<i>Adopting new ways of working across our organisation delivering measurably improved results for residents</i>
By the end of Set Up, we'll	By the end of Design,	By the end of Adoption,

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<p>have:</p> <ul style="list-style-type: none"> ✓ Completed a stock take of current activity ✓ Established KPIs and baselines ✓ Allocated and recruited Design Leads ✓ Confirmed programme plans ✓ Initiated programme communication 	<p>we'll have:</p> <ul style="list-style-type: none"> ✓ Trialled and iterated a new way of working with our trial team ✓ Documented our final product ✓ Designed digital products and dashboards to support our new ways of working ✓ Have seen evidence in our operational KPIs that the new way of working is improving outcomes for our residents ✓ Delivered regular comms and engagement capturing staff and resident feedback 	<p>we'll have:</p> <ul style="list-style-type: none"> ✓ Delivered training to teams and managers ✓ Adopted our new ways of working across the relevant teams ✓ Delivered measurably improved outcomes for our residents – achieving the targeted improvements we identified during the diagnostic ✓ Engaged staff throughout the journey, ensuring managers have the information they need to address staff concerns as and when they arise ✓ Engaged residents throughout the journey, ensuring their feedback is captured going forward to enable us to continue to improve our offer
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4.9

4.9 Each workstream is supported by a Senior Sponsor, Delivery Lead, Working Group and Trial Teams:

Senior Sponsor	This person is a member of the senior leadership team accountable for the successful delivery of the workstream.
Delivery Lead	This person is a member of the operational/ frontline teams responsible for leading on the practical design and implementation of the changes.
Working Group	This is a group of Subject Matter Experts whose role is to support the Delivery lead in an advisory capacity representing a range of skills and experience.
Trial Team	This is a group of frontline staff and service users (as appropriate), collaborating in the design process and feeding back, supporting the iteration of design.

4.10 Workstream activities provide opportunities for our staff to develop their skills and knowledge in a supportive environment. They will work alongside and in collaboration with Newton professionals, receiving training and hands-on experience. The intention

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is that over time, Newton resource will taper off, leaving our staff to assume greater leadership responsibilities.

- 4.11 A 3-day training course, facilitated by the Newton team took place with all the workstream Delivery Leads in January 2022. This focused on the development of skills to improve processes, undertake people-centred change, and deliver projects. A condensed version of this training was also offered to all Senior Sponsors.

Workstream updates

Decision-Making

- 4.12 The scope of this workstream is to improve the quality of our practice, promote independence, make better use of community and informal networks and as a result rely less on formal ongoing care and support.
- 4.13 There is a targeted opportunity of £1.6m-£1.9m in this workstream and progress is measured against the number of residential/nursing starts per week and the number of homecare hours commissioned per week.
- 4.14 In the Community part of our trials, we have successfully introduced Ideal Outcomes Meetings across 2 of our neighbourhoods and the Gateway, alongside a new training programme focused on Empowering Conversations to ensure staff feel confident in discussing strength based approaches with service users and their families. These trials have shown that a multidisciplinary team approach to reviewing the best support to achieve independence outcomes results in fewer residential and nursing starts and a reduction in total homecare hours needed. Staff have feedback positively about the time for reflection and learning and service user case studies have shown positive impacts on building independence and using support networks.
- 4.15 Our Acute Trials focus in 2 areas:
- Peer Supported Discharge Discussions (PSDD) - working across teams at the hospital to better challenge the strength-based approach for all Pathway 2 and 3 patients through Peer Supported Discharge Meetings. The aim of these discussions is to explore all community options and what would support a safe and lower pathway discharge route. This is accomplished by problem solving as a group to overcome barriers to returning home, and by receiving support and confidence from peers to take positive risks with all Pathway 2 and 3 patients. Whilst progress has been made on agreeing positive outcomes, these are not yet always being realised at discharge and further work is ongoing to be involved earlier in the decision making process and ensuring discharge decisions follow the PSDD recommendations.
 - D2A MDTs - For Pathway 1 Service Users we are trialling Discharge to Assess (D2A) Multi Disciplinary Team (MDT) meetings focusing on decreasing cases going directly on to a long term package of care and increasing Enablement referrals. Positive progress has been made by almost all cases in the Neighbourhood 1 trial. We are now expanding to a larger cohort to build confidence in the trial impact.

Enablement

- 4.16 The scope of this workstream is to support residents to live as independently as possible by improving the throughput and effectiveness of the Enablement service.
- 4.17 There is a targeted opportunity of £3.9m-£4.2m in this workstream and progress is measured against the number of successful finishers per week and the reduction in the number of hours per week in Packages of Care for clients post-Enablement.

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- 4.18 Trials have focused in three key areas:
- a) **Increasing our capacity** so we can accept a higher volume of service users through:
 - Effective scheduling to ensure we are utilising as much of our time as possible for visits to service users, especially on weekends.
 - Timely stepdowns so service users are stepped down as soon as is safe and possible to do so to free up capacity.
 - Increasing external provider weekend-only capacity - making the most of our weekday capacity by brokering as little as possible.
 - b) **Increasing the demand** for Enablement through:
 - Discharge to Assess Pathway 1 redesign to ensure that all service users must be referred onto Enablement before receiving a long-term package of care.
 - Embedding double-hander work within the service and providing data grip and visibility.
 - Community referrals service users must be referred onto Enablement before receiving a long-term package of care.
 - c) **Effectiveness** - enabling the most effective outcomes demonstrated through a reduction in the packages of care required post Enablement by taking on more complex cases such as double-handers or more from the acute pathway and reducing the finishing hours as quickly as possible through:
 - Multi-Disciplinary Teams discussions targeted to help best address a service user's needs.
 - SMART goals ensuring that these are most suited to a service user's needs and are reviewed regularly.
 - Smoother Care Act Assessments, ensuring these are undertaken in a way that best suits a service user's ongoing needs.
- 4.19 The trials have seen capacity increase through more effective scheduling and referrals have increased. However the length of stay has consequently increased with the increased caseloads and therefore focus is now being placed on more effective step-downs and finishers to ensure the benefits are fully realised in a timely way.

Moving On and Progression

- 4.20 The scope of this workstream is to develop a better service for Adults With Learning Disabilities by improving support for them to access more independent settings and community environments, and to build independent living skills through dedicated progression support.
- 4.21 There is a targeted opportunity of £3.1m-£4.2m in this workstream and progress will be measured by the number of adults moving from Residential into Supported Living each month and the number of adults completing Progression Plans each month.
- 4.22 There are three key elements to this trial:

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- a) **Progression** - Identifying our service users' potential for Progression/Moving On and creating SMART targets to help them achieve their goals through:
 - Outcomes-focused practice
 - Progression plan
 - Improved ways of working (including provider engagement)
- b) **Moving On** - Creating a logistics-focused plan to support service users to move to their future settings as smoothly as possible through:
 - Streamlined matching process
 - Improved tracking of barriers to progress
- c) **Commissioning** - Supporting Commissioning to understand projected cohort shift and moves between settings through:
 - Forecasting demand vs. capacity for settings
 - Identifying opportunities within the Commissioning landscape
 - Improved flow of information from operations to Commissioning

4.23 The trial team went live in mid-May, with 29 service users identified for Progression or Moving On. The team have now started to work with service users to develop their plans with them. We have also held the first of a number of provider forums to ensure providers in and out of borough are informed and have the opportunity to be further involved in future co-design workshops.

Change and Culture

- 4.24 The scope of this workstream is to ensure that the Empowering Lewisham programme identity and changes to ways of working are effectively communicated to and engaged with by all stakeholder groups. The adoption of change will be supported and tracked, alongside ensuring organisational culture is best prepared for change.
- 4.25 This enabler workstream has managed a number of programme-wide communications for staff and the scheduling of a drop-in session to directly address staff questions or concerns about Empowering Lewisham. Three key themes have emerged for our design workshops around engagement with data, creating a feedback culture and collaborating. We are currently working on how to embed these into a longer-term sustainable plan as we roll out the new ways of working.
- 4.26 We have run a number of workshops on service user engagement. The ethos of the Empowering Lewisham programme is to empower service users through strength based practice and building their own independence; to support this we are focusing on service user communication and feedback. We will be creating recommendations on how process and service co-design or co-production could be done successfully in future in the areas we have been working with. We are not specifically co-designing with service users around the ways of working changes; as this would require service users to give feedback on internal council processes and practice outside of their own lived experience or individual cases.
- 4.27 Where we are communicating with Service Users we are aligning with a whole-system message around strengths-based practice. We are therefore:
- Putting together a simple description of the aims of strengths-based practice, using accessible language.
 - Ensuring staff feel confident explaining or answering questions around strengths-based practice with service users.

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- Communicating the aims of strengths-based practice directly with service users, using accessible language and formats, and also ensuring a coherent message for those around them (e.g. providers).
- Feeding into the Resident Experience programme, whose scope includes looking at the accessibility of the website.

4.28 In each area where we are setting up new ways of working, we are also setting up feedback from service users around their experience and outcome by:

- Guided conversations rather than a survey, led by someone slightly separated from the service user.
- Ensuring feedback is fed into the appropriate team meetings and improvement cycles, so that action can be taken.
- Use of “I” statements from the ‘Making it Real’ framework. These describe what good looks like from an individual’s perspective and what organisations should be doing to live up to those expectations. It has been co-produced by Think Local, Act Personal and the Coalition for Collaborative Care, with input from partners, organisations and individuals, including the National Co-production Advisory Group (NCAG).

Digital Delivery

4.29 The scope of this workstream is to ensure that the Empowering Lewisham programme has a strong digital thread – to drive and embed changes to ways of working in frontline teams, through the design, build and rollout of effective and sustainable digital tools.

4.30 As an enabler workstream, there is not a targeted opportunity attached to it.

4.31 To date we have:

- Agreed the first tranche of Power BI (Business Intelligence) licenses, which are critical to the design and implementation of dashboards underpinning the programme.
- Identified and trained key champions within Adult Social Care on Power BI.
- Started designing appropriate dashboards that support the new ways of working but also feed in to the wider ASC service plans to ensure long term sustainability.

Finance Working Group

4.32 A separate Finance Working Group has also been meeting regularly to ensure each delivery workstream has:

- Any data accuracy issues mitigated for trials;
- KPI equations and how to track them agreed;
- Owners for each KPI, and:
- Tracking and governance agreed for sustainable measurement

4.33 A Project Initiation Document (“PID”) has now been produced and signed-off that defines these KPIs, conversion equations, assumptions and baselines necessary to measure the financial benefits of the “Empowering Lewisham” programme and this is reported to the Programme Steering Group to ensure benefits are being realised.

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Governance

- 4.34 In terms of governance, the workstreams report into the ASC Review Steering Group which convenes weekly and includes the Executive Director for Community Services, as well as relevant Service Directors. The Steering Group reports up into the Strategic Change Board (Executive Management Team) on a 6-weekly basis and there are scheduled Contract Monitoring meetings between the Chief Executive, Executive Director of Corporate Resources and the Newton Programme Director.

5. Financial implications

- 5.1. Newton Europe concluded the diagnostic phase of ASC Review work at a cost of £255,790. This fee is contingent on delivery of savings from Phase 2.
- 5.2. The diagnostic has identified the opportunity to deliver recurring financial benefit of £8.6m - £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.
- 5.3. 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.
- 5.4. Newton will 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.
- 5.5. 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

- 5.6. 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 6.5) will apply.
- 5.7. 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.
- 5.8. Costs for Newton Europe 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 as part of the ASC Review.
- 5.9. Benefits to the council will continue following the skills and knowledge transfer to council officers.

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- 5.10. 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.

6. Staffing Implications

- 6.1. There is no intention to reduce the council workforce as a result of the implementation of the Diagnostic recommendations 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.
- 6.2. 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.

7. Legal implications

- 7.1. There are no legal implications arising from the consideration of this report by Healthier Communities Select Committee.

8. Equalities implications

- 8.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 8.3. The appointed supplier will be required to comply with the Council’s equality and diversity policies.
- 8.4. 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 thorough consideration of the equality implications for our most vulnerable residents alongside appropriate mitigation to reduce any negative impacts.

9. Climate change and environmental implications

- 9.1. There are no anticipated climate change and environmental implications arising from this review of ASC. However, any proposed service changes or recommendations

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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.

10. Crime and disorder implications

- 10.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

11. Health and wellbeing implications

- 11.1. 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.

12. Social Value

- 12.1. 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.
- 12.2. 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.

13. Background papers

- 13.1. ASC Phase 1 Award Report Part 1



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

- 13.2. Public Accounts Select Committee, 3 December 2020, Agenda Item 5 'Budget Cuts'
<https://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=123&MID=6317#AI26474>

- 13.3. Phase 1 Diagnostic Summary Report



Diagnostic
Summary Report.pdf

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16. Comments for and on behalf of the Director of Law and Governance
 - 16.1. Mia Agnew, Senior Lawyer, Mia.agnew@lewisham.gov.uk

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Healthier Communities Select Committee

Report title: Select Committee work programme report

Date: 21 June 2022

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

To ask members to discuss the committee's priorities for the 2022/23 municipal year and to agree an annual work programme.

The Committee is asked to:

- Consider the potential items set out in the draft work programme at **appendix E**.
- Consider the policy context: the corporate strategy and *Future Lewisham*
- Discuss the committee's priorities and agree a work programme for 2022/23.
- Note opportunities for public engagement, site visits and expert witnesses.
- Appoint a climate change champion for the committee.

Timeline of engagement and decision-making

The meeting dates below were agreed at the Council AGM on 25 May 2022:

- Tuesday 21 June 2022
- Wednesday 7 September 2022
- Tuesday 1 November 2022
- Thursday 5 January 2023
- Tuesday 28 February 2023

1. Summary

- 1.1. This report asks members to discuss and agree priorities for the committee's work programme for the year ahead and describes the process for approval by the business panel and ongoing monitoring by the committee.

2. Recommendations

- 2.1. The Committee is asked to:
 - Consider the potential items set out in the draft work programme at **appendix E**.
 - Consider the policy context: the corporate strategy and *Future Lewisham*.
 - Discuss the committee's priorities and agree a work programme for 2022-23.
 - Note opportunities for public engagement, site visits and expert witnesses.
 - Appoint a climate change champion for the committee.

3. The role of the select committee

- 3.1. The role of the Healthier Communities Select Committee is to monitor the provision of health services in Lewisham. This includes adult social care and public health.
- 3.2. The committee fulfils the council's statutory health scrutiny functions and is responsible for holding NHS and council decision-makers to account. This includes scrutinising the work of the Health and Wellbeing Board and the delivery of the Lewisham Health and Wellbeing Strategy.
- 3.3. The committee works closely with Lewisham Healthwatch, the consumer champion for health and social care, which has non-voting representation on the committee.
- 3.4. The Committee's full terms of reference are set out in **appendix A**.

4. Different types of scrutiny

- 4.1. It's important to think early on about the most effective way to scrutinise each item on the work programme. Some issues may only require an initial briefing, circulated by email, for information, some may require site visits and public engagement, and others may require detailed questioning at a formal committee meeting and input from stakeholders.
- 4.2. The *Effective Scrutiny Guidelines* at **appendix C** sets out 5 key principles to take into account when carrying out scrutiny: *Prioritise; Be independent; Work Collectively; Engage; make SMART recommendations*. This will help the committee decide on the most appropriate approach for the issue at hand.
- 4.3. Members should also note the comments in the [Local Democracy Review](#) about how scrutiny can be even more effective, participative and open. Suggestions included:
 - Focusing on fewer issues more closely linked to council priorities
 - More engagement with the public outside of formal meetings
 - Individual scrutiny members leading on defined topic areas
 - Contributing to new policy proposals at an early stage
- 4.4. Some of the most common scrutiny methods are described below, but members are encouraged to try new ways of gathering evidence and engaging the public.

"Standard items"

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- 4.5. The majority of work programme items tend to be “standard items”, where scrutiny is carried out as part of a single meeting with members:
- agreeing in advance the information and analysis needed
 - receiving an officer report presenting the relevant information
 - gathering additional evidence from activity outside of meetings
 - asking questions of the presenting officers or expert guests
 - agreeing recommendations to Mayor and Cabinet and partners.

Policy development

- 4.6. When the council is due to renew a policy the committee may be asked to consider the options available and officer recommendations before a decision by Mayor and Cabinet. Select committees should be engaged at an early enough stage to be able to influence and contribute to the new policy.

Performance monitoring

- 4.7. Scrutiny can request a wide range of performance information to examine the effectiveness of council services. This includes monitoring data on key performance indicators and outcomes and assessing the delivery of particular programme or projects against set targets or timescales.

Task and Finish Groups

- 4.8. For issues that require more extensive evidence gathering, members may put forward a proposal for a Task and Finish Group (TFG). The Overview & Scrutiny Committee will agree which TFGs should be established, their membership, terms of reference and duration. TFGs are independent of select committees and make recommendations directly to Mayor & Cabinet.

Information items

- 4.9. Some low-priority items may only require a briefing report to be circulated to committee members by email, with questions put to the report author for written response. There is no provision for discussion of information items at committee meetings.

5. Agreeing the committee’s work programme

- 5.1. A draft work programme is attached at appendix E. It currently includes:
- suggestions made by the Committee at the last meeting of 2021-22
 - issues arising as a result of previous scrutiny
 - suggestions from Council officers (further detail is set out in sections below).
- 5.2. It is for the committee, however, to set its own work programme and agree the priority issues it would like to include – the committee does not have to look into everything officers, the public or other members suggest.
- 5.3. When deciding on issues to include in the work programme, the committee should consider the key services and programmes within the committee’s remit, the criteria for selecting and prioritising topics (see flowchart below), upcoming Mayor & Cabinet decisions (appendix D) and avoid duplicating the work of any agreed task and finish groups (TFGs).
- 5.4. The Corporate Strategy 2018-22 sets out how the Council will deliver for its residents up to 2022. The Corporate Strategy provides an overarching framework and focus for all council business; and items within the Committee’s work programme should be linked to the priorities in the strategy (appendix B). A new Corporate Strategy is currently in development, which will include a refreshed set of priorities and describe how the Council will address the social, economic and environmental challenges facing the borough up

to 2026. Once this is in place, the Committee may wish to review its work programme in light of the new strategy.

- 5.5. The committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, Future Lewisham, which support what we want for every single resident and that we know are what we need to focus on locally: *An economically sound future; A healthy and well future; A greener future; and a future we all have a part in.*
- 5.6. The committee is recommended to schedule **two substantive items per meeting** to allow enough time for detailed discussions and the involvement of any invited witnesses or guests and to leave space for any Mayor & Cabinet responses that may arise throughout the year. The committee should be responsive and if urgent business arises throughout the year the work programme can be amended with urgent business added and lower priority business removed.
- 5.7. Provision is made for meetings to last for up to 2.5 hours, but the committee should aim to **manage its business within 2 hours**. In exceptional cases the committee may decide to suspend standing orders and extend the meeting for a further 30 minutes to conclude any urgent business.
- 5.8. The committee should specify the information it would like for each item to ensure that officer reports and other evidence meets its needs. This should be done under the work programme item at every meeting.
- 5.9. There is no provision at committee for the discussion of information items (reports to note). If required, they will be circulated to members by email with questions put to the report author for a written response.
- 5.10. Some of the regular reports that fall under the committee's remit, which are presented as reports to note and are circulated to members by email in the first instance, include the following. They are only taken as substantive items if wider engagement and scrutiny would add value, in line with the prioritisation process chart below.
 - Lewisham Adult Safeguarding Board (LASB) annual report
 - Lewisham and Greenwich NHS Trust (LGT) quality account
 - South London and Maudsley NHS Trust (SLaM) quality account
 - Adult Learning Lewisham (ALL) annual report
- 5.11. The following suggestions for the work programme have been put forward by members or officers, or have arisen as a result of previous scrutiny. They have been added to the provisional work programme attached at Appendix E, but it is up to the committee to decide whether or not these items should be included in the final work programme.
- 5.12. Suggestions made by the committee at the last meeting of 2021-22
 - Extra Care Housing
 - The impact of poverty on health and mental health
- 5.13. Suggestions from officers in view of forthcoming developments
 - Transitions from children's to adults' social care
 - Birmingham and Lewisham African & Caribbean Health Inequalities Review
- 5.14. Issues arising as a result of previous scrutiny
 - Adult social care review (Empowering Lewisham)
 - Future Homecare arrangement (Proud to Care)
 - Leisure Centres update
 - One Public Estate (Ladywell Unit proposals)

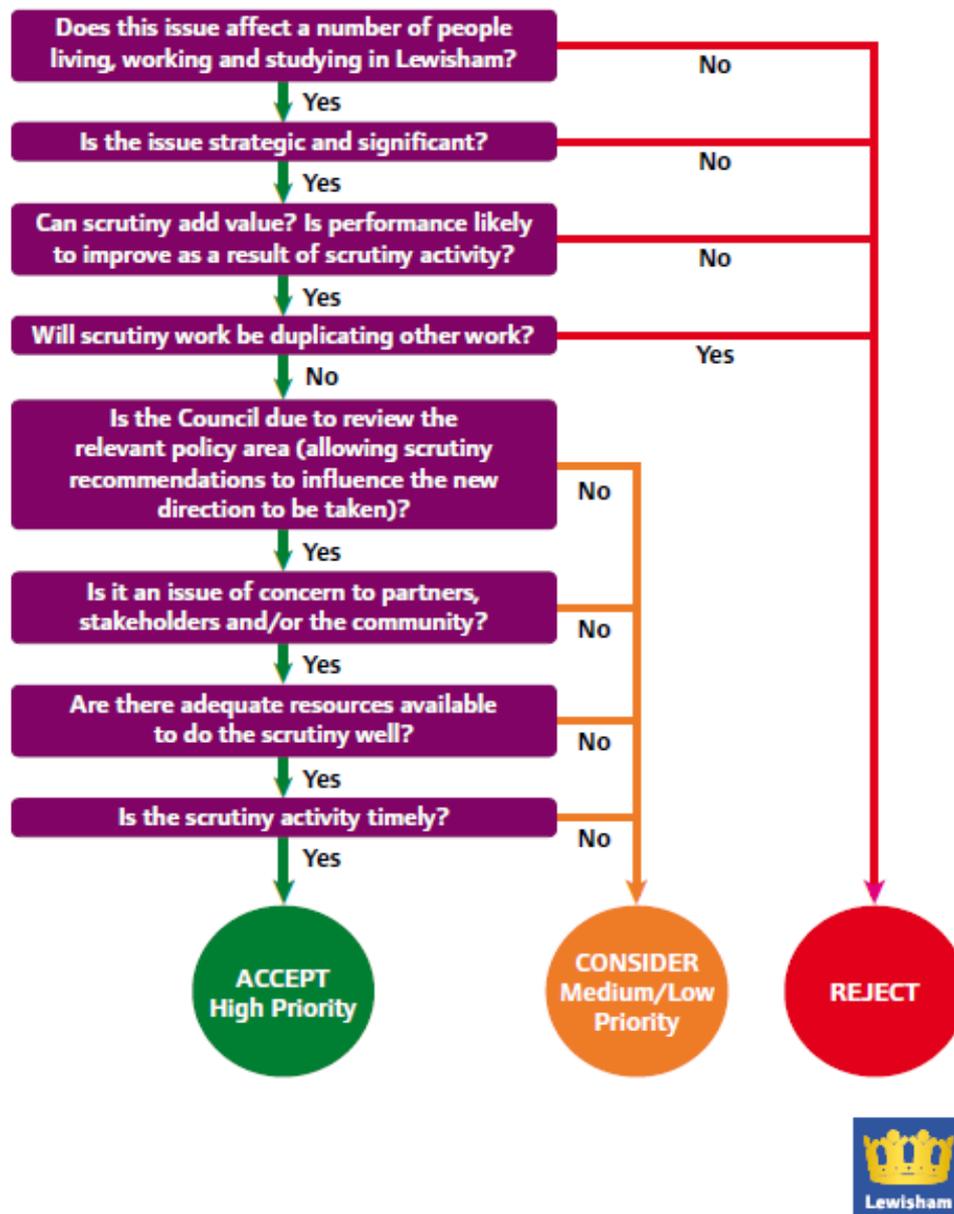
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- 5.15. It is the Chair's responsibility to keep abreast of developments within the committee's remit, liaise regularly with the relevant cabinet member(s) and escalate any issues that require action by the committee to the work programme as appropriate.

Scrutiny work programme – prioritisation process



6. Approval and ongoing monitoring of the work programme

- 6.1. Each select committee is required to submit its work programme to the Overview and Scrutiny Business Panel for approval. This is to ensure a coordinated overview and scrutiny work programme across select committees that avoids duplication of effort and supports effective scrutiny. The Business Panel will meet on 19 July 2022.
- 6.2. The committee's work programme can be reviewed at each meeting to allow urgent items to be added and lower priority issues to be removed. Any potential items should

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be considered against the priority criteria outlined earlier in this report. If a high-priority item is included, a lower-priority item should be removed. The committee's work programme must be achievable in the time available.

7. Financial implications

- 7.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items

8. Legal implications

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

9. Equalities implications

- 9.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 9.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

10. Climate change and environmental implications

- 10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Sustainable Development Select Committee). The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this.

11. Crime and disorder implications

- 11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

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12. Health and wellbeing implications

- 12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

13. Report author and contact

- 13.1. If you have any questions about this report please contact:
John Bardens, 020 8314 9976, john.bardens@lewisham.gov.uk.

14. Appendices

Appendix A – [Committee terms of reference](#) (see below)

Appendix B – [Council corporate priorities](#) (see below)

Appendix C – Effective scrutiny principles (see attached)

Appendix D – Notice of forthcoming executive decisions (see attached)

Appendix E – Draft work programme (see attached)

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Appendix A

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local

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people can be enhanced

- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

Healthier Communities has specific responsibilities for the following:

- a) To fulfill all of the Overview and Scrutiny functions in relation to the provision of service by and performance of health bodies providing services for local people. These functions shall include all powers in relation to health matters given to the Council's Overview and Scrutiny Committee by any legislation but in particular the NHS Act 2006 as amended, the Health and Social Care Act 2012, the Care Act 2014 and regulations made under that legislation, and any other legislation in force from time to time. For the avoidance of doubt, however, decisions to refer matters to the Secretary of State in circumstances where a health body proposes significant development or significant variation of service may only be made by full Council.
- b) To review and scrutinise the decisions and actions of the Health and Wellbeing Board and to make reports and recommendations to the Council and/or Mayor and Cabinet.
- c) To review and scrutinise in accordance with regulations made under Section 244 NHS Act 2006 matters relating to the health service in the area and to make reports and recommendations on such matters in accordance with those regulations
- d) Require the attendance of representatives of relevant health bodies at meetings of the select committee to address it, answer questions and listen to the comments of local people on matters of local concern.
- e) With the exception of matters pertaining to the Council's duty in relation to special educational needs, to fulfill all of the Council's Overview and Scrutiny functions in relation to social services provided for those 19 years old or older including but not limited to services provided under the Local Authority Social Services Act 1970, Children Act 2004, National Assistance Act 1948, Mental Health Act 1983, NHS and Community Care Act 1990, NHS Act 2006, Health and Social Care Act 2012 and any other relevant legislation in place from time to time.

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- f) To fulfill all of the Council's Overview and Scrutiny functions in relation to the lifelong learning of those 19 years or over (excluding schools and school related services).
- g) To receive referrals from the Healthwatch and consider whether to make any report/recommendation in relation to such referral (unless the referral relates solely to health services for those aged under 19 years of age, in which case the referral from the Healthwatch should be referred to the Children and Young People Select Committee .
- h) To review and scrutinise the Council's public health functions.
- i) Without limiting the remit of this Select Committee, its terms of reference shall include Overview and Scrutiny functions in relation to: people with learning difficulties; people with physical disabilities; mental health services; the provision of health services by those other than the Council; provision for elderly people; the use of Section 75 NHS Act 2006 flexibilities to provide services in partnership with health organisations; lifelong learning of those aged 19 years or more (excluding schools and school related services); Community Education Lewisham; other matters relating to Health and Adult Care and Lifelong Learning for those aged 19 years or over.
- j) Without limiting the remit of the Select Committee, to hold the Executive to account for its performance in relation to the delivery of Council objectives in the provision of adult services and health and lifelong learning.

NB In the event of there being overlap between the terms of reference of this select committee and those of the Children and Young People Select Committee, the Business Panel shall determine the Select Committee which shall deal with the matter in question.

Appendix B

Council corporate priorities 2018-2022

Items within the work programme should be linked to the priorities of the Council's Corporate Strategy for 2018-2022 (set out below):

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

Tackling the housing crisis - Everyone has a decent home that is secure and affordable.

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

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

Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.

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

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

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Effective Scrutiny Guidelines

1. Prioritise

It is more effective to look at one or two key issues per meeting in an in-depth way, than skim the surface of everything falling within the committee's remit. Try to focus on issues of concern to the community and/or matters that are linked to corporate priorities. Only add items to the work programme if you are certain your consideration of the matter will make a real and tangible difference.

2. Be independent

Scrutiny is led by Scrutiny Members. You are in charge of the work programme and, for every item, you should specify what evidence you require and what information you would like to see in any officer reports that are prepared. You should not be whipped by your political party or unduly influenced by the Cabinet or senior officers.

3. Work collectively

If you collectively agree in advance what you want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, you can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. Engage

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. Make SMART evidence-based recommendations

Scrutiny has the most impact when its recommendations are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. Recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

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FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2022 - October 2022

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

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2022	Leisure Contract Extension	15/06/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
November 2021	Blackheath Joint Events Policy 2022-2027	15/06/22 Mayor and Cabinet	Nick Pond, Parks and Open Space Contracts and Service Development Manager and Patrick Codd, Assistant to the Executive		
February 2022	Out of Hours Switchboard	15/06/22 Mayor and Cabinet	Mark Ferris and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Authority to procure a new contract for 0-19 Public Health Nursing (Health Visiting and School Health Service	15/06/22 Mayor and Cabinet	Emily Newell, Joint Commissioner 0-19 Health and Maternity and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Levelling Up Fund bid	15/06/22 Mayor and Cabinet	John Bennett, Head of Economy, Jobs and Partnerships and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2022	Building for Lewisham - Ladywell Update Part 1 & 2	15/06/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Energy Grants, Covid Additional relief Fund (CARF) scheme and Household Support Fund updates	15/06/22 Mayor and Cabinet	Mick Lear, Service Manager, Benefits and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Compute & Storage Infrastructure Replacement	15/06/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Permission to tender (Mental Health Supported Housing)	15/06/22 Mayor and Cabinet	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
November 2021	Award of Corporate Estate Maintenance Programme Phases 1 & 2 works contract	28/06/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2022	Contract for Statutory Funeral Provision	28/06/22 Executive Director for Community Services	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Services, LBL and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Catford Library Winslade Way works - Contract Award	28/06/22 Executive Director for Corporate Services	Kplom Lotsu, SGM Capital Programmes and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
May 2022	Procurement of Learning and Development Services Provider	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Digital Infrastructure Fibre Wayleave	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Expert Assessors Services for Concessionary Award Services	28/06/22 Executive Director for Corporate Services	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Procurement of Replacement Housing Management System and implementation of Customer Relationship Management System	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Expert Assessors services for Concessionary Award	28/06/22 Executive Director	and Councillor Chris Barnham, Cabinet		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Schemes	for Corporate Services	Member for Children's Services and School Performance		
May 2022	Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2022	Location Priority Procurement Strategy	06/07/22 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
January 2022	Request to extend the Extra Care Housing Support Contract for Conrad Court, Marine Wharf, Deptford.	06/07/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best		
January 2022	Extra Care Housing Support Contract for Cinnamon Court, Deptford and Cedar Court Grove Park.	06/07/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best		
February 2022	Building for Lewisham Budget requirements	06/07/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
November 2021	Housing Infrastructure Funding A205 Realignment	06/07/22 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			and Patrick Codd, Assistant to the Executive		
January 2022	Permission to Procure Extra Care Housing at Hazelhurst Court	06/07/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best		
May 2022	Permission to Procure (Stop Smoking Contract)	06/07/22 Mayor and Cabinet	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
February 2022	Building for Lewisham Appropriation for Planning	06/07/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
November 2021	Lewisham Air Quality Action Plan 2022-2027	06/07/22 Mayor and Cabinet	Eliane Foteu, Environmental Protection Manager and Patrick Codd, Assistant to the Executive		
October 2021	Approval of Flood Risk Management Strategy 2022-27	06/07/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Patrick Codd, Assistant to the Executive		
November 2021	New Cross Road Acquisition	06/07/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Adult Social Care		
May 2022	5th Annual Besson Street Business Plan	06/07/22 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Approval for the Local Development Scheme (LDS)	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Approval of the Lewisham Local Plan - Regulation 19 Proposed Submission document for public consultation	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Approval for the making of an Article 4 Direction E to class C3	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Approval for the making of an Article 4 Direction C3 to Class	06/07/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	C4		Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	Annual Complaints Report	06/07/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Adding a SEN Resource Base to Edmund Waller Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Adding a SEN Resource Base to Forster Park Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Expansion of Drumbeat School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Services and School Performance		
May 2022	Change of Age Range at Fairlawn Primary School	06/07/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Permission to Procure New Hope Housing Project	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Permission to Procure Lewisham Wellbeing Service	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Permission to Procure Lewisham Dementia Hub	06/07/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Future of Housing Management: Options	06/07/22 Mayor and Cabinet	and Councillor Brenda Dacres, Deputy Mayor		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Appraisal		and Cabinet Member for Housing Development and Planning		
June 2022	Learning Disability Framework Permission to procure contracts for Supported Living and related contract extensions	06/07/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Medium Term Financial Strategy	06/07/22 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Approval for Contract Award former Catford Constitutional Club	06/07/22 Mayor and Cabinet	and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	Authority to procure Specialist Short Breaks for overnight, Holiday & Weekend	06/07/22 Mayor and Cabinet	Councillor Suzannah Clarke, Chair Strategic Planning and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Authority to procure Specialist Short Breaks/Personalised Care & Support	06/07/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Services and School Performance		
May 2022	Meliot Centre Relocation Contract Award	19/07/22 Executive Director for Housing, Regeneration & Environment	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Authority to Procure Mediation and Disagreement Resolution Service	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Authority to procure SEN and Disabilities Advice and Support Services	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Authority to procure Specialist Short Breaks - Mentoring Programme	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Authority to Procure SEN Transport - Dynamic Purchasing System Licence	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Authority to procure ASD Post Diagnosis Parent Support	19/07/22 Executive Director for Children and	and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Young People	Services and School Performance		
February 2022	BfL Programme - Approval to enter into contract	14/09/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Watergate Special School Expansion budget approval and approval to procure	14/09/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Permission to Procure new registered provider for supported accommodation and building management (Northover and Amersham).	14/09/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	On Street Advertising Contract Variation and Extension	14/09/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2022	Lewisham Autism Strategy	14/09/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best		
May 2022	Approval for s106 monies to go to Deptford Challenge Trust	14/09/22 Mayor and Cabinet	and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Skills		
June 2022	Reduction and Recycling Plan 2023-2025	14/09/22 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	Maximising Wellbeing of Carers	14/09/22 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Public Realm Call Off Framework	14/09/22 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	Catford Regeneration Partnership Ltd Update	14/09/22 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
June 2022	Parker House Development Agreement	14/09/22 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Brenda		

FORWARD PLAN – KEY DECISIONS

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			Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	Carer Information Advice and Support Services - permission to procure	14/09/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Lewisham and Lee Green LTN Monitoring Update	14/09/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	Catford Regeneration Partnership Ltd Update	28/09/22 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
May 2022	Lewisham Play Strategy 2022 - 2027	05/10/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Approval to appoint operator for concessions contract at Beckenham Place Park lake	05/10/22 Mayor and Cabinet	and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		

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Healthier Communities Select Committee work programme 2022/23 (draft)

Item	Type	Priority	Delivery	21-Jun	07-Sep	01-Nov	05-Jan	28-Feb
Election of Chair and Vice Chair	Constitutional req	CP5	June					
Work programme 2022-23	Constitutional req	CP5	June					
South East London Integrated Care System	Standard item	CP5	June					
Healthcare and Wellbeing Charter	Standard item	CP5	June					
Empowering Lewisham	Standard item	CP5	June					
The Birmingham and Lewisham African & Caribbean Health Inequalities Review (BLACHIR)	Standard item	CP5	Sept					
Transitions from children's to adults' social care	Standard item	CP5	Sept					
Budget cuts proposals	Standard item	CP5	Nov					
Proud to Care update	Standard item	CP5	Nov					
Leisure centres update	Standard item	CP5	Jan					
TBC	Standard item	CP5	Jan					
One Public Estate: Ladywell Unit proposals	Standard item	CP5	Feb					
TBC	Standard item	CP5	Feb					

Information reports, briefings and visits	Type	Priority	Delivery					
Lewisham Adult Safeguarding Board (LASB) annual report	Performance monitoring	CP5	tbc					
Lewisham and Greenwich NHS Trust (LGT) quality account	Performance monitoring	CP5	tbc					
South London and Maudsley NHS Trust (SLaM) quality account	Performance monitoring	CP5	tbc					
Extra Care Housing	Site visit	CP5	tbc					
Adult Learning Lewisham (ALL) annual report	Performance monitoring	CP5	tbc					

	Item completed
	Item on-going
	Proposed timeframe

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