

<b>MAYOR AND CABINET</b>			
<b>Report Title</b>	Response to the Recommendations of the Overview and Scrutiny Emergency Services Review		
<b>Key Decision</b>	No	Item No.	
<b>Ward</b>	All		
<b>Contributors</b>	Executive Directors for Community Services and Customer Services		
<b>Class</b>	Part 1	Date: 19 February 2014	

## **1. Purpose**

- 1.1 This report sets out the response to the recommendations made in the Overview and Scrutiny Emergency Services Review.

## **2. Recommendations**

It is recommended that the Mayor:

- 2.1 Approve the response from the Executive Directors for Community Services and Customer Services, and those from the Council's Health, Fire and Police partners.
- 2.2 Agree that this report should be forwarded to Overview and Scrutiny Committee.

## **3. Policy Context**

- 3.1 The overall vision for Lewisham is established in the Sustainable Community Strategy. The issues covered in the Emergency Services Review centre on the strategy's strategic priorities - 'Safer', and 'Healthy, Active and Enjoyable'.
- 3.2 Additionally it links to Council priorities 'Safety, security and a visible presence', and 'Caring for adults and older people'.

## **4. Background**

- 4.1 At Council on 23 January 2013, Members resolved that the Overview and Scrutiny Committee be asked to undertake an urgent investigation into emergency service provision across the borough. The review was scoped and agreed in February 2013 and evidence sessions were held at Housing, Sustainable Development, Children and Young People, Healthier Communities and Safer Stronger Communities Select Committees between May and September 2013.

- 4.2 The Overview and Scrutiny Committee has made a number of recommendations for action by the Mayor and Cabinet of Lewisham Council, the Metropolitan Police Service, the London Fire Brigade, the London Ambulance Service, the Safer Lewisham Partnership, Lewisham Clinical Commissioning Group, Lewisham and Greenwich NHS Trust, the Health and Wellbeing Board and the South East London Housing Partnership.
- 4.3 The Overview and Scrutiny Committee has referred its report and the recommendations within it to all of those bodies for consideration and response, as well as to The Mayor's Office for Police and Crime. The Overview and Scrutiny Committee has requested a response from each of those bodies.
- 4.4 Overview and Scrutiny Committee made a referral to the Mayor and Cabinet meeting on 13 November 2013 and the Executive Director for Community Services was asked to co-ordinate the response to the recommendations from across the Council and its partners.

## **5. Recommendations and Specific Responses**

### **Assets**

- 5.1 In the event that emergency services providers identify assets for disposal, the Council should be satisfied that there is no demand for alternative social and community use of that asset before it is disposed of, as set out in the Lewisham Core Strategy.

### Response

*Lewisham Council - Officers support this recommendation and will consider any such proposals received from partners in line with the Council's asset strategy.*

- 5.2 When putting forward proposals to close facilities or alter the delivery of services from public buildings, Lewisham's emergency services should consult with Councillors and the local community about the best use of their assets and any potential options for replacement facilities.

### Response

*Metropolitan Police - The Borough Commander notes that Lewisham Police do not have direct control over the police estate in Lewisham but agrees to ensure the committee is briefed should he become aware of any plans.*

*London Fire Brigade - The Borough Commander has provided the Chair of the Committee with details of the London Fire and Safety Emergency Planning Authority's disposal strategy for stations to be closed as a result of the fifth London Safety Plan.*

*CCG - Lewisham Clinical Commissioning Group (LCCG) recognises its duties in this regard. Their duties are captured through the CCG's Public Engagement Strategy and outlined in their Constitution. Within the strategy an Engagement Charter sets out the ways in which they will involve the public in their decision making processes and qualifies the high standard of engagement the CCG will deliver. It also acknowledges their consultation and engagement responsibilities with the Healthier Communities Select Committee and other partners and stakeholders.*

### **Perception**

- 5.3 Local councillors should be kept up to date with the names and contact details of the appropriate officers who have direct responsibility for managing officers working at ward level. These officers should engage with their relevant local assembly.

#### Response

*Metropolitan Police - The Borough Commander has noted this recommendation and agrees with it.*

*CCG - The Lewisham CCG Engagement Team work with partners and through local engagement mechanisms like local assemblies as required.*

- 5.4 Information about the local policing model should be provided to local assemblies by the appropriate senior officers.

#### Response

*Metropolitan Police - The Borough Commander would welcome more specific information from the Committee as to what information regarding the local policing model is required.*

- 5.5 The decision to close Downham Fire Station leaves some residents, schools and businesses in Lewisham subject to unacceptable average attendance times, and at greater risk. The LFB ward level response times should be provided annually for consideration by Overview and Scrutiny in Lewisham and the relevant Cabinet Member.

#### Response

*London Fire Brigade - The Borough Commander notes that incidents in Downham have never been exclusively dealt with by the fire engine from Downham Fire Station. When it is not available, dealing with other incidents or through planned activities and training, fire engines from neighbouring stations cover calls. Changes to the Brigade's mobilising system later this year will ensure the nearest available fire engines will attend any given incident. This will mean that appliances attend regardless of their base location and priority will be given on the basis of proximity to the emergency.*

*The Borough Commander also monitors attendance times, develops areas where improvement is being demonstrated and ensures that unnecessary delay is dealt with, and will make information on attendance times available to the Safer Lewisham Partnership periodically in line with Brigade reporting protocols.*

*The Borough Commander already provides monthly performance figures to the Safer Lewisham Partnership and provides an update at the quarterly board meetings. At the next board meeting The Borough Fire Commander will discuss how ward councillors can have better access to their respective Station Commanders.*

- 5.6 The decision to close Downham Fire Station leaves some residents, schools and businesses in Lewisham subject to unacceptable average attendance times, and at greater risk. An annual update should be provided by the borough commander on LFB targets and performance in the borough.

Response

*London Fire Brigade - Please see the Borough Commander's response to recommendation 5 above.*

- 5.7 The Safer Lewisham Partnership and the Safer Stronger Communities Select Committee should annually review if the MPS is on target to achieve the objective of providing 647 police officers in Lewisham by 2015.

Response

*Metropolitan Police - The Borough Commander has noted this recommendation and agrees with it.*

- 5.8 Lewisham should seek to learn any lessons from the early rollout out of the Local Policing Model in Lambeth.

Response

*Metropolitan Police - The Borough Commander notes that since the Committee met, events have moved on substantially with the Local Policing Model (LPM), and all 32 boroughs are now operating this model. There is central scrutiny with compliance relating to the various parts of the model through a regime of independent inspections and audits. It is not felt therefore, that 'benchmarking' against Lambeth would add much value currently.*

- 5.9 The work of Safer Neighbourhood Teams should be reported to the Safer Stronger Communities Select Committee annually, as part of the Safer Lewisham Partnership update.

Response

*Metropolitan Police - The Borough Commander would welcome more specific information from the Committee as to what work of the Safer Neighbourhood Teams the Committee are referring to. If the Committee are only referring in this recommendation to a general overview - then this recommendation is agreed and noted, but if reports on specific activity or measures are required these will need to be specified so all parties are clear.*

- 5.10 Safer Stronger Communities Select Committee believe that the impact of the changed model of policing at a neighbourhood level will represent a real reduction in service. For this reason, the implementation of the new policing model should be reviewed annually by Overview and Scrutiny and the relevant Cabinet Member.

Response

*Metropolitan Police - Whilst the Borough Commander respects the view of the Committee, he does not agree with the assertion that the implementation of the LPM at neighbourhood level will result in a real reduction in service, and notes that this was stated when he gave evidence to the review.*

*The part of the recommendation requesting a review of the model annually is not at issue if the Committee are able to clarify the specifics of such a review and the data required.*

- 5.11 The Metropolitan Police Service should regularly publish information on its website outlining performance in relation to achieving the target response times of 15 minutes for urgent calls and 90 minutes for non urgent calls.

Response

*Metropolitan Police - Unfortunately the publication of data by the MPS on its website is beyond the control of Lewisham Police. However data on response times can be provided for the Committee when required.*

- 5.12 Safer Stronger Community Select Committee should continue to annually review performance information from the Metropolitan Police Service in Lewisham. The information provided to the Committee should include response time performance.

Response

*Metropolitan Police - Please refer to the response for recommendation 11 above.*

- 5.13 The fact that Lewisham Hospital has had numerous LAS patients diverted to it from neighbouring trusts in recent months should be noted. Capacity and activity at neighbouring A&E departments, as well as Lewisham, should be closely monitored by Lewisham CCG before any future proposals to change to accident and emergency provision are proposed or implemented at Lewisham Hospital.

Response

*CCG - The new Lewisham and Greenwich Trust now manage both Lewisham Hospital A&E and Queen Elizabeth A&E in Woolwich. New commissioning arrangements for urgent care have also been developed and enable close working between Lewisham CCG and CCGs in Bexley and Greenwich; with the support of an Interim Urgent Care Network Manager until 31<sup>st</sup> March 2014. The Network Manager assists in winter planning and escalation plans and the delivery of a new Urgent Care Network to support whole system partnership working. This work has included revised capacity and demand analysis across both A&Es and community services.*

- 5.14 More public information on the Norovirus is needed to support people to self manage the illness where appropriate and to help prevent the spread of disease and the closure of hospital wards.

Response

*CCG - Lewisham & Greenwich Trust have a wide spread communications and advertising programme for Norovirus. This includes posters and direct answer phone message relating to Norovirus to inform of ward closures, visiting restrictions and general guidance.*

**Prevention**

- 5.15 The LFB in Lewisham should focus its education and fire prevention activities in the priority postcodes that will be most significantly affected by the increase in ward level response times.

Response

*London Fire Brigade - The Fire Brigade aim to carry out approximately 2,500 Home Fire Safety Visits (HFSV) to peoples homes this year and will ensure that 80% of these visits will be targeted to postcodes where the most vulnerable people live. The changes to station boundaries following the closure of Downham Fire Station means that fire stations based in neighbouring boroughs will have responsibility for delivering HFSV and other community safety initiatives to some homes in LB Lewisham. The Borough Commander will meet quarterly with his Borough Commander colleagues to ensure that LB Lewisham residents receive the best possible service.*

*When the Fire Brigade carry out their Home Fire Safety Visits, the message has three key strands; preventing fires from happening, detecting them as soon as they occur and making plans to escape safely. There are members of our community who face challenges in using these measures to enhance their own safety because of illness, infirmity or mobility issues. Through the Adult and Children's Safeguarding boards the Borough Fire Commander will work with partners to identify those individuals and recognise the challenges they face, putting in place interventions for those it is agreed are most at risk to make them as safe as possible. Working with those same partners the Borough Fire Commander will put in place training to enable every person who crosses the threshold into a property, regardless of the organisation they represent, to recognise the danger signs of potential risk from fire and how those risks can be mitigated.*

*Partnership working with all agencies through the Adult and Children's Safeguarding board will also make the services and support more available to those in need and this will be a vehicle to reduce unnecessary calls – hoax, accidental calls from care premises and so on. Joined-up working through a shared drive to improve peoples lives must surely be the best way to overcome the financial constraints being placed on all agencies.*

*London Fire Brigade Schools team will be working with four secondary schools in borough during 2013/14 school year, these schools being chosen on the basis of risk of accidental dwelling fires in the ward. The team will be delivering a "Prevention, Detection, Escape" presentation to students in Year 8. The Borough Fire Commander will ensure that this intervention continues to be available to schools in Lewisham.*

- 5.16 The possibility of setting up and funding a branch of the Fire Cadets in Lewisham should be explored as part the Youth Service's new commissioning approach.

#### Response

*Lewisham Council - Officers from the youth service are discussing with the Fire Cadets to look at how we can support setting up a cadet branch moving forward through in kind support such as free use of youth service buildings.*

*London Fire Brigade - The roll out of the Cadet scheme has already been agreed through to the end of the school year in 2015. The Borough Commander has already approached the scheme co-ordinator to highlight the wishes of LB Lewisham to have a cadet scheme in the borough and has agreed to work to scope how this could be achieved. Key factors will be funding and the ability to secure the necessary leaders for the scheme and the Borough Commander will be approaching the Safer Lewisham Partnership board to discuss how the LB Lewisham can help to resolve these challenges.*

- 5.17 Housing providers should carry out further work to assess how information about vulnerable residents in high rise accommodation could be shared with the LFB in the event of a serious fire.

Response

*Lewisham Council - Officers in the Customer Services Directorate will be sharing this recommendation with all the providers' relevant Health & Safety Officer to obtain a detailed response by the end of January.*

*London Fire Brigade - Please also see the response to recommendation 15 above.*

- 5.18 Lewisham's social housing providers should be encouraged to have a clear policy in place that enables residents to report and escalate concerns about fire safety.

Response

*Lewisham Council - Officers in the Customer Services Directorate will be sharing this recommendation with all the providers' relevant Health & Safety Officer to obtain a detailed response by the end of January.*

- 5.19 Where non-critical risks are identified in Lewisham Homes properties, these should be recorded and added to an action plan, to be reported to the Housing Select Committee as part of the Lewisham Homes six monthly review.

Response

*Lewisham Council - The Council, through its clienting meetings with Lewisham Homes, will ensure these risks can be reported to Housing Select Committee.*

- 5.20 Lewisham's social housing providers should be asked to demonstrate that their maintenance, caretaking, contracted staff (and anyone else who has a responsibility for building maintenance or procurement of building works) are fully trained to understand fire risks and where relevant, to carry out work in line with the most recent fire safety advice.

Response

*Lewisham Council - Officers in the Customer Services Directorate will be sharing this recommendation with all the providers' relevant Health & Safety Officer to obtain a detailed response by the end of January.*

- 5.21 An ongoing programme of fire safety awareness for tenants, including safe evacuation routes, should be instigated by all registered social landlords.

Response

*Lewisham Council - Officers in the Customer Services Directorate will be sharing this recommendation with all the providers' relevant Health & Safety Officer to obtain a detailed response by the end of January.*

*In addition the Council's Clienting Team will work with Lewisham Homes and Regenter B3 about how residents can be made more aware of fire safety and specifically safe evacuation routes, for example, regular articles within Lewisham Homes' Home magazine and Regenter B3's Brockley Bugle as well running particular courses on fire safety for tenants and leaseholders.*

- 5.22 Clear information about fire safety, and safe evacuation routes, should be provided to all new tenants as part of their welcome pack.

Response

*Lewisham Council - Officers in the Customer Services Directorate will be sharing this recommendation with all the providers' relevant Health & Safety Officer to obtain a detailed response by the end of January.*

*Lewisham Homes tenants handbook, which is provided as part of their welcome pack to new tenants includes general information on fire safety but the Council will work with Lewisham Homes to see if this could be supplemented with relevant evacuation route information. This will also be the case for Regenter B3.*

- 5.23 The Council should encourage Lewisham's housing providers to follow Lewisham Homes' risk based approach to installing sprinklers in their housing stock.

Response

*Lewisham Council - At the most recent Lewisham's Affordable Housing Group (LewAHG) meeting, it was agreed that Lewisham Homes' approach to the installation of sprinklers would also be disseminated to all LewAHG members.*

*London Fire Brigade - A significant product of the partnership work with Lewisham Homes has been the introduction of sprinklers to peoples homes. Work in neighbouring Southwark is delivering sprinklers in all hostels and sheltered housing and the Borough Commander sees this as a realistic target for the next phase of investment.*

- 5.24 Fire Safety should be considered strategically by the South East London Housing Partnership and good practice shared.

Response

*Lewisham Council - This recommendation will be considered as part of next year's work programme.*

*London Fire Brigade - The partnership that has been developed between the Brigade and housing providers has undoubtedly made people safer in their homes. The Borough Fire Commander will look to build on this success by meeting regularly with those responsible for the provision of social housing, starting with the Director of Housing and Lewisham Homes, to agree how the progress made can be shared throughout all housing providers. The Borough Fire Commander is particularly keen to strengthen the relationship between LFB Regulatory Fire Safety team and the LB Lewisham team responsible for privately rented housing in the borough.*

- 5.25 Volunteering opportunities for adults, to support the cadet branches of the LFB and MPS, should be publicised locally to increase the capacity of the cadets to involve more young people.

Response

*Lewisham Council - Officers will discuss the promotion of relevant volunteering opportunities with the Volunteer Centre Lewisham (VCL). Lewisham's website currently signposts potential volunteers to the VCL website for more information. In addition there is specific information about volunteering with young people, and a link has been added to the community fire cadet, for adults interested in helping with this scheme.*

- 5.26 The Mayor should call on the Government to revise plans to transfer the funding for Youth Offending Services. Current funding will not cover costs and will have a significant impact on Council finances: the impact of this should be closely monitored by Mayor and Cabinet and reviewed by the Public Accounts Select Committee

Response

*Lewisham Council - The Legislation which brought the transfer of funds to the Local Authority to cover remands has now been in place for a year. Officers are still monitoring the use and costs and its impact is being monitored quarterly by the Safer Lewisham Partnership.*

- 5.27 National campaigns, such as the recent "Choose well" campaign, need to be supported and reinforced locally. Clear, appropriate guidance should be given to people locally, about the most appropriate local service to access if they have an urgent medical need outside of GP hours, when they are making routine contact with health services.

## Response

*CCG - The Yellow Men Campaign has been implemented across South East London (SEL). The Campaign provides proactive statements to encourage appropriate use of health care services. The campaign utilises public spaces including buses, street posters and a launch event. Traditional leaflets and Newspaper methods supported the widespread distribution, which included insertion of information in all Primary School Book bags.*

*Lewisham CCG has produced a new patient leaflet to support patients with registering at practices and provide information to support them in navigating the healthcare system. It enables access to translation services via Language Line in the top ten languages spoken in Lewisham. The new leaflet provides signposting information to the right services and enables patients to choose and access the services appropriately.*

*As a part of their commitment to ensure that they communicate effectively with their communities Lewisham CCG convenes 'Reader Panels' to test and review documents before dissemination. More recently Lewisham CCG convened panels to 'test' their 5 year Commissioning Strategy – A Local Health Plan for Lewisham 2013 – 2018, and also their Commissioning Intentions 2013 to 2015. Residents provide invaluable feedback that the CCG acts upon, to increase public engagement in their written documents and plans. When active face to face engagement takes place Lewisham CCG always seeks to provide health information and signposting.*

- 5.28 Out of Hours care and urgent care both need to be comprehensive, easily accessible and well publicised to enable the public to choose the most appropriate care setting for their needs.

## Response

*CCG - The 111 service has been implemented across SEL albeit more fully across Bexley, Greenwich and Bromley Boroughs. Local GPs have ensured that their answerphone messages include advice about what to do in an emergency and information on how to access GP Out of Hours e.g. SELDOC. Plans are in place to re-procure the 111 service over the coming year following agreement of the London Ambulance Service as the step-in provider for NHS Direct until April 2015.*

## **Access**

- 5.29 The effectiveness of the police contact points in Lewisham should be reviewed by the borough commander after six months of operation, the results of the review should be provided to Overview and Scrutiny and the Safer Lewisham Partnership.

## Response

*Metropolitan Police - This recommendation is noted and agreed.*

## **Partnership**

- 5.30 The CCG has a key role in ensuring that appropriate urgent care and out of hours services are available. The Council and CCG need to work closely together to ensure that all the necessary care pathways are in place, and appropriately utilised, to ensure undue and inappropriate pressure is not placed on Accident and Emergency units.

### Response

*CCG - The Council and Lewisham CCG are working closely together both through the revised Urgent Care Network arrangements, described earlier, as well as on joint programmes on health and social care integration. Lewisham CCG is also working with its local GP practice members to improve access to GP services.*

- 5.31 The Council should continue to work closely with Lewisham and Greenwich NHS Trust to ensure appropriate and timely discharge from hospital takes place where patients have social care needs.

### Response

*Lewisham Council - There are close working arrangements in place between adult social care, the joint commissioning team and Lewisham and Greenwich NHS Trust to ensure that those people who are discharged from hospital with social care needs have the support they need to return home or to a more appropriate care environment, depending on their needs. The social work assessment team and care brokers are based on site at the hospital and work closely with their health colleagues on the wards to plan discharges from hospital on a daily basis.*

- 5.32 The CCG should work with the Lewisham and Greenwich NHS Trust to understand the high number of patients attending A&E who require specialist referral to the mental health team. The CCG should then review the appropriate care pathways, particularly the out of hours availability of services, to ensure that there is an appropriate level of service provided.

### Response

*CCG - There is a local mental health group (as a sub-group of the Urgent Care Network) involving the Council/Lewisham CCG Joint Commissioners, Lewisham & Greenwich Trust and South London & Maudsley Trust, which is overseeing psychiatry liaison services, as well as developing and reviewing escalation policies between organisations.*

## Future

- 5.33 Projected future population growth should be factored into all future service planning.

### Response

*Lewisham Council - Towards the end of each calendar year, the Policy and Partnerships Unit revises the Council's service planning guidance in preparation for the next Financial Year. As part of this the unit provides a range of supplementary information to assist colleagues in preparing their service plans. Going forward a demographic dataset will be added to the service planning bundle. The dataset will cover current population estimates and projections and will provide disaggregated data where possible.*

- 5.34 The Mayor and Cabinet, the Safer Lewisham Partnership, the Health and Wellbeing Board should regularly review performance against the recommendations made within this report, in their role as local strategic leadership bodies.

*Lewisham Council - The Safer Lewisham Partnership and the Health and Wellbeing Board will review performance as appropriate as part of their work plans.*

- 5.35 The Mayor and the Council must continue to be vigilant to ensure that Lewisham has the best possible Emergency Services

### Response

*Mayor's Office - The Mayor of Lewisham has consistently supported efforts to safeguard Lewisham's valuable emergency services, and has ensured that the Council has deployed its various resources to that end.*

*The Council was instrumental in supporting the successful legal action to safeguard the future of A&E and maternity services at Lewisham Hospital, and contributed to the retention of New Cross fire station through our response to the consultation on the Fifth London Safety Plan.*

*Although unsuccessful on this occasion, the Council also joined six other London authorities in legal action to prevent the closure of fire stations across the capital, including Downham Fire Station.*

*The Mayor and Council will continue to lobby and campaign at national and regional level for Lewisham to have the best possible emergency services, working with other boroughs, representative organisations and local partners. We will continue to participate in consultations about the future of those services and where necessary consider appropriate legal action.*

## **6. Further Information**

### **Comments from the Customer Services Directorate**

- 6.1 A number of the recommendations outlined in the Emergency Services Review call for greater partnership working and collaboration between the Council, its housing providers and the other social housing providers in order for them to be effectively implemented. The Council has a good track record of partnership working with its housing providers and with other boroughs and this can be seen through Lewisham's Affordable Housing Group (LewAHG) and the South East London Housing Partnership (SELHP).
- 6.2 LewAHG is a forum which brings together most of the housing providers working in Lewisham, including the Council's providers Lewisham Homes and Regenter B3, to improve strategic and operational partnership working and the sharing of information to benefit residents of Lewisham. It meets on a quarterly basis. The Council attended the LewAHG meeting on 9 January 2014 to present the findings of the Emergency Services Review and the recommendations.
- 6.4 The Council will ensure its own providers - Lewisham Homes and Regenter B3 incorporate these recommendations into their existing service/business plans, which are monitored through regular clienting meetings. The Council Team will work closely with Lewisham Homes Fire Safety Officer to ensure the reporting of non-critical risks is captured to enable the reporting to the Housing Select Committee.
- 6.5 The Emergency Services Review was raised at the SELHP meeting in December 2013 and is currently under discussion. It will be considered as part of next year's work programme.

### **Comments from the London Fire Brigade**

- 6.6 There has been a demonstrable and significant reduction in incidents over the last 10 years across the capital. This has not been generated by building more fire stations. It has been delivered by engaging with the community to stop fires from happening. In relation to residential property, which constitutes the largest risk in our borough, fire station staff make this happen by visiting people in their homes to deliver a message with three key strands: how the householder can stop fires from happening, how the householder can detect fires in their property at the earliest opportunity and how they can escape safely from their property should they need to.
- 6.7 The Borough Fire Commander has put in place measures designed to ensure that the people of Lewisham continue to experience a reduction in incidents and therefore benefit from a safer environment.

## **7. Financial Implications**

7.1 There are no direct financial implications arising from this response.

## **8. Legal Implications**

8.1 There are no specific legal implications arising from this response, save for noting that the Council's Constitution provides that the Executive may respond to reports and recommendations by the Overview and Scrutiny Committee.

## **9. Crime and Disorder Implications**

9.1 There are no direct crime and disorder implications arising from this response.

## **10. Equalities Implications**

10.1 The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community, and recognise and take account of people's differences.

## **11. Environmental Implications**

11.1 There are no environmental implications arising from this response.

## **Background Papers**

1. [Overview and Scrutiny Emergency Services Review](#)

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting People on 020 8314 9569.