

Overview and Scrutiny



Healthier Communities Select Committee Agenda

Tuesday, 28 February 2023

7.00 pm,

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Nidhi Patil (020 8314 7620)

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

Part 1

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

Healthier Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 28 February 2023.

Jeremy Chambers, Monitoring Officer
Monday, 20 February 2023

<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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Agenda Item 1 MINUTES OF THE HEALTHIER COMMUNITIES SELECT COMMITTEE

Wednesday, 11 January 2023 at 7.00 pm

IN ATTENDANCE: Councillors Chris Best (Chair), Aliya Sheikh (Vice-Chair), Peter Bernards, Laura Cunningham, Stephen Hayes, John Muldoon and Jacq Paschoud

APOLOGIES: Nigel Bowness (Healthwatch Lewisham)

ALSO PRESENT: Tom Brown (Executive Director for Community Services), Councillor Paul Bell (Cabinet Member for Health & Adult Social Care), Greg Cunning (Social Care Transformation Partner, Newton Europe), Daniel Sperrin (Newton Europe) and Nidhi Patil (Scrutiny Manager),

ALSO PRESENT VIRTUALLY: Michael Preston-Shoot (Independent Chair, Lewisham Safeguarding Adults Board), Martin Crow (LSB Business Manager), Kenneth Gregory (Director of Adults Integrated Commissioning), Natalie Sutherland (Assistant Director of Adults Integrated Commissioning) and Catherine Mbema (Director of Public Health)

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 1 November 2022

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

1.2. Following on from the Cost-of-Living agenda item at the last meeting, the Committee received a brief update on the Warm Welcomes scheme. The Warm Welcomes scheme launched on the 1st of November 2022 and was part of Lewisham's corporate response to the Cost-of-Living crisis. It was first launched across libraries in the borough but since then had expanded to more venues. Prior to Christmas 2022, the Council also launched a Small Grants scheme via Lewisham Local to support approximately 20 local warm space projects. It was now being finalised which 20 venues would get this funding. A Cost-of-living newsletter had also been developed and Lewisham Local had developed a map that showcased all the warm welcome hubs across the borough.

1.3. Since libraries were being used as warm welcome hubs, the Committee asked for an update to be circulated on libraries, specifically Lewisham Library and Sydenham Library. They also asked to receive information on the activities on offer in these libraries.

2 Declarations of interest

2.1. Councillor Jacq Paschoud declared a personal interest in item 3 as she had a close family member in receipt of a care package from Lewisham Social Care.

3 Responses from Mayor and Cabinet

3.1. There were none.

4 Lewisham Safeguarding Adults Board (LSAB)

Michael Preston-Shoot (Independent Chair, Lewisham Safeguarding Adults Board) introduced the report and thanked Councillor Chris Best and Councillor Paul Bell for **Page 5**

work on Adult Safeguarding in the borough as the former and current Cabinet Member for Adult Social Care respectively. The following key points were noted:

- 4.1. The Mayor convened a meeting of the Lewisham Safeguarding Adults Board (LSAB), Community Safety Partnership and Safeguarding Children's partnership at the end of 2022 where the 3 boards looked at cross-cutting themes and sketched out their plans for how they would deal with violence against women and girls, how they would support people on the autistic spectrum (children and adults) and how they would deal with transitional safeguarding.
- 4.2. LSAB continued to develop their performance monitoring templates. Some of the RAG ratings that were red in the annual report, were moving in a positive direction with the development of the adults safeguarding pathway.
- 4.3. It was a statutory requirement that the LSAB report on the completed Adults Safeguarding Reviews (ASR). The board had an ongoing focus on the implementation of the recommendations of these ASRs and revisited the impact those recommendations had.

Committee members were invited to ask questions. The following key points were noted:

- 4.4. The Committee was pleased to see an upward trend in the reporting of safeguarding concerns which showcased an increased awareness regarding safeguarding.
- 4.5. One of the key audit points in the audits of safeguarding cases was the tool called making safeguarding personal. It was important that an early conversation was had with people to find out what they wanted out of the investigation and then establish in the end whether that outcome was achieved. Some audit outputs around making safeguarding personal would be shared with the Committee.
- 4.6. The report stated that 23% of all abuse was reported in residential care homes. In Lewisham, LSAB sought assurance regularly both from providers of care and commissioners of care. It made sure that staff in the care homes had the appropriate training, tools and values for supporting the residents and keeping them safe. It also made sure that in the care homes, there was appropriate oversight by managers and by regulatory bodies. Despite these assurances, there were cases when there was a clear shortfall, but the Board made sure there was continuous learning and improvement following each shortfall.
- 4.7. The Independent Chair of LSAB had done a lot of work on hoarding and reported that Lewisham had revised its self-neglect policy and protocols.
- 4.8. There was a need to promote the home fire safety visits by the London Fire Brigade (LFB) as there were a significant number of safeguarding reviews across London that showcased the shortcomings of services in referring individuals to the LFB for home fire safety visits.
- 4.9. The LSAB would like to see an increase in reporting of abuse from family, friends and neighbours and would continue to find creative ways to embed this within the community. The Independent Chair of LSAB suggested that they may record a small video and put that up on their website to promote increased reporting in the community.
- 4.10. More awareness was needed about the fact that neglect and acts of omission could also be safeguarding issues.
- 4.11. All Lewisham Councillors would be provided with data so that they could establish an effective relationship with the care homes in their wards.
- 4.12. The Committee was keen to do some work around reviving the lay visitors scheme.

RESOLVED:

- That the report be noted.

5 **Update on Empowering Lewisham Programme**

Tom Brown (Executive Director for Community Services) introduced the report with contributions from Greg Cunning and Daniel Sperrin from Newton Europe. The following key points were noted:

- 5.1. Newton Europe completed the service-wide diagnostic in June 2021 which indicated potential improvement in resident outcomes and £8.6 million+ in annualised financial benefit.
- 5.2. This work by Newton Europe focused on three operational workstreams supported by enablers. The three workstreams were- decision making, enablement and AWLD (Adults with Learning Disabilities) progression and next steps. The enablers were digital delivery, change & culture and finance.
- 5.3. The savings as a result of this programme were being realised incrementally as new ways of working were embedded, staff were upskilled, and service changes were implemented.
- 5.4. Through the Empowering Lewisham programme there had been a positive impact on resident outcomes. 31 fewer people had gone into placement this year compared to the last year and there were 62% more enablement referrals from the hospitals. There had been a 50% improvement in service effectiveness in enabling residents. 60 residents had been identified for a move or progression with 630 residents in the pipeline.
- 5.5. It was highlighted that the dashboards were really informative and enabled managers to make decisions based on real-time data. It helped managers to be data-driven and human focused as well as outcome focused.
- 5.6. The budget deficit for Adult Social Care last year was £5 million and was now projected to be £1.9 million by the end of March 2023 or even less than that and this was a huge achievement for the team.
- 5.7. The work that Newton Europe did as a part of the workstream on AWLD progression and next steps, highlighted that there was a significant proportion of adults who could be supported to live more independently in the community. Although this wasn't a quick change to make and required a long-term development plan. The reason that work on this workstream had moved slowly was because a dedicated team with a special skill-set was needed to carry-out this work and it took a long time to assemble that. Now that this team had been assembled, 70 to 100 moves were projected to happen over the next 12 months.

The Committee members were invited to ask questions. The following key points were noted:

- 5.8. The report stated that 630 AWLD were in the pipeline to be considered for a progression or move. The Committee was concerned that with the existing pressures on the housing stock, it would be difficult to find accommodation for these adults. The adult social care team had been working with colleagues in the housing team on this issue. Finding accommodation for these progressions/ moves would be a challenge but it was important that the demand was identified which would help when working with the provider market and ensuring there is enough capacity for these moves. The Committee was reassured that 630 adults would be assessed for this progression but that wasn't the final number of adults being moved, as a progression/move won't be suitable for every case.

- 5.9. Embedding the culture change within the staff had been done through various different tools such as leadership development workshops, training courses and redesigned forms. Staff were now at a stage where they were using these new tools not because they had to but because the tools were useful.
- 5.10. The work on enablement was tested through service-user feedback sessions where performance was positive. The changes made to the enablement service didn't change the resident satisfaction scores.
- 5.11. Increased isolation amongst older people was a concern for the Committee and it wanted to ensure that people were being placed in an environment where they were not isolated. Engagement with residents had highlighted that people wanted to live in their own homes and stay connected to the community as opposed to living in care homes. The aim of adult social care was to understand the community links their residents had and to ensure that those connections were kept alive.
- 5.12. It was suggested that the Lewisham Shared Lives scheme should be advertised more.

RESOLVED:

- That the report be noted.

6 Lewisham All-Age Autism Strategy

Kenneth Gregory (Director of Adults Integrated Commissioning) and Natalie Sutherland (Assistant Director of Adults Integrated Commissioning) introduced the report. The following key points were noted:

- 6.1. All Local Authorities were required to develop an Autism Strategy after the national strategy came out in 2022. However, in Lewisham, the strategy development work began back in June 2021.
- 6.2. A public consultation was carried out in May 2022 where over 140 responses were received. However, it was recognised that there were not many responses from people under 18, so, the Young Mayor's team organised a survey during October and November 2022, where 70 responses were received from this cohort.
- 6.3. The Council's communication team was looking at the language throughout the strategy document and would also be designing the final version of the strategy. They would also facilitate the development of an easy read version of the strategy once it had been signed-off by the Mayor & Cabinet in February 2023.
- 6.4. The Autism Partnership Board would include members of the autistic community, parents & carer forums, the education sector including the SEND partnership, health and social care commissioners & providers, adult and children's social care colleagues and partners from the voluntary sector. This Board would have its first meeting on the 23rd of January 2023.

The Committee members were invited to ask questions. The following key points were noted:

- 6.5. The Committee wanted to ensure that appropriate employment support for autistic people was part of the strategy. Officers outlined that this would be covered in the employment section of the action plan and also agreed to explore the possibility of having colleagues from Department for Work & Pensions and local job centres on the Autism Partnership Board.

- 6.6. The Committee suggested that acknowledging the role of school leadership would strengthen the strategy further as cultural change in schools was brought about by the school leadership.
- 6.7. It was discussed that the membership of the Autism Partnership Board should be driven by the Board itself and that people with lived experiences should form the loudest voice on the Board.
- 6.8. Councillor Laura Cunningham offered to provide officers with the contact details of a professor from LSBU (London South Bank University) who had been involved in research on autism.
- 6.9. Lewisham had received funding to pilot an all-age autism wellbeing hub which would provide support around employment and education amongst other things. It was suggested that this hub could also support people without a formal diagnosis.

RESOLVED:

- That the report be noted.

7 **Select Committee work programme**

The Committee considered the work programme. The following was noted:

- 7.1. A Committee member enquired whether the Healthwatch representative's name could be added to the summons for the committee meeting. [It was confirmed after the meeting that only formal members of the Committee were included on the summons, but that the Healthwatch representative was invited to every meeting to contribute to the discussion.]

RESOLVED: That

- the agenda item on 'Extreme weather advice and support' be considered as an information item to be circulated to the Committee in advance of the next meeting;
- the scope of the agenda item on 'Leisure centres update' be widened to include the Physical activity strategy and an update included in the report on what mitigation has been offered to older people over 60 following cuts to over 60's free gym and swim;
- the Cabinet Member for Culture and Leisure be invited to the next meeting;
- the agenda item on 'Health & Wellbeing Board update' be merged with the agenda item on 'Health Care & Wellbeing Charter- Initial Scoping report';
- the agenda for the next meeting on the 28th of February 2023 be agreed after making the suggested changes;
- any comments or questions regarding the Data dashboard be sent to the Scrutiny Manager.

The meeting ended at 9.26 pm.

Chair:

Date:

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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 no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 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 and Governance, 0208 31 47648



Healthier Communities Select Committee

Report title: Development of Lewisham business case to replace the Ladywell unit and modernise the adult mental health care model

Date: 28 February 2023

Key decision: There are no proposals or decisions at this stage.

Class: Part 1

Ward(s) affected: Borough wide

Contributors: Bobby Pratap, Director of Implementation (Lewisham), South London and Maudsley NHS Foundation Trust (the Trust)

TBC at time of submitting the brief: James Lowell Chief Operating Officer, and/or Vanessa Smith, Chief Nurse and Lewisham place exec lead for the Trust to join the committee.

Outline and recommendations

The Committee is recommended to:

- Note the planned engagement process to support the development of a business case to bring significant capital investment to improve the mental health physical infrastructure in Lewisham.
- It is a very early stage of the process and no content of the draft business case has yet been developed. As such there are not yet any specific recommendations relating to the care model and subsequent estates requirements that will eventually be included in the capital investment case.
- We would appreciate the Committee's views on the process set out and any specific wishes for the engagement process with the local community and level of involvement the Committee would want in this.
- Reconvene on this topic in the summer/autumn when we aim to provide an update on specific proposals as they begin to take shape.

Timeline of engagement and decision-making

To note that the timeline below is for the development of a first draft of a business case. The need to progress it is pressing due to the long timescales of the NHS capital business case process and the urgent need to move out of the Ladywell unit as soon as possible. In practice, the engagement, partnership and implementation of the case (should it be successful) is expected to continue well beyond the first draft.

Oct 2022 –Dec 2023	<p>Desk based research on leading approaches to human rights based mental health services, as recommended by the World Health Organization. Meetings and visits to leading services nationally.</p> <p>Thorough analysis of local data relating to both people in contact with the Trust’s Lewisham services and of the wider population. Early introductory meetings with range of clinical teams and local community.</p>
Jan – April 2023	<p>Wider engagement commencing through public workshops, focus groups with specific groups (eg patient/carer meetings, clinician-focussed meetings, Voluntary and Community Sector (VCS) and black-led VCS sector), meetings with people and professionals across the community.</p>
From March 2023	<p>Monthly progress updates added to the agenda of the Lewisham mental health alliance from March 2023</p>
March 2023	<p>Present project to Lewisham system-wide estates forum, ensure collaboration on estates requirements across the Integrated Care Board (ICB), Local Authority (LA), acute trust, primary care etc.</p> <p>Estates scoping work to commence as consensus on likely estates needs becomes clearer.</p>
April 2023	<p>Findings from engagement to date summarised.</p> <p>Early draft of proposed care model, with phasing/implementation plan developed for local discussion, including through Lewisham Mental Health alliance, the Trust Exec and Place Exec Group (PEG)</p>
May/June 2023	<p>Present draft care model and any emerging recommendations/proposals to HCSC.</p> <p>Continue work to complete all sections of draft business case</p>
June/July 2023	<p>Model confirmed by the Trust Exec Board, Lewisham Mental Health alliance, Lewisham PEG.</p>
Q2-Q4, 2023/24	<p>Commence process to take through the various stages as required by the NHS England (NHSE) strategic change and capital business case processes. (time for the process to be confirmed depending on size and nature of the business case).</p>
2024-25	<p>Explore potential to implement aspects of new care model sooner. For instance, to implement and evaluate any new approaches in one neighbourhood to start with.</p>
2026	<p>Depending on securing capital funding and approval of the case, final capital works of new inpatient unit(s) unlikely to be complete before 2026/27</p>

1. Summary

- 1.1. The Lewisham mental health alliance (via a project lead employed by the Trust), is commencing a process of engagement with the local community to help develop a business case that seeks to attract significant capital investment to modernise the adult mental health estate in Lewisham. There is near unanimous agreement locally on the need to urgently replace the adult inpatient mental health estate currently at the Ladywell unit, which is outdated and extremely unfit for purpose.
- 1.2. The business case presents a rare opportunity to not only develop a case for the best possible modern therapeutic inpatient facilities, but also potential for community-based facilities in each neighbourhood to further bring the aims of the community mental health transformation to life.
- 1.3. While the business case will be seeking capital investment via the NHS, we hope that its aims will be shared and owned by all partners in the local health and care system. For instance, we will be seeking views on how we might seek a shift in ethos in NHS mental health services which are currently heavily focussed on management of symptoms, individual diagnosis and containment of perceived risks, towards health creation, social inclusion and building community, human and social capital in the parts of the borough where there are most mental health needs. While such public health aims may traditionally be viewed as LA responsibilities, the engagement on the business case will explore whether and how the NHS mental health system can do more to improve the environmental context in which people live, in line with the principles of NHSE's *Healthy New Towns* guidance which encourages the NHS to radically rethink its traditional approaches, and contribute to shaping neighbourhoods and communities to promote health and wellbeing.
- 1.4. The Trust Board has requested that we research leading models of mental health care, with an aim to bring aspects from the best services in the world, adapted and tailored to meet the needs of Lewisham's population. This has so far involved desk-based research, meetings and visits with some of the leading services nationally and internationally, and a thorough analysis of local population and activity data.
- 1.5. This work is at a very early stage and as such there is little by way of concrete proposals to report to the committee at this time. We are now commencing engagement (more detail in section 4 below) to understand what the local community would like to prioritise. The Trust Board is encouraging the Lewisham alliance to develop a care model with the ambition to bring the very best mental health services in the world to the people of Lewisham.

2. Recommendations

- 2.1. There are no specific recommendations or decisions at this stage. We would appreciate the views of the HCSC on the process set out and any ambitions it would like us to consider as part of this work.

3. Policy Context

- 3.1. This case is being developed in a national context of significant concern about the model of inpatient mental health care in England from the Department of Health and Social Care, Care Quality Commission and NHS England. This has resulted in a national inquiry into acute mental health care. There is also a new Mental Health Bill (currently before Parliament) which is expected to require all areas to radically reduce instances of detention under the Mental Health Act in the coming years.

- 3.2. We will pay close attention to ensure our business case aligns with these national developments, and indeed the timing presents Lewisham with an opportunity potentially to lead the way nationally in pioneering a new approach/model for mental health care in England.
- 3.3. Locally, there have been some improvements in mental health services – notably through the community mental health transformation which in the latest month saw exceptional improvements compared to a year ago, with 98% of people having meaningful first contact within 4 weeks. We have also seen positive progress in reducing restrictive practices and increasing the therapeutic skill mix on inpatient wards.
- 3.4. However, we acknowledge that there remain significant areas of improvement that are required beyond the poor physical estate. For instance: our heavy reliance on A&E as the means of delivering urgent mental health care; a system that is heavily skewed towards acute care; among the highest rates of detention under the Mental Health Act, and among the longest stays in hospital nationally.
- 3.5. A priority will be the need for a radical shift in ethos to address the historic failure and mistrust of mental health services for many people in our many local black communities. More detail on this is set out in section 7 below.

4. Background

Engagement process

- 4.1. The intention is to carry out workshops, focus sessions and listening events with clinicians, patients, carers, academics and many others in the local community between Jan-April 2023, after which we hope to have sufficient sense of local priorities to begin an initial draft of the outline business case.
- 4.2. This engagement will build upon the extensive listening exercises that have already taken place as part of the South London Listens programme, and during the development of recent Trust strategy, Aiming High, Changing Lives. It could also be an opportunity to embed the new Lewisham People's Partnership Forum, which is being piloted and due to commence formally in 2023/24.

Governance

- 4.3. The governance of the business case will sit with the Lewisham mental health alliance, with the project due to become a standing agenda item from March 2023.
- 4.4. Various senior executive level forums will also eventually need to approve any business case, including Lewisham Place Executive Group, the Trust Board, the Ladywell Programme Board (jointly chaired by CEOs of University Hospital Lewisham and South London and Maudsley). Subject to wishes of the HCSC we would propose returning in the summer/autumn once proposals are more developed. We would of course be happy to keep engaging with the committee in the interim outside of formal committee meetings, should it wish to.

5. Financial implications

- 5.1. This project is seeking to attract significant long-term capital investment to Lewisham's mental health services (via the NHS). Development of the business case provides an opportunity to consider the overall balance of our current annual revenue budget in Lewisham's mental health services.
- 5.2. There are no specific financial considerations at this time, but we propose to bring

these back to the committee once plans are more developed.

6. Legal implications

- 6.1 The Mental Health Bill going through Parliament is likely to lead to legal requirements for a significant shift in current levels of coercive practice and detention under the Mental Health Act nationwide. The business case will therefore need to propose models of care that enable fewer detentions, and as far as possible are designed to provide options for clinicians and patients before patients are acutely unwell.

7. Equalities implications

- 7.1. Some of the equalities implications identified in the early review of data, including potential suggestions that could address these are set out in the following paragraphs.
- 7.2. Lewisham (as of latest Dec 2022 Census) now has the largest black population (27%) of any borough in the country. Currently **people with a black ethnicity in Lewisham are over represented in acute mental health services** (~50% of all admissions and detentions under the MH Act), and **black men in particular tend have disproportionately long stays/detentions**. This over representation has contributed to a deep rooted mistrust of statutory mental health services in Lewisham, and this is a major priority that the review of the care model will need to address.
- 7.3. A likely factor of this over representation, is that many primary and community services offered by the statutory sector are not tailored to the cultural needs of our communities or how people want to access mental health support. Early engagement on the business case has included discussion with local grass roots black VCS leaders, groups and patients/carers, with a view potentially seeking to find ways to share more power with these communities to own and design mental health support that people want to access.
- 7.4. The recent South London Listens programme identified a priority of improving **specific support for the migrant, refugee and asylum seeker population** in the borough, for example through community embedded workers.
- 7.5. The current inpatient units are noisy, crowded and chaotic – an extremely **unsuitable environment for people with Autism or Learning Disabilities** who may have co-occurring mental health needs. Any new spaces will for instance need to include sufficient calm and sensory spaces.
- 7.6. Lewisham has a **relatively young population, including those in contact with mental health services**. There may be a case to consider models which provide a 'softer landing' for younger adults and which support social inclusion rather than risk of institutionalisation at a crucial juncture in terms of future life chances.
- 7.7. Lewisham scores highly on **multiple indicators of deprivation, especially income, employment, crime and living environment**. Of the patient reported outcome measures from people in contact with NHS mental health services in Lewisham, the most explicit areas of dissatisfaction are in leisure activities and job situation: both crucial in addressing poor mental health. There may for instance be a case for greater emphasis on personal health budgets, more social inclusion-focussed and vocational mental health service offers. It should be noted that employment and income were also one of the 4 priority outcomes identified in South London Listens.

8. Climate change and environmental implications

We are not yet at the stage of estates specification, but we would assume that any new facilities are in line with the NHS zero carbon policy.

9. Crime and disorder implications

We will be engaging with colleagues working in the criminal and justice system as the project develops.

10. Health and wellbeing implications

As set out above, particularly see section 1.3

11. Report author and contact

Bobby Pratap, Director of Implementation (Lewisham adult mental health care model review), South London and Maudsley NHS FT.

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Healthier Communities Select Committee

Report title: Leisure Contracts Performance

Date: 28 February 2023

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Director of Communities, Partnership and Leisure; Leisure Services Manager

Outline and recommendations

This report updates the Healthier Communities Select Committee on the progress of both of the Council's leisure contracts.

The Committee is asked:

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

1. Summary and Purpose of Report

1.1 This report updates the Healthier Communities Select Committee on the progress of both of the Council's leisure contracts

1.2 In summary, the report demonstrates that performance across the leisure services continues to improve steadily in line with the national picture and there has been a significant improvement in the quality of the local offer under the new contractual arrangements.

2. Recommendations

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

3. Background and History

3.1 The last report to the Healthier Communities Select Committee in February 2022 updated on the progress of the leisure service post the COVID-19 enforced closures.

3.2 The previous report also homed in on the transfer of the Leisure Management Agreement (LMA) to Greenwich Leisure Limited (GLL) from former operators Fusion Lifestyle (Fusion).

- 3.2 GLL were awarded a 2-year open book management contract that commenced on October 7, 2020. The Council maintained financial responsibility for the management of the leisure centres through that period.
- 3.3 The first priority for the Council and new contractors – GLL was the prepare each leisure centre to be re-opened to the public. Each leisure centre underwent a programme investment works to clean and upgrade the customer facing areas after a prolonged period of closure due to the COVID-19 pandemic.
- 3.4 The leisure centres re-opened under Government sanctioned social distancing protocols in April 2021. Leisure centre participation increased as the year progressed and confidence in public safety returned.
- 3.5 The Council retained an option to extend the LMA for a further 3 years in which the financial responsibility for the contract would transfer from the Council to GLL.
- 3.6 Downham Health and Leisure Centre has been managed by 1 Life (formerly Leisure Connections Ltd) since March 2007. 1 Life have a 32-year contract through a Private Finance Initiative (PFI). In addition to the leisure facilities the centre includes health care facilities, library, community hall and playing fields.

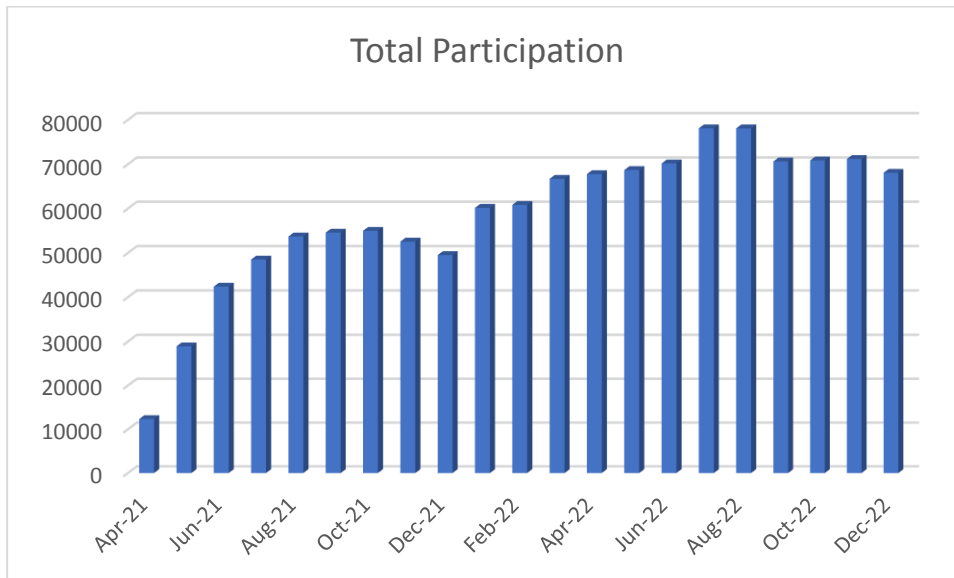
4 GLL Leisure Management Agreement Extension

- 4.1 The initial 2-year open book management contract concluded in October 2022. LBL had worked in close partnership with GLL over the course of the initial 2-year contract. During this period, the partnership successfully navigated through all the challenges brought on by the pandemic and the exiting operator.
- 4.2 According to Fusion's March 2020 report, there was a membership base of c5600 (accounting for the loss of the Bridge) members paying for either an annual or pre-paid monthly membership across the portfolio.
- 4.3 GLL's first report on monthly participation stated a membership base of c2,800 (both annual and pre-paid members). In contrast, GLL's most recent participation report (December 2022) states that pre-paid and annual member uptake has risen to c4300 members across the leisure portfolio. Factoring in the closure of The Bridge Leisure Centre, this represents 76% of Fusion's pre covid membership base.
- 4.4 Taking into account, the fact that the leisure centres in Lewisham remained closed between March 2020 and April 2021 (9 months after government announced that indoor gyms and Leisure Centres in England could re-open on the 25 July 2020 and 13 months after the initial closure); and the fact that The Bridge Leisure Centre has remained closed to the public (a decision approved in the 13 January Mayor and Cabinet report). GLL's first full year in operation of the leisure centres in Lewisham has been largely positive.
- 4.5 It is pertinent to note that although the Executive Director of Community Services retained delegated authority extend the LMA with GLL by three years. On June 15, 2022, Officers reverted back to Mayor and Cabinet for approval of the recommendation to extend this option by a further six months (to 3 ½ years), which would conclude the LMA in March 2026 rather than Oct 2025.
- 4.6 This decision ensured the LMA's end aligns with the end of the 25/26 financial year, allowing future agreements to run concurrently to LBL's financial year.
- 4.7 Alongside this decision were changes to the concession's arrangements on offer within the leisure centres. The offer allowed free gym, swim and athletics track access to all those over the age of 60 or those who are disabled.

- 4.8 However, the modification to the concessions programme would see the offer continued for those who are disabled, but with those over 60 paying the standard concessionary rates rather than retaining free access. This ensured that the services continue to be subsidised for Lewisham's older residents but will now entail a contribution to the financial viability of the services from these members of the community.
- 4.9 This saving was considered by Mayor and Cabinet on 2 February 2022 [Mayor and Cabinet - Wednesday, 2nd February, 2022 6.00 pm](#) agenda item 615 and included within the Council Budget (and appendix Y2) at [Budget, Mayor and Cabinet - Wednesday, 9th February, 2022 5.00 pm](#) agenda item 321.
- 4.10 The Equalities Assessment Analysis (EAA) regarding this recommendation concluded that the some of the impact of the removal of the free concession for residents over the age of 60 could be mitigated through increased and targeted marketing of leisure services alongside effective programme to the target audience.
- 4.11 Both GLL and 1Life introduced and enhanced programme of activities for older people in the borough. This included targeted:
- Aqua aerobics
 - Gym sessions
 - Zumba
 - Swim sessions
- 4.12 Lewisham residents over the age of 60 can also currently book a Badminton court for an hour for £10.90 on selected days at DHLC. This provision will expand to offer more days and times as demand dictates and there are also plans to introduce a short mat bowls session soon.
- 4.13 1Life are working with the GP doctors that inhabit the Health Centre onsite to ensure this offer is promoted to all practice users over 60 years of age.
- 4.14 This change to the concessions arrangement was implemented in October 2022. Although a there was a slight reduction in participation numbers form this demographic, numbers are increasing by the month.

5. Leisure Centre Participation

- 5.1 Leisure centre participation has shown steady growth since the centres re-opened in April 21. Figure 1 below displays total participation across the 5 sites GLL manage on behalf of the Council.
- 5.2 The first seven months show strong participation growth through a period where leisure centre services were coming back online and social distancing protocols were relaxed. Oct 21 saw the start of the Covid variant 'Omicron' which negatively affected participation through to December 21.
- 5.3 Participation has been steadily increasing since January 2022. Figure 1, also shows a spike in participation in July and August 2022, demonstrating the effectiveness of the holiday programmes on offer in the centres.
- 5.4 Due to the seasonality within leisure centre usage, there is a slight tail off in participation in the final months of each year. However, January tends to be a strong month for centre usage.

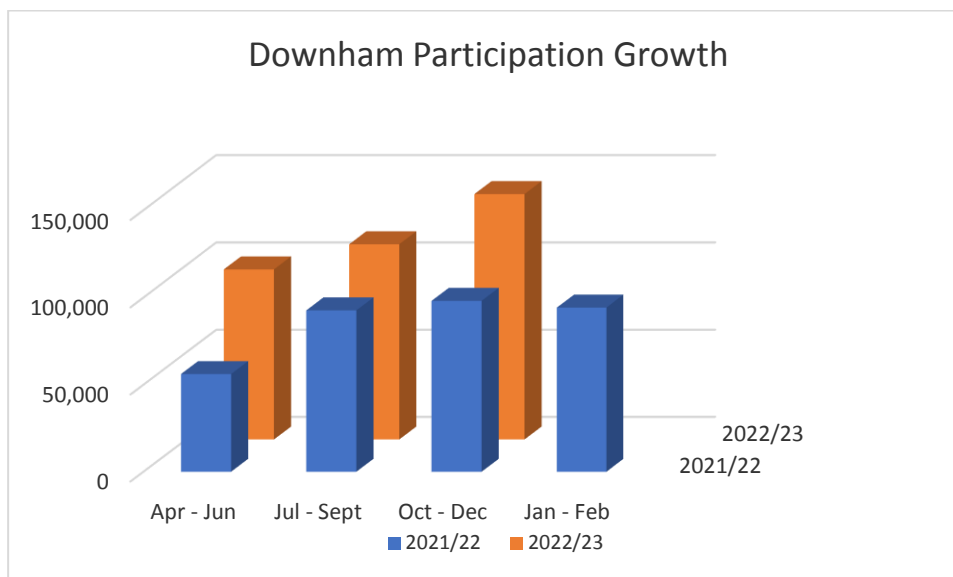


5.5 Figure 2 below compares participation data for 2021 and 2022 between April and December (January – March has not been included as the centres were not open through that period in 2021).

5.6 The average number of monthly visits to the leisure centres between April and December 2021 is c44k. The average number of visits to the centres through the same period a year later is c71k, a 60% increase on the previous year.



5.7 Similarly, participation at DHLHC has shown positive growth since April 2021. Figure 3 below display the growth in participation each quarter.



5.8 Average participation at this site increase by 36% between 2021 and 2022. This demonstrates a slower rate of recovery than the GLL managed facilities. It is however, pertinent to note that the two operators are at very different stages within their contracts.

5.9 As detailed in last year's update, the GLL managed facilities benefitted from a programme of investment to ensure the centres were ready to re-open after the pandemic enforced closure. This investment included a re-branding / re-decoration of the facilities to accommodate the change of leisure contractor. This improved the look and feel of each site which had a positive effect on participation.

5.10 It has recently been announced that The Parkwood Group (a large Leisure operator) have acquired 1Life Management Solutions. Whilst 1Life will retain its trading identity, the acquisition will provide reinforcement to the head office function of the company as well as investment into the centres that 1Life operate.

5.11 Local investment will include an upgrade of the customer management systems which will enhance the customer journey, as well as re-branding / redecoration of the high footfall areas of the facility and refresh the wayfinding signage around the centre.

5.12 Further investment into the facility is on the horizon as the new ownership of 1Life matures.

6 Financial Information

6.1 The extension of the LMA with GLL is a traditional contract arrangement with the net cost of the service being borne by the leisure contractor. Year-end financial projections show that the contract will be within the Councils budgetary envelope.

6.2 Based on the performance of the contract to date, it is hoped that the GLL contract will return to surplus position, net of capital investment, by 2023/24 and inclusive of facility investments by the following financial year.

6.3 In line with the national picture, the uplift in the cost of utilities have had a significant impact on expenditure. The Council are in position to offer short term support to both contractors in line with contractual obligation.

7 The Bridge Leisure Centre

7.1 As stated in the previous update, the Bridge Leisure Centre did not re-open post Covid. This was due to the recognition of the considerable work and investment that would be

required to provide a safe, functional and energy efficient building. On the 13 January 21, Mayor and Cabinet approved Officers recommendations for the centre to remain closed for a period of time to allow for decisions on the facilities future to be made.

- 7.2 On the 3 November 2021, Mayor and Cabinet approved for a detailed feasibility study to be conducted, to consider options for future reprovision of a leisure facility in the south of the borough.
- 7.3 This study is nearing its conclusion, and public engagement will start once the study is complete.
- 7.4 The closure of the Bridge resulted in a loss of vital facilities such as pool water and sports hall space for the local community. The viability of re-providing these facilities in any new provision in the south of the borough being included in the facility mix of any new leisure centre would need to be considered.
- 7.5 Whilst a proportion of the users of the Bridge have migrated to the use of the swimming pools at Downham and Forest Hill Pools, the latent demand for other activities such as badminton has been more challenging to accommodate.
- 7.6 Local schools do provide sport hall facilities for community hire (outside of school hours), however the majority of schools prefer to take block bookings from constituted sports clubs rather than drop in pay and play sessions from individuals or small groups.
- 7.7 In addition to the above-mentioned provision at DHLC, the below facilities offer some alternative for keen badminton players:
- St Dunstan's- £12.50 ph- available Wednesdays 18.00 -21.00 [Badminton & Tennis - St Dunstan's College \(stdunstansenterprises.org.uk\)](http://stdunstansenterprises.org.uk)
 - Catford Wanderers Home page - Catford Wanderers Sports Club have 1 court. Annual membership is required however, a member can book anyone in to play badminton as long as they are able to provide them with access to the court. The court is, however, close to capacity in terms of usage
 - St. Laurence Church, Bromley Road, London, SE6 2TS has 2 courts and hosts St Laurence Badminton Club –St. Laurence Badminton Networking Group (London, United Kingdom) | Meetup This club trains in Lewisham but plays leagues outside Lewisham (Peckham).
 - Ladywell Centre- Sports hall- £20 per hour Lewisham Council - Ladywell Centre
- 7.8 To ensure the Bridge site stays secure while closed, the Council have installed property guardians to take residence in the centre. This measure ensures that incidence of trespassing or vandalism are mitigated.
- 7.9 In recent months, GLL have been working to repair and make good the 3G football pitch across the road from the Bridge Leisure Centre.
- 7.10 The pitch had been subject to numerous accounts of vandalism and anti-social misuse through the summer months in 2022.
- 7.11 Works were completed in January 2023, with GLL working with a local organisation who are offering community activities alongside structured bookings of the facility to ensure that the community have access to the site and incidence of anti-social behaviour are reduced.

8 Wider Participation and local improvements

Lewisham Shopping Centre CommUNITY Space

- 8.1 Working in conjunction with London Sport, Enable, Landsec and The Felix Project, we have transformed a vacant unit in Lewisham Shopping Centre into a health and wellbeing space.
- 8.2 The CommUNITY Space, has a multitude of uses, including being used as a “warm zone” and wellbeing space which provides free activity sessions, warm meals, and support and advice to the local community.
- 8.3 The initiative, will work with groups that are underrepresented in physical activity such as women and girls, older people and disabled people a safe space to be active, while also providing further services to nearby residents.
- 8.4 The sessions currently on offer include yoga, strength and balance sessions, dancing, Zumba, boxing and spin classes for all ages and abilities.
- 8.5 The new site in Lewisham will also host The Felix Project, a charity that will be providing hot refreshments and meals to local residents.

LTA Funding

- 8.6 We have been working with the Lawn Tennis Association to agree and deliver a programme of works to upgrade parks Tennis courts across the borough. Improvements to be delivered range from repainting/re-surfacing the courts, upgrading the fencing and installing the court access keypad systems which will enable the courts to be booked online.
- 8.7 Courts at the following park sites will be including in this programme of improvement:
- Ladywell fields (south)
 - Telegraph Hill
 - Hilly Fields
 - Chinbrook Meadows
- 8.8 This work will reflect the upgrade works completed at 4 park sites (Ladywell Fields, Mayow Park, Sydenham Wells and Manor House Gardens) in 2017.
- 8.9 We are in the final stages of agreeing the paperwork and contracts, with works planned to start shortly after that.

Physical Activity Strategy

- 8.9 A strategic framework and delivery plan for physical activity in Lewisham is in the final stages of development. This strategy has been informed by the insight available to us and what we have learned from consulting with local people.
- 8.10 The many focus of the strategy will be to increase borough wide physical activity rates by working in partnership with local stakeholders. The role of the Council will be as a deliverer, partner, enabler and facilitator working with local residents, the public, private, third and education sectors to ensure that the vision is delivered.
- 8.11 Whilst we know our physical infrastructure such as leisure centres play a big role in supporting our residents to engage and remain engaged with physical activity. The COVID-19 pandemic has shown that more emphasis towards place-based initiatives is needed as people value the ability to be active wherever they are.

8.13 Healthier Select Committee will have the opportunity to scrutinise the strategy before it goes to Mayor and Cabinet for sign off.



Healthier Communities Select Committee

Report title: Lewisham Health and Wellbeing Board update & Lewisham Health Care and Wellbeing Charter

Date: 28th February 2023

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Dr Catherine Mbema, Director of Public Health, London Borough of Lewisham and Charles Malcolm-Smith, People & Provider Development Lead, South East London ICS (Lewisham)

Outline and recommendations

This report provides an update to the Healthier Communities Select Committee from the Lewisham Health and Wellbeing Board including the proposed approach to develop the Lewisham Health Care and Wellbeing Charter.

Members of the Healthier Communities Select Committee are recommended to:

- Note the update from the Lewisham Health and Wellbeing Board.
- Comment on the proposed approach, framework, initial scope and timescales for the Lewisham Health Care and Wellbeing Charter.

1. Recommendations

1.1. Members of the Healthier Communities Select Committee are recommended to:

- Note the update report from the Lewisham Health and Wellbeing Board.
- Comment on the proposed approach, framework, initial scope and timescales for the Lewisham Health Care and Wellbeing Charter.

2. Policy Context

2.1. The Health and Social Care Act 2012 established Health and Wellbeing Boards (HWBs) as a forum where key leaders from the health and care system work together to improve

- the health and wellbeing of their local population and reduce health inequalities.
- 2.2. The Health and Care Act 2022 introduced new architecture to the health and care system, specifically the establishment of integrated care boards (ICBs) and integrated care partnerships (ICPs).
 - 2.3. [Guidance for Health and Wellbeing Boards](#)¹ was issued in November 2022 to set out the roles and duties of HWBs and clarified their purpose within the new system architecture. The guidance accompanied previously published statutory guidance on joint strategic needs assessments (JSNAs) and joint local health and wellbeing strategies (JLHWSs).
 - 2.4. HWBs remain a formal statutory committee of the local authority, and will continue to provide a forum where political, clinical, professional and community leaders from across the health and care system come together to improve the health and wellbeing of their local population and reduce health inequalities.
 - 2.5. The guidance sets out that HWBs continue to be responsible for:
 - assessing the health and wellbeing needs of their population and publishing a joint strategic needs assessment (JSNA).
 - publishing a joint local health and wellbeing strategy (JLHWS), which sets out the priorities for improving the health and wellbeing of its local population and how the identified needs will be addressed, including addressing health inequalities, and which reflects the evidence of the JSNA.
 - The JLHWS, which should directly inform the development of joint commissioning arrangements in the place and the co-ordination of NHS and local authority commissioning, including Better Care Fund plans.
 - 2.6. The guidance also sets out that each HWB also has a separate statutory duty to develop a pharmaceutical needs assessment (PNA) for their area. A PNA cannot be subsumed as part of JSNA and JLHWS but can be annexed to them.

3. Health and Wellbeing Board update

- 3.1. Development of a new Lewisham Joint Local Health and Wellbeing Strategy
- 3.2. Lewisham's ten-year HWS was published in 2013 and expires this year. The existing strategy contains three overarching aims:
 - 1) To improve health – by providing a wide range of support and opportunities to help adults and children to keep fit and healthy and reduce preventable ill health.
 - 2) To improve care – by ensuring that services and support are of high quality and accessible to all those who need them, so that they can regain their best health and wellbeing and maintain their independence for as long as possible.
 - 3) To improve efficiency – by improving the way services are delivered; streamlining pathways; integrating services, ensuring that services provide good quality and value for money.
- 3.3. The strategy also identifies nine priority areas for action over the 10 years which were largely shaped through the JSNA and various stakeholder engagement activity. These priority areas for Lewisham were as follows:
 - 1) Achieving a healthy weight

¹ <https://www.gov.uk/government/publications/health-and-wellbeing-boards-guidance/health-and-wellbeing-boards-guidance>

- 2) Increasing the number of people who survive colorectal, breast and lung cancer at 1 and 5 years
 - 3) Improving immunisation uptake
 - 4) Reducing alcohol harm
 - 5) Preventing the uptake of smoking among children and young people and reducing the numbers of people smoking
 - 6) Improving mental health and wellbeing
 - 7) Improving sexual health
 - 8) Delaying and reducing the need for long term care and support
 - 9) Reducing the number of emergency admissions for people with long term conditions
- 3.4. In 2015, the strategy was refreshed following engagement activity with stakeholders and discussions by the Health and Wellbeing Board. Three interdependent broader priorities were identified for 2015-18:
- 1) To accelerate the integration of adult, children's, and young people's care
 - 2) To shift the focus of action and resources to preventing ill health and promoting independence
 - 3) Supporting our communities and families to become healthier and more resilient, including addressing the wider determinants of health
- 3.5. A process is now underway to refresh the Lewisham Joint Local Health and Wellbeing Strategy (JLHWBS) with the support from Local Government Association (LGA). A number of LGA facilitated sessions have taken place with Health and Wellbeing Board members since Autumn 2022 to plan the development of the new strategy. The development of a new JLHWBS will happen alongside the process to develop the Lewisham Health Care and Wellbeing Charter.
- 3.6. Joint Strategic Needs Assessment (JSNA)
- 3.7. The objective of the JSNA process in Lewisham is to provide access to a profile of Lewisham's population, including demographic, social and environmental information. This includes a broad 'Picture of Lewisham' overview that is updated on an annual basis and a number of in-depth topic assessments performed each year, which address specific gaps in knowledge or identify issues associated with particular populations/services. These in-depth assessments vary in scope from a focus on a condition, geographical area, or a segment of the population, to a combination of these. The overall aim of each topic assessment is to translate robust qualitative and quantitative data analysis into key messages for commissioners, service providers and partners.
- 3.8. The JSNA process, whereby a number of topic assessments are performed each year, was paused in 2020 due to the COVID-19 pandemic. A wider impacts of COVID-19 JSNA topic assessment was however completed to provide an overview of health and care need in Lewisham following the pandemic. This JSNA topic assessment will also inform the development of the new Lewisham JLHWBS. The wider impacts of the COVID-19 JSNA will be presented to the Lewisham Health and Wellbeing Board in March 2023. A legacy JSNA topic assessment from 2019 focusing on health needs of LGBT+ Lewisham residents will also be presented to the Lewisham Health and Wellbeing Board in March 2023.
- 3.9. Pharmaceutical Needs Assessment (PNA)
- 3.10. The process to develop a new PNA for Lewisham started in 2022, following a national pause in the usual three-year update cycle due to the COVID-19 pandemic. The previous

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two PNAs for Lewisham were published in 2015 and 2018.

- 3.11. The PNA provides an assessment of the need for pharmaceutical services within Lewisham; as well as outlining the current provision of such services and considering what may be required in the future. For the 2022 PNA, the production was outsourced to PHAST to produce on Lewisham's behalf.
- 3.12. Following a 60-day consultation period ending on 15th November 2022, the Lewisham PNA was finalised and will be presented to the Lewisham Health and Wellbeing Board on 8th March 2023.
- 3.13. Lewisham Health Inequalities and Healthy Equity Programme 2022-24
- 3.14. The Lewisham Health and Wellbeing Board is overseeing the Lewisham Health Inequalities and Health Equity Programme, which was launched last year.
- 3.15. The Lewisham Health Inequalities and Health Equity Programme 2022-24 aims to strengthen local health & wellbeing partnerships across the system and communities to enable equitable access, experience, and outcomes for Lewisham residents, particularly those from Black and other racially minoritised communities. The key objectives of the Programme are:
 - System leadership, understanding, action and accountability for health equity
 - Empowered communities at the heart of decision making and delivery
 - Identifying and scaling-up what works
 - Establish foundation for new Lewisham Health and Wellbeing Strategy
 - Prioritisation and implementation of specific opportunities for action from Birmingham and Lewisham African Caribbean Health Inequalities Review (BLACHIR)
- 3.16. There are eight concurrent and intersecting workstreams:
 - Workstream 1: Equitable preventative, community and acute physical and mental health services
 - Workstream 2: Health equity teams
 - Workstream 3: Community development
 - Workstream 4: Communities of practice
 - Workstream 5: Workforce toolbox
 - Workstream 6: Maximising data
 - Workstream 7: Evaluation
 - Workstream 8: Programme enablement and oversight
- 3.17. The prioritisation and implementation of specific opportunities for action from Birmingham and Lewisham African Caribbean Health Inequalities Review (BLACHIR) will have a fundamental thread throughout the Lewisham Health Inequalities and Health Equity Programme 2022 - 24.
- 3.18. Key areas of progress made in Workstreams 2 and 3 of the programme, which focus on building infrastructure to achieve health equity are outlined below.
- 3.19. In **Workstream 2: Health Equity Teams**, where the aim is to create Primary Care Network (PCN)-based teams to provide leadership for system change and community-led action:
 - Four Primary Care Network (PCN) Health Equity Fellows have been recruited in 4

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of Lewisham's 6 PCNs to lead neighbourhood-level community engagement (community development, prevention, and health promotion) and action to address health inequalities. Modality and Sevenfields PCNs are yet to recruit but efforts are ongoing to address this. The two-year Health Equity Fellowship will develop local system leaders and will include in-house training and masters-level modular training by King's College London.

- An expression of interest has been submitted to the National Institute for Health and Care Research to gain an evaluation partner for the Health Equity Fellows Programme. The outcome of this is expected to be received in March 2023.

3.20. In **Workstream 3: Community Development**, where the aim is to develop infrastructure to empower communities and achieve community-led service design and delivery:

- The Lewisham Black VCS Expo took place in the Lewisham Civic Suite on Friday 9th December 2022. The event was organised by Mabadiliko CIC in partnership with Lewisham Public Health, London Borough of Lewisham and Lewisham Local. The theme of this event was to showcase black voluntary community sector stakeholders and their role in delivering health and well-being services within Lewisham. Twenty black-led community organisations from across Lewisham were hosted and included the opportunity to engage with a range of stakeholders from across the partnership. Over 100 registrations to attend the event were received offering the opportunity to engage with black charity leaders, social entrepreneurs, public health, council officials and organisations involved in delivering health and well-being support to Lewisham's black residents.
- On Monday 6th February 2023, Lewisham Council launched a call for expressions of interest for an organisation (or organisations) to support the next steps for work on BLACHIR with the programme. The successful bidder will work to engage with key African and Caribbean partners within Lewisham, taking forward the opportunities for action within the report.
- A further request for expressions of interest (EOI) was released on 6th February 2023 to appoint organisations that can recruit, support and develop local Community Champions as part of the borough's Community Champion programme and partner with Lewisham Primary Care Network (PCN) Health Equity Fellows (HEFs) to work together to address health inequalities and achieve health equity in Lewisham as part of Health Equity Teams outlined in Workstream 2.

4. Lewisham Health Care and Wellbeing Charter

- 4.1. The committee received and endorsed a report at its meeting in June 2022 providing initial background to the proposed Health and Wellbeing Charter and endorsed the proposal that it should be co-designed and co-produced through a series of community and stakeholder workshops and discussions.
- 4.2. The committee received and endorsed a report at its meeting in June 2022 providing initial background to the proposed Health and Wellbeing Charter and endorsed the proposal that it should be co-designed and co-produced through a series of community and stakeholder workshops and discussions.
- 4.3. 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.

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- 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.
- 4.4. In order to deliver its commitment to citizen and community engagement the LCP is establishing a 'People's Partnership Committee' to provide a forum for connecting with local communities and voluntary and community sector organisations and facilitating co-ordination between statutory health and care organisation.
- 4.5. The Charter will seek to address the feedback that has been obtained by Healthwatch and other existing surveys on access and provision of services. In particular, this will include the recent research undertaken by Healthwatch Lewisham into digital exclusion that has been supported by the Health and Wellbeing Board.
- 4.6. As previously agreed, Lewisham's Health and Wellbeing Charter will be co-designed and co-produced through a series of community and stakeholder workshops and discussions.
- 4.7. The principal forum for developing the charter will be through the LPC 'People's Partnership Committee' (PPC). This is a new citizen engagement group (its name may change) due to launch in April 2023 which will partner with the providers and commissioners of health and care services to shape how these services are delivered for residents. There are many individual groups and organisations that represent patients, service users, carers, and communities in Lewisham. The aim is not to duplicate or replace these valuable forums but to bring representatives from these together regularly to amplify their voices and that of all residents.
- 4.8. It is expected that the PPC will operate on a 'hub and spoke' basis where a central group of individuals meets regularly and would take questions or feedback to new or existing community groups to get a greater range of views on a particular issue or question. This would be the approach adopted for the development of the Health and Wellbeing Charter.
- 4.9. In meeting the overall aim for the charter to establish shared expectations for good, equitable and timely access to health services, co-production through the PPC will define the rights and responsibilities for users of health and care services in Lewisham.
- 4.10. As previously agreed by the committee, the areas for engagement and discussion on what the Charter should include will be based around the following community-based care themes:
- **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.
 - **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.
 - **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.
- 4.11. An initial scope of rights and responsibilities to be explored within the community-

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based care themes will be reviewed by the PPC, which may include:

- Dignity and respect
- Equity and discrimination
- Appointments
- Prescriptions and medicines
- Preferences and different options for managing a condition
- Quality and safety
- Communication and information
- Decision-making
- Access to records
- Privacy and confidentiality
- Feedback and complaints
- Responsible use of services, such as urgent and emergency services

4.12. Community development of the charter will launch in April 2023 through the PPC to review the suggested areas of rights and responsibilities. Following the hub and spoke model, the outcomes will be disseminated for feedback and further discussion and reviewed again by the PPC in June 2023 for subsequent feedback to the Local Care Partnership and Health and Wellbeing Board.

5. Financial implications

5.1. There are no significant financial implications of this report.

6. Legal implications

6.1. There are no significant legal implications of this report.

7. Equalities implications

7.1. The work overseen by the Health and Wellbeing Board to address health inequalities and achieve health equity is outlined in the body of the report.

8. Climate change and environmental implications

8.1. There are no climate change or environmental implications of this report.

9. Crime and disorder implications

9.1. There are no crime and disorder implications of this report.

10. Health and wellbeing implications

10.1. A key responsibility of the Health and Wellbeing Board is to set strategic direction to improve health and wellbeing of Lewisham residents. The JSNA and JLHWBS are important elements of this responsibility, which is outlined in the body of the report.

11. Report author and contact

11.1. Dr Catherine Mbema, Director of Public Health, Catherine.mbema@lewisham.gov.uk

Is this report easy to understand?

Please give us feedback so we can improve.

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Healthier Communities Select Committee

Report title: Select Committee Work Programme Report

Date: 28 February 2023

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Nidhi Patil (Scrutiny Manager)

Outline and recommendations

To advise members of the completed work programme for 2022/23 and to propose draft priority themes for the committee's work programme for 2023/24.

The Committee is asked to:

- note the completed work programme attached at Appendix C.
- review the issues covered over the course of 2022/23.
- review the forward plan of key decisions at Appendix D.
- consider priority themes for the 2023/24 work programme.

Timeline of decision-making

Healthier Communities Work Programme 2022/23 – draft agreed on 21 June 2022

Healthier Communities Work Programme 2022/23 – agreed by Business Panel on 19 July 2022

Healthier Communities Work Programme 2022/23 was reviewed at committee meetings on 7 September 2022; 1 November 2022; 11 January 2023 and 28 February 2023

1. Summary

- 1.1. Each Select Committee is required to agree a work programme for submission to the Business Panel at the beginning of the municipal year. As this is the last meeting of the Healthier Communities Select Committee in 2022/23, members are being asked to put forward suggestions for the 2023/24 work programme. Please note, however, that the 2023/24 work programme will not be formally agreed until the first meeting of 2023/24.

2. Recommendations

- 2.1. The Committee is asked to:
 - note the completed work programme attached at Appendix C.
 - review the issues covered over the course of 2022/23.
 - review the forward plan of key decisions at Appendix D.
 - consider priority themes for the 2023/24 work programme.

3. The Work Programme

Issues covered over the course of 2022/23

- 3.1. The Healthier Communities Select Committee met five times in the municipal year 2022/23. The completed work programme is attached at Appendix C.
- 3.2. Key issues covered by the Healthier Communities Select Committee this year have included: South East London Integrated Care System, Healthcare and Wellbeing Charter, Empowering Lewisham Programme, The Birmingham and Lewisham African & Caribbean Health Inequalities Review (BLACHIR), Proud to Care update, Cost of Living crisis (Warm welcomes and Food Justice Action Plan) and Lewisham All-Age Autism Strategy

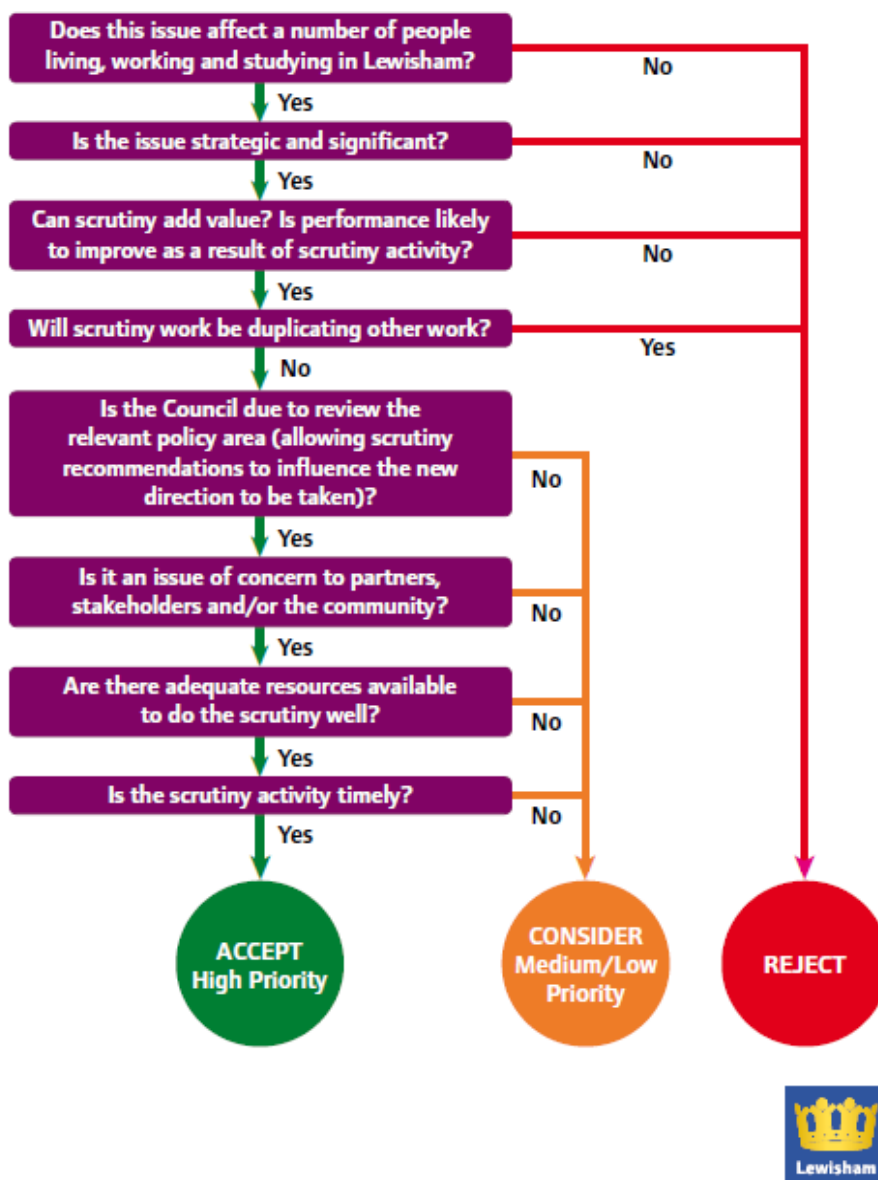
Timetable for setting the 2023/24 Work Programme

- 3.3. Five committee meetings will be scheduled for the 2023/24 municipal year. A draft work programme will be put forward at the first meeting of the municipal year, taking into account key local issues and the Committee's previous work.
- 3.4. At this meeting, Members are asked to review the Committee's work over 2022/23 and consider suggestions/priority themes for 2023/24. Forthcoming key decisions are set out in Appendix D.
- 3.5. Work programme suggestions should be considered against the Committee's terms of reference (see section 4 and Appendix A) and the prioritisation chart set out below, and be achievable in terms of the meeting time available.
- 3.6. The Committee should give consideration to issues of local importance and decisions due to be made by Mayor and Cabinet. Items within the work programme should be linked to the priorities set out in the Council's Corporate Strategy for 2022-2026:
 - Cleaner and Greener
 - A Strong Local Economy
 - Quality Housing
 - Children and Young People
 - Safer Communities
 - Open Lewisham
 - Health and Wellbeing
- 3.7. The work of the Healthier Communities Select Committee will relate most closely to the 'Health & Wellbeing' priority, which commits the Council to:
 - ensuring that everyone can access food and other essentials through our Lewisham Food Action Plan;
 - aiming to mitigate and ultimately end structural racism and discrimination as a driver of health inequalities;
 - progressing towards a fairer care system and improving conditions for care

workers to ensure they feel valued;

- working with the local NHS to deliver the services Lewisham residents need and creating the Lewisham Health Care & Wellbeing Charter;
- collaborating with other organisations to deliver places, activities and programmes that our residents need in order to live a physically active lifestyle.

Scrutiny work programme – prioritisation process



4. Healthier Communities Select Committee- Terms of Reference

- 4.1. The Council’s constitution sets out the Committee’s powers as defined by the terms of reference (set out below). The Committee should familiarise itself with the terms of reference and consider its remit when selecting items for scrutiny.
- 4.2. The Committee is also required to review proposals for substantial changes in services and decide whether or not consultation is required in the instance that those changes will have a significant impact on local people.

Healthier Communities Select Committee terms of reference:

(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.

(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.

5. Financial implications

- 5.1. 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.

6. Legal implications

- 6.1. 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.

7. Equalities implications

- 7.1. 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.
- 7.2. 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.
- 7.3. 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.

8. Climate change and environmental implications

- 8.1. 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)¹. 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.

9. Crime and disorder implications

- 9.1. 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.

10. Health and wellbeing implications

- 10.1. 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.

¹ See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.

11. Report author and contact

If you have any questions about this report please contact the scrutiny manager:
Nidhi Patil, 020 8314 7620, Nidhi.Patil@lewisham.gov.uk

Appendix A – Healthier Communities Select Committee Terms of Reference

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 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.
- 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- Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

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

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we 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

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that 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).

Healthier Communities Select Committee work programme 2022/23

Item	Type	Priority	21-Jun	07-Sep	01-Nov	11-Jan	28-Feb
Election of Chair and Vice Chair	Constitutional req	CP5					
Work programme 2022-23	Constitutional req	CP5					
South East London Integrated Care System	Standard item	CP5					
Healthcare and Wellbeing Charter	Standard item	CP5					
Empowering Lewisham	Standard item	CP5					
Primary Care Update	Standard item	CP5					
The Birmingham and Lewisham African & Caribbean Health Inequalities Review (BLACHIR)	Standard item	CP5					
Transitions from children's to adults' social care	Standard item	CP5					
Proposed changes to Lewisham and Greenwich Trust (LGT_ sexual health services in Lewisham	Pre-decision scrutiny	CP5					
Budget cuts proposals	Pre-decision scrutiny	CP5					
Proud to Care update	Standard item	CP5					
Cost of Living Crisis - inc Warm Havens and Draft Food Justice Plan	Performance monitoring	CP5					
Lewisham All-Age Autism Strategy	Pre-decision scrutiny	CP5					
Lewisham Adult Safeguarding Board (LASB) annual report	Standard item	CP5					
Update on Empowering Lewisham programme	Standard item	CP5					
Lewisham mental health estates and adult mental health care model review	Standard item	CP5					
Leisure centres update (to include an update on Physical Activity Strategy)	Standard item	CP5					
Health Care & Wellbeing Charter- Initial Scoping report (to include the Health & Wellbeing Board update)	Standard item	CP5					

Information reports, briefings and visits	Type	Priority					
Lewisham and Greenwich NHS Trust (LGT) quality account	Performance monitoring	CP5					
South London and Maudsley NHS Trust (SLaM) quality account	Performance monitoring	CP5					
Adult Learning Lewisham (ALL) annual report	Performance monitoring	CP5					
Dementia Strategy	Performance monitoring	CP5			31.10.22		
Health & Social Care Scrutiny Protocol	Engagement	CP5					
Improving Downham Health event	Engagement	CP5		29.06.22			
South East London ICS launch event for JHOSC members	Engagement	CP5		05.07.22			
Health Care & Wellbeing Charter engagement	Engagement	CP5					
Calabash update	Information item	CP5					
Information on analysis of spend for the DFG (Disabled Facilities Grant)	Information item	CP5				23.11.22	
Visit to Ladywell Units	Visit	CP5					24.02.23
Visit to Calabash Centre	Visit	CP5					21.02.23
Extreme weather, advice and support	Information item	CP5					

Corporate Priorities**Priority**

1	Open Lewisham	CP 1
2	Quality Housing	CP 2
3	Children and Young People	CP 3
4	A Strong Local Economy	CP 4
5	Health & Wellbeing	CP 5
6	Cleaner and greener	CP 6
7	Safer Communities	CP 7

**FORWARD PLAN OF KEY DECISIONS
INTERNAL CIRCULATION ONLY**

Forward Plan – February 2023 – May 2023

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

Comments on this document should be sent to Emma Aye-Kumi – committee@lewisham.gov.uk

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

Any decision with a total value, expenditure or savings, including any grant and/or matched funding, with a total value in excess of: -

- a) £700,000 in revenue; or
- b) £1.5m in capital; or
- c) A property transaction, disposal or acquisition, in excess of £1.5m.
- d) Any decision that, in the opinion of the Monitoring Officer, has a **significant** impact on the communities in two or more wards;
- e) Where the Speaker on advice from the Head of Paid Service and/or Monitoring Officer and/or Chief Finance Officer is of the view that the matter is one which ought properly to be treated as a key decision, and informs the proper officer to that effect at least 6 weeks before the decision is in the opinion of the Monitoring Officer likely to be taken.

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
15/11/22 Executive Director for Housing, Regeneration & Environment	Award of Corporate Estate Maintenance Contract Phase 2	??	Akweley Badger Project Officer, Capital Programme Delivery and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources	
07/12/22 ED HRPR	Walsham – Budget Requirement		James Ringwood	
07/12/22 Executive Director for Corporate Resources	Approval to procure for the provision of Fixed Asset Valuations	Contract award of £350k (c. £70k per year based on usage)	Sofia Mahmood Chief Accountant Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy	https://www.espo.org/estates-management-professional-services-2022-2700-22.html Lot 1A – Fixed Asset Valuation London
07/12/22 Executive Director for Children & Young People Services	Contract Award Report – perinatal mental health	Total contract award of £266,000, funded solely by external Family Hubs and Start for Life Programme grant.	Emily Newell, CYP Joint Commissioner, Emily.newell@lewisham.gov.uk	Contract Award for perinatal mental health peer support programmes, as part of – and Start for Life Programme
08/02/23 Mayor and Cabinet (Budget)	2023/24 Budget Report		Katherine Nidd, Head of Strategic Finance, Planning and Commercial Finance/Kathy Freeman,	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
			ED Corporate Resources/David Austin, Director of Finance	
01/03/23 Council	2023/24 Budget Report		Katherine Nidd, Head of Strategic Finance, Planning and Commercial Finance/Kathy Freeman, ED Corporate Resources/David Austin, Director of Finance Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy	
21/03/2023 ED CYP	Contract Award Report for School Minor Works Programme 2023 (SMWP 23)	Award of contracts greater than 200K	Lemuel Dickie Johnson x42186	
08/03/23 Mayor and Cabinet	Selective licensing: Consultation response and proposals to introduce a new licensing scheme		Rhona Brown Head of Private Sector Housing and Home Improvement	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
08/03/23 Mayor & Cabinet	Reduction and Recycling Strategy		Wendy Nicholas (Strategic Waste and Environment Manager) 020 8314 2194	
08/03/23 Mayor & Cabinet	Lewisham Climate Emergency Action Plan		Martin O'Brien, Climate Resilience Manager	
08/03/23 Mayor & Cabinet	Accommodation Acquisition Procurement (Part 1&2)		Jacob Foreman, Housing Services Policy and Strategy Officer	To seek approval for the procurement of temporary and discharge of duty accommodation services.
08/03/23 Mayor & Cabinet	Learning Disability Framework – Permission to approve the reprocurement of a Supported Living service and extension of contracts	Total values of contracts being procured in LDF3 & LDF4 Approx. £21.1 million (4 year contracts)	Tom Bird, Integrated Commissioning Manager / Heather Hughes, Joint Commissioning Lead, Complex Care	Learning Disability Framework: To seek approval for the procurement of a supported living contract to be included in the previously approved fourth phase of the reprocurement of Framework services (LDF4) & to agree an extension to this and other contracts to cover the period of procurement. In addition to request M&C delegate authority to the Executive Director, Community Services (in consultation with Director of Law, Governance and Elections and the relevant portfolio holder) to select the preferred contractors post tender for the award of contracts for LDF3 & LDF4.
08/03/23 Mayor & Cabinet	Permission to extend the current lead home care provider contracts		Tristan Brice	Permission to extend the current lead home care provider contracts for 5 months i.e. to 31 August 2023 to enable the new contracts to be mobilised

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
08/03/23 Mayor & Cabinet	Network Links (circuits, broadband, PSTNs)	tbc	Philippa Brewin (STS) <a href="mailto:philippa.brewin@shar
edtechnology.services">philippa.brewin@shar edtechnology.services 07867 186778	
08/03/23 Mayor & Cabinet	Permission to tender (Mental Health Supported Housing)	£2,645,000	Jon Scarth	<p>Mayor and Cabinet are recommended to authorise officers to run a procurement for a 15 unit, 24 hour supported housing service for people with mental health needs. This service will be made up of two buildings used for two separate current supported housing contracts. The contract will be for a period of three years, with an option to extend for two further years, commencing 1st of April 2024. The contract will have a capped yearly cost of £529,000 and a five year value of £2,645,000.</p> <p>Mayor and Cabinet are also recommended to extend three supported housing contracts by one year to give officers time run three additional procurements.</p>
08/03/22 Mayor & Cabinet	Permission to tender (Mental Health Supported Housing for care leavers)	£1.9m	Jon Scarth	<p>Mayor and Cabinet are recommended to authorise officers to run a procurement for ten to twenty units of supported housing across one or two buildings for Care Leavers.</p> <p>Tenders will be asked to bring suitable buildings which will be used for the support contract.</p> <p>The contract will be funded from Leaving Care budgets as part of a spend to save business</p>

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
				<p>case saving on semi-independent accommodation.</p> <p>The contract will be for a period of three years, with an option to extend for two further years, commencing on 1st September 2023, with the estimated contract value of £250,000 to £380,000 per annum, and total contract value of £1,140,000 over the three-year contract period</p>
08/03/22 Mayor & Cabinet	Corporate Software Solutions – Oracle Fusion/Evosys	£1.8M (TBC)	Monica Langridge	
08/03/22 Mayor & Cabinet	Response to Housing Select Committee – retrofitting	(non-key)		
08/03/23 Mayor & Cabinet	On Street Advertising Contract Variation and Extension	Total revenue of £1.336M	James Guckian	<p>The report sets out the proposed expansion of digital advertising at 8 sites in the Borough and the resulting financial benefits increasing income by £497k to 2030. The report also asks to extend the contract until 2035 in order to generate a further £838.5k over that period. Total revenue of £1.336M to 2035.</p>
08/03/23 Mayor and Cabinet Slipped from Feb	Approval to Procure for the provision of Occupational Health Service and Employee Assistance Programme Provider.	Current annual cost of contract £159,810.5 (plus VAT)	Claudia Menichetti, Head of Employee Services	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
	Approval for the subsequent award of contract.			
08/03/23 Mayor and Cabinet	Approval to Award report for Agency Managed Service Provider Procurement	£23.7m.	Courtney Richards, Head of Learning, Talent & Resourcing	£23.7m. The contract term is proposed as a two-year contract from 1 July 2023 to 30 June 2025, with the option to extend for a further two years at the Council's discretion. Therefore, the estimated total value would be £94.8m over the length of the entire contract, including discretionary extensions.
08/03/23 Mayor and Cabinet	Lewisham Modern Slavery Statement 2023-24	N/A	James Lee - Director of Communities, Partnerships and Leisure. Katharine Nidd, Head of Financial Strategy, Planning and Commercial Councillor Chris Barnham, Cabinet Member CYP	
08/03/23 Mayor and Cabinet	Permission to extend Lewisham residents' access to Sexual Health London (SHL) for delivery of online sexual and reproductive health services (e-service)	Contract value of £1m per annum, and £5m for the total contract value for the 5 years of the contract.	Iain McDiarmid/Jason Browne	COVID-19 Related Extensions by Directorate Report - 2nd March 2021 Request for authority to participate in the Inter Authority Agreement for the Pan-London sexual health 'e-service' contract for online testing

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
08/03/23 Mayor and Cabinet	Adventure Playgrounds: Procurement of Play Service and Site Maintenance and Development Service	Play Service: £158kper annum/ for a period of ten years ((maximum value of £1,580,000). Site Maintenance and Development Service £134k per annum/£938k for five years, with an option to extend for a further two years)	Harsha Ganatra, Joint Commissioner, Children and Young People Directorate Cllr Chris Barnham, Cabinet Member CYP	
08/03/23 Mayor and Cabinet	Permission to consult on the proposal to open a new SEN Provision at Launcelot Primary School		Matt Henaughan x43321 Cllr Chris Barnham, Cabinet Member CYP	
May 2023 Mayor and Cabinet	BfL approval to enter into contract		James Ringwood and Councillor Brenda Dacres, Cabinet Member for Housing Development and Planning	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
May 2023 Mayor and Cabinet	Mayfield – Budget Requirement	TBC	Luke Riley/James Ringwood and Councillor Brenda Dacres, Cabinet Member for Housing Development and Planning	
May 2023 Mayor & Cabinet	Public Space Protection Order consultation outcome		James Lee	
May 2023 Mayor & Cabinet	Building for Lewisham Budget requirements parts 1 & 2	Awaited	James Ringwood Senior Development and Land Manager and Councillor Brenda Dacres - Cabinet Member for Housing Development and Planning	Relates to Home Park and Edward Street developments
May 2023 Mayor & Cabinet (slipped from March)	CIL Governance proposals		Julia Robins, Developer Contributions Manager	
May 2023 Mayor & Cabinet (slipped from March)	Approval to confirm an Article 4 Direction to withdraw permitted development rights for the change of use from dwelling house (Use class C3) to small HMO's (Use Class C4)		David Syme, Strategic Planning Manager	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
May 2023 Mayor & Cabinet (slipped from March)	Approval to appoint operator for concessions contract at Beckenham Place Park lake		Peter Maynard Parks Contract Officer and Councillor Andre Bourne - Cabinet Member for Culture and Leisure	Awaited
May 2023 Mayor & Cabinet (slipped from March)	Approval to re-procure the Lewisham Learning Disability Framework Agreement	Total value of contracts commissioned under the Framework approx. £17.3 million per annum (Total value approx. £69.2 million)	Tom Bird, Integrated Commissioning Manager / Heather Hughes, Joint Commissioning Lead, Complex Care	To seek approval for the reprocurement of the Lewisham Learning Disability Framework Agreement (expiring 31/08/2023)
May 2023 Mayor & Cabinet (slipped from March)	Right to Buyback 2		Fred Nugent - Principal Development & Land Manager, Inclusive Regeneration	This report asks for approval to purchase properties from the open market to provide quality temporary accommodation for families within Lewisham. Exec Support Officer - Anisha Faruk To be included in the Temporary Accommodation Strategy (lead officer: Jacob Foreman)
July 2023 Mayor & Cabinet	Ladywell – Budget Requirement	TBC	Luke Riley/James Ringwood and Councillor Brenda Dacres, Cabinet Member for Housing Development and Planning	

FORWARD PLAN – KEY DECISIONS

Date of Decision Decision Maker	Description of matter under consideration	Financial Implications (Capital, Revenue or none)	Responsible Officers / Portfolios	Summary of Report
Feb/March 2024	Annual progress update on the Autism Strategy Action Plan		Natalie Sutherland/ Kenny Gregory	

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