

# Open Agenda

## Overview & Scrutiny Committee

Monday 19 June 2017

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1 2QH

### Membership

Councillor Gavin Edwards (Chair)  
Councillor Ben Johnson (Vice-Chair)  
Councillor Rosie Shimell  
Councillor Jasmine Ali  
Councillor Paul Fleming  
Councillor Tom Flynn  
Councillor Maria Linforth-Hall  
Councillor Rebecca Lury  
Councillor Eleanor Kerlake  
Councillor Michael Situ  
Councillor Kieron Williams  
Martin Brecknell  
Lynette Murphy-O'Dwyer

### Reserves

Councillor James Barber  
Councillor Catherine Dale  
Councillor Karl Eastham  
Councillor Jon Hartley  
Councillor Sunny Lambe  
Councillor Hamish McCallum  
Councillor David Noakes  
Councillor Leo Pollak  
Councillor Martin Seaton  
Councillor Cleo Soanes

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**Contact** Shelley Burke on 020 7525 7102 or email: [Shelley.burke@southwark.gov.uk](mailto:Shelley.burke@southwark.gov.uk)

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Members of the committee are summoned to attend this meeting

**Eleanor Kelly**

Chief Executive

Date: 16 June 2017



# Overview & Scrutiny Committee

Monday 19 June 2017

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1 2QH

## Order of Business

**1. APOLOGIES**

**PART A - OPEN BUSINESS**

**2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT**

In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.

**3. DISCLOSURE OF INTERESTS AND DISPENSATIONS**

Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.

**4. MINUTES**

1 - 6

To approve as a correct record the Minutes of the open section of the meetings held on Wednesday 19th April 2017 and Saturday 13<sup>th</sup> May 2017.

**5. FIRE SAFETY**

7 - 8

Chair and Committee to discuss with officers.

**6. WORK PLAN 2017/18**

**7. FE SCRUTINY REPORT**

9 - 19

**8. HEALTHY COMMUNITIES COMMITTEE REPORT INTO GP PRACTICES**

20 - 26

**DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.**

**PART B - CLOSED BUSINESS**

**DISCUSSION OF ANY CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT.**

Date: 16 June 2017

**EXCLUSION OF PRESS AND PUBLIC**

The following motion should be moved, seconded and approved if the committee wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1-7, Access to Information Procedure rules of the Constitution.”



## Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Wednesday 19 April 2017 at 7.00 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Gavin Edwards (Chair)  
 Councillor Rosie Shimell  
 Councillor Jasmine Ali  
 Councillor Paul Fleming  
 Councillor Tom Flynn  
 Councillor Rebecca Lury  
 Councillor Eleanor Kerslake  
 Councillor Michael Situ  
 Councillor Maria Linforth-Hall  
 Councillor Kieron Williams

**OTHER MEMBERS PRESENT:** Councillor Ben Johnson  
 Councillor Peter John

**OFFICER SUPPORT:** Neil Kirby – Head of Regeneration (South)  
 Shelley Burke – Head of Overview & Scrutiny  
 Fitzroy Williams – Scrutiny Officer

### 1. APOLOGIES

1.1 Apologies for absence were received from Councillor Anood Al-Samerai and Martin Brecknell.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

2.1 There were none.

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

3.1 There were no disclosures of interests or dispensations.

#### 4. MINUTES

4.1 That the minutes be amended to record that councillor Ben Johnson attended the committee meeting on 14<sup>th</sup> March 2017.

##### **RESOLVED:**

That the minutes of the meeting held on 14<sup>th</sup> March 2017 were agreed as a correct record.

##### **VIDEO - OPENING OF THE MEETING**

<https://bambuser.com/v/6704244>

#### 5. LEADER OF THE COUNCIL INTERVIEW - COUNCILLOR PETER JOHN

5.1 The chair welcomed councillor Peter John Leader of the council to the committee meeting, and asked him to give a summary of his portfolio and then take questions from members of the committee.

The leaders has particular responsibility for:

- performance management of the cabinet;
- communications;
- jobs and growth, with the cabinet member for business, employment and culture;
- the Bakerloo Line extension, with the cabinet member for regeneration and new homes;
- strategic partnerships and relationships with government and the Mayor of London;
- legal services;
- electoral registration;
- the workforce strategy, together with the cabinet member for finance, modernisation and performance;
- the 30 year housing strategy;
- improved further education provision for the borough, with the cabinet member for business, employment and culture and the cabinet member for children and schools.

##### **VIDEO - INTERVIEW WITH THE LEADER OF THE COUNCIL**

<https://bambuser.com/v/6704246>

<https://bambuser.com/v/6704268>

## 6. PECKHAM RYE REGENERATION SCHEME

6.1 Neil Kirby (Head of Regeneration – South) introduced the report, highlighted the following areas:-

- Peckham
- Camberwell
- Dulwich
- East Dulwich
- Aylesbury Estate
- Parts of Walworth Road
- Old Kent Road

The officer then responded to questions asked by members of the sub-committee.

6.2 The Chair thanked the officer for his detailed answers to member questions.

### VIDEO - PECKHAM RYE REGENERATION SCHEME

<https://bambuser.com/v/6704273>

## 7. SOUTHWARK SCRUTINY IN A DAY - FINAL REPORT

7.1 Councillor Jasmine Ali introduced the report, and stated that there was a wide variety of people attended the meeting with members of the sub-committee sitting alongside them within the public area which was very integrated.

7.2 The sub-committee were informed at one of the sessions the group contained the lead member for children's services, lead member for skills alongside local businesses and the apprentice of the year and during the discussion produced some amazing ideas.

7.3 Councillor Ali informed the committee that the council need to do more to let the public know what scrutiny was doing such as services.

**RESOLVED:** That the committee agreed the recommendations contained in the report and directed the report to the Cabinet.

### VIDEO - SOUTHWARK SCRUTINY IN A DAY

<https://bambuser.com/v/6704304>

## 8. CARE LEAVERS LOCAL OFFER - FINAL REPORT

8.1 Councillor Jasmine Ali introduced the report and stated that the scrutiny input had been strong, independent and caring.

8.2 The committee were informed that the sub-committee had reviewed the local offer for care leavers and flagged up the Children and Social Work Bill last year, one of the things it focused on was the needs of the care leavers. The sub-committee looked at what systems were in place and found them fit for purpose and the authority was in a good position, but there were points that could be improved and these were raised as recommendations in the report.

**RESOLVED:** That the committee agree the report and recommendations, and forward the report to the Cabinet.

#### **VIDEO - CARE LEAVERS LOCAL OFFER (FINAL REPORT)**

<https://bambuser.com/v/6704299>

#### **9. GP SERVICES - FINAL REPORT**

9.1 Members agreed to deferred the report to a later meeting of the Committee.

#### **10. WORK PROGRAMME**

10.1 The Chair with the agreement of the committee to include the following items of business to the work programme for 2017-18:

- Review of Youth Justice.
- Value for Money.
- Invite Stephen Douglass (Director of Communities) to discuss Brexit a future meeting of the committee.

10.2 The committee also agreed to update the work programme with items of business for the coming year. The chair requested that members consider suggestions or issues to look at next year, these can be sent to the chair prior to the next meeting.

#### **VIDEO - WORK PROGRAMME**

<https://bambuser.com/v/6704306>

Meeting ended at 9.10 pm

**CHAIR:**

**DATED:**



## OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the Overview & Scrutiny Committee held on Saturday 13 May 2017 at 12.22 pm at Southwark Cathedral, Montague Close, London Bridge SE1 9DA

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**PRESENT:**

- Councillor Gavin Edwards (Chair)
- Councillor Rosie Shimell (Vice-Chair)
- Councillor Anood Al-Samerai
- Councillor Jasmine Ali
- Councillor Paul Fleming
- Councillor Tom Flynn
- Councillor Eleanor Kerlake
- Councillor Michael Situ
- Councillor Kieron Williams

**OTHER MEMBERS  
PRESENT:**

**OFFICER  
SUPPORT:** Chidilim Agada - Constitutional Manager (acting), Finance and Governance

### 1. APOLOGIES

1.1 Apologies for absence were received from Councillor Maria Linforth-Hall and Rebecca Lury.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

2.1 There were none.

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

3.1 There were no disclosures of interests or dispensations.



#### 4. SCRUTINY ARRANGEMENTS FOR 2017/18

##### **RESOLVED:**

1. To note the size and composition of the Overview and Scrutiny committee, as agreed by annual council assembly.
2. To appoint three scrutiny sub-committees as detailed in paragraph 9 of this report.
3. To appoint chairs and vice-chairs of the three scrutiny sub-committees.
4. To agree which committee has responsibility for crime and disorder (see paragraph 9 of this report).

Meeting ended at 12.23 pm

**CHAIR:**

**DATED:**

**Questions Submitted by the Tenants Council and the Southwark Group of Tenants Organisation to Southwark Councillors and Officers.**

**Monday 19<sup>th</sup> June 2017**

**Fire Safety**

1. Has Raynobond, or any similar polyethylene insulation material, been used anywhere in Southwark's housing stock?
2. Has any aluminium or aluminium composite material been used as cladding, or used as part of the outer skin of homes, anywhere in Southwark's housing stock?
3. Can you clarify and how the crucial compartmentalisation is maintained during works to communal heating and hot water systems when pipework that interconnects properties is removed or replaced?
4. Are you carrying out physical checks to ensure that materials used for cladding/exterior skin of buildings are exactly as specified?
5. Do your checks extend to both high and low rise blocks?
6. The use of flammable/combustible materials is clearly not just an issue for the Council's stock, how are checks being carried out on stock not owned by the Council to ensure the safety of those residents?
7. How many tower blocks are there in Southwark Councils management and/or Ownership?
8. Are there any tower or lateral blocks in Southwark that are fitted with a fire alarm and/or a sprinkler system?
9. How often are fire safety checks carried out and by whom? Are those persons who carry out the inspection professionally qualified?
10. Are fire alarm and evacuation exercises carried out in Southwark's tower blocks and if so how are residents notified?
11. What information is provided to tenants on what to do in the event of a fire or other emergency?
12. Lakanal House has now been refurbished and residents are moving in, are all materials used, especially the cladding, compliant with appropriate fire safety regulation?
13. The press are widely reporting that not all of the recommendations by the coroner in respect of Lakanal House have been implemented. Can we be informed which those recommendations that have not been implemented are and why they haven't been?
14. Does Southwark have a set down evacuation and emergency care policy and if so where is it published?
15. If fire safety inspections are carried out in tower blocks can the relevant tenants' representative organisation be provided with copies of those reports?

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**Southwark Overview and Scrutiny  
Committee**

**A review of further education and skills  
provision in the London Borough of  
Southwark**

**June 2017**

## Section 1: Introduction and methods of scrutiny

The overview and scrutiny committee undertook this investigation to identify problems and issues with the further education offer in Southwark, particularly with regard to the offer made to young people. We want to make recommendations which will improve the FE offer so that a system is in place which harnesses their full potential and prepares them for the world of higher education and employment.

Clearly, a major focus of our work is Lewisham Southwark College. The college was assessed as 'inadequate' by Ofsted twice in the space of eighteen months between 2013 and 2015 and was given 'requires improvement' in 2016. In stark contrast to the college, Southwark's schools are now performing at their best rate in a generation, with nine in ten rated 'good' or 'outstanding' by Ofsted. In the Committee's view, it is a matter of great urgency that the FE offer within the borough is brought up to the high standards of our schools.

The methods used by the Committee to scrutinise this issue include:

- Interviewing the Cabinet Member for Business, Employment and Culture
- Interviewing the principal of Lewisham Southwark College
- Informal conversations with Southwark Education Policy officers
- Informal conversations with young people accessing further education in Southwark
- Review of the Government's Post-16 Skills Plan published in July 2016,
- Review of the Independent Panel on Technical Education (chaired by Lord Sainsbury)
- Review of the Lewisham, Lambeth and Southwark Skills Analysis (2013/14)
- Review of the Area Based Review of FE and Skills – setting out the FE and skills landscape in central London, presenting recommendations and wider conclusions for consideration.
- Review of the most recent Ofsted report for Lewisham Southwark College
- Review of Ofsted case studies exemplifying best practice

One action which the Committee was not able to carry out, but which was originally planned, was to visit Lewisham Southwark College in person. Eventually the committee was not able to do this, partly due to the unexpected calling of the 2017 General Election. We would like to put on record our thanks to the College for this invitation.

## Section 2: Changes to the skills system, the context for Southwark

Any review of further education in Southwark must take account of the wider changes to the system currently taking place. The Independent Panel on Technical Education, chaired by Lord Sainsbury, was established to advise ministers on issues relating to technical education in England. Their report<sup>1</sup> published in April 2016 made a number of recommendations for the improvement of the skills system. A core focus was on simplifying the current offer and on making the sure qualifications are fit for purpose in a rapidly changing economy. The review identified a number of key challenges in the current system:

- Existing qualifications do not bear sufficient relation to occupational or employer requirements.
- The volume of qualifications on offer (over 13,000 technical qualifications including more than 33 in plumbing alone) drives down quality and makes it impossible for learners to make informed and effective decisions about what route is best for them.
- There is a market-based approach to qualifications which has reduced quality, particularly in level 2/3 qualifications.

The report recommends a fundamental shift in the structure of the technical education. It recommends two modes of learning – work-based (through apprenticeships) and college-based – structured around 15 routes anchored in occupations.

Responding to the report, the Government's post-16 Skills Plan<sup>2</sup> adopts all the recommendations included in the independent panel's review (within financial constraints). These include:

- Streamlining technical education to 15 occupation-based routes, grouping occupations where there are shared technical and skills requirements.
- Introducing a two-year programme at the beginning of all routes, centred around a common core of learning.
- Reforming qualification regulations generally, and specifically limiting qualifications for these two-year programmes to just one-per programme, delivered by licence following a competitive process.
- Offering transition years and bridging provision to help learners join and transfer on/off technical routes.
- Reforming careers education to ensure everyone knows the options available to them.

In addition to other issues identified by the Sainsbury review, the report highlights a persistent deficit in apprenticeship opportunities and a lack of technical education at higher levels to meet futures skills demand.

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<sup>1</sup> Report of the Independent Panel on Technical Education, April 2016

<sup>2</sup> Post -16 Skills Plan, July 2016

The Government's plan also sets out four guiding principles by which these reforms will be shaped:

1. Employers must play a leading role.
2. Technical education needs to be fulfilling, aspirational, clearly explained and attractive to everyone, regardless of their gender, race, disability, sexual orientation, sexual identity or any other factor beyond their control.
3. We need to ensure that many more people can go on to meet the national standards set by employers.
4. We need close integration between college-based and employment-based technical education.

It is clear that there are some clear challenges around skills to be addressed both in the short and medium term. Plans to address some of the issues of complexity and poor-quality in the technical education offer nationally are in place.

It is widely accepted that there is a mismatch between the qualifications offered by providers and the skills required by employers. How effectively these solutions satisfy need at the local level will depend, to some extent, on the quality of information key stakeholders have access to.

### **Funding devolution**

The devolution of the Adult Education Budget (AEB) to London (approximately £400 million per year) was confirmed in the 2016 Autumn Statement. It is anticipated that funds will be devolved to the GLA in 2019/20.

The AEB combines all Skills Funding Agency money that is not from the European Social Fund (ESF), Advanced Learner Loans or apprenticeship funding. It covers qualifications at Levels 2 and 3, and English and maths legal entitlements and can be used to support learners aged 19+. Funding levels vary according to the qualification, learner age and the current qualifications held by the learner.

A 'Skills and Employment Board' will be created in the central London sub-region with a view to creating a sub-regional skills strategy to support the administration of these funds. This board will feed in to the London-wide skills strategy and serve as a strategic framework for borough-based engagement with FE and skills providers.

How the GLA plans to administer these funds is not yet clear. This will, of course, have implications in terms of the scope for innovations. It is also noted that, at this time, the adult education budget is used to a greater or lesser extent to up skill adults who did not achieve Level 2 in school or further education. This will need to be considered in any plans for how the budget is allocated.

Advanced Learner Loans are available to support adults in accessing further education. The

loans cover qualifications at levels 3-6 (or, A Levels through to a graduate certificate) for adults aged 19 and over and are repayable only on completion of the course and once the loan recipient is earning at least £21,000 per year.

### **Area Based Review**

The Central London Area Based Review of Skills covering all general further education and sixth form colleges across 12 local authority areas (Camden, City of London, Westminster, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets and Wandsworth) was released in January 2017. The reviews were designed to enable colleges to become financially sustainable. A response was presented to Cabinet in March 2017.

The report outlines the demographics of the area, sets out performance against key indicators and maps supply and demand for skills across the region. Key findings include:

Highest growth is forecasted in the following sectors:

- professional, real estate, scientific and technical
- administration and support
- health and care
- ICT
- accommodation and food service
- retail
- construction
- education

Southwark performs consistently above the London average at key stage 4.

Apprenticeships in the following areas are most popular: business administration, health and social care, and service enterprises.

There is limited apprenticeship delivery in key growth sectors such as IT, communication, leisure, travel and tourism, and education.

There is also a limited offer of higher apprenticeships from further education colleges.

The Review notes that there is a need for FE provision to better meet the needs of Central London's employers, and for improved dialogue between colleges, employers and local government to enable this. The Review also identifies a lack of quality information, advice and guidance, and the imbalance in the provision of apprenticeships between FE colleges and private providers.



### Section 3: FE and Skills in Southwark

Given the evidence the committee has reviewed, it is clear Southwark residents have not had access to a quality Southwark-based FE offer for some years. The most recent Ofsted reports for both Lewisham Southwark College and Lambeth College gave ratings of 'requires improvement'. Further, Lewisham Southwark College is subject to a notice of concern for financial health and minimum standards, particularly regarding apprenticeships.

The committee notes that Southwark is among the top 5 boroughs exporting learners, with 71% of Southwark learners<sup>3</sup> aged 16-18 choosing to leave Southwark for further education. This has implications for the retention of local talent as residents studying in other boroughs consider what their next steps following completion of their chosen course might be.

The merger of Lewisham Southwark College and Newcastle College Group was formalised Friday 12 May 2017. The committee notes that the council expressed a strong objection to this merger in favour of a more local arrangement, both directly and through formal consultation.

In the Southwark Cabinet Report responding to the Area Based Review in March 2017, the council once again voiced this opposition and went on to say:

*“Moving forward, whatever the outcomes of local college mergers, the council will continue to act in the best interests of Southwark’s residents. This will mean working to ensure local FE providers deliver a secure and improved quality offer for Southwark learners especially those with additional needs and support. This will include addressing basic skills provision in literacy and numeracy, working with schools and ensure quality pathways into higher level technical learning and employment, meeting local employer and stakeholder priorities and safeguarding local physical assets.”*

The Committee addresses these next steps in the recommendations below.

#### Features of Outstanding colleges

The committee has identified some key features of good and outstanding colleges in a review of Ofsted case studies exemplifying best practice.

The key areas of note that emerged from this research were:

- A strong focus on learner outcomes. While financial constraints are obviously given due consideration, the driving force behind any change is learner outcomes and how these relate to the skills and training needs of local employers.

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<sup>3</sup> London CCIS data (May 2016)

- Teaching and learning is a primary area of focus in tracking college performance. Learner outcomes are considered in performance management across every area of the college business, including finance, HR and business planning.
- Learner and employer feedback is used to improve all services, including teaching and learning, rather than purely support functions.
- Quality leadership and management. Leaders in outstanding institutions have a clear vision and direction for the colleges and are able to translate these in to the culture and ethos of their institution/s. This ensures that all staff and stakeholders understand the direction of travel and are able to develop their area of work in line with that.
- In addition, outstanding leaders and managers take a collaborative approach, communicating often and effectively through a variety of routine (scheduled meetings etc.) and ad-hoc (one-off whole staff meetings, open seminars etc.) forums.
- Performance management. Robust performance management is in place across the college, and managers and leaders at all levels are quick to act to address concerns.
- Quality governance (skill and diversity). Governors have a good grasp of the performance of the college and are able to ask probing questions in order to assess quality. They have a good relationship with the leadership team but are also practiced in challenging the team to secure best outcomes for learners.
- Innovation. The colleges use digital technology to ensure that teaching and learning – as well as other college processes – are flexible, enabling stakeholders to make learning work for them and reducing barriers to learning by increasing efficiency and flexibility of delivery.
- Finally, college leaders have a good grasp of the local area (both learners and employers) and have good links with employers and other learning providers.

OSC believes that it is essential that, where it is not already doing so, Lewisham Southwark College adopts these approaches in an effort to accelerate the improvement in standards. Whatever the conflicting views on the merger with Newcastle Colleges Group, the new governance and additional resources provided by the merger should be treated as an opportunity to do this. Measures to encourage this process of improvement are addressed in the recommendations of this report.

#### **Interview with the Principal and Chair of Lewisham Southwark College**

On 12<sup>th</sup> December 2016, the Overview and Scrutiny Committee interviewed Carole Kitching

(Principal and CEO at Lewisham Southwark College) and Chris Bilsland (Chair of Lewisham Southwark College).

The Principal described the current levels of provision at the College including what she considered to be a "Broad Curriculum." Carole Kitching pointed out that the curriculum was revamped in 2015 and that both Southwark and Lewisham Colleges were invited to take part in the review.

When asked about the current quality of provision, the Principal stated. "I am told that provision is not good enough and I would agree with that." She went on to describe a number of measures being carried out to improve this provision and stated that improvements were already being seen.

One issue mentioned by the Principal was that enforced changes in assessment regimes nationally meant a move from coursework to a greater emphasis on end point assessments. The college was therefore carrying out work with students to ensure they were ready for a greater emphasis on exams.

When asked what culture change was needed among staff in order to improve results, the Principal began by saying there had already been a big change in a number of areas. She stated that previously some teaching staff had "struggled with the concept of tough love" and were perhaps too flexible with students facing challenges at home, with regard to attendance. The College's new approach was to "lay down firmer ground rules" for students. The principal also cited the need for teachers to take greater advantage of online teaching resources. She finished by saying there was a still a way to go on a number of issues, but improvements were being seen.

When asked about the relationship between the College and the Council, and how it might be improved, the Principal agreed this was a very important issue. She went on to say that it would help if there was enough confidence in the council to work more closely with the College. She referenced previous disagreements with the council and expressed a wish to overcome these difficulties.

The Principal went on to say that the council could do more to encourage schools to engage with the College, particularly in offering the College the opportunity to go to schools and talk to potential students. She stated the following. "In the past year we have made over 50 visits into schools but only one of them has been in Southwark."

On the potential (at that time) merger with Newcastle Colleges Group Chris Bilsland said that the option was being considered and preferred because the leadership of the College wanted to accelerate the improvement process and the Group has the skills and resources to allow this to happen

He went on to say that other options would be considered if they were attractive but that currently, other London based offers did not meet their expectations.

During the questioning, it was stated several times by members of the committee, that there were deep concerns about the potential merger with Newcastle Colleges Group. The remoteness of the Group's senior leadership, the location of other colleges in the group and concerns about how well the Group would understand the needs of a borough like Southwark formed part of these concerns.

## **Apprenticeship provision**

The Area Based Review identified that, overall, the most popular frameworks for apprenticeships were business, administration and law (36% of all starts), health, public services and care (25% of all starts) and retail and commercial enterprise (17% of all starts).

Provision of apprenticeships is split between FE colleges and private training providers. In central London 8,690 apprenticeships were delivered by colleges in 2014-15. A further 16,800 starts were delivered in the area by private training providers in that same period.

The Committee notes that the 2014 Southwark Labour Manifesto pledged to create 2,000 new apprenticeships. To date the council has created 1184 apprenticeships through direct delivery, supply chain contracts, commissioning and local partnerships.

The Southwark Apprenticeship Standard has played a role in ensuring that newly created apprenticeships are good quality and rewarding opportunities.

The number of Southwark residents starting apprenticeships in 2014/15 and 2015/16 was 1,630 and 1,560 respectively. The majority of those starts were in administration, business and law (570/570), health, public services and care (440/410), and retail and commercial enterprise (280/270) (FE Data Skills Library).

## **Skills Strategy**

A skills strategy has been commissioned by the Cabinet in light of the Area Based Review, with a view to increasing work readiness, influencing local provision and ensuring residents can access opportunities. A draft outline is proposed for July 2017 with a consultation to follow July-September 2017.

## **Links between further and higher education**

The Committee also looked at the current state of links between further education providers and higher education institutions. They found:

- The National rate of progression to HE is 32.6%
- Majority of boroughs in the central London review areas have in excess of 40% rate of young people progressing in to HE
- The proposed merger of Lambeth College with LSBU bodes well in terms of a local journey from FE to HE.
- Passmore Centre at LSBU offering apprenticeships from levels 4-6 also allowed for a transition on the apprenticeship pathway – exact detail of qualifications that will be available TBC
- In her interview with OSC the principal of Lewisham Southwark College stated that the College did have links with HE institutions, but that these were mainly local, rather than with institutions in other parts of the country.

## Section 4: Recommendations

1. The committee is disappointed that warnings about the merger with Newcastle College Group by Lewisham and Southwark College were not heeded. We believe a London based partner would have been more appropriate and been better placed to meet the challenges identified in this report. OSC now urges the leadership of the college to work with the council to demonstrate it is prepared to work constructively with the Council and other stakeholders.
2. However, the Area Review noted the need for improved dialogue between colleges, employers and local government to improve the offer to young people. Both the council and the Overview and Scrutiny Committee have voiced serious concerns about the merger between Lewisham Southwark College and Newcastle College Group. These concerns have not gone away, but the Committee believes that, now that the merger has taken place, a new effort needs to be made to engage positively with the college leadership to secure positive outcomes for local young people.

The Committee recognises that a Cabinet Member (Councillor Situ) sits on the Board of Governors of the college, but that there is also a need for a broader forum for discussion in order to build a better relationship between the College and the council.

With this in mind, the Committee recommends the establishment of a new forum to facilitate this engagement.

This would include both officer and political leadership from both Lewisham and Southwark council's and senior leadership from Lewisham Southwark College. We hope that all sides will be prepared to put aside previous differences in order to produce the best outcomes for Southwark's young people.

The Committee recommends that the Cabinet Member raises this at the next meeting of the College Board.

3. The mismatch between the skills employers want and the courses on offer is a clear problem. The council has a role to play in ensuring local FE providers have the information they need in order to construct less complex, more focused course offers. The data and intelligence gathered via the local business forum is just one example. The committee recommends that Southwark provides a formal written contribution to Lewisham Southwark College (and other relevant providers, where appropriate) informing their annual review of courses to be offered. This communication should be a public document.
4. The Committee has found that one of the reasons the skills offer does not tally with employer demand is that funding is tied to course completion rates, meaning that provision is steered very much by what learners request.

The Cabinet should consult with the college (and other local skills providers) about changing this incentive so that actual employment prospects and skills demand are more central to the courses offered.

5. One particular area where more apprenticeships are needed, as identified by the Area Review, is in IT, communication, leisure, travel and tourism, and education. The council should put particular focus on working with employers from these sectors in developing new apprenticeships.
6. This report notes the devolution of the Adult Education Budget (AEB) to London (approximately £400 million per year). The committee believes that the council should have a central role in deciding how these funds are spent in our borough. As with recommendation 2, the council is ideally placed to understand how to match this funding to practical support for adult learners, particularly with regard to up-skilling those wishing to improve their employment opportunities.

OSC recognises that Cllr Peter John is Deputy Chair on the Mayor of London's *Skills for Londoners Taskforce* which is tasked to:

- Help the Mayor meet his manifesto commitments on skills
- Support the Mayor to develop a London Skills Strategy
- Share creative and innovative ideas to improve City Hall policy making on skills

Using its influence, the Cabinet should lobby the Mayor and the GLA for a more central role for the council in allocating funding in the longer term.

7. The evidence in this report shows that one of the key challenges for the council, colleges and employers is to get the right information about further education to the right people. Currently there is a lack of quality information, advice and guidance for young people in London with regard to the opportunities which are available. The new skills strategy which is being developed by the council should include a proposed communications strategy to address this issue. The strategy should include working closely with other stakeholders.
8. The Cabinet should work with schools to see if more can be done to facilitate visits by FE providers to Southwark schools, to make pupils aware of appropriate courses. However, this work should only take place once Southwark Council is convinced that the courses on offer are high quality and would improve the life and employment chances of children in Southwark schools.

## **Southwark GP Practices: Quality of Provision and Local Support Arrangements A report from the Healthy Communities Scrutiny Committee**

### **Introduction**

For the last inquiry of 2016/17, the Healthy Communities Committee looked into the quality of provision and local support arrangements for GP surgeries in Southwark.

It focused on three key questions:

- What was the outcome of the CQC review of Southwark GP surgeries?
- What are the biggest pressures GPs are facing and what could the wider system do to help alleviate these problems?
- What is the role for (a) the council and (b) the CCG in helping to addressing the changing needs of primary care, including facilities?

Our recommendations were as follows:

1. The Committee recommends that Southwark look at the Well Centre which currently operates in Lambeth.
2. The Committee recommends that the Public Health Director look closely at the ways in which we can send a protection message to residents on issues including smoking cessation, obesity, and promote the role of health visitors and school nurses.
3. The Committee recommends that the Health and Wellbeing Board considers the outcomes from this consultation and the best ways in which a joined up approach can be taken to address issues.
4. The Committee recommends that the Council consider further ways in which to provide exercise and healthy eating for its residents.
5. The Committee recommends that the Council continues to work together with the CCG to promote the medical pathways across the Borough, including local pharmacies, GPs, walk-in-centres, A&E and urgent care facilities. This should include promotion through Community Councils and Southwark Life. Further consideration should also be given to the role of MySouthwark and how this can be used to promote GP services.
6. The Committee recommends that the CCG undertakes mystery shopping into the length of waits of GP appointments, and the extent to which GP surgeries are making people aware of the ability to use the Borough's extended access GP facilities.
7. The Committee recommends that there are stronger stipulations for the need for new health facilities as part of future planning agreements to ensure adequate provision is made available for new and existing populations.
8. The Committee further recommends that the Council works more closely with the CCG at an early stage to understand the likely pressures on general practice and build in adequate provision early in the process.
9. The Committee recommends a Memorandum of Understanding be developed which sets out the key questions to be asked of any new development in terms of addressing future population changes in respect of general practices and other health services.
10. The Committee recommends that the Council should consider negotiating lower rents for general practice as part of any new development to ensure that adequate provision is available for new and existing residents. This could include ringfencing portions of CIL to provide specifically for GP services.
11. The Committee recommends that key worker housing, or affordable housing prioritised for local workers should be seriously considered as part of any large planning agreement.
12. The Committee would therefore recommend that the CCG should monitor compliance with hospital contracts, and more effectively impose financial penalties when the requirements are not being met.

13. The Committee recommends that the CCG develop a clearer understanding of GP practice workforce and needs through the creation and use of a system-wide data set. This would enable them to better understand the issues, and create solutions to support struggling practices.
14. The Committee recommends that the CCG facilitates cross-learning across general practices throughout Southwark.

The Committee would like to thank all of those who made this report possible.

**Healthy Communities scrutiny sub-committee members:**

Councillor Rebecca Lury – Chair

Councillor David Noakes (Vice Chair)

Councillor Bill Williams

Councillor Martin Seaton

Councillor Ann Kirby

Councillor Sunny Lambe

Councillor Maria Linforth-Hall

**Partners and health stakeholders:**

Dr Jonty Heaversedge, Clinical Chair, NHS Southwark CCG

Andrew Bland, Chief Officer, NHS Southwark CCG

Caroline Gilmartin, Director of Integrated Commissioning, NHS Southwark CCG

Jean Young, Head of Primary Care Commissioning NHS Southwark CCG

Rebecca Scott, Programme Director, NHS Southwark CCG

Catherine Negus, Research and Intelligence Officer, Healthwatch

Caroline Gillmartin, NHS Southwark CCG

Emily Gibbs, GP clinical lead for GP services

GP Federation leads:

- Dr Olufemi Osonuga, Deputy Chair of QHS
- Dr Lauren Parry, IHL Director
- Dr Rebecca Dallmeyer R (QUAY HEALTH SOLUTIONS )

Jon Abott, Head of Regeneration, North, Southwark Council

Southwark Local Medical Committee



## What was the outcome of the CQC Review of Southwark GP surgeries?



Figure 1: GP surgery locations across Southwark

There are currently 41 GP contracts over 42 sites, and 3 sites which have multiple practices: Borough Medical Centre, Lister Primary Care Centre and St Giles Surgery. The largest GP practices, Nexus, covers the north of the borough and has 58,000 registered patients.

The average Southwark practice has 8000 registered patients and there is 1 GP per 1000 registered patients, which is comparable to Lambeth (0.95) and South East London (0.96).

There has recently been an inspection by the CQC of all GP practices. At the time of writing this report, 21 practices have been rated 'good', and 7 have been placed in special measures.

As a result, and alongside this work, the Clinical Commissioning Group has been setting out the way in which they will be commissioning future GP surgeries.

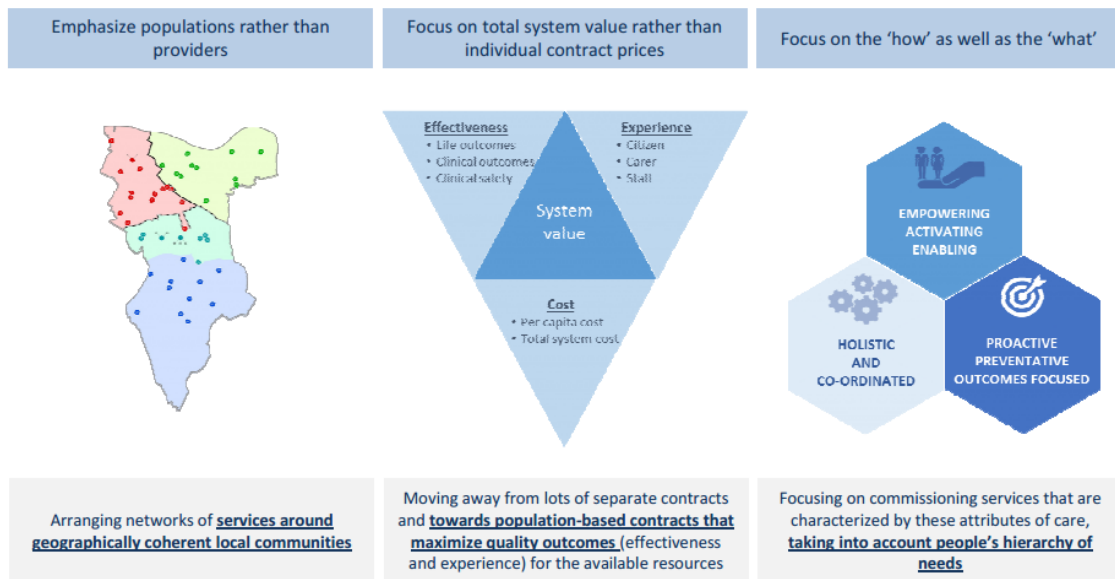


Figure 2: The CCG approach to commissioning<sup>1</sup>

This ultimately comes down to approaching commissioning in two ways:

- Simplifying existing contracts and incentives so that practices can focus more time and resources on delivering fewer but more important priorities, such as: improved access; improved prevention; and improved care coordination. This approach will enable our residents to experience less variation and higher quality care.
- Investing in and 'pump-priming' new ways for GP practices to collaborate and share good practice, for example by continuing to invest in the federations that GP practices have setup to help them deliver at-scale and collaborative working, and by supporting the emergence of place-based Local Care Networks.

### What are the biggest pressures that GPs are facing and what could the wider system do to help alleviate these?

GP surgeries across Southwark are facing increasing pressures. These include:

- **Morale and retention and recruitment:** There is an ever-increasing workload, increasing population, increased bureaucracy and the under investment of general practice. An increasing number of GPs are locums who are choosing to follow portfolio careers which means that they might not be looking to do a large number of sessions per week in general practice.

In the recent LMC survey, which was conducted in November/December 2016 and saw responses from 19 Southwark practices

- 14 practices currently carry vacancies
- 1 practice is considering closure
- 2 practices are planning to close within the next 3 years
- 2 practices would not rule closure out
- 2 practices do not know if they will consider closure

<sup>1</sup> CCG Slides, February 2017

- **Patient Demand:** The Government's promise to patients for 8 to 8 access 7 days a week is putting increased pressure on GP surgeries, and as a result of the announcement, some patients' expectations are that they should be seen immediately.
- **Under investment in General Practice:** Funding to general practice has been decreasing in recent years. Between 2009/10 and 20013/14 funding for general practice fell by an average rate of 1.3% in real terms.
- **Premises:** Many general premises are not considered to be fit for purpose and this is a result of under investment in general practice. It is difficult for practices to expand the services they offer to patients because of the limitations and costs they face for premises development.
- The CCG also notes a number of **health factors** specifically in Southwark which impact on GP attendances:
  - Rates of preventable mortality are higher in Southwark than the national average
  - Around 66% of all deaths in Southwark are due to cancer, cardiovascular and respiratory disease
  - There were 12006 alcohol related ambulance call-outs in 1 year costing £480,000
  - There is a 7 year gap in life expectancy between more affluent and deprived areas in Southwark
  - There are over 2000 adults with dementia (4.5% of those over 65)
  - Prevalence of mental health conditions was 30% and 12% higher compared to England and London prevalence respectively
- Healthwatch also raised a number of concerns, with issues raised around identifying **GP catchment areas, and registering with GPs**, especially those with language barriers. This further leads to issues with interpretation at appointments.

#### Addressing with problem: The role of the Council

The Committee recommends a number of ways in which the Council can support the future strategy for GP services across Southwark.

- **Providing excellent services for children and adolescents:** Health promotion, ill health prevention and investment in children and adolescents who present with relatively minor health issues is key to saving money in the long term.

The Committee recommends that Southwark look at the Well Centre which currently operates in Lambeth.

There is also a good opportunity with the incoming Public Health Director to have a clear focus on areas of high concern for Southwark.

The Committee recommends that the Public Health Director look closely at the ways in which we can send a protection message to residents on issues including smoking cessation, obesity, and promote the role of health visitors and school nurses.

This dovetails with the role of the Health and Wellbeing Board.

The Committee recommends that the Health and Wellbeing Board considers the outcomes from this consultation and the best ways in which a joined up approach can be taken to address issues.

The Council's policies of Free Swim & Gym, and Free Healthy School Meals were praised by those present at the roundtable and seen as a first step towards helping change the way in which health is addressed in the Borough.

The Committee recommends that the Council consider further ways in which to provide exercise and healthy eating for its residents.

- **Working together:** The pathways for medical assistance continue to be problematic, with individuals presenting at services which may not be the best service for their needs.

The Committee recommends that the Council continues to work together with the CCG to promote the medical pathways across the Borough, including local pharmacies, GPs, walk-in-centres, A&E and urgent care facilities. This should include promotion through Community Councils and Southwark Life. Further consideration should also be given to the role of MySouthwark and how this can be used to promote GP services.

The Committee recommends that the CCG undertakes mystery shopping into the length of waits of GP appointments, and the extent to which GP surgeries are making people aware of the ability to use the Borough's extended access GP facilities.

- **Regeneration:** Ensuring that there are adequate health needs is vital to the future of successful regeneration in the Borough. This Committee believes that there are ongoing concerns with large scale developments, particularly at Elephant & Castle where health needs have not been fully considered as part of the redevelopment of the area.

The Committee recommends that there are stronger stipulations for the need for new health facilities as part of future planning agreements to ensure adequate provision is made available for new and existing populations.

The Committee further recommends that the Council works more closely with the CCG at an early stage to understand the likely pressures on general practice and build in adequate provision early in the process.

The Committee recommends a Memorandum of Understanding be developed which sets out the key questions to be asked of any new development in terms of addressing future population changes in respect of general practices and other health services.

Another part of this is around the costs for general practice within any new development. There are concerns from the CCG and doctors that the high costs of new premises make them unsustainable.

The Committee recommends that the Council should consider negotiating lower rents for general practice as part of any new development to ensure that adequate provision is available for new and existing residents. This could include ringfencing portions of CIL to provide specifically for GP services.

- **Housing:** Many individuals train in the Borough and initially go into general practice. However, with rising living costs, they often only stay for a short period of time before moving out to the suburbs.

The Committee recommends that key worker housing, or affordable housing prioritised for local workers should be seriously considered as part of any large planning agreement.

### **Addressing the problem: The role for the CCG**

There are a number of changes being made to the way in which GP services operate in the Borough.

This includes:

- **Extended access:** 7 days a week, 8am – 8pm since April 2015 with two standalone extended primary care service hubs providing additional pre-bookable and on the day urgent access to GP appointments.
- **Provider development:** Investment in GP federations supporting the resilience of GPs through business planning
- **Workforce:** Providing guidance and training, alongside supporting different ways of working e.g. medical assistants.
- **Funding:** A commitment through the General Practice Forward View of £2.4billion to support and improve general practice to 2020/2021. The CCG has committed £3 per patient in total over 2017/18 and 2018/19 to support the delivery of primary care services at scale

However, there are a number of areas where further support from the CCG would be welcomed:

- **Supporting transfer of work:** The LMC highlights a number of areas where the CCG could further support their work with the transfer of work from secondary to primary care including: prescribing, certification, poor communication, incomplete discharge summaries, patient bounce backs from missed appointments.

The Committee would therefore recommend that the CCG should monitor compliance with hospital contracts, and more effectively impose financial penalties when the requirements are not being met.

- **Workforce:** There are ongoing concerns about workforce at general practices across Southwark. There is a high turnover, both with individuals not entering general practice once qualified, but also leaving to move out of the Borough. There is a need for the CCG to play more of a role to support continuity:

The Committee recommends that the CCG develop a clearer understanding of GP practice workforce and needs through the creation and use of a system-wide data set. This would enable them to better understand the issues, and create solutions to support struggling practices.

- **Joint working:** Many of the problems experienced by one general practice are the same as those seen across the Borough. The Committee believes that these could be solved through services working more closely together to support each other, and learn from each other.

The Committee recommends that the CCG facilitates cross-learning across general practices throughout Southwark.

**OVERVIEW & SCRUTINY COMMITTEE****MUNICIPAL YEAR 2017/18****AGENDA DISTRIBUTION LIST (OPEN)****NOTE:** Original held by Scrutiny Team; all amendments/queries to Shelley Burke Tel: 020 7525 7344

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<b>Education Representatives</b>			
Lynette Murphy-O'Dwyer	1		
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