

# OVERVIEW & SCRUTINY COMMITTEE

**Monday, 26 July 2021 at 6.30 p.m., Committee Room One - Town Hall  
Mulberry Place**

Due to ongoing Covid-19 restrictions, the press and public are encouraged to watch the meeting remotely through the <https://towerhamlets.public-i.tv/core/portal/home> site

**Members:**

**Chair:** Councillor Mohammed Pappu

Councillor Bex White (**Vice-Chair**)

Councillor Faroque Ahmed

Councillor Marc Francis

Councillor Ehtasham Haque

Councillor Denise Jones

Councillor Gabriela Salva Macallan

Councillor Leema Qureshi

Councillor Andrew Wood

Scrutiny Lead for Children and Education

Scrutiny Lead for Community Safety

Scrutiny Lead for Housing and Regeneration

Scrutiny Lead for Health and Adults

Scrutiny Lead for Resources and Finance

**Co-opted Members:**

Halima Islam

James Wilson

Co-Optee

Co-Optee

**Deputies:**

Councillor Peter Golds, Councillor Zenith Rahman, Councillor Shah Ameen and Councillor Kevin Brady

[The quorum for this body is 3 voting Members]

**Contact for further enquiries:**

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Web: <http://www.towerhamlets.gov.uk/committee>

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QR code for smart phone users.

|    | <b>SECTION ONE</b>  | <b>WARD</b>      | <b>PAGE<br/>NUMBER(S)</b> |
|----|---|------------------|---------------------------|
| 1. | <b>APOLOGIES FOR ABSENCE</b>  |                  |                           |
|    | To receive any apologies for absence.   |                  |                           |
| 2. | <b>DECLARATIONS OF DISCLOSABLE<br/>PECUNIARY INTEREST AND OTHER<br/>INTERESTS</b> | <b>All Wards</b> | <b>7 - 8</b>              |

Members are reminded to consider the categories of interest in the Code of Conduct for Members to determine whether they have an interest in any agenda item and any action they should take. For further details, please see the attached note from the Monitoring Officer.

Members are reminded to declare the nature of the interest

and the agenda item it relates to. Please note that ultimately it's the Members' responsibility to declare any interests form and to update their register of interest form as required by the Code.

If in doubt as to the nature of your interest, you are advised to seek advice prior to the meeting by contacting the Monitoring Officer or Democratic Services

|             |   |                  |                  |
|-------------|---|------------------|------------------|
| <b>3.</b>   | <b>UNRESTRICTED MINUTES</b>   | <b>All Wards</b> |                  |
|             | To confirm as a correct record of the proceedings the unrestricted minutes of the meetings of the Overview and Scrutiny Committee |                  |                  |
| <b>3 .1</b> | <b>28th June, 2021</b>  | <b>All Wards</b> | <b>9 - 32</b>    |
| <b>4.</b>   | <b>REQUESTS TO SUBMIT PETITIONS</b>   | <b>All Wards</b> |                  |
|             | To receive any petitions (to be notified at the meeting).   |                  |                  |
| <b>5.</b>   | <b>FORTHCOMING DECISIONS</b>  | <b>All Wards</b> | <b>33 - 66</b>   |
|             | The Committee is asked to note the Cabinets Forward Plan.   |                  |                  |
| <b>6.</b>   | <b>ITEMS FOR CONSIDERATION</b>  | <b>All Wards</b> |                  |
| <b>6 .1</b> | <b>SAFER NEIGHBOURHOOD ACTION PLAN REVIEW</b>   | <b>All Wards</b> | <b>67 - 138</b>  |
| <b>6 .2</b> | <b>OUTTURN BUDGET REPORT 2020/21</b>  | <b>All Wards</b> | <b>139 - 140</b> |
| <b>6 .3</b> | <b>SCRUTINY CHALLENGE SESSION REPORT ON EMPOWERING COMMUNITIES - ENGAGING OUR DIVERSE COMMUNITY AT A LOCAL LEVEL</b>              | <b>All Wards</b> | <b>141 - 158</b> |
| <b>6 .4</b> | <b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COMMUNICATIONS PLAN</b>   | <b>All Wards</b> | <b>159 - 176</b> |
| <b>6 .5</b> | <b>PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS</b>   | <b>All Wards</b> |                  |
|             | To consider pre-decision scrutiny questions/comments to be presented to Cabinet.  |                  |                  |
|             | (Time allocated – 30 minutes).  |                  |                  |
| <b>7.</b>   | <b>UPDATES FROM SCRUTINY LEADS</b>  | <b>All Wards</b> |                  |

The Committee are asked to note the updates from Scrutiny Leads.

**8. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

To consider any other unrestricted business that the Chair considers to be urgent.

**9. EXCLUSION OF THE PRESS AND PUBLIC**

**All Wards**

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

**EXEMPT/CONFIDENTIAL SECTION (Pink Papers)**

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

**SECTION TWO**

**WARD**

**PAGE  
NUMBER(S)**

**10. PRE-DECISION SCRUTINY OF EXEMPT/CONFIDENTIAL) CABINET PAPERS**

**All Wards**

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

**11. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT**

To consider any other exempt/ confidential business that the Chair considers to be urgent.

**Next Meeting of the Overview and Scrutiny Committee**

Monday, 20 September 2021 at 6.30 p.m. to be held in Online 'Virtual' Meeting -  
<https://towerhamlets.public-i.tv/core/portal/home>

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# Agenda Item 2

## **DECLARATIONS OF INTERESTS AT MEETINGS– NOTE FROM THE MONITORING OFFICER**

This note is for guidance only. For further details please consult the Code of Conduct for Members at Part C, Section 31 of the Council's Constitution

### **(i) Disclosable Pecuniary Interests (DPI)**

You have a DPI in any item of business on the agenda where it relates to the categories listed in **Appendix A** to this guidance. Please note that a DPI includes: (i) Your own relevant interests; (ii) Those of your spouse or civil partner; (iii) A person with whom the Member is living as husband/wife/civil partners. Other individuals, e.g. Children, siblings and flatmates do not need to be considered. Failure to disclose or register a DPI (within 28 days) is a criminal offence.

Members with a DPI, (unless granted a dispensation) must not seek to improperly influence the decision, must declare the nature of the interest and leave the meeting room (including the public gallery) during the consideration and decision on the item – unless exercising their right to address the Committee.

**DPI Dispensations and Sensitive Interests.** In certain circumstances, Members may make a request to the Monitoring Officer for a dispensation or for an interest to be treated as sensitive.

### **(ii) Non - DPI Interests that the Council has decided should be registered – (Non - DPIs)**

You will have 'Non DPI Interest' in any item on the agenda, where it relates to (i) the offer of gifts or hospitality, (with an estimated value of at least £25) (ii) Council Appointments or nominations to bodies (iii) Membership of any body exercising a function of a public nature, a charitable purpose or aimed at influencing public opinion.

Members must declare the nature of the interest, but may stay in the meeting room and participate in the consideration of the matter and vote on it **unless:**

- A reasonable person would think that your interest is so significant that it would be likely to impair your judgement of the public interest. **If so, you must withdraw and take no part in the consideration or discussion of the matter.**

### **(iii) Declarations of Interests not included in the Register of Members' Interest.**

Occasions may arise where a matter under consideration would, or would be likely to, **affect the wellbeing of you, your family, or close associate(s) more than it would anyone else living in the local area** but which is not required to be included in the Register of Members' Interests. In such matters, Members must consider the information set out in paragraph (ii) above regarding Non DPI - interests and apply the test, set out in this paragraph.

### **Guidance on Predetermination and Bias**

Member's attention is drawn to the guidance on predetermination and bias, particularly the need to consider the merits of the case with an open mind, as set out in the Planning and Licensing Codes of Conduct, (Part C, Section 34 and 35 of the Constitution). For further advice on the possibility of bias or predetermination, you are advised to seek advice prior to the meeting.

**Section 106 of the Local Government Finance Act, 1992 - Declarations which restrict Members in Council Tax arrears, for at least a two months from voting**

In such circumstances the member may not vote on any reports and motions with respect to the matter.

**Further Advice** contact: Janet Fasan Head of Legal Services and Monitoring Officer, Tel: 0207 364 4800.

## **APPENDIX A: Definition of a Disclosable Pecuniary Interest**

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

| Subject   | Prescribed description   |
|---|--|
| Employment, office, trade, profession or vacation | Any employment, office, trade, profession or vocation carried on for profit or gain.   |
| Sponsorship                                       | Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.<br>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.   |
| Contracts   | Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—<br>(a) under which goods or services are to be provided or works are to be executed; and<br>(b) which has not been fully discharged.   |
| Land  | Any beneficial interest in land which is within the area of the relevant authority.  |
| Licences  | Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.   |
| Corporate tenancies                               | Any tenancy where (to the Member's knowledge)—<br>(a) the landlord is the relevant authority; and<br>(b) the tenant is a body in which the relevant person has a beneficial interest.  |
| Securities  | Any beneficial interest in securities of a body where—<br>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and<br>(b) either—<br><br>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or<br><br>(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 one hundredth of the total issued share capital of that class. |



**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 6.33 P.M. ON MONDAY, 28 JUNE 2021**

**ONLINE 'VIRTUAL' MEETING - [HTTPS://TOWERHAMLETS.PUBLIC-I.TV/CORE/PORTAL/HOME](https://towerhamlets.public-i.tv/core/portal/home)**

**Members Present:**

Councillor Mohammed Pappu (**Chair**)

Councillor Bex White (**Vice-Chair**)

– Scrutiny Lead for Children and Education

Councillor Faroque Ahmed

– Scrutiny Lead for Community Safety & Environment

Councillor Marc Francis

Councillor Denise Jones

Councillor Gabriela Salva Macallan

– Scrutiny Lead for Health and Adults

Councillor Leema Qureshi

– Scrutiny Lead for Resources and Finance

Councillor Andrew Wood

**Co-opted Members Present:**

Halima Islam

– Co-Optee

James Wilson

– Co-Optee

**Others Present:**

Executive Mayor John Biggs

**Apologies:**

Councillor Ehtasham Haque

– Scrutiny Lead for Housing and Regeneration

**Officers Present:**

Thorsten Dreyer

– (Head of Intelligence and Performance)

Sharon Godman

– (Director, Strategy, Improvement and Transformation)

Afazul Hoque

– (Head of Corporate Strategy & Policy)

Daniel Kerr

– (Strategy and Policy Manager)

David Knight

– (Democratic Services Officer, Committees, Governance)

Will Tuckley

– (Chief Executive)

**1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST AND OTHER INTERESTS**

The following Members for transparency declared a potential interest in relation to Item 9 Pre-Decision Scrutiny Questions:

- I. Councillor Marc Francis due to his wife Councillor Rachel Blake being the Deputy Mayor and Cabinet Member for Adults, Health and Wellbeing.

**2. COUNCILLOR JOHN PIERCE**

The Chair advised the Committee that it was with great sadness that he had to formally announce the death of John Pierce. Councillor Pierce had been first elected in 2012 to represent Weavers Ward. As the Chair of this Committee he had skilfully managed the relationship between scrutiny and the executive, experience that he then took into the field of strategic development. The Committee then joined the Chair in observing a minutes silence for Councillor Pierce and stated that they would greatly miss his conviction, and dedication for Tower Hamlets and that their thoughts were with his family and loved ones at this time.

**3. APPOINTMENT OF VICE-CHAIR**

The Committee agreed that Councillor Bex White should be appointment as the Vice-Chair for the coming year.

**4. UNRESTRICTED MINUTES**

**4.1 24th May 2021**

The Chair **Moved** and it was:-

**RESOLVED**

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 24th May 2021 be approved as a correct record of the proceedings and the Chair was authorised to sign them accordingly.

**5. REQUESTS TO SUBMIT PETITIONS**

Nil items

**6. ANNUAL DELIVERY AND PERFORMANCE REPORT 2020/21**

Committee received the report concerning the Annual Delivery and Performance Report 2020/21 scheduled for consideration by the Cabinet on 30<sup>th</sup> Jun 2021 that provided the Mayor in Cabinet with a year-end account on

the delivery and implementation of the Council's Strategic Plan throughout 2020/21. The main points of the discussion on this report and the questions arising may be summarised as follows:

The Committee:

- ❖ **Noted** that as a result of the pandemic the Council had to prioritise its services which meant re-deploying staff and resources to help the Borough's most vulnerable residents (**e.g.** From delivering personal protective equipment and emergency food to setting up a vaccine helpline and ensuring public health messages reached all parts of Tower Hamlets diverse community).
- ❖ **Noted** that while the Council continue to deliver on its Strategic Plan, whilst playing its part in supporting communities and being deeply rooted in the community it seeks to serve and have developed a wealth of the local links and knowledge that is needed to offer residents support through the pandemic.
- ❖ **Observed** that some services have had to change how they were delivered, such as the Ideas Stores and libraries are now seeing more people access services online. Whilst the core services such as waste and recycling collections and street cleaning continued despite the challenges of lockdown.
- ❖ Whilst **acknowledging** that performance throughout the last year must be considered against the context of the pandemic and placed on record their thanks to officers for their commitment throughout this difficult time. However, the Committee were mindful that it would not accept this as a blanket reason for areas of poor performance and stated that it wanted assurances as to how Tower Hamlets has continued to push services to innovate and deliver despite the constraints of the pandemic and analyse underlying trends which may have been hidden by the pandemic.

The Committee then had a full and wide-ranging discussion that asked a number of questions on the report including:

- I. What plans the Council has in place to address areas of poor performance?
- II. Why there is no data or narrative for the level of CO2 emissions generated by the Council's activities, and can this be updated on a quarterly basis to ensure information is available?
- III. The disparity in target setting and rationale for this process **e.g.** why are the targets for both the level of affordable rooms permitted and the level of affordable homes completed by habitable room set so high, and yet the targets for recycling are low?
- IV. Why is there poor performance for supporting residents to access universal credit when the number of people claiming universal credit has grown significantly?
- V. The likelihood of the Council receiving further GLA funding to help develop more affordable housing?

- VI. Concerns about children and young people not accessing mental health support.
- VII. What plans are in place to support residents with a disability into employment?
- VIII. What plans are in place to respond to anti-social behaviour which continues to be one of the top 3 concerns of residents in resident surveys?

As a result of discussions on the report the Committee **agreed** that:

### **Recommendations:**

The Overview and Scrutiny Committee is recommended to:

1. To **note** the council's year-end annual delivery and performance for 2020/21 set against the council's Strategic Plan.
2. **Consider** the following areas of concern (e.g. poor performance) in developing pre-decision scrutiny questions.
  - A. Whilst grateful for the responses received wanted further details on specific areas of underperformance and will be writing to those responsible for these areas to provide them with a note on the reasons behind this.
  - B. They would also like to request that the performance report is offered in a more accessible format, with the indicators pulled out from the narrative and presented in one or two pages.
  - C. To better understand the target setting process and discuss how it can have a greater role in this it will be holding a target setting information session with the Mayor on 12th July 2021.
  - D. They will give further consideration of the pandemic survey results and will pick this up in the work programme.

In conclusion, the Chair thanked all those Committee Members in attendance together with (i) John Biggs, Executive Mayor; (ii) Will Tuckley Chief Executive; (iii) Thorsten Dreyer, Head of Intelligence and Performance for their contributions to the discussions on this important issue.

## **7. OSC WORK PROGRAMME**

The Committee received a draft of overview scrutiny work programme for 2021-22 which had received input from Members at the scrutiny work programme planning session on 19<sup>th</sup> June 2021 to consider how scrutiny can best align its work with the council's strategic priorities, residents' concerns, and key policy issues. The main points of the discussion and those questions raised are summarised below:

The Committee

- ❖ **Noted** that the Chair wished to ensure that there is a collaborative approach to scrutiny across all of the committees to establish a constructive impact.
- ❖ **Noted** that the Chair wanted to see each of the scrutiny committees focus on

at least one COVID-19 recovery item. In addition, to ensure that budget scrutiny is a priority across all of scrutiny committees and that this is addressed at the earliest opportunity.

- ❖ Was **informed** that the Chair wished to hold Cabinet Member spotlights and/or spotlights on a particular area within an Executive Members portfolio so that scrutiny can ensure greater executive accountability throughout the year and therefore it was intended to invite each Lead Member to scrutiny at least once in 2021/22.
- ❖ **Observed** that the Chair wanted to ensure that scrutiny develops its role in engaging residents in its activities and to raise awareness of the work that scrutiny is undertaking across all of the committees (**e.g.** Special educational needs and disability (SEND); Health (Physical and Mental); the feasibility of developing car inclusive developments). Accordingly, the Chair had held a meeting with the Councils communications team about the development of a programme to support this.
- ❖ **Stated** that it wants to consider the Grant Thornton report on the effectiveness of the Council's arrangements against Chartered Institute of Public Finance and Accountancy (CIPFA) "Delivering Good Governance in Local Government" Framework. The report covered (i) a review of the Council's core governance roles as set out in its constitution, (ii) associated schemes of delegation, and any supporting documents, (iii) consideration of the responsibilities and accountabilities within the Council's governance and management structure; (iv) specified behaviours and actions that demonstrates good governance.
- ❖ **Noted** that would be a Scrutiny Challenge Session on the benefits of water based exercise that make it the ideal for people of all ages and level of ability to exercise and is particularly beneficial for those with long term health conditions (**e.g.** to develop a 'Water Wellbeing' model for Tower Hamlets that would include all of the essential components, to be able to offer the best possible experience for residents who are inactive and/or have long term health conditions, to become physically active in water).
- ❖ **Noted** that the draft work programme would be shared with members and officers in the next couple of weeks as part of the process of engagement in the development of the plans and that it would be presented at Full Council before a final version is considered by the Committee meeting on 26th July.
- ❖ Was **reminded** that there would be a Briefing Session on 12<sup>th</sup> July to consider and agree to how the work programme topics should be delivered. Utilising the Councils own agreed targets as a guide as well as observing and commenting on how the Council is stretched as part of the commitment to deliver the best service possible to meet the obligations to service users, businesses, and local communities.

Accordingly, the Committee

- **Agreed** the overview and scrutiny topics as outlined in the scrutiny work programme 2020/21; and
- **Noted** that at the Briefing Session on 12th July they would consider and

agree to how the work programme topics should be delivered.

**8. FORTHCOMING DECISIONS**

Noted

**9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**

Following comments by the Committee the Pre-Decision Scrutiny Questions (PDSQ) were agreed for submission to the Cabinet on the 26<sup>th</sup> May 2021 (**See attached appendix**).

**10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

Nil items

**11. EXCLUSION OF THE PRESS AND PUBLIC**

As the agenda circulated contained no exempt/ confidential reports and there was therefore no requirement to exclude the press and public to allow for its consideration.

**12. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS**

Nil item

**13. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT**

Nil items

**The meeting ended at 8.31 p.m.**

**Chair, Councillor Mohammed Pappu  
Overview & Scrutiny Committee**

**Cabinet 30 June**  
**Pre-decision scrutiny questions**

1. **ITEM 6.1 ANNUAL COUNCIL PERFORMANCE & DELIVERY REPORT 2020/21**
2. **ITEM 6.2 COVID-19 RESPONSE – ANNUAL REPORT 2020-21**
3. **ITEM 6.3 COVID RECOVERY FUND**
4. **ITEM 6.4 ADDITIONS TO APPROVED CAPITAL PROGRAMME 2020-21 TO 2023-24**



### Item 6.1 Annual Council Performance & Delivery Report 2020/21

| Questions  | Response   |
|--|--|
| <p>1. Outcome 5: Proportion of the population who live in LTN the target was not met. Are there likely to be further delays with the project (as it progresses, and residents continue to oppose)?</p> | <p>All public consultations so far have received relatively high response rates, and with overall support expressed for the proposals that have been put forward.</p> <p>Delays in the implementation of LTNs relative to the target have been caused by a variety of reasons and we are not planning on catching-up with an accelerated roll-out to make up for slower progress than initially anticipated at the start of the scheme. It is important to get these things right and doing that takes time.</p> <p>Some delays can occur at public consultation stage, especially where there is high feedback with different lots of suggestions to be added or changed and time needed to reflect on responses and the best way forward.</p> <p>After public consultation the results of that consultation are reported to Cabinet alongside the recommendation from the service about whether the LTN should progress and what the design should look like (having taken into consideration, where possible, the results of the consultation).</p> <p>Delay can also occur prior to and during the build phase - these are where there have been issues with supply (obtaining materials from Europe) and significant delays due to Covid restrictions.</p> <p>Finally, it should be noted that this indicator needs some further definition, as it only currently records completion when an entire scheme is complete while, obviously, large parts of a scheme may be</p> |

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|   | completed many months before the entire scheme is finished, and residents will therefore ‘incrementally’ benefit from a scheme as it progresses.  |
| <p>2. Outcome 9-11: Staff sickness - With people working from home in future could this target change to improve sickness and absence rate?</p>   | <p>Since the Covid-19 pandemic there has been an increase in sickness absence. It is too early to say whether a shift in working pattern has had a positive impact on sickness absence as we are living in unprecedented times. If we remove Covid-19 absence, our rates of sickness absence have seen a reduction from pre-pandemic times. However, it is difficult to attribute this to a shift in working pattern and it is likely also a result of long periods of lockdown where there was further restriction on movement and far less human interaction with one another. Removing Covid-19 absence is also not a true reflection of underlying sickness absence as a large proportion of Covid-19 absence was recorded as self-isolating and not confirmed through a test. In these instances, the absence may have been a cold / flu or other viral infection.</p> |
| <p>3. Page 40: Of the 260 people provided with emergency accommodation, how many are still in emergency accommodation? Are all 180 with a positive move on still in secure accommodation?</p> | <p>There are 43 people still left in emergency accommodation. In terms of those we have moved into secure accommodation, we do not systematically monitor whether placements are sustained as individuals are moved on to a range of housing options including PRS, the GLA schemes, approaches to other LAs and our hostel sector.</p> <p>The remaining 43 people are all receiving appropriate support to move on. This includes those who have no recourse to public funds (we are committed to keeping them in emergency accommodation until there is a decision from the Home Office); some with complex needs and/or who are medically vulnerable; some who are waiting for specific vacancies to become available; and some who were provided secure accommodation but have come back into emergency accommodation.</p>  |

4. Page 53: What was the number of increase in hospital discharges and what measures are being put in place to address the increased need?

Page 59

In May 2020 an Integrated Discharge Hub was set up at the Royal London Hospital and changes were made in how the hospital social work and clinical teams work together to manage demands related to the pandemic and to ensure timely and safe discharge in order to free up hospital capacity. To be referred to the hub, the expectation is that the individual has follow up support needs after discharge, either from primary care, health specialism, community health care, adult social care (including reablement), rehabilitative care, voluntary support or a combination of these mechanisms.

In May 2020, 116 Tower Hamlets residents who had been admitted to hospital were referred to the Integrated Discharge Hub. In March 2021 this total had increased to 221 for the month.

Since 8<sup>th</sup> May 2020 when data began to be recorded for IDH activity up to 31/3/21 there were 1,985 Tower Hamlets residents who were referred to the IDH, many of whom were not previously known to adult social care.

There has been a general overall rise of 7% in hospital discharges of existing ASC clients in Q4 20/21 compared to Q4 19/20. Note that this indicator is focused on new clients who use ASC services for the first time on discharge rather than clients already receiving support from ASC.

Between 1st September 2020 and 31st March 2021 there were 796 instances of hospital discharges which resulted in a 'Discharge to Assess' plan being put in place as the individuals required follow up support from health or social care on leaving hospital. The numbers peaked in December during the second wave surge - 140 D2A plans

## Overview & Scrutiny PDSQs 28.06.2021

|   |  |
|---|--|
|   | were started in December 2020.   |
| <p>5. Page 58: Is there a breakdown of where in the borough the 119 residents supported with their Universal Credit application live?</p>   | <p>The service holds address data but does not usually undertake this kind of mapping work: in normal circumstances patterns of need can be established by monitoring the varying levels of attendance at the different outreach locations across the borough.</p> <p>The past year has been different has support has been provided by phone.</p> <p>If required, the service can generate a report mapping the location of residents supported by postcode.</p>  |
| <p>6. It is to be expected that Covid-19 has had significant impact on the Council's performance. What steps have been taken to strip out Covid effects from the data to assess underlying performance? Two specific questions may help focus this:</p> <p>A) On school attendance, are absences related to Covid-19 recorded differently from other absence? Are we therefore able to see the rates of non-Covid-19 absence?</p> <p>B) Where Covid-related reasons for underperformance have been given, have these been accepted at face-value, or has evidence been presented? For example, where staff absence levels have been higher due to Covid, do these correspond with areas of lower performance?</p> | <p><u>School attendance</u></p> <p>Reporting in our Strategic Plans is based on a twice termly voluntary collection of attendance from all schools. We have advised and supported schools to follow DfE guidance on coding for Covid-19 related absence. We are not able report on the level of Covid-19 related absence as this has been excluded from overall absence calculations.</p> <p>Attendance across our schools has been relatively stable five years prior to the pandemic without large fluctuations in absence apart from exceptional circumstances for individual schools. The impact of the pandemic on absence can be seen clearly due to the average absence increasing significantly during this period.</p> <p>During the pandemic, the DfE has put in place daily reporting by all schools to the department. The DfE data from the daily return gives us an indicator which allows us to continuously track and monitor on a weekly basis the overall operational trends and pick up on some</p> |

## Overview & Scrutiny PDSQs 28.06.2021

individual school information, but it is dependent on the number of schools that complete it daily/weekly and some other variables such as the inclusion of the whole of the whole cohort so cannot be used for accurate performance monitoring at corporate and directorate level. The daily returns inform our work with schools to recover attendance levels.

We will continue to track average absence on a twice termly basis as we have always done to determine how long lasting the impact of Covid-19 is on school absence.

### Covid-19 related reasons

Where Covid-19 related reasons are given, these are largely related to very direct impacts of restrictions in place at various points in the year or related to redeployment of staff away from their normal duties. Examples include:

- the temporary suspension of all construction work and subsequent reopening with social distancing, impacting housing delivery;
- substantial furlough across the economy and an almost complete stop of hiring activity impacting WorkPath;
- the transfer of face to face services to online and the transition required in working practices, customer engagement and outreach impacting welfare advice services;
- restriction on property viewings and the required shift to virtual viewing impacting lettings;
- school closures and restrictions in access to healthcare at peak times impacting the number of referrals to children's mental health services;

## Overview & Scrutiny PDSQs 28.06.2021

|  |   |
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|  | The Mayor, as part of his oversight role, meets with portfolio holders and Corporate Directors formally once a quarter to review and challenge performance, including Covid-19 related performance impacts. |
| <b>Item 6.2 Covid-19 Response - Annual Report 2020-21</b>  |   |
| 7. Can we have an update of the Appendix C: 2020-21 Covid-19 Financial Forecast Summary at 22 February 2021 provided to the 3rd March 2021 Cabinet meeting to understand the financial impact of COVID on the Council  |   |
| 8. Page 7 of the report is unclear did LBTH provide 530 laptops + £50k in total?   | VA - answered for Jo. Info in folder.   |
| 9. Page 97: Is the Covid-19 Response - Annual Report 2020-21 able to address the deaths in our care homes and the subsequent investigation into care home provision and its findings?  |   |
| 10. Page 101: Parks and open spaces - Victoria Park was closed for a short time: could the dates of park closure be circulated as well as a confirmation of the reasons why the decision was made to close the park at that time?                                      |   |
| <b>Item 6.3 Covid Recovery Fund</b>  |   |
| 11. Appendix 1 proposes £17,400 to the London Buddhist Centre for Mindfulness/Meditation. This seems to contradict the council's commitment/duty not to fund specific religious activities. Further, residents who belong to other faiths might be unable to engage in |   |

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| <p>spiritual activities at a centre explicitly linked to a particular faith. If a mindfulness service is necessary, can a secular delivery partner be found so that residents of all faiths and none can access council-funded well-being services?</p>   |  |
| <p><b>Item 6.4 Additions to Approved Capital programme 2020-21 to 2023-24</b></p>   |  |
| <p>12.5.1 In September 2020, Cabinet approved a budget of £232.768m for 2020/21 - 2022/23 to contribute towards the delivery of the first 1,000 council homes. The first 1,000 council homes programme is shown in Table 2 below.</p> <p>Table 2 - First 1,000 council homes programme</p> <p>Appendix 2 only shows the budget for part of the 1,000 homes programme i.e. the Council built homes and the S106 homes at Barchester Court</p> <p>Where is the budget for the stock acquired from Poplar Harca 147 homes, and the budget for Property purchases (including out of borough) 249 homes?</p> |  |
| <p>13. Where is the budget or the cost of the purchase of Angela Court on Burdett road?</p>   |  |
| <p>14. Two of the new community centres being built have a primarily religious purpose, how are we ensuring under our Equalities Duty under religion that all religious groups (or none) have equal access to local government built buildings? for example the church displaced by the construction of Blackwall Reach?</p>  |  |

## Overview & Scrutiny PDSQs 28.06.2021

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| 15. Can we have a map of where the 3 bridges will go (Mayer Parry Bridge, Lochnagar Bridge, Poplar Reach Bridge) as not clear which ones they are?   |  |
| 16. Page 121: Why is the 'Additions to Approved Capital programme 2020-21 to 2023-24' being presented at this stage and not updated as part of the Quarterly Monitoring Report prepared by Corporate Finance for July?   |  |
| 17. Page 124: How was the figure of 2.980 for the Buy-back programme loan reached? Has the council considered transferring the released funds from the Modular homes to the Buy-back programme?  |  |
| 18. Page 125: The Savills report was sent to officers in August 2020 and the contents updated with the Mayor and Lead member for Housing in September/October 2020. Overview and Scrutiny have requested copies of these reports for a number of months. Has the cabinet reviewed the draft reports? If not, what is the reason for the delay? |  |
| 19. P125: If the full scheme-specific budget approvals have not been presented to Cabinet since September 2019 is there a risk that the full impact to the HRH needs to be urgently considered by cabinet?   |  |
| 20. Page 132: Regarding the changes to the Modular homes potential loan to PLACE Ltd, has the risk to the council been reviewed by the audit committee?  |  |
| 21. Page 133: Have the risk management implications of the HRH spend listed in Appendix 2 as of March 2021 been reviewed by the audit committee?   |  |



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| 22. What are the reasons for the contingency increase from 1.837 to 20.992 listed in Appendix 2 |  |
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## Overview & Scrutiny PDSQs 28.06.2021

### Item 6.2 Covid-19 Response – Annual Report 2020-21

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| <p>1. Can we have an update of the Appendix C: 2020-21 Covid-19 Financial Forecast Summary at 22 February 2021 provided to the 3rd March 2021 Cabinet meeting to understand the financial impact of COVID on the Council</p> | <p>That appendix is currently being finalised as part of the overall Council financial outturn report and will be presented to Cabinet on 28 July 2021.</p>  |
| <p>2. Page 7 of the report is unclear did LBTH provide 530 laptops + £50k in total?</p> <p>Page 29</p>   | <p>LBTH has secured 10,478 devices for our children through the DfE programme. This distribution of devices is the largest overseen by any London Borough by a significant margin. For comparison the 2<sup>nd</sup> highest distribution was by Hackney at 6691.</p> <p>The Council has committed £50,000 which has secured a further 280 laptops. We have then donated a further 250 of the council's old laptops: These are currently being refurbished and will then be distributed.</p> |
| <p>3. Page 97: Is the Covid-19 Response – Annual Report 2020-21 able to address the deaths in our care homes and the subsequent investigation into care home provision and its findings?</p>                                 | <p>The Covid-19 Response Annual Report provides an overview of our response to the pandemic over the last year. It provides a short summary of our response in relation to care homes in Appendix I.</p> <p>Our response to the pandemic in relation to older people's care homes was discussed in-depth at the 8 February 2021 Health and Adults Scrutiny Sub-Committee meeting.</p>  |
| <p>4. Page 101: Parks and open spaces – Victoria Park was closed for a short</p>   | <p>On Wednesday 25 March 2020, the council together with the police made a joint decision to close the park when visitors failed to observe</p>  |

## Overview & Scrutiny PDSQs 28.06.2021

time: could the dates of park closure be circulated as well as a confirmation of the reasons why the decision was made to close the park at that time?

social distancing guidance. The council developed a number of control measures to reopen the park to help support the mental health and wellbeing of residents during that time; the park was reopened on Saturday 11 April 2020. The health and safety of residents has remained a priority and compliance with the control measures and the government's guidance on access to green space and social distancing meant that the park has been open since that date.

### Item 6.3 Covid Recovery Fund

- Appendix 1 proposes £17,400 to the London Buddhist Centre for Mindfulness/Meditation. This seems to contradict the council's commitment/duty not to fund specific religious activities. Further, residents who belong to other faiths might be unable to engage in spiritual activities at a centre explicitly linked to a particular faith. If a mindfulness service is necessary, can a secular delivery partner be found so that residents of all faiths and none can access council-funded well-being services?

Organisations linked to specific faiths can deliver non-religious activities to support residents and be funded by the Council to do so. The proposed funding is for secular courses and is open to everyone. Breathing Space London (BSL) run by the London Buddhist Centre has been supporting residents in Tower Hamlets over 15 years offering guided meditation and mindfulness practice which supports residents experiencing mental and emotional difficulties.

From the Breathing Space London website:

“Breathing Space London is the London Buddhist Centre's mental health and wellbeing project. We run secular courses and events that teach you the basic theories and applications of mindfulness and kindness practice. The courses are open to anyone and you don't need any interest in Buddhism to join in”

The proposal recommended to be funded by the Covid Recovery Fund comprises:

10 breakfast or lunch club taster sessions – these will provide a short mindful movement session followed by guided meditation, a free healthy breakfast or lunch and will be hosted at various locations across the borough, including community centres, colleges, cultural venues, parks. A maximum 400 residents offered a space.

2 x 5 day 'bounce back' mindfulness course – includes mindfulness and movement courses, simple yoga exercises and tools to sustain wellbeing, approach difficult emotions such as trauma and loss and make wise choices to stay well. Maximum 650 residents (50 in person and 600 online places).



## Overview & Scrutiny PDSQs 28.06.2021

| Questions  | Response  |
|--|---|
| <b>Item 6.4 Additions to Approved Capital programme 2020-21 to 2023-24</b>   |   |
| <p>12. 5.1 In September 2020, Cabinet approved a budget of £232.768m for 2020/21 – 2022/23 to contribute towards the delivery of the first 1,000 council homes. The first 1,000 council homes programme is shown in Table 2 below.</p> <p>Table 2 – First 1,000 council homes programme</p> <p>Appendix 2 only shows the budget for part of the 1,000 homes programme i.e. the Council built homes and the S106 homes at Barchester Court</p> <p>Where is the budget for the stock acquired from Poplar Harca 147 homes, and the budget for Property purchases (including out of borough) 249 homes?</p> | <p>The purchase of the 249 homes from Poplar Harca was funded by the General Fund, because these homes are being used as temporary accommodation, for which the General Fund has responsibility.</p>  |
| <p>13. Where is the budget or the cost of the purchase of Angela Court on Burdett road?</p>  | <p>A budget of £6.990m was included in the HRA programme for the purchase of Angela Court in 2019/20. This was part of the £30.820m outturn for 2019/20, set out in Appendix 1f of the report to Cabinet in September 2020.</p>   |
| <p>14. Two of the new community centres being built have a primarily religious purpose, how are we ensuring under our Equalities Duty under religion that all religious groups (or none) have equal access to local government built buildings? for example the church displaced by the construction of Blackwall Reach?</p>   | <p>Where community space is included as part of a council-led new build scheme, this is re-provision of existing community space. Whilst the primary activity that is expected to take place in the community centres referred to is faith-related, the terms of the lease will require that access to the wider community is facilitated. Full Equality Impact Assessments will be carried out for the council-led schemes in the housing capital programme which include community provision. This will supplement the programme-wide Equalities Impact Assessment has been carried out for the housing capital programme as a whole.</p> |

## Overview & Scrutiny PDSQs 28.06.2021

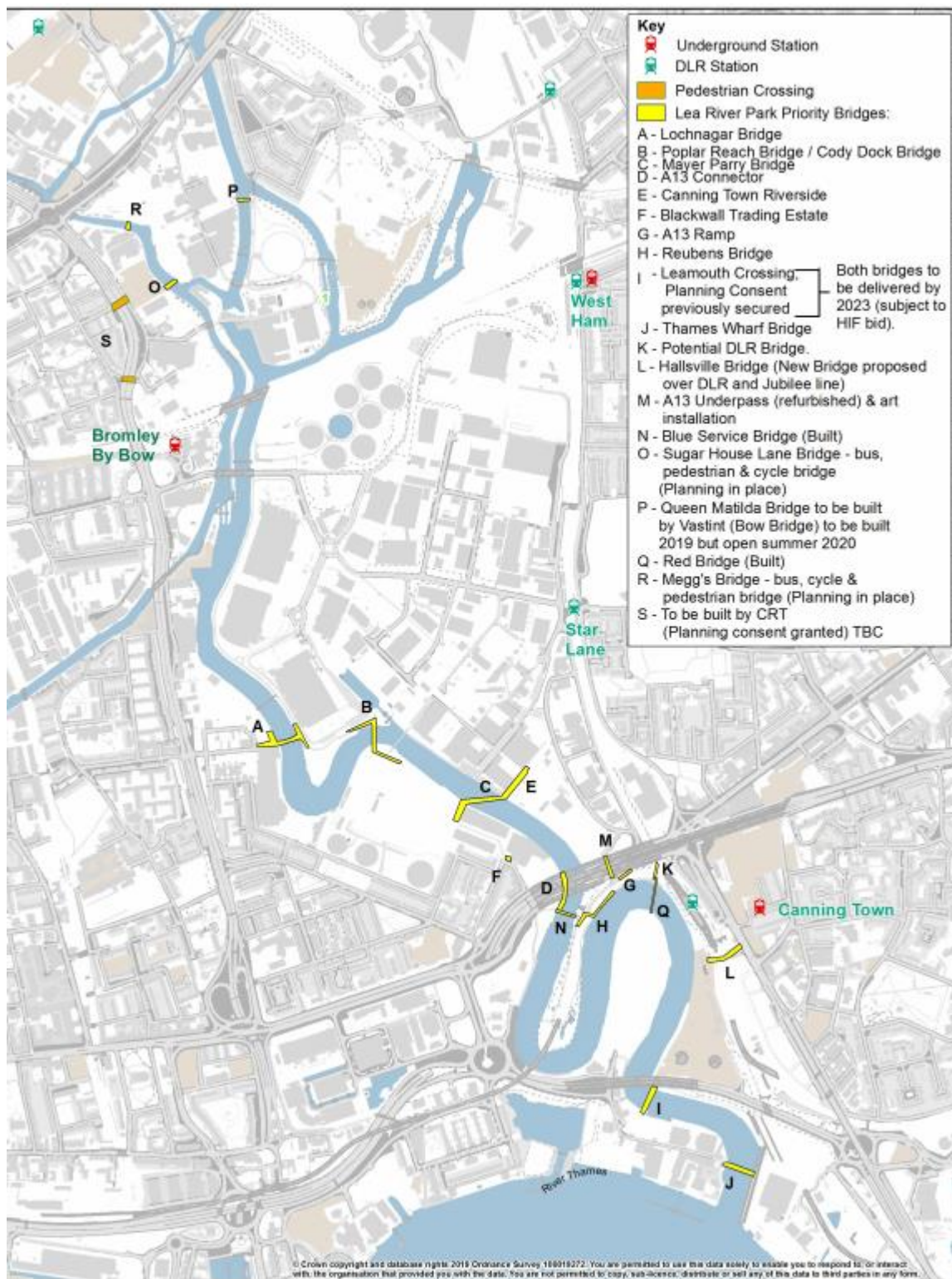
|  |   |
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|  | The Blackwall Reach scheme is a housing association led project. The displacement of the church as part of this scheme will be investigated and a further response prepared.  |
| 15. Can we have a map of where the 3 bridges will go (Mayer Parry Bridge, Lochnagar Bridge, Poplar Reach Bridge) as not clear which ones they are?   | See attached map  |
| 16. Page 121: Why is the 'Additions to Approved Capital programme 2020-21 to 2023-24' being presented at this stage and not updated as part of the Quarterly Monitoring Report prepared by Corporate Finance for July?   | In June 2019, the Mayor in Cabinet agreed the recommendation to adopt proposals for capital reports to be presented to Cabinet in-between finance quarterly monitoring as required, to avoid delays to delivery. There are schemes listed in the report for which approval is required ahead of the July report to enable delivery to proceed at pace.  |
| 17. Page 124: How was the figure of 2.980 for the Buy-back programme loan reached? Has the council considered transferring the released funds from the Modular homes to the Buy-back programme?  | The budget allocation for the loan to PLACE Ltd was £3.820m. The removal of the loan from the capital programme has enabled (a) £0.840m to be allocated to the Sewardstone Road project; and (b) £2.980m to provide additional funding for the Buy-Back programme.  |
| 18. Page 125: The Savills report was sent to officers in August 2020 and the contents updated with the Mayor and Lead member for Housing in September/October 2020. Overview and Scrutiny have requested copies of these reports for a number of months. Has the cabinet reviewed the draft reports? If not, what is the reason for the delay? | <p>The guidance from Savills was received as a part of an on-going exercise to assist the Council understand how much it could afford, including HRA borrowing capacity and use of reserves to help us develop a strategy. Since then there have been a series of recasting of assumptions for the HRA Business Plan that were not in the report. The position has moved on since we received it. As such there is no final report as such ready to be released as it's a work in progress.</p> <p>Secondly, we feel that it will aid members if officers took them through the report to explain it. We have a slides presentation, which itself has changed many times over the last year and been shared in various iterations with some Cabinet Members at a number of meetings to illustrate the HRA's financial position. This reflects the current position that is not evident in the report.</p> |



## Overview & Scrutiny PDSQs 28.06.2021

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|  | It is suggested that officers attend a session with O&S to guide them through the Savills advice as it is and slides and importantly explain the implication of investment decisions and the challenges that the HRA faces.  |
| 19. P125: If the full scheme-specific budget approvals have not been presented to Cabinet since September 2019 is there a risk that the full impact to the HRH needs to be urgently considered by cabinet? | The funding for the first 1,000 has been identified and allocated and has been built into the HRA Business Plan. Therefore, there is no risk.  |
| 20. Page 132: Regarding the changes to the Modular homes potential loan to PLACE Ltd, has the risk to the council been reviewed by the audit committee?  | The risk to the council of changes to the potential loan to PLACE Ltd have not been reviewed by audit committee. The risk itself has been assessed as low, because the loan to PLACE Ltd was not its only funding stream and the council is still able to access a service from PLACE Ltd to enable the delivery of 16 new modular homes at Landon Walk. |
| 21. Page 133: Have the risk management implications of the HRH spend listed in Appendix 2 as of March 2021 been reviewed by the audit committee?   | The risk management implications of the HRA spend listed in Appendix 2 as at March 2021 have not been reviewed by audit committee.   |
| 22. What are the reasons for the contingency increase from 1.837 to 20.992 listed in Appendix 2  | The contingency (unallocated) budget as at June 2021 is £1.837m (as shown in the column shaded grey). This has reduced from £20.992m as at March 2021. The reason for the reduction is because the balance of £19.155m has been allocated to other schemes across the programme where changes to budgets have been required.                             |

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## THE FORWARD PLAN

**Published: 29 June 2021**

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The Forward Plan is published 28 days before each Cabinet meeting.

In addition, new issues and changes to existing issues will be published on the website as soon as they are known.

The web pages also contain past Forward Plans and publication deadlines for future Plans. To visit the web pages go to <http://democracy.towerhamlets.gov.uk/mgPlansHome.aspx?bcr=1>.

## **Tower Hamlets Council** **Forthcoming Decisions Plan**

### **What is this document?**

The Forthcoming Decisions Plan (or 'Forward Plan') contains information on significant decisions that the Council expects to take over the next few months.

As a minimum this will include notice of:

- All Key Decisions to be taken by the Mayor or Cabinet.
  - This could include decisions taken at public meetings or taken individually at other times.
- Budget and Policy Framework Decisions (for example the Budget Report itself and major policies to be agreed by Council as set out in the Constitution)

In addition the Council aims to publish all other decisions to be taken by the Mayor and/or Cabinet.

### **Key Decisions**

The Council is required to publish notice of all key decisions at least 28 days before they are taken by the Executive. Key decisions are all those decisions which involve major spending, or savings, or which have a significant impact on the local community. The precise definition of a key decision adopted by Tower Hamlets is contained in Section 3 of the [Constitution](#). Key Decisions can be taken by the Mayor, the Mayor in Cabinet or an officer if it has been expressly delegated.

### **Publication of Forthcoming Decisions**

Individual notices of new Key Decisions will be published on the website as they are known on the 'Forthcoming Decisions' page, whilst this 'Forthcoming Decisions Plan' collating these decisions will be published regularly, as a minimum at least, 28 days before each Cabinet meeting. The Plan will be published on the Council's website and will also be available to view at the Town Hall and Libraries, Ideas Centres and One Stop Shops if required.

### **Urgency**

If, due to reasons of urgency, a Key Decision has to be taken where 28 days' notice have not been given. Notice will be published (on the website) as early as possible and Urgency Procedures as set out in the Constitution have to be followed.

### **Make your views known**

The most effective way for the public to make their views known about a Forthcoming Decisions is to contact the lead officer, or Cabinet Member (where stated), listed. You can also view the Council's [Consultation Calendar](#), which lists all the issues on which the Council and its partners are consulting.

## Information about the Decision Makers

Further information on the Mayor and Members of the Cabinet can be found on the Council's [website](#).

## Notice of Intention to Conduct Business in Private

The Council is also required to give at least 28 days' notice if it wishes to consider any of the reports on the agenda of an Executive meeting (such as Cabinet) in private session. The last row of each item below will indicate any proposal to consider that item in private session. Should you wish to make any representations in relation to item being considered in private please contact Democratic Services on the contact details listed on the front page.

The notice may reference a paragraph of Section 12A of the 1972 Local Government Act. In summary those paragraphs refer to the following types of exempt information (more information is available in the Constitution):

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
  - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

## Contact Details for this Plan

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## Forward Plan June 2021

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| Additions to the Approved Capital Programme 2021-22 to 2023-24   | 30/06/21        | 24              |
| Adoption of Reuse, Recycling and Waste SPD   | 28/07/21        | 20              |
| Adoption of the Central Area Good Growth Supplementary Planning Document   | 28/07/21        | 18              |
| Adoption of the Queen Mary University London SPD   | 28/07/21        | 16              |
| Adoption of the South Poplar Masterplan SPD  | 28/07/21        | 14              |
| Annual Council Performance & Delivery Report 2020/21   | 30/06/21        | 5               |
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| Contracts Forward Plan 2021/22 – Quarter One   | 28/07/21        | 26              |
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| *Correction to Private Rented Sector Housing Selective Licensing Designation   | 30/06/21        | 30              |
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| Understanding the impact of Covid-19 in Tower Hamlets – follow-up  | 22/09/21        | 11              |

\* New Issues published since the last Forward Plan



|                            |  |                   |                     |
|----------------------------|--|-------------------|---------------------|
| <b>Title of Report</b>     | <b>Annual Council Performance &amp; Delivery Report 2020/21</b>  | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b> | This report provides the Mayor in Cabinet with an update on delivery of the council's Strategic Plan in 2020/21. |                   |                     |

|   |  |                   |                     |
|---|--|-------------------|---------------------|
| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21   |                   |                     |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>                                       |                   |                     |
| <b>Cabinet Member</b>   | Mayor  |                   |                     |
| Who will be consulted before decision is made and how will this consultation take place     | N/A<br><br>None - this is a performance and delivery update  |                   |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                     |
| Contact details for comments or additional information                                      | Sharon Godman<br>(Director, Strategy, Improvement and Transformation)<br>sharon.godman@towerhamlets.gov.uk |                   |                     |
| What supporting documents or other information will be available?                           | None   |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                     |
| <b>Title of Report</b>  | <b>2020-21 Council Budget Monitoring Report – Provisional Outturn</b>                                      | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | 2020-21 Council Budget Monitoring Report - Provisional Outturn   |                   |                     |

|   |   |  |  |
|---|---|--|--|
| <b>Decision maker</b><br>Date of decision | <b>Cabinet</b><br>28/07/21                            |  |  |
| <b>Community Plan Theme</b>               | <b>All Priorities</b>                                 |  |  |
| <b>Cabinet Member</b>                     | Cabinet Member for Resources and the Voluntary Sector |  |  |

## Forward Plan June 2021

|   |  |                   |                      |
|---|--|-------------------|----------------------|
| Who will be consulted before decision is made and how will this consultation take place     | N/A<br>N/A   |                   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                      |
| Contact details for comments or additional information                                      | Hitesh Jolapara<br>(Interim Divisional Director, Finance, Procurement & Audit)<br>hitesh.jolapara@towerhamlets.gov.uk  |                   |                      |
| What supporting documents or other information will be available?                           | None   |                   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>Authority to renew the lease at Sonali Gardens to provide continuity of care</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | This item seeks a permission to continue negotiations with Clarion for a new lease agreement (the current lease expires on 28th March 2022 and this is to extend it by at least further 10 years) with a lease agreement to be in solicitors hands ideally by September 2021. This will enable an open tender for the provision of care (referred to as a Community Hub) at Sonali Gardens to be issued in October 2021. The intention of the agreement is to allow flexibility of providers and not limited to St. Hilda's ( current provider). |                   |                      |

|   |  |
|---|--|
| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion  |
| Who will be consulted before decision is made and how will this consultation take place | Following the outcomes of the Health Adults and Community (HAC) DLT meeting on 26/04/2021, Assets Management Services were asked by HAC to:<br>- ask Clarion if they are interested in entering the new lease for Sonali Gardens commencing on 29th March 2022 |

## Forward Plan June 2021

|   |   |              |                   |
|---|---|--------------|-------------------|
|   | <p>- if Clarion is interested and their lease offer is within the market price range, ask Cabinet on 28/07/2021 for authority to renew the lease at Sonali Gardens to provide continuity of care from 29th March 2022 onwards.</p> <p>1st round of Day Opportunities Community Hub site search concluded that none of the alternative sites identified sufficiently matched Day Opportunities Community Hub requirements. 2nd round of research is scheduled for June 2021, after the initial conversation with the Landlord (Clarion), the outcome will be provided as a support document.</p> |              |                   |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No  |              |                   |
| Contact details for comments or additional information                                      | Vicky Clark<br>(Divisional Director for Growth and Economic Development)<br>vicky.clark@towerhamlets.gov.uk   |              |                   |
| What supporting documents or other information will be available?                           | Outcomes of the Day Opportunities Community Hub site search undertaken by MMXretail   |              |                   |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |              |                   |
| <b>Title of Report</b>  | <b>Liveable Streets Bethnal Green - Warner Place/Squirries Street</b>   | Ward Weavers | Key Decision? Yes |
| <b>Summary of Decision</b>  | This item seeks a decision on the next stages of the measures for Warner Place and Squirries St and the junction between on Gosset St which is part of the Liveable Streets project in Bethnal Green  |              |                   |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21  |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>  |
| <b>Cabinet Member</b>   | Cabinet Member for Environment and Public Realm (Job Share) - Lead on Environment   |
| Who will be consulted before decision is made and how will this consultation take place | Public<br>Key partners<br>Other Directorates<br><br>As part of the project, a four-week consultation was held in October to November 2019 |
| Has an Equality Impact  | Yes, the EqIA has been updated based on the results of the consultation and   |

## Forward Plan June 2021

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| Assessment been carried out and if so the result of this Assessment?            | recommendations. The EqIA will be updated as detailed design progresses  |                   |                      |
| Contact details for comments or additional information                          | Dan Jones<br>(Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk   |                   |                      |
| What supporting documents or other information will be available?               | Appendices included in the report pack   |                   |                      |
| Is there an intention to consider this report in private session and if so why? | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>IT Recurring Contracts</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | The Council holds a large number of contracts for IT applications and other services where the cost of change is likely to exceed any saving from re-procurement and needs to agree an appropriate way of managing these following the end of its strategic partnership which previously managed these arrangements. |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21   |
| <b>Community Plan Theme</b>   | <b>A dynamic outcomes-based Council using digital innovation and partnership working</b> |
| <b>Cabinet Member</b>   | Cabinet Member for Resources and the Voluntary Sector                                    |
| Who will be consulted before decision is made and how will this consultation take place     | Digital Portfolio Board<br><br>Discussion at Digital Portfolio Board                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |
| Contact details for comments or additional information                                      | Adrian Gorst<br>(Divisional Director, IT) adrian.gorst@towerhamlets.gov.uk               |
| What supporting documents or other information will be available?                           | None   |
| Is there an intention to consider this report in  | Fully Exempt (the whole report will be exempt)   |

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| private session and if so why? |   |                   |                      |
| <b>Title of Report</b>         | <b>Report on the outcome of public representations received in response to the statutory Notice on the proposal to amalgamate Harry Roberts Nursery and Ben Jonson Primary School</b>   | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>     | <p>This report informs the council of the outcome of the four week period of public representation in response to the statutory notice on the proposal for the amalgamation (merger) of Harry Roberts Nursery and Ben Jonson Primary School from 1 January 2022.</p> <p>This would require the closure of Harry Roberts Nursery School and extending the age range of Ben Jonson Primary School, to establish a three form entry (3FE), all-through 3-11 Primary School with 60 FTE Nursery</p> <p>It recommends for the Mayor in cabinet to consider a decision on whether or not to formally proceed with plans for the schools' merger that would take effect from the 1st January 2022. Harry Roberts Nursery School would therefore officially close on 31st December 2021</p> <p>The report includes a summary of representations received and any responses made; risk and opportunities; officer's recommendations; decisions available to the Mayor in Cabinet</p> |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21   |
| <b>Community Plan Theme</b>   | <b>TH Plan 1: A better deal for children and young people: aspiration, education and skills</b>  |
| <b>Cabinet Member</b>   | Deputy Mayor for Children, Youth Services and Education  |
| Who will be consulted before decision is made and how will this consultation take place | <p>Along with the general public, the following stakeholders will be invited to make representations:<br/>Parents and carers, students, Roman Catholic and Church of England Dioceses, Council of Mosques, Head Teachers, school staff, school governors, neighbouring Local Authorities, the National Education Union. Secretary of State for Education</p> <p>A stage one consultation held from 8th February to 19th March 2021, was followed by Cabinet on 28 April 2021 agreeing to publish a statutory notice and proposal, for a four week formal consultation in the Summer Term. During this statutory consultation period all interested stakeholders will be invited to send any comments and/or objections to the Council. The statutory notice will be published at the schools' and on the Council website and advertised in the Docklands &amp; East London Advertiser.</p> |

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| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | EIA has been carried out  |                   |                     |
| Contact details for comments or additional information                                      | Steve Nyakatawa<br>(Director of Education) <a href="mailto:steve.nyakatawa@towerhamlets.gov.uk">steve.nyakatawa@towerhamlets.gov.uk</a>   |                   |                     |
| What supporting documents or other information will be available?                           | EIA Carried out as per the FP1  |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |                   |                     |
| <b>Title of Report</b>  | <b>Tower Hamlets Black, Asian and Minority Ethnic Inequalities Commission Action Plan</b>   | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | <p>This report submits the action plan response to the findings of the Tower Hamlets Black, Asian &amp; Minority Ethnic Inequalities Commission.</p> <p>The Commission made 23 recommendations across areas of community leadership, health, education, and employment. The action plan details what the council, and the wider partnership, will do to respond to the recommendations and improve outcomes for the borough's Black, Asian and Minority Ethnic communities.</p> |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21  |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>   |
| <b>Cabinet Member</b>   | Statutory Deputy Mayor for Community Safety, Faith and Equalities   |
| Who will be consulted before decision is made and how will this consultation take place | <p>Council services including: HR, SPP, Communications, Public Health, Procurement, Integrated Commissioning, Growth &amp; Economic Development, Education &amp; Partnership.</p> <p>Tower Hamlets Partnership Executive Group, Health &amp; Wellbeing Board, Children's &amp; Families Partnership, and Growth &amp; Economic Development Board,</p> <p>The actions set out in this plan are in response to evidence based recommendations made by the Commission. To provide an adequate, well rounded response services across the council and the wider Tower Hamlets Partnership Executive Group have been engaged to understand what actions can be delivered</p> |

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| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                     |
| Contact details for comments or additional information                                      | Sharon Godman<br>(Director, Strategy, Improvement and Transformation)<br>sharon.godman@towerhamlets.gov.uk   |                   |                     |
| What supporting documents or other information will be available?                           | Tower Hamlets Black, Asian and Minority Ethnic Inequalities Commission Report  |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                     |
| <b>Title of Report</b>  | <b>Understanding the impact of Covid-19 in Tower Hamlets – follow-up</b>   | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | This report identifies and quantifies the wider impact of Covid-19 pandemic on Tower Hamlets, looking at a number of key areas. It predicts the future impact on residents and businesses over the medium and long term, identifying challenges and opportunities going forward. This report is a follow-up to an impact assessment presented to Cabinet in July 2020. |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21  |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>   |
| <b>Cabinet Member</b>   | Deputy Mayor and Cabinet Member for Adults, Health and Wellbeing  |
| Who will be consulted before decision is made and how will this consultation take place     | None<br>None  |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No  |
| Contact details for comments or additional information                                      | Sharon Godman, Denise Radley<br>(Director, Strategy, Improvement and Transformation)<br>sharon.godman@towerhamlets.gov.uk, (Corporate Director, Health, Adults & Community) denise.radley@towerhamlets.gov.uk |

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| What supporting documents or other information will be available?               | n/a – the report will consist of a covering report and the Impact Assessment  |                   |                      |
| Is there an intention to consider this report in private session and if so why? | No, Unrestricted  |                   |                      |
| <b>Title of Report</b>  | <b>Contracts Forward Plan 2021/22 – Quarter Two</b>   | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | This report presents the contracts being procured during quarter two. The report also sets out the Contracts Forward Plan at Appendix 2 to the report.<br>2. The report asks for confirmation that all contracts can proceed to contract award after tender |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21  |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Resources and the Voluntary Sector   |
| Who will be consulted before decision is made and how will this consultation take place     | As above<br><br>Necessary consultation will be undertaken in accordance with the council's policies and procedures.<br><br>Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No. Contact specific EQIA is expected to be completed by respective contract owners as part of the Directorate approval   |
| Contact details for comments or additional information                                      | Hitesh Jolapara<br>(Interim Divisional Director, Finance, Procurement & Audit)<br>hitesh.jolapara@towerhamlets.gov.uk   |
| What supporting documents or other information will be available?                           | Report and appendices include details of all contracts to be awarded  |
| Is there an intention to consider this report in private session and if so                  | No, Unrestricted  |



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| why?                       |   |                   |                     |
| <b>Title of Report</b>     | <b>Strategic delivery and performance reporting – Q1 2021/22</b>  | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b> | This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>22/09/21   |                   |                      |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |                   |                      |
| <b>Cabinet Member</b>   | Mayor  |                   |                      |
| Who will be consulted before decision is made and how will this consultation take place     | N/A<br><br>No  |                   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                      |
| Contact details for comments or additional information                                      | Sharon Godman<br>(Director, Strategy, Improvement and Transformation)<br>sharon.godman@towerhamlets.gov.uk   |                   |                      |
| What supporting documents or other information will be available?                           | None   |                   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>Service Action Plan – Environment Scrutiny Challenge Session, Recycling Behaviour Change</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | This report sets out details of the Environment scrutiny challenge session, and the challenge session report, on how the council applies evidence and best practice to influence resident behaviour change to boost recycling and provides a service action plan for implementation. |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21  |   |                      |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>  |   |                      |
| <b>Cabinet Member</b>   | Cabinet Member for Environment and Public Realm (Job Share) - Lead on Environment, Cabinet Member for Environment and Public Realm (Job Share) - Lead on Public Realm   |   |                      |
| Who will be consulted before decision is made and how will this consultation take place     | N/A<br>N/A  |   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | N/A   |   |                      |
| Contact details for comments or additional information                                      | Dan Jones<br>(Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk  |   |                      |
| What supporting documents or other information will be available?                           | N/A   |   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |   |                      |
| <b>Title of Report</b>  | <b>Adoption of the South Poplar Masterplan SPD</b>  | Ward<br>Blackwall &<br>Cubitt Town;<br>Canary Wharf;<br>Island Gardens;<br>Poplar | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | <p>The South Poplar Masterplan SPD project seeks to provide guidance on the implementation of policies in the Tower Hamlets Local Plan 2031. The SPD will also aim to align with the recommendations contained within the Mayor of London's Isle of Dogs and South Poplar Opportunity Area Planning Framework (adopted October 2019).</p> <p>Once adopted, the document will have weight as a material planning consideration setting out the Council's expectations for planning submissions. In this respect, the document will be a key reference point for developments within the area. Overall, it is intended for South Poplar to share in the benefits of good growth, improved transport capacity and connectivity, be provided with social infrastructure alongside development, benefit from joined up development across different land ownership and be protected against the construction impacts of future developments. The masterplan will optimise land around a transport hub and provide more certainty within the development management process</p> |   |                      |

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|  | <p>The SPD masterplan area is primarily informed by Local Plan Site allocations as well as adjacent sites considered integral to the delivery of important spatial goals. In particular, the masterplan area contains the North Quay, Billingsgate Market and Aspen Way site allocations. The SPD study area is located to the northern part of the Isle of Dogs and south of Poplar High Street. The Masterplan will cover an area included within the Poplar and Canary Wharf Council wards.</p> <p>Within the South Poplar area, there are a number of development sites that have come forward, signalling the developer interest in the area. Each of the sites within the masterplan are at varying stages of the development process, however are likely to come forward in the very near future. To respond to the various challenges presented on each development site, this masterplan seeks to provide high quality, sustainable, deliverable guidance and strategies to ensure future development is delivered in accordance with the adopted Local Plan. The SPD will support priority 1 - People are aspirational, independent and have equal access to opportunities -and 2 - A borough that our residents are proud of and love to live in- of the Mayor's Strategic Plan.</p> <p>The South Poplar Masterplan SPD has been through an extensive preparation process. This includes a baseline analysis and early engagement carried out during August-December 2020, such as mapping; site analysis, opportunities and constraints; structural analysis, initial consultation with stakeholders; an online survey and online exhibition.</p> <p>Preparation of a draft document was carried out between December 2020 and March 2021. Public consultation was then carried out during 09 March-20 April 2021. A wide range of community groups, residents, landowners and other stakeholders engaged with the SPD and made formal responses as part of the consultation process.</p> <p>It is now necessary to adopt the South Poplar Masterplan SPD to further enable clear and robust guidance to inform and be implemented in development proposals. The SPD will allow the delivery of a shared vision, which will ensure that existing character is respected and enhanced; and the new developments are of the highest quality in accordance with corporate and Council objectives and the Development Plan (Local Plan and London Plan).</p> |
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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Planning, Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion               |
| Who will be consulted before decision is made and how will this consultation take place | <p>Please find detailed list of consultees in Appendix 2 – Consultation and Engagement Report.</p> <p>The South Poplar Masterplan SPD ran a public consultation between 6 March to</p> |

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|   | <p>20 April 2021. This extended beyond the required four-week consultation period. Due to the coronavirus pandemic, no in-person events could be held during the consultation period, but a series of online meetings with internal and statutory consultees were held, as well as an online public 'open invite meeting'. A survey was placed online with links to the draft document and statutory consultees were contacted.</p> <p>A copy of the SPD was made available on the council's Let's Talk Tower Hamlets website. Details of the consultation activities (including activities undertaken at earlier stages of the SPD development process) can be found in Appendix 2 – Consultation and Engagement Report.</p>   |                                    |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | no further assessment needed  |                                    |                      |
| Contact details for comments or additional information                                      | <p>Jennifer Peters<br/>(Divisional Director, Planning and Building Control, Place)<br/>Jennifer.Peters@towerhamlets.gov.uk</p>  |                                    |                      |
| What supporting documents or other information will be available?                           | <p>Appendix 1 – South Poplar Masterplan SPD<br/>Appendix 2 – Consultation and Engagement Report<br/>Appendix 3 - SEA/HRA Screening Determination Letter<br/>Appendix 4 - Equalities Impact Assessment Screening</p>   |                                    |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |                                    |                      |
| <b>Title of Report</b>  | <b>Adoption of the Queen Mary University London SPD</b>   | Ward<br>Bethnal Green;<br>Bow West | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | <p>The QMUL Mile End Campus Supplementary Planning Document (SPD) is a masterplan document which provides guidance to inform the future growth and development of the Queen Mary University London (QMUL) Mile End Campus.</p> <p>It is the aim of the SPD to ensure that future development on this campus is considered in the context of a site-wide masterplan in order to enhance the quality of the estate while strengthening the public realm; providing appropriate building mass and height; improving pedestrian and cycle connectivity; enhancing the setting of heritage assets; integrating the campus more successfully with its surroundings; and creating a more welcoming campus environment. The SPD also considers how the growth of the campus can maximise community benefits, biodiversity opportunities and environmental sustainability.</p> <p>Taking into account the above, the SPD includes a series of site-specific development principles for five key development areas. Each development area is supported by illustrative massing sketches, or 'case studies' to give an indication of how development might look.</p> |                                    |                      |

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|  | <p>The SPD supports the vision, objective and policies of the Tower Hamlets Local Plan 2031. This includes the vision for the Local Plan's 'Central Area', and the objective to 'support the expansion of Queen Mary University of London and associated uses, while ensuring good integration with surrounding areas'.</p> <p>The document will provide material weight in planning decisions; and will therefore help the council to evaluate individual planning applications on the campus to assess whether they are in line with the coherent growth strategy set out within the SPD. The SPD will therefore provide more certainty within the development management process as individual sites come forward.</p> <p>In total, the SPD masterplan creates the total addition of c. 60,000 sqm of non-residential floorspace and the net reduction of c. 175 student bedrooms.</p> <p>The QMUL Mile End Campus SPD has been through an extensive preparation process. This includes evidence-base gathering and early masterplanning carried out during July-September 2020, such as mapping; site visits; initial consultation with stakeholders; public realm analysis; and transport evidence.</p> <p>Preparation of a draft document was carried out between September 2020 and February 2021. Public consultation was then carried out during February-March 2021. A wide range of community groups, residents, landowners, university staff and other stakeholders engaged with the SPD and made formal responses as part of the consultation process.</p> <p>It is now necessary to adopt the QMUL Mile End Campus SPD to further enable clear and robust guidance to inform and be implemented in development proposals a comprehensive campus-wide masterplan and vision, which will ensure that existing character is respected and enhanced; and the new developments are of the highest quality in accordance with corporate and Council objectives and the Development Plan (Local Plan and London Plan).</p> |
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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21  |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>  |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Planning, Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion  |
| Who will be consulted before decision is made and how will this consultation take place | <p>Please find detailed list of consultees in Appendix 2 – Consultation Statement</p> <p>The QMUL Mile End Campus SPD ran a public consultation between 3 February to 17 March 2021. This extended beyond the required four-week consultation period. Due to the coronavirus pandemic, no in-person events could be held during the consultation period, but a series of online meetings with internal and statutory consultees were held, as well as an online community meeting. A map and 'ideas board' were set up on the consultation page, as well as letter drops to local residents announcing the consultation, and the statutory consultees were contacted.</p> <p>A copy of the SPD was made available on the council's Let's Talk Tower</p> |

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|   | Hamlets website. Details of the consultation activities (including activities undertaken at earlier stages of the SPD development process) can be found in Appendix 2 – Consultation Statement.   |   |                             |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | Screening Tool at the end of this form, no further assessment needed  |   |                             |
| Contact details for comments or additional information                                      | Jennifer Peters<br>(Divisional Director, Planning and Building Control, Place)<br>Jennifer.Peters@towerhamlets.gov.uk   |   |                             |
| What supporting documents or other information will be available?                           | Appendix 1 – QMUL Mile End Campus SPD<br>Appendix 2 – Consultation and Engagement Report<br>Appendix 3 – SEA/HRA Screening<br>Appendix 4 – Equalities Impact Assessment Screening   |   |                             |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |   |                             |
| <b>Title of Report</b>  | <b>Adoption of the Central Area Good Growth Supplementary Planning Document</b>   | Ward<br>Bethnal Green;<br>Bow East; Bow West; Bromley North; Bromley South;<br>Lansbury;<br>Limehouse; Mile End; Shadwell;<br>St Dunstan's; St Katharine's & Wapping; St Peter's; Stepney Green | <b>Key Decision?</b><br>Yes |
| <b>Summary of Decision</b>  | <p>The Central Area Good Growth SPD provides supplementary guidance on the design of residential developments on small sites that respect and enhance the well-established character of the Central Area, as set out in the Tower Hamlets Local Plan 2031 (adopted January 2020), in particular policies S.DH1- Delivering High Quality Design, S.H1: Meeting housing needs and D.H3: Housing standards and quality. The SPD also provides supplementary guidance on achieving the vision set out by the Local Plan for the sub-area: Central. Furthermore, the SPD seeks to help to deliver the Mayor's manifesto pledges to improve the quality and fairness of housing and make development work for local people.</p> <p>The Central Area Good Growth SPD has been through an extensive preparation process that included evidence-base gathering - including mapping and compilation of existing small sites in the Central Area, early-stage online survey, workshops<br/>With Council services and industry professionals →(July-December 2020); preparation of draft document (March 2020-December 2020) and public</p> |   |                             |

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|  | <p>consultation (January-February 2021). A wide range of community groups, residents, architects, developers and other stakeholders engaged with the Central Area Good Growth SPD and made formal responses as part of the consultation process.</p> <p>It is now necessary to adopt the Central Area Good Growth SPD to further enable clear and robust guidance to inform and be implemented in development proposals which will ensure that existing character is respected and enhanced and by new residential developments and that these have high-quality standards to meet existing and future needs in accordance with corporate and Council objectives and the development Plan (Local Plan and London Plan).</p> |
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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Planning, Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion   |
| Who will be consulted before decision is made and how will this consultation take place     | <p>See Appendix 2</p> <p>The Central Area Good Growth SPD ran a public consultation between 11th January and 21st February 2021. This extended beyond the required four-week consultation period. Due to the coronavirus pandemic, no in-person events could be held during the consultation period, but a series of online workshops and Q&amp;A sessions were held, an online survey and interactive map were set up on the consultation page, as well as leaflets announcing the consultation were delivered to every household within the Central Area, and the statutory consultees were contacted. A copy of the SPD was made available on the council's Let's Talk Tower Hamlets website, and printed copies were made available in Idea Stores. Details of the consultation activities (including activities undertaken at earlier stages of the SPD development process) can be found in Appendix 2 – Consultation Statement.</p> |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | Screening Tool carried out 03/03 and repeated at the end of this form, no further assessment needed  |
| Contact details for comments or additional information                                      | Jennifer Peters<br>(Divisional Director, Planning and Building Control, Place)<br>Jennifer.Peters@towerhamlets.gov.uk  |
| What supporting documents or other information will be available?                           | <p>Appendix 1 – Central Area Good Growth SPD</p> <p>Appendix 2 – Consultation and Engagement Report</p> <p>Appendix 3 – SEA/HRA Screening Determination Letter</p> <p>Appendix 4 – Equalities Impact Assessment Screening</p>  |
| Is there an intention to  | No, Unrestricted   |

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| consider this report in private session and if so why? |  |                   |                      |
| <b>Title of Report</b>                                 | <b>Adoption of Reuse, Recycling and Waste SPD</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>                             | <p>The Reuse, Recycle and Waste Supplementary Planning Document (SPD) sets out guidance for developers on how waste management should be addressed in proposals for new residential and mixed-use development. The SPD covers the entire borough and aims to re-examine and improve the way in which waste is produced and managed.</p> <p>The SPD supports the implementation of the Tower Hamlets Local Plan policies on waste and recycling management by providing guidance on the implementation of effective waste management systems in a high-density setting. This overall strategic objective is to improve management of resources, including significant targets on levels of recycling, food waste, and use of landfill.</p> <p>Preparation of a draft document was carried out between September 2020 and February 2021. Public consultation was then carried out during February-March 2021. A wide range of community groups, residents, industry professionals and other stakeholders engaged with the SPD and made formal responses as part of the consultation process. These responses have been reviewed and implemented where necessary.</p> <p>It is now necessary to adopt the Reuse, Recycle and Waste SPD to enable the implementation of this guidance in development proposals. This will ensure that new residential developments implement best practice recycling and waste management systems in line with corporate and Council objectives and the development Plan (Local Plan and London Plan).</p> |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Planning, Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion   |
| Who will be consulted before decision is made and how will this consultation take place | <p>Please find detailed list of consultees in Appendix 2 – Consultation Statement</p> <p>Completed Consultation:<br/>Residents, Industry Participants, Internal LBTH Stakeholders, Other Local Authorities</p> <p>No further consultation before Cabinet.</p> <p>Consultation Exercises:</p> |



## Forward Plan June 2021

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|   | <p>Prior to draft:</p> <p>Industry and Professionals Workshops<br/>Internal LBTH workshops – Public Realm, Planning, Highways<br/>Written questionnaires to Local Authorities</p> <p>Formal Consultation</p> <p>Publication on Council Lets Talk Page – Survey Questions<br/>Published on Council Social Media Channels<br/>Residents Q&amp;A Session<br/>Industry Q&amp;A Session<br/>Internal LBTH Sessions</p>  |                   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                      |
| Contact details for comments or additional information                                      | <p>Dan Jones, Jennifer Peters<br/>(Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk, (Divisional Director, Planning and Building Control, Place)<br/>Jennifer.Peters@towerhamlets.gov.uk</p>   |                   |                      |
| What supporting documents or other information will be available?                           | <p>Appendix 1 – Reuse Recycle Waste SPD<br/>Appendix 2 – Consultation and Engagement Report<br/>Appendix 3 – SEA/HRA Screening<br/>Appendix 4 – Equalities Impact Assessment Screening</p>   |                   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>Report on outcome of the public representations received in response to the statutory Notice on the proposal to establish an Autistic Spectrum Condition (ASC) provision at Hermitage Primary School</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | <p>This report presents the outcome of the stage one consultation, and the public representations received in response to the statutory Notice on the proposal to establish an Autistic Spectrum Condition (ASC) provision at Hermitage Primary School.</p> <p>The report explains the background and reasons for the proposal; it details the consultations undertaken; the responses received with the views of parents, pupils, staff and the general public. It recommends for the Mayor in Cabinet to consider the decision on whether or not the council should agree the proposal and formally proceed with plans to establish an Autistic Spectrum Condition</p> |                   |                      |

## Forward Plan June 2021

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|  | <p>(ASC) provision at Hermitage Primary School from 1st September 2021</p> <p>The report will also include equalities impact assessment; risk and opportunities; officer's recommendations; decisions available to the Mayor in Cabinet.</p> |
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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |
| <b>Community Plan Theme</b>   | <b>TH Plan 1: A better deal for children and young people: aspiration, education and skills</b>  |
| <b>Cabinet Member</b>   | Deputy Mayor for Children, Youth Services and Education  |
| Who will be consulted before decision is made and how will this consultation take place     | <p>Along with the general public, the following stakeholders were invited to make representations:<br/>Parents and carers, students, Roman Catholic and Church of England Dioceses, Council of Mosques, Head Teachers, school staff, school governors, community groups, neighbouring Local Authorities, the National Education Union, local Members of Parliament. Secretary of State for Education.</p> <p>A stage one public consultation was held between 15th February and 19th March, the feedback from this has informed this report to cabinet and the recommendations herein.<br/>This was followed by Cabinet on 28 April 2021, agreeing to publish a statutory notice and proposal, for a four week formal consultation in the summer term 2021.<br/>During this statutory consultation period, all interested stakeholders were given an opportunity to send objections or comments to the council.</p> <p>The statutory notice was published at the schools' and on the Council website and advertised in the Docklands &amp; East London Advertiser.</p> |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | EIA has been carried out.  |
| Contact details for comments or additional information                                      | Steve Nyakatawa<br>(Director of Education) <a href="mailto:steve.nyakatawa@towerhamlets.gov.uk">steve.nyakatawa@towerhamlets.gov.uk</a>  |
| What supporting documents or other information will be available?                           | Assessment has been carried out as per FP1   |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |
| <b>Title of Report</b>  | <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"><b>Corporate Parenting Board</b></div> <div style="width: 20%;">Ward<br/>All Wards</div> <div style="width: 20%;">Key Decision?<br/>No</div> </div>  |

|                            |  |  |  |
|----------------------------|--|--|--|
|                            | <b>Annual Report 2020</b>  |  |  |
| <b>Summary of Decision</b> | The Corporate Parenting Board Annual Report 2020 – 2021 aims to provide information about progress the board has achieved over the last year, including the work undertaken with the Foster Carers and the Children Living in Care Council, and the impact this has had. |  |  |

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| <b>Decision maker</b><br>Date of decision   | <b>Council</b><br>21/07/21  |                   |                     |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>   |                   |                     |
| <b>Cabinet Member</b>   | Deputy Mayor for Children, Youth Services and Education   |                   |                     |
| Who will be consulted before decision is made and how will this consultation take place     | None<br>None  |                   |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No  |                   |                     |
| Contact details for comments or additional information                                      | Richard Baldwin<br>(Divisional Director, Children's Social Care)<br>richard.baldwin@towerhamlets.gov.uk   |                   |                     |
| What supporting documents or other information will be available?                           | NA  |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |                   |                     |
| <b>Title of Report</b>  | <b>RIPA POLICY</b>  | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | This reports details proposed amendments to the Regulation of Investigatory Powers Act ("RIPA") Policies for directed surveillance and the use of covert human intelligence sources ("CHIS") which currently accompany the Council's Enforcement Policy . It is proposed to introduce a RIPA Social Media Policy. |                   |                     |

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| <b>Decision maker</b><br>Date of decision | <b>Cabinet</b><br>30/06/21  |  |  |
| <b>Community Plan Theme</b>               | <b>A borough that our residents are proud of and love to live in</b>  |  |  |
| <b>Cabinet Member</b>                     | Cabinet Member for Environment and Public Realm (Job Share) - Lead on |  |  |

## Forward Plan June 2021

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|   | Environment  |                   |                      |
| Who will be consulted before decision is made and how will this consultation take place     | <p>Consulted with various directorates and officers that would be involved in undertaking investigations that could result in directed surveillance being undertaken ie. PLACE Directorate, HAC</p> <p>Internal consultation has taken place via email</p>   |                   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | Yes .To follow prior to MAB. Any impact should be minimal  |                   |                      |
| Contact details for comments or additional information                                      | <p>Agnes Adrien<br/>(Head of Litigation, Legal Services) agnes.adrien@towerhamlets.gov.uk</p>  |                   |                      |
| What supporting documents or other information will be available?                           | RIPA Policy, Covert Human Intelligence Source ("CHIS") Policy and Social Media Policy  |                   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>Additions to the Approved Capital Programme 2021-22 to 2023-24</b>  | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | <p>Further to the approval of the £627.566m capital programme for the period 2021-2024 by the Mayor in Cabinet on 26th January 2021, additional capital projects which support the Council's strategic priorities have been identified and, where funding sources are available for allocation, have been progressed through the capital governance process.</p> <p>This report seeks approval by Cabinet for schemes that have been considered by the Capital Strategy Board for inclusion into the 2021-24 Approved Capital Programme and for those where formal changes to the agreed budget or scheme detail is required at the earliest opportunity, to ensure that the pace of delivery is maintained.</p> <p>This report will include detail of the schemes which form part of the first 1,000 council homes programme, for which a budget of £232.768m has been approved, including individual scheme budgets, and progress in delivering the next phase of the new council homes programme.</p> |                   |                      |
| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21   |                   |                      |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |                   |                      |

## Forward Plan June 2021

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| <b>Cabinet Member</b>   | Deputy Mayor and Cabinet Member for Adults, Health and Wellbeing   |                   |                      |
| Who will be consulted before decision is made and how will this consultation take place     | None<br><br>Targeted consultation has been undertaken in accordance with the information provided in the PIDs.   |                   |                      |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | Initial EIAs form part of the PID approval process for individual capital programme areas  |                   |                      |
| Contact details for comments or additional information                                      | Jane Abraham<br>(Interim Head of Capital Delivery) jane.abraham@towerhamlets.gov.uk  |                   |                      |
| What supporting documents or other information will be available?                           | None   |                   |                      |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                      |
| <b>Title of Report</b>  | <b>Covid Recovery Fund</b>   | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | This report provides a summary of the projects that will be supported by the Covid Recovery Fund which aims to support our community to recover from the impact of the pandemic. |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21   |  |  |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |  |  |
| <b>Cabinet Member</b>   | Mayor, Statutory Deputy Mayor for Community Safety, Faith and Equalities   |  |  |
| Who will be consulted before decision is made and how will this consultation take place     | None<br><br>Resident feedback through Covid Impact Survey, consultations, engagement with key partners, review of data etc |  |  |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | Yes  |  |  |
| Contact details for comments or additional information                                      | Sharon Godman<br>(Director, Strategy, Improvement and Transformation)<br>sharon.godman@towerhamlets.gov.uk                 |  |  |

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| What supporting documents or other information will be available?               | None  |                   |                      |
| Is there an intention to consider this report in private session and if so why? | No, Unrestricted  |                   |                      |
| <b>Title of Report</b>  | <b>Contracts Forward Plan 2021/22 – Quarter One</b>   | Ward<br>All Wards | Key Decision?<br>Yes |
| <b>Summary of Decision</b>  | This report presents the contracts being procured during quarter one. The report also sets out the Contracts Forward Plan at Appendix 2 to the report.<br>2. The report asks for confirmation that all contracts can proceed to contract award after tender |                   |                      |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21  |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Resources and the Voluntary Sector   |
| Who will be consulted before decision is made and how will this consultation take place     | As above<br><br>Necessary consultation will be undertaken in accordance with the council's policies and procedures.<br><br>Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No. Contact specific EQIA is expected to be completed by respective contract owners as part of the Directorate approval   |
| Contact details for comments or additional information                                      | Hitesh Jolapara<br>(Interim Divisional Director, Finance, Procurement & Audit)<br>hitesh.jolapara@towerhamlets.gov.uk   |
| What supporting documents or other information will be available?                           | Report and appendices include details of all contracts to be awarded  |
| Is there an intention to consider this report in private session and if so                  | No, Unrestricted  |

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| why?                       |  |                   |                     |
| <b>Title of Report</b>     | <b>Tower Hamlets Safeguarding Adults Board Annual Report 2020-21</b>   | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b> | The Safeguarding Adults Board Annual Report describes what the Board has done over 2020-21 to achieve its main objectives in tackling adult abuse and neglect. It provides information on safeguarding activity and the achievements of the Board, sub-groups and partner agencies. It gives an overview of safeguarding adult reviews published over 2020-21 and learning from these. |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |                   |                     |
| <b>Community Plan Theme</b>   | <b>People are aspirational, independent and have equal access to opportunities</b>   |                   |                     |
| <b>Cabinet Member</b>   | Deputy Mayor and Cabinet Member for Adults, Health and Wellbeing   |                   |                     |
| Who will be consulted before decision is made and how will this consultation take place     | NA<br>NA   |                   |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                     |
| Contact details for comments or additional information                                      | Shohel Ahmed, Claudia Brown<br>(Joint Safeguarding Adults Strategy and Governance Manager)<br>Shohel.Ahmed@towerhamlets.gov.uk, (Divisional Director of Adults Social Care)<br>Claudia.Brown@towerhamlets.gov.uk                   |                   |                     |
| What supporting documents or other information will be available?                           | n/a – the report will consist of a covering report and the Annual Report as Appendix I.  |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                     |
| <b>Title of Report</b>  | <b>Tower Hamlets Safeguarding Children Partnership Annual Report 2020-21</b>   | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | The report demonstrates the activity of the Tower Hamlets Children's Partnership within the last financial year. Which includes the setting of priorities, sub-groups, data sharing and the impact on children within the borough. |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>28/07/21   |                   |                     |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |                   |                     |
| <b>Cabinet Member</b>   | Deputy Mayor for Children, Youth Services and Education  |                   |                     |
| Who will be consulted before decision is made and how will this consultation take place     | None<br>None   |                   |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                     |
| Contact details for comments or additional information                                      | Richard Baldwin<br>(Divisional Director, Children's Social Care)<br>richard.baldwin@towerhamlets.gov.uk  |                   |                     |
| What supporting documents or other information will be available?                           | NA   |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                     |
| <b>Title of Report</b>  | <b>Response to Overview and Scrutiny's Challenge Session on 'Examining Council's Revised Approach to Idea Stores and Library Services</b>  | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | This report formalises the service's response to the overview and scrutiny's challenge session recommendations on the council's revised approach to Idea stores and library services. In practice the challenge session formed part of the consultation process that fed into the final report on the revised approach to Idea Stores taken to cabinet on 3rd March 21 |                   |                     |

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| <b>Decision maker</b><br>Date of decision | <b>Cabinet</b><br>30/06/21   |  |  |
| <b>Community Plan Theme</b>               | <b>A borough that our residents are proud of and love to live in</b> |  |  |
| <b>Cabinet Member</b>                     | Cabinet Member for Culture, Arts and Brexit                          |  |  |



## Forward Plan June 2021

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| Who will be consulted before decision is made and how will this consultation take place     | See report taken to cabinet on 3rd March for full details of this<br><br>See report taken to cabinet on 3rd March for full details of this   |                   |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | No   |                   |                     |
| Contact details for comments or additional information                                      | Sergio Dogliani, Teresa Heaney<br>Deputy Head of Idea Store, (Interim Customer Services Programme Director)<br>teresa.heaney@towerhamlets.gov.uk   |                   |                     |
| What supporting documents or other information will be available?                           | Appendix 1: Overview and Scrutiny Challenge Session Report on 'Examining the council's approach to Idea Stores and Library Services'<br>Appendix 2: Service Action Plan (Response to Scrutiny Recommendations) |                   |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |                   |                     |
| <b>Title of Report</b>  | <b>Covid-19 Response - Annual Report 2020-21</b>   | Ward<br>All Wards | Key Decision?<br>No |
| <b>Summary of Decision</b>  | This report sets out details of the Council's response to the Covid-19 pandemic.   |                   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21 |
| <b>Community Plan Theme</b>   | <b>All Priorities</b>      |
| <b>Cabinet Member</b>   | Mayor                      |
| Who will be consulted before decision is made and how will this consultation take place     |                            |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? |                            |
| Contact details for comments or additional information                                      |                            |
| What supporting documents or other  |                            |

# Forward Plan June 2021

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| information will be available?  |   |   |                     |
| Is there an intention to consider this report in private session and if so why? |   |   |                     |
| <b>Title of Report</b>  | <b>Correction to Private Rented Sector Housing Selective Licensing Designation</b>  | Ward<br>Spitalfields & Banglatown;<br>Weavers;<br>Whitechapel | Key Decision?<br>No |
| <b>Summary of Decision</b>  | This report corrects the selective licensing designation to remove the student accommodation accredited to ANUK by geographical basis rather than by accreditation basis. The designation agreed on the 28th April 2021 by Cabinet will be corrected to include the relevant postcodes that are out of scope of the selective licensing designation |   |                     |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21  |                            |                     |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>  |                            |                     |
| <b>Cabinet Member</b>   | Cabinet Member for Environment and Public Realm (Job Share) - Lead on Environment, Cabinet Member for Environment and Public Realm (Job Share) - Lead on Public Realm |                            |                     |
| Who will be consulted before decision is made and how will this consultation take place     | A public consultation with landlords, renters, letting agents, blue light services, Members<br><br>A statutory consultation was previously carried out.               |                            |                     |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | N/A   |                            |                     |
| Contact details for comments or additional information                                      | Dan Jones<br>(Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk  |                            |                     |
| What supporting documents or other information will be available?                           | Cabinet report of 28th April 2021 - Future of the Private Rented Sector Housing Selective Licensing Designation   |                            |                     |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted  |                            |                     |
| <b>Title of Report</b>  | <b>Roman Road Bow Neighbourhood Area –</b>  | Ward<br>Bow East; Bow West | Key Decision?<br>No |

|                            |  |  |  |
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|                            | <b>Boundary Correction</b>   |  |  |
| <b>Summary of Decision</b> | This report proposes a correction to an error that was made in the 2017 designation of the Roman Road Bow Neighbourhood Planning Area. That designation erroneously included a small section of land within the London Legacy Development Corporation planning area, which the Council did not have the authority to designate as part of the neighbourhood planning area. |  |  |

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| <b>Decision maker</b><br>Date of decision   | <b>Cabinet</b><br>30/06/21   |
| <b>Community Plan Theme</b>   | <b>A borough that our residents are proud of and love to live in</b>   |
| <b>Cabinet Member</b>   | Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Planning, Cabinet Member for Planning and Social Inclusion (Job Share) - Lead on Social Inclusion |
| Who will be consulted before decision is made and how will this consultation take place     | N/A<br><br>N/A   |
| Has an Equality Impact Assessment been carried out and if so the result of this Assessment? | N/A  |
| Contact details for comments or additional information                                      | Jennifer Peters<br>(Divisional Director, Planning and Building Control, Place)<br>Jennifer.Peters@towerhamlets.gov.uk  |
| What supporting documents or other information will be available?                           | Determination of Roman Road Neighbourhood Planning Area, 6 February 2017 (original report and accompanying map)<br><br>Map of Amended Roman Road Bow Neighbourhood Area  |
| Is there an intention to consider this report in private session and if so why?             | No, Unrestricted   |





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| <p style="text-align: center;"><b>Overview and Scrutiny Committee</b></p> <p style="text-align: center;">26 July 2021</p> |  <p style="text-align: center;"><b>TOWER HAMLETS</b></p> |
| <p><b>Report of</b> Ann Corbett Divisional Director, Community Safety</p>   | <p><b>Classification:</b><br/>Unrestricted</p>  |
| <p style="text-align: center;"><b>Metropolitan Police Safer Neighbourhood Ward Panels Action Plan</b></p>                 |   |

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| <b>Originating Officer(s)</b> | Leo Hutchinson Community Safety Commissioning Manager |
| <b>Wards affected</b>         | All wards   |

## Summary

This report submits an update on the eleven recommendations of the scrutiny challenge session on Metropolitan Police Safer Neighbourhood Ward Panels in Tower Hamlets. The original challenge session focussed on how resident engagement (seldom heard) can be improved and provides an action plan for implementation.

The Mayor's Office for Police and Crime (MOPAC) has a statutory responsibility for making arrangements and for obtaining the views of the community and victims of crime on matters concerning policing in London. The Safer Neighbourhood Ward Panels are not Council, but Police led, and they are independently run by residents with the Safer Neighbourhood Police Teams (SNTs). The Safer Neighbourhood Board (SNB) is funded by MOPAC and plays a key part in the Police and Crime Plan (PCP) 2017-2021 agenda. This commits MOPAC to support the work of SNBs and provides funding for those (Community led and decision making) structures that hold local policing to account.

This cover report accompanies the presentation slide deck: Review of Safer Neighbourhood Ward Panels Action Plan and includes (Appendix

The contents of the slide deck include:

- Background information pertaining to the eleven recommendations set out by the Overview and Scrutiny Committee.
- The changes in the way that the Metropolitan Police Service (MPS) approach ward panels and how priorities are set since the Ward Panel Action Plan was agreed.
- Notification of a new Ward Panel Members Handbook being issued providing comprehensive guidance as to what a ward panel is and how a ward panel should operate
- An update on the work delivered to improve resident's access to ward panels,

ward panel inclusivity and representation of the local community and the impact of COVID-19 on the delivery of the action plan

### **Recommendations:**

The Overview and Scrutiny Committee is recommended to:

1. Review the accompanying presentation, discuss, and note progress on delivery of the eleven recommendations

### **Appendices:**

- Appendix 1: Scrutiny Challenge Session Report: Working in genuine partnership with seldom-heard residents to make our communities safer
- Appendix 2: Safer Neighbourhood Ward Panel Action Plan
- Appendix 3: Met Police Ward Panel Handbook



# Tower Hamlets Ward Panel Action Plan Update

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26<sup>th</sup> July 2021

Chris Weavers, SNB Chair

Inspector Clare Thomas – Met Police



# Introduction & Overview



Page 74

Councillor Sirajul Islam, Deputy Mayor,  
Cabinet Member Community Safety and  
Equality



# Context



- The Overview and Scrutiny Committee made 11 recommendations to improve Ward Panels in Tower Hamlets
  - Tower Hamlets ward panels to develop and recruit to vice chair roles
  - Mayor's Office for Police and Crime (MOPAC) to incentivise learning and development opportunities for ward panels vice chairs (e.g. how to promote inclusion and engagement with seldom-heard community)
  - Change the location, time and venues so that those panels that are already well attended add two additional daytime meetings per year, and those with low attendance from residents, switch to 2 daytime and 2 evening meetings
  - LBTH Public Realm representation and attendance to ward panel meetings
  - Have a Youth Council representative on the SNB to enhance inclusion and better understanding of diversity
  - Local authority to lead on a borough-wide marketing campaign to publicise ward panels
  - Collaborative approach by the SNB, ward panels and the Police to publicise the visibility of ward panels
  - Strengthening the trust between the Police and the ward's residents
  - Police prioritisation of attendance of ward panel meetings, as the fundamental purpose is to hold the Police to account
  - Develop a list of community safety acronyms to facilitate better resident understanding of key terminology
  - Mayor to lobby Home Office for more resources for 101 service



# What has changed?



- There have been several changes in the way that the Metropolitan Police Service (MPS) approach ward panels and how priorities are set since the Ward Panel Action Plan was agreed.
- There are plans in place to standardise the way that ward panels work, to promote best practice and to support panels to improve where they are not functioning as well as they might.
- A new Ward Panel Members Handbook has been issued containing comprehensive guidance as to what a ward panel is and how a ward panel should operate. This has been provided to Committee for the purpose of context.
- The handbook outlines how ward priorities are set, what the SNT officer's roles and responsibilities are, and that each ward should have up to three priorities with at least one of focusing on violence.



# Ward Panel Action Plan update



- The COVID-19 pandemic has had a significant impact on how ward panels have been operating and most meetings have taken place online. Once restrictions have been lifted, meetings will resume when it is safe to do so in person.
- While virtual meetings has improved the attendance of some residents who have not previously attended, other long-standing members have been less able or willing to engage. This suggests a combination of physical, virtual and even hybrid meetings might be desirable.
- The action plan aims to ensure ward panels are more inclusive and representative of the community. However, raising awareness during the past 18 months has been hindered due to the pandemic: with face-to-face contact and leaflet delivery actively discouraged.
- All ward panel meetings are advertised on the MPS website and on social media: Twitter and OWL.
- 6 out of 11 actions are RAG rated green: marking them as completed. The other 5 recommendations have either been affected by the COVID-19 pandemic or are on target with minor issues affecting completion. The Lansbury ward project is an example of actions affected by COVID restrictions resulting in no update being available this at this time.
- There remains an aspiration to hold a 'Ward Panel Conference' when Government restrictions allow.



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# **SCRUTINY CHALLENGE SESSION REPORT**

**Working in genuine partnership with seldom-heard  
residents to make our communities safer**



**London Borough of Tower Hamlets  
October 2019**

## Acknowledgements

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Councillor Bex White (Scrutiny Lead for Environment and Community Safety), chair for this session, would firstly like to thank the local resident contributors for giving up their time to engage and participate in the challenge session. Much of what was discussed during the challenge session has informed the report and their contribution influenced many of the recommendations.

### **Residents:**

Christina Ajagbe, David Burbidge, Sharon Currie, Lisa Folan, Mark Healey Bee Lim, Shiblu Miah, Phillip Mullen, Samia Shire, Syed Uddin and others for their participation and contribution.

### **Councillors involved with the Challenge Session:**

|                                     |   |
|-------------------------------------|---|
| Councillor James King               | Overview and Scrutiny Committee<br>Chair, and Limehouse Ward) |
| Councillor Gabriella Salva Macallan | St Peter's Ward   |
| Councillor Eve McQuillan            | Bethnal Green Ward  |

### **London Borough of Tower Hamlets Officers:**

|                |  |
|----------------|--|
| Ann Corbett    | Divisional Director for Community Safety<br>and Substance Misuse |
| Charles Griggs | Head of Community Safety   |
| Keith Daley    | Interim Head of Substance Misuse                                 |
| Calvin Mclean  | Head of Neighbourhood Operations                                 |

### **External Members:**

|                      |   |
|----------------------|---|
| Jon Shapiro          | Tower Hamlets Safer Neighbourhood<br>Board Chair                              |
| Christopher Scammell | Tower Hamlets Safer Neighbourhoods<br>Inspector (Metropolitan Police Service) |

### **Strategy and Policy (scrutiny support):**

|                 |                             |
|-----------------|-----------------------------|
| Filuck Miah     | Strategy and Policy Officer |
| Daniel Kerr     | Strategy and Policy Manager |
| Genevieve Duval | Strategy and Policy Officer |
| Janette John    | Strategy and Policy Officer |



## Chair's Foreword

Community safety is about feeling safe, whether you're at home, in the streets of Tower Hamlets or working in the borough. It connects you to quality of life and being able to pursue and achieve the benefits from your domestic, social and economic lives without fearing obstacles from crime and disorder.

Community safety remains a key Mayoral priority e.g. Priority 2: *A borough that our residents are proud of and love to live in*. Our Council, along with local Police and the borough's Safer Neighbourhood Board (SNB) remain of the view that ward panels are an essential piece of the puzzle in delivering community policing. Devolving some of the community policing priorities at a local ward level provides an opportunity for local residents to become active and empowered members who go on to provide an asset based approach<sup>1</sup> for delivering on local community safety concerns.

As the scrutiny lead for the Environment and Community Safety portfolio, I commissioned this scrutiny challenge session to ensure that we learn from seldom-heard residents, we identify and remove barriers to their engagement and as a result we ensure their participation in safer neighbourhood ward panels. This will empower them to become more informed and better engaged on community safety issues. This in turn should enable the council and its partners to benefit from their contribution to community safety.

The challenge session was well attended by residents, council officers and our partners, and a number of new insights were shared into how we can work better together to strengthen ward panels and to make them representative of the community.

The report makes a number of practical recommendations for key stakeholder partners to take on board and put into action for improving engagement and participation of seldom-heard residents on community safety concerns.

I'd like to thank the residents who gave their time and thoughtful contributions to this report – I hope that what you read here reflects what you said to us, and that we can continue to work together moving forward.

Councillor Bex White

**Scrutiny Lead for Environment and Community Safety**

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<sup>1</sup> <https://www.nurtureddevelopment.org/asset-based-community-development/>

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## 1. Recommendations

|  |   |
|--|---|
| <b>Recruitment and training</b>                          |   |
| R1   | Tower Hamlets ward panels to develop and recruit to vice chair roles  |
| R2   | Mayor's Office for Police and Crime (MOPAC) to incentivise learning and development opportunities for ward panels vice chairs e.g. how to promote inclusion and engagement with seldom-heard community      |
| <b>Fostering and encouraging participation</b>           |   |
| R3   | Changing the location, time and venues for two of the four (or six) meetings to be held during the day  |
| R4   | LBTH Public Realm representation and attendance to ward panel meetings  |
| R5   | Establishment of a Youth Council representative on the Safer Neighbourhood Board to enhance inclusion and better understanding of diversity   |
| <b>Advancing the publicity of ward panels</b>            |   |
| R6   | Local authority to lead on a borough-wide marketing campaign to publicise ward panels   |
| R7   | A collaborative approach by Safer Neighbourhood Board, ward panels and the Police to publicise the visibility of ward panels.   |
| <b>Strengthening trust</b>                               |   |
| R8   | Strengthening the trust between the Police and the ward's residents e.g. lead and implement action-focussed minutes and jointly developing (via ward panels) a cultural framework of co-produced solutions. |
| R9   | Police prioritisation of attendance of ward panel meetings, as the fundamental purpose is to hold the Police to account.  |
| <b>Developing tools for engagement and participation</b> |   |
| R10  | Local authority to develop a meaningful breakdown of community safety acronyms list to facilitate better resident understanding of key terminology  |
| <b>Strengthening funding capacity</b>                    |   |
| R11  | Mayor to lobby Home Office for more resources for 101 service   |

## 2. Introduction

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### Reason for Enquiry

- 2.1. The Overview and Scrutiny annual work programme 2019-20 identified the need to examine reasons for low participation and engagement from seldom-heard residents with the ward panels and how this can be improved.
- 2.2. The Council's annual resident survey (ARS)<sup>2</sup> (surveyed 1,104 residents). Findings suggest that crime and anti-social behaviour (ASB) has remained for 2018 – 2019<sup>3</sup> the top personal concern for the borough's residents.
- 2.3. Furthermore, the justification for the enquiry remains consistent with the Mayoral priority and Council's strategic plan<sup>4</sup> e.g. priority 2 – A borough that our residents are proud of and love to live in; outcome 7 – People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- 2.4. For the purpose of this report, we shall refer to Safer Neighbourhood Board as SNB, Safer Neighbourhood Teams (consists of the Police Sergeants, Police Constables, Police Community Support Officers) as SNTs, anti-social behaviour as ASB and Overview and Scrutiny Committee as OSC
- 2.5. For this report, it is vital to understand the definition of the term 'seldom-heard groups' as they are the most important stakeholders for the challenge session. Some research suggests<sup>5</sup> these are under-represented people with vulnerability factors<sup>6</sup> e.g. health and disability, equalities / discrimination factors, economic, personal and family circumstances. Southwark Clinical Commissioning Group<sup>7</sup> further suggests that 'seldom-heard' is a term for groups who may be experiencing barriers to accessing services. It is also worth noting that 'seldom-heard' groups have previously been termed 'hard to reach' groups, but the more recent terminology places the onus on authorities to listen better, rather than blaming those whose voices are not heard.
- 2.6. The Public Sector Equality Duty<sup>8</sup> (PSED) plays a key role in terms factoring protected characteristics (S149 of the Equality Act 2010) that 'seldom-heard groups' fall into.
- 2.7. The challenge session scope had also identified a number of key reasons for justifying the investigation of this topic. These have been

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<sup>2</sup> [https://www.towerhamlets.gov.uk/Documents/Borough\\_statistics/Annual\\_Residents\\_Survey\\_results\\_2018.pdf](https://www.towerhamlets.gov.uk/Documents/Borough_statistics/Annual_Residents_Survey_results_2018.pdf)

<sup>3</sup> [https://www.towerhamlets.gov.uk/Documents/Borough\\_statistics/2019\\_ARS\\_Briefing\\_Paper.pdf](https://www.towerhamlets.gov.uk/Documents/Borough_statistics/2019_ARS_Briefing_Paper.pdf)

<sup>4</sup> [https://www.towerhamlets.gov.uk/Documents/Strategy-and-performance/TH\\_Strategic\\_Plan.pdf](https://www.towerhamlets.gov.uk/Documents/Strategy-and-performance/TH_Strategic_Plan.pdf)

<sup>5</sup> <https://www.iriss.org.uk/resources/insights/effectively-involving-seldom-heard-groups>

<sup>6</sup> <https://www.app.college.police.uk/app-content/engagement-and-communication/engaging-with-communities>

<sup>7</sup> <https://www.southwarkccg.nhs.uk/news-and-publications/publications/policies-strategies-registers/Documents/Engaging%20with%20Seldom%20Heard%20Voices%20and%20Outreach.pdf>

<sup>8</sup> <https://researchbriefings.files.parliament.uk/documents/SN06591/SN06591.pdf>

identified as the following: low resident engagement with ward panels; low awareness of the Online Watch Link<sup>9</sup> (OWL) system; low awareness of enforcement activities and community improvements and resident's perception of feeling unsafe.

### Methodology

- 2.8. The objective for the challenge session was to identify the barriers to engagement and then focus on solutions that helped to bring about the desired outcome: seldom-heard group residents being more informed and better engaged on community safety.
- 2.9. To support this process, the challenge session embedded two core questions; acting as a reference point for framing the sessions activities and more importantly to enable seldom-heard residents who attended the challenge session to use their personal experiences and comment on ward panels and community safety. The questions focussed on the following:
- How can participation of seldom-heard groups be enhanced?
  - How can residents be empowered to improve safety in their own neighbourhood?
- 2.10. The approach also stipulated areas that it would not cover or were considered out of scope. This included the central ASB reporting system (as the ASB reporting system is a new product and requires operational time to be established) and actions covered from last year's OSC trilogy report<sup>10</sup> 2018-19 to avoid repetition. The report will acknowledge and make references to some of the OSC's trilogy report recommendations for context only.
- 2.11. The challenge session was chaired by Councillor Bex White, Scrutiny Lead for Environment and Community Safety on the OSC and supported by Filuck Miah, Strategy and Policy Officer.

### Members in attendance:

|                                     |   |
|-------------------------------------|---|
| Councillor Bex White (chair)        | OSC Member and scrutiny lead for Environment and Community Safety (Chair) |
| Councillor James King               | Chair of OSC  |
| Councillor Eve McQuillan            | OSC Member  |
| Councillor Gabriella Salva Macallan | Scrutiny Member   |

### Panel members:

|                |   |
|----------------|---|
| Ann Corbett    | Divisional director for Community Safety and Substance Misuse |
| Charles Griggs | Head of Community Safety                                      |
| Keith Daley    | Interim Head of Substance Misuse                              |
| Calvin Mclean  | Head of Neighbourhood Operations                              |

<sup>9</sup> <https://www.owl.co.uk/met/>

<sup>10</sup> <http://democracy.towerhamlets.gov.uk/documents/s157560/Enc.%203%20for%20Response%20to%20Overview%20and%20Scrutiny%20Committees%20recommendations%20on%20Safety%20Aspiration%20and%20I.pdf>

|                      |   |
|----------------------|---|
| Jon Shapiro          | SNB chair for Tower Hamlets   |
| Christopher Scammell | Tower Hamlets Safer Neighbourhood Inspector (Metropolitan Police Service) |

### **London Borough of Tower Hamlets**

|                 |   |
|-----------------|---|
| Daniel Kerr     | Strategy and Policy Manager, Strategy Policy and Performance Division |
| Filuck Miah     | Strategy and Policy Officer, Strategy Policy and Performance Division |
| Genevieve Duval | Strategy and Policy Officer, Strategy Policy and Performance Division |
| Janette John    | Strategy and Policy Officer, Strategy Policy and Performance Division |

2.12. The challenge session was structured in the following way to facilitate seldom-heard resident engagement:

|   |  |
|---|--|
| 1 | Chair's welcome and introduction to the session                        |
| 2 | Icebreaker – encouraging dialogue                                      |
| 3 | Exercise part 1 – Barriers to engagement with ward panels              |
| 4 | Exercise part 2 – Developing solutions for engagement with ward panels |
| 5 | Feedback, response from panel members (learning from the session)      |
| 6 | Chairs summary and closing remarks                                     |

2.13. An essential element to the session's approach was to ensure that there were 20-30 seldom-heard residents who could participate and meaningfully engage. The approach differed from the traditional scrutiny methodology and provided the following benefits:

- Opportunity for panel members, ward Councillors and seldom-heard residents to engage in meaningful dialogue on community safety issues.
- Capturing seldom-heard resident's views and opinions as part of local intelligence gathering to support the development of final report recommendations.
- Empowering seldom-heard residents to air their views on barriers to engagement and lead on developing solutions for improving engagement with ward panels.
- The challenge session approach mirrored what engagement could look like through a testing methodology, which could be implemented at ward panel levels.

2.14. Location, venue (environmental context), timing and accessibility were also considered as part of the methodology. The thinking behind this was to ensure that session adhered to the Public Sector Equality Duty, which covered being inclusive e.g. seldom-heard residents who have mobility issues or even those on low income unable to afford the travel.

- 2.15. Using community settings to deliver the challenge session was explored and remained under strong consideration. However limitations e.g. time pressures, unable to guarantee availability of community space and accessibility, logistics and technology challenges resulted in us using the town hall's Council chamber as the default venue. According to feedback from participants on the setting, for some the corporate environment can be intimidating and cause anxiety but for others being invited to speak in a 'prestigious institution' has kudos, and can be empowering and liberating.
- 2.16. A range of techniques were used to promote the event. This included:
- Councillor White created a short publicity video promoting the reasons for the challenge and inviting the borough's local seldom-heard residents to participate.
  - Council communication channels using the social media feed.
  - Using the Council's commissioned and third sector providers to access local residents.
  - Promoting via the internal newsletter and community and voluntary sector.
  - Promoting via the Overview and Scrutiny Committee and wider non-executive Councillors.
  - Promoting using the scrutiny network and 'Yammer'.
- 2.17. As part of the modernising approach to engagement with local residents Slido<sup>11</sup> was introduced to enable residents to anonymously ask questions via a portal on their smart phone. This enabled residents who were not comfortable with group discussions to participate and ask questions. Additionally, it helped to keep the session running on schedule and minimised disruption.
- 2.18. An icebreaker was implemented at the beginning of the session e.g. using borough maps to understand the participant's perception of feeling safe/unsafe and then comparing this with Police crime data intelligence maps (see appendices two and three 2017-2019). This enabled residents to engage in meaningful dialogue (personal experiences of community safety) and facilitate a robust discussion. This also contributed valuable insights into resident perception and the drivers of this.
- 2.19. A one page community safety 'acronym buster' was also incorporated into the information pack as this helped participants to understand key terminologies as this could potentially pose a risk of miscommunication and disengagement.

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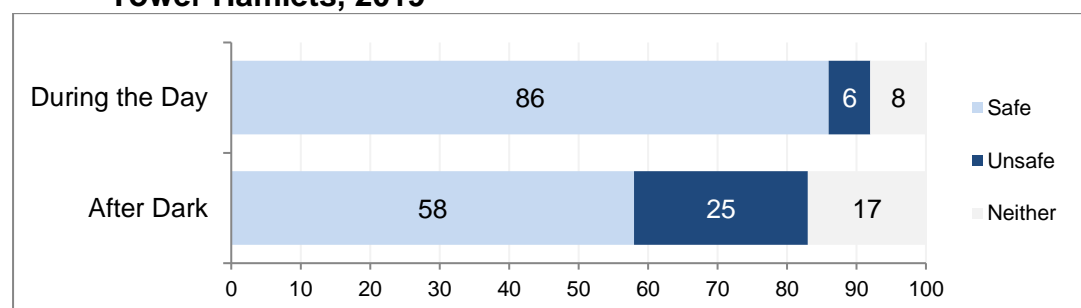
<sup>11</sup> <https://www.sli.do/>

### 3. Background

#### Local Context

- 3.1. Ward panels in Tower Hamlets should play an important role in community policing. There are currently 20 ward panels and one SNB in Tower Hamlets. The set-up of ward panels consists of an elected chairperson (elected by resident ward panel members), local residents, housing providers, community groups and Local (ASB) managers, as well as ward councillors.
- 3.2. Safer Neighbourhood Teams (SNTs) e.g. local community police provide support and remain accountable to ward panels. SNTs are expected to attend ward panel meetings and provide updates on policing issues in the ward; taking into account concerns raised by ward panel members and responding to their questions.
- 3.3. Ward panels influence and define local policing challenges and have scope to agree and set three key priorities (empowering them to identify and implement solutions to local problems) for the SNTs to address and communicate these priorities within the ward. The priorities should be reviewed at every ward panel meeting to assess the level of success or failure as well as updating the priorities.
- 3.4. Community safety remains a key Mayoral priority and one of the key outcomes for the Council's Strategic Plan<sup>12</sup>. From intelligence gathered for 2018<sup>13</sup> and 19<sup>14</sup> ARS, the findings continue to support that crime and ASB remains the top personal concern for Tower Hamlets residents (1,104 surveyed). Furthermore the ARS from 2019 suggests that residents feeling of safety drops by 28% from day to night. This does highlight the variance of day and night time economies; the implication of community safety and feeling safe.

**Figure 6: Feelings of safety during the day and after dark (%) in Tower Hamlets, 2019**



<sup>12</sup> [https://www.towerhamlets.gov.uk/Documents/Strategy-and-performance/TH\\_Strategic\\_Plan.pdf](https://www.towerhamlets.gov.uk/Documents/Strategy-and-performance/TH_Strategic_Plan.pdf)

<sup>13</sup> [https://www.towerhamlets.gov.uk/Documents/Borough\\_statistics/Annual\\_Residents\\_Survey\\_results\\_2018.pdf](https://www.towerhamlets.gov.uk/Documents/Borough_statistics/Annual_Residents_Survey_results_2018.pdf)

<sup>14</sup> [https://www.towerhamlets.gov.uk/Documents/Borough\\_statistics/2019\\_ARS\\_Briefing\\_Paper.pdf](https://www.towerhamlets.gov.uk/Documents/Borough_statistics/2019_ARS_Briefing_Paper.pdf)



- 3.5. The borough's profile provides some context around the challenges of engagement. Tower Hamlets is the 16<sup>th</sup> most diverse borough in England<sup>15</sup> and it has the largest Bangladeshi population in the country, making up almost a third of the borough's population<sup>16</sup>. More than 43% of the residents were born outside the UK<sup>17</sup>.
- 3.6. There are wider benefits of having good public engagement in terms of avoiding financial costs associated with enforcing the law, detecting crime and processing offenders. Ward panel engagement influences the design and delivery of services from the outset. This supports the police to deliver and meet the priorities set by the ward panel. Ward panel engagement should be considered as a core element of local community policing activity. Effective engagement can also operate as an enabler for fostering social responsibility.
- 3.7. The College of Policing accepts that leadership commitment plays a vital role in ensuring engagement is effective. Furthermore, effective engagement requires focussing on residents and results from engagement are integrated into service design and delivery and communities are involved in that delivery such as ward panels.
- 3.8. Implications of low engagement suggest that it can lead to a loss of public confidence in the police. The challenge it leaves to the police is that it will be difficult to predict changes to the community profile, needs and priorities. Additionally there will be increased vulnerabilities around threat, risk and harm, services becoming less responsive and unrealistic public expectations.
- 3.9. The College of Policing use the Confidence Cycle to highlight the relationship between community engagement and increased public confidence in the police. It is their view that greater co-operation from the community can enrich its intelligence gathering

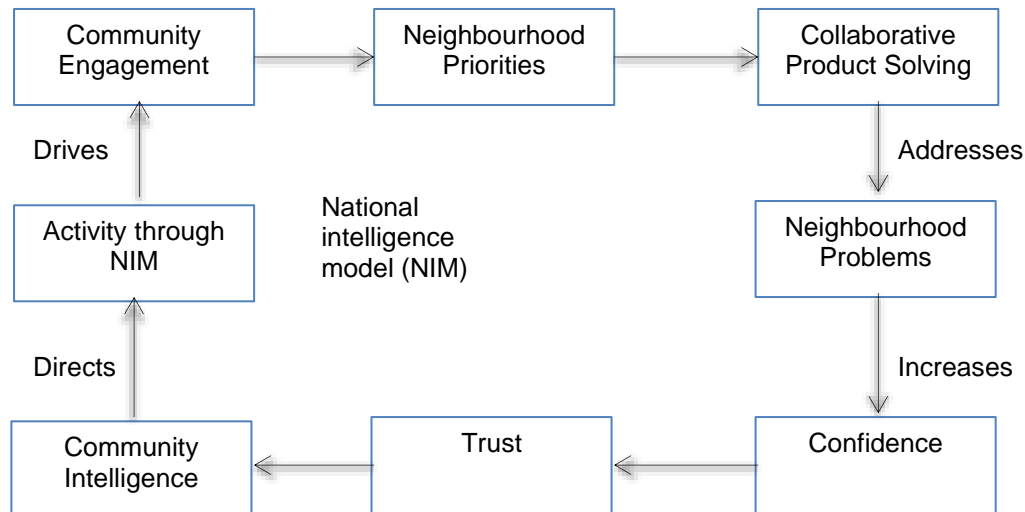
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<sup>15</sup> Tower Hamlets Borough Profile 2018

<sup>16</sup> Tower Hamlets Borough Profile 2018

<sup>17</sup> Tower Hamlets Borough Profile 2018

### The Confidence Cycle



Source: College of Policing

- 3.10. The Confidence Cycle suggests that engagement with community groups, including those seldom-heard, helps to piece together intelligence on issues that affect the neighbourhood and can be used to develop local priorities for policing local communities.
- 3.11. The College of Policing's model strengthens the need for seldom-heard resident's engagement with ward panels as it considers the importance of looking beyond representatives or community groups to ensure engagement reaches seldom-heard community members themselves so they are involved in decision-making.
- 3.12. It is further suggested that safer neighbourhood ward level engagement remains a long-term process that is flexible for communities to access, influence, intervene and provide answers to local policing problems and solutions. Their engagement will not only draw out concerns of local people and gaps in crime and ASB reporting but also is a tool for meaningful participation. Iriss<sup>18</sup> (2011) further suggests that an everyday approach to participation where there is no distinction between participation and service delivery is the most effective in supporting seldom-heard groups.
- 3.13. The challenge for engaging seldom-heard groups particularly from a vulnerable setting suggests they may be preoccupied with 'just about managing' to fulfil their basic needs thus limiting any focus on wider issues.

<sup>18</sup> <https://www.iriss.org.uk/.../insights/effectively-engaging-involving-seldom-heard-groups>

- 3.14. Social Care Institute for Excellence (SCIE) 2008a identified a variety of obstacles experienced by seldom-heard groups with engagement including attitudinal, organisational, cultural and practical barriers. The organisation context highlights issues of communication e.g. not enough thinking time for some people with impairments.

### **Legal**

- 3.15. The Police Reform and Social Responsibility Act 2011<sup>19</sup> imposes legal responsibilities on Police and Crime Commissioners (PCCs) which will be relevant to seldom-heard groups engaging with ward panels this includes:
- 3.16. **Section 1(8) e** - the chief constable is accountable for the effective and efficient engagement with local people.  
**Section 17** - duties when carrying out functions – an elected local policing body must have regard to the views of people in the body's area about policing in that area  
**Section 34** - engagement with local police – a chief officer must make arrangements for obtaining the views of people within each neighbourhood about crime and disorder and make arrangements for providing such people with information about policing in that neighbourhood.
- 3.17. The OSC's trilogy report builds on the above in that it recommends facilitation of effective information sharing at ward level to support effective local decision making processes.

### **Public Sector Equality Duty (PSED)**

- 3.18. The PSED<sup>20</sup> focuses on the S149 (protected characteristics) of Equality Act 2010 and it sets out key principles for public authorities that must in exercise of its function have due regard e.g. seldom-heard groups.
- 3.19. Advancing of equality of opportunity S149 (1)(B) relates to integrating equality considerations into all areas of a public authority's work and take measures to remove barriers and acknowledging that sometime full equality in practice means difference in treatment. The application of this in the context for ward panel's membership could suggest on being aware that evening meetings are particularly challenging for those groups who feel less safe after dark, including groups who feel at risk of hate-crime or who have caring responsibilities.
- 3.10. Fostering good relations in this context S149 (1)(c) suggests public authorities are to have due regard to the need to foster good relations between persons who share a relevant protected characteristic and those who do not. This remains significant in tackling prejudice and

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<sup>19</sup> <http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>

<sup>20</sup> <https://researchbriefings.files.parliament.uk/documents/SN06591/SN06591.pdf>

promotes understanding particularly when engaging with different seldom-heard group residents.

- 3.11. Application of the duty applies in three ways but the significance for ward panels should consider “where persons are not public authorities but exercise public functions, the duty applies in respect of the exercise of those functions setting priorities and holding the police to account would qualify as application of the PSED”.
- 3.12. Lent and Studdert<sup>21</sup> (2019), suggest that the police (SNT) and seldom-heard residents will need to hold greater collaboration, using a partnership arrangement but maintaining the principles of trust and respect when engaging in ward panel activity. It suggests that seldom-heard residents must be trusted and respected by the police to have insight into their own needs and freedom to develop solutions for themselves – less of a beneficiary, now an active partner.

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<sup>21</sup> <http://www.nlgn.org.uk/public/2019/the-community-paradigm-why-public-services-need-radical-change-and-how-it-can-be-achieved/>

## 4. Findings

- 4.1. The challenge session created participation activities, which facilitated seldom-heard residents to engage and capture their views and opinions around engagement with ward panels and community safety.
- 4.2. One of the key barriers to engagement for seldom-heard residents focussed on having reflective representation on ward panels. The seldom-heard residents commented that there was low engagement from young people and therefore failed to capture a key player's perspective on community safety. The residents felt that this was important as youth violence, crime and ASB were considered significant not only in Tower Hamlets but London wide.
- 4.3. The challenge session further highlighted that residents consider barriers such as: spoken English language; level of general education; diversity and cultural sensitivity in the borough; lack of involvement of ethnic minority women; social class division between those with wealth and those living with poverty; levels of employment against high unemployment in specific wards to have significant implications for recruitment and retention of active ward panel members. Tower Hamlets SNB chair acknowledged there was low participation from young people on ward panels. Furthermore, OSC's trilogy report<sup>22</sup> 2018-19 recommendation four highlights the need to increase participation and engagement with young people. In addressing the above, the chair made the following recommendation:

|           |   |
|-----------|---|
| <b>R1</b> | <b>Tower Hamlets ward panels to develop and recruit to vice chair roles, focussed on building representative participation.</b> |
|-----------|---|

- 4.4. The recommendation implies that each of the borough's 20 ward panels recruit a vice chair. Vice chairs can deputise (in absence of main chair) the ward panel meeting thus minimising cancellation of ward panel meetings. The recommendation advises recruitment focus on the under 25 age group representation to address the above and more widely a gender-balanced approach to diversity (embedding S149 protected characteristics of Equality Act 2010) to the membership of ward panels. Furthermore, the recommendation implies that the vice

<sup>22</sup><http://democracy.towerhamlets.gov.uk/documents/s157560/Enc.%203%20for%20Response%20to%20Overview%20and%20Scrutiny%20Committees%20recommendations%20on%20Safety%20Aspiration%20and%20I.pdf>

chair should (as part their role) focus on promoting as well as recruiting seldom-heard residents for ward panels.

- 4.5. The session's seldom-heard residents commented that there was a lack of incentive for participating in ward panels. It further indicates that the current offer provides very little benefits for participation. To create a tangible incentive for participation the chair suggests the following recommendation on training:

|           |  |
|-----------|--|
| <b>R2</b> | <b>MOPAC (Mayor's Office for Police and Crime) to incentivise learning and development opportunities for ward panel vice chairs e.g. how to promote inclusion and engagement with seldom-heard community</b> |
|-----------|--|

- 4.5. This recommendation focuses on particularly developing strong engagement skills to further attract engagement from the seldom-heard community. Additional benefits of this recommendation suggest that it provides to the individual soft skills development and progression for building their CV portfolio.
- 4.6. Another key obstacle was the location venue and schedule used to conduct ward panel meetings. These were often held in the evening and the residents felt that this was significant enough to put them off from participating. They highlighted limitations around access for people with disability and those with parenting or care responsibilities. Meetings during winter months (when it gets dark early) is further indicated and supported by Council's ARS 2019 which suggests 58% residents (sample 1104) remained concerned about feeling safe after dark. Although the main responsibility lies with SNB to monitor locations and venues, the Council's own experience suggests that implementing a diverse venue and location strategy e.g. exploring venues that are being used by seldom-heard communities for brokering better reach and engagement. Given the above feedback, the chair recommends the following:

|           |   |
|-----------|---|
| <b>R3</b> | <b>Changing the location, time and venues for two of the four (or six) meetings to be held during the day</b> |
|-----------|---|

- 4.7. The prime objective is to facilitate more participation from the seldom-heard resident groups with ward panels, who otherwise would not be able to commit.
- 4.8. The challenge session drew out more commonly the concerns on community safety in the context of public realm issues e.g. Poor street lighting, dark and narrow pathways, subways and graffiti leading to perceived concerns of fear and intimidation. Ward Councillors at the session suggested that the Council should consider how it works more closely with community volunteers in order to ensure that as many community spaces are open in the evenings as possible. Furthermore, attendance of Council's Public Realm representatives at ward panels

will help to facilitate dialogue with residents (from a particular ward) about their views e.g. Liveable Streets programme from a community safety context. The chair further recommends:

|           |  |
|-----------|--|
| <b>R4</b> | <b>Public Realm representation and attendance at ward panel meetings</b> |
|-----------|--|

- 4.9. Both OSC's trilogy report 2018-19 and the challenge session's resident feedback highlighted a key need for participation and engagement with young people. The chair's recommendation is to ensure that a Youth Council member is represented on the SNB. The view is that this will strengthen inclusivity and diversity of the board and further develop peer-to-peer reach strategies for young people to engage at ward levels.

|           |   |
|-----------|---|
| <b>R5</b> | <b>Establishment of a Youth Council representative on the Safer Neighbourhood Board as part of inclusive and diversity agenda</b> |
|-----------|---|

- 4.10. A key concern for seldom-heard residents remains about the publicity of the borough's SNB and local ward panels. Residents fed back on the lack of publicity around awareness and the visibility of opportunities for ward panels. Furthermore, the residents highlighted the lack of user friendliness of the police website, that there remains a percentage of the borough's population that do not or have not access to the Internet at home or are not confident with using the internet. Ward Councillors suggested caution on over reliance of the Internet as the main form of publicity for ward panels. The Council's ARS suggests that only 51% of residents (Sample 1104) use the Council website to source information and only 11% for social media. In order to refresh, promote and showcase the borough's 20 ward panels the chair recommends:

|           |  |
|-----------|--|
| <b>R6</b> | <b>Local authority to lead on a borough wide marketing campaign to publicise ward panels</b> |
|-----------|--|

- 4.11. The Council has delivered a successful borough-wide Place Campaign and remains in a strong position with a borough wide reach to promote the borough' 20 ward panels. The Tower Hamlets ward panel guidance<sup>23</sup> suggests that SNTs must use all existing local communication mechanisms to share information with the wider public. Tower Hamlets Safer Neighbourhood Inspector is of the view that we should advertise the following:  
Defining what a ward panel is and highlighting the substantial impact ward panels have on the local community safety with the goal of increasing greater participation from residents on ward panels.
- 4.12. Taking a collaborative approach to publicising ward panels should help the 'golden thread' alignment of SNB, SNT and ward panels in communicating the same message. The advantage of opening this up

<sup>23</sup>[https://www.towerhamlets.gov.uk/ignl/community\\_and\\_living/community\\_safety\\_\\_crime\\_preve/anti-social\\_behaviour/Safer\\_Neighbourhoods/Safer\\_Neighbourhoods.aspx](https://www.towerhamlets.gov.uk/ignl/community_and_living/community_safety__crime_preve/anti-social_behaviour/Safer_Neighbourhoods/Safer_Neighbourhoods.aspx)

to ward panel members will help to develop and tailor a bespoke approach, which may be required to for specific engagement with a particular ward. The findings suggest that empowering seldom-heard residents to designing the publicity will facilitate the local knowledge and wisdom with specific group engagement.

- 4.13. The police's current practice to disseminate safety or priority updates is delivered using the social media site Twitter and some wards produce a newsletter highlighting activities undertaken to meet local police priorities. The SNB chair is of the view that local policing priorities should be promoted on Metropolitan Police Service website but are not currently. The SNB chair further suggests that local ward Councillors are a good source for recruiting suitable members from seldom-heard groups to join their ward panels
- 4.14. Last year's OSC's trilogy report 2018-2019 recommends encouraging 'hard to reach' residents to engage with different kinds of participation events e.g. annual 'open' ward panel meetings. Tower Hamlets ward panel guidance offers an SNT public communication approach but the recommendation below strengthens the approach through collaboration. The chair recommends the following:

|           |  |
|-----------|--|
| <b>R7</b> | <b>A collaborative approach by Safer Neighbourhood Board (SNB), ward panels and the Police to publicise ward panels.</b> |
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- 4.15. Lack of trust was a key issue that the seldom-heard residents raised. This was due to the lack of visibility for actions on local police priorities, which has had a profound impact on the seldom-heard resident's level of confidence with SNTs. Often residents suggested that they disengaged with the police as they felt they were not being listened to. Residents felt the need to apologise (show contrition) when things don't go well or according to plan was important in maintaining the relationship with residents and building trust. The chair suggests the following recommendation:

|           |   |
|-----------|---|
| <b>R8</b> | <b>Strengthening trust between the police and the ward's residents e.g. SNTs to lead and implement action-focussed minutes and jointly developing (at ward panels) a cultural framework of co-produced solutions.</b> |
|-----------|---|

- 4.16. Action-focussed minutes need to support the priorities set by the ward panels and equally feedback on progress of priorities, actionable results and key messages remain crucial in reassuring the community that local policing understands the issues that matter to local people.
- 4.17. The residents commented that there has been a lack of advocacy; lack of understanding of the processes particularly with 101 which led to resident frustration and a feeling of poor response, little or no feedback from local SNTs. This further diminishes the SNTs' credibility



particularly around accountability and community trust. The Tower Hamlets ward panel guide suggests that SNT sergeants should be open and honest as to the true capacity of work they can undertake. SNB and ward panels hold SNTs to account. It has been suggested that there has been poor attendance of ward panels from SNTs. Therefore the chair recommends:

|           |  |
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| <b>R9</b> | <b>Police prioritise attendance at ward panel meetings, as the fundamental purpose is to hold the police to account.</b> |
|-----------|--|

4.18. The use of community safety jargon, acronyms or abbreviations can be challenging for seldom-heard residents whose first language may not be English, have poor literacy or learning difficulties. The residents commented that key terminology is often used at meetings which they do not understand. This led to miscommunication; much-needed interruption to provided clarification of terminology; disengagement and poor policing local priorities/outcomes. Community safety terminology should be easy enough for residents to understand in order to achieve a meaningful dialogue when they engage with ward panels. The chair expresses the following recommendation to address the above:

|            |   |
|------------|---|
| <b>R10</b> | <b>Local authority to develop a meaningful breakdown of community safety acronyms list to facilitate better resident understanding of key terminology</b> |
|------------|---|

4.19. The residents had concerns about the 101 non-emergency services<sup>24</sup> to report incidents of crime and ASB. This currently costs residents 15 pence per call and residents can report crimes such a stolen vehicle, property damage or suspicion of drug use or dealing in the neighbourhood. Although the SNB have no formal power to elevate this, residents feel that this service is not operating effectively as a call can take as long as an hour waiting for a response. There remains a lack of understanding of the processes and this has led to loss of public confidence in the local police response. It suggests that more resource is required to make the service more responsive and effective. The chair recommends the following:

|            |  |
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| <b>R11</b> | <b>Mayor to lobby Home Office for more resources for 101 service</b> |
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A proposal for how to manage this process going forward has been developed. New arrangements will be put in place in the New Year.

<sup>24</sup> <https://www.police.uk/contact/101/>

## 5. Appendices

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### Appendix 1

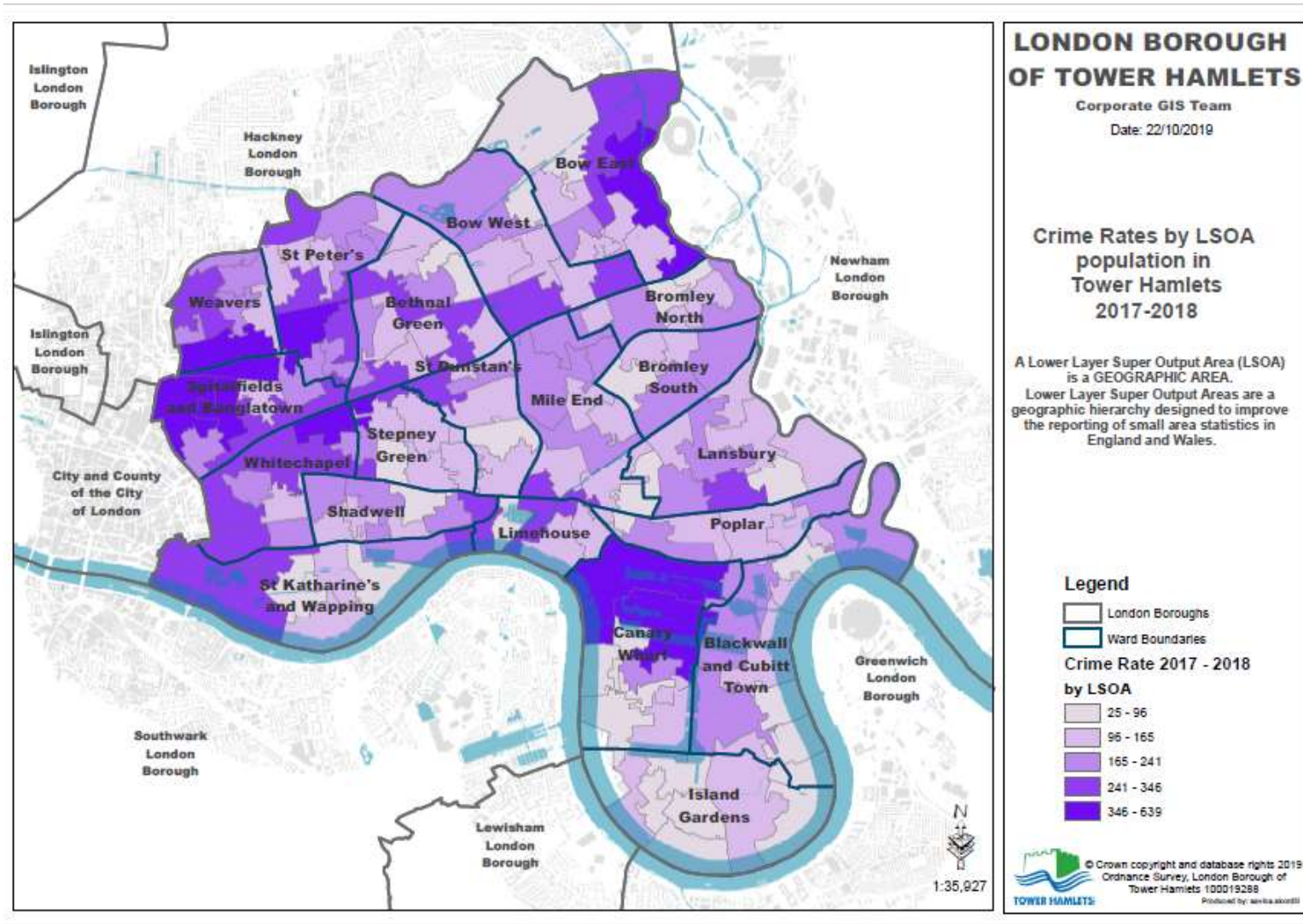
#### **Seldom-heard group resident's perception and feedback on barriers and Solutions to engagement collated from the session:**

##### **Barriers**

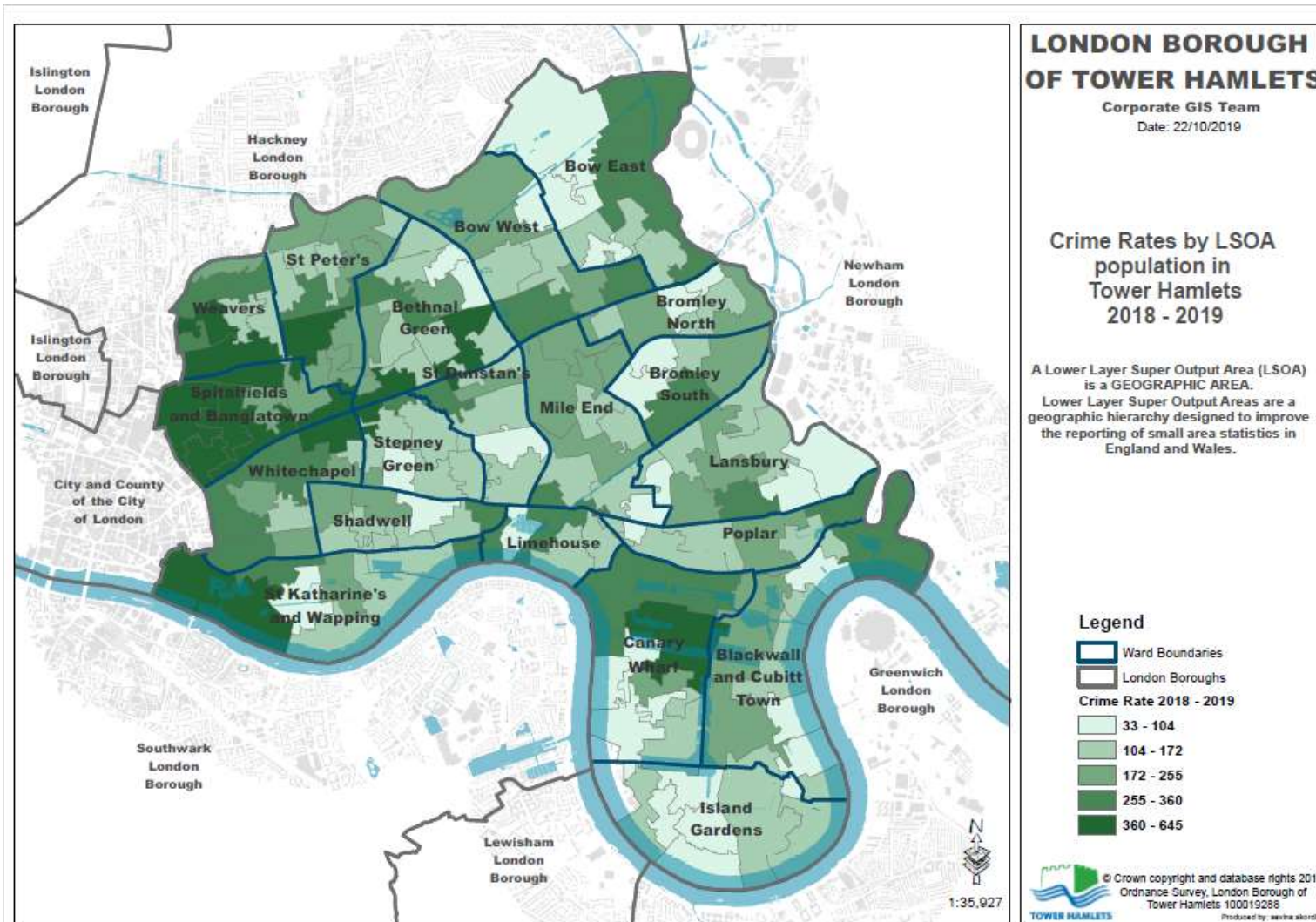
- *Money/ resources – without funds it is difficult to participate*
- *Language culture sensitiveness – involving women*
- *Use of acronyms*
- *Lack of awareness of opportunities (ward panels)*
- *Lack of advocacy*
- *Access to information and website is it up to date?*
- *Percentage of population not able to access the Internet*
- *Opt in system to get information – barrier to people need to know about it opt in*
- *Panel Meeting venue / time and location*
- *Access for disabled people – physical access*
- *Lack of understanding of process – leads to frustration i.e. 101 service*
- *Level of communication between community safety and resident*
- *Police Website difficult to access and scroll local borough information, old site had designated pages*
- *Lack of monitoring or perception regarding police (lack of SNTs) resource*
- *'Will' - The will to work together*
- *Social / class divide – poor / rich areas; work /non-working areas*
- *Lack of knowledge about structures*
- *Trust issues for residents – not listening/responding*
- *Outcomes not communicated to residents – puts off participation*
- *Not listening to serious residents' concerns*
- *Barriers – Economic, Social, Culture, Technology, Language, Disability, Ethnicity, Education, Class.*
- *Council vs Resident - values don't translate for same as residents – where is the action.*
- *Timing of panels for parents remain a challenge meetings pm (evening)*
- *Trust –talking to people in person, working with trusted people*
- *Going to places where people go (e.g. Mosques)*
- *Time commitment how to involve parents and those working several jobs?*
- *Trust – lost confidence*
- *Trust in authorities i.e. institutional racism*
- *Having to move a lot no stability for renters in private sector*
- *Not seeing people like me*
- *Formality*

## Solutions

- *Intermediary urgent (grassroots – Leaders in community) to link hard to reach groups with police and community safety teams*
- *Incentives for resident's i.e. training CV improvements*
- *Change SNT – shift times to tackle evening crimes – reassure public*
- *Northampton experiment*
- *Identify key community areas, 'feeder' schools, parent groups areas of high volume of ASB by young people*
- *CS members should have links / literature to hand to resident i.e. Cllr Surgeries*
- *Marketing Campaign - ward panels and community safety process*
- *Community safety 'active citizens' champion programme which covers the basics – ideal for ward panel members and interested residents to increase knowledge*
- *Access information for events – ensure all events promoted by the Council includes basic access information for disabled people*
- *Communication's strategy to increase Facebook Instagram and twitter following – so these channels can be used to signpost information and news updates*
- *Regular campaigns to encourage people to opt in to ward mailing list /OWL – promote via social media too.*
- *Improve website information so information about Tower Hamlets, SNB, Wards, opt in, links to police website is clearer and easy to navigate*
- *SNB to promote panel to tenancy residents associations, Housing newsletters, faith spaces etc.*
- *Support resident members to undertake activities that improve or disrupt ASB in the area (community events / awareness raising)*
- *Directory of Acronyms on website*
- *Panels to feed into wider social action campaign i.e. social media campaign to tackle knife crime*
- *Youth Engagement*
- *Young Mayor involvement*
- *Youth clubs*
- *Better coordination of messaging, interventions between parties*
- *Reach out to specialist groups e.g. working with harder to reach groups*
- *Need to encourage better diversity by using all available channels*
- *Rebuild trust by acknowledging breakdown in trust*
- *Proper leadership, role models in elected Councillors*
- *Incentives for engagement*
- *Look at the times/location of meetings*



















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





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| Red, Amber, Green (RAG) status Indicator | Missed target – requires immediate attention | On target but with minor issues – being monitored | On target or completed action |
|--|--|---|-------------------------------|







| Action   | Responsibility                               | Date       |
|--|--|------------|
| <b>Recommendation 1:</b> Tower Hamlets ward panels to develop and recruit to vice chair roles  |  |            |
| <i>The Safer Neighbourhood Board (SNB) chair suggests an output from the Ward Panel Conference will be to explore a list of “best practice” suggestions, and that they would expect encouragement to appoint ward panel vice-chairs to be one of the items highlighted.</i>  |  |            |
| <i>Met Police Safer Neighbourhood Team (SNT) Lead emphasised the importance of recruiting vice chairs, as a ward panel chair can sometimes feel overwhelmed and un-supported. By having a vice chair and a secretary to assist the ward panel chairs will encourage and nurture people to take over the role when ward panel chairs step down.</i>   |  |            |
| SNB chair has planned a “Ward Panel Conference” to spread “best practice” for the running of ward panels and will ensure the recruitment to vice chairs is on the agenda. The conference has been delayed due to COVID-19 but the SNB chair’s relevant ward panel however a number of Ward Panels have now elected vice chairs.  | SNB Chair                                    | April 2021 |
| <b>Red/ Amber/ Green Status</b>  | <div><div></div><div></div><div></div></div> |            |
| There has been a delay in this due to Covid-19, but the message has gone out regarding Vice Chairs and a number of ward panels have elected vice chairs. This is unlikely to be resolved any time soon until physical ward panel meetings are up and running. At present there is no time scale on this however the road out of lockdown will be considered when arranging this in future. | Met Police SNT lead                          | April 2021 |
|  | <div><div></div><div></div><div></div></div> |            |

| Red/ Amber/ Green Status  |  |  |  |  |  |
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| <b>Recommendation 2:</b> Mayor's Office for Police and Crime (MOPAC) to incentivise learning and development opportunities for ward panels vice chairs e.g. how to promote inclusion and engagement with seldom-heard community   |  |  |  |  |  |
| The Mayor wrote to London's Deputy Mayor for Crime and Policing (5 <sup>th</sup> August) to address recommendation 2. A response was received on 14 <sup>th</sup> September agreeing to the requirement for training being provided to ward panel chairs. This will be delivered as part of MOPACs wider aim to improve trust and confidence in policing via an action plan. A key element of the Action Plan will focus on strengthening and diversifying community engagement and that will include considerations for how MOPAC develop and support those who give up their time to participate in such mechanisms.  |  | David Courcoux,<br>Head of Mayor's<br>Office |  | Sept 2020<br>April 2021 – no<br>update |  |
| Red/ Amber/ Green Status  |  |  |  |  |  |
| <b>Recommendation 3:</b> Changing the location, time and venues so that those panels that are already well attended add two additional daytime meetings per year, and those with low attendance from residents switch to 2 daytime and 2 evening meetings   |  |  |  |  |  |
| <i>The SNB chair agrees with the need to encourage attendance by "hard-to-reach" residents but indicated that he holds different view to the suggested method. Equally, the SNB chair acknowledges the importance for healthy ward panels to develop a "core" group of residents who hold a broad view of their ward and attend regularly. The SNB chair suggests that to achieve consistency; having regular evening meetings with set times (known by ward membership) will improve participation and varying the meetings times may impact participation and membership. The SNB chair recommended having additional meetings with hard-to-reach" residents, and then feedback into the subsequent ward panel meeting.</i> |  |  |  |  |  |
| <i>Met Police SNT Lead highlighted that ward panel chairs are aware of the need to move the panels around the ward so that it is representative of the entire ward and not just the area that the panel is held in as this can lead to a distorted view of the issues facing the ward. The Met Police SNT Lead also highlights cost implications with some venues charging for the use of facilities. Met Police SNT Lead highlights a potential challenge with moving to daytime meetings (A number of the ward panel chairs hold daytime jobs) and as the role is voluntary moving to daytime meetings may dissuade some people to be part of the ward panel</i>  |  |  |  |  |  |
| SNB chair to ensure that recommendation and alternatives are on agenda for our the "Ward Panel Conference". This has been delayed as a result of the COVID-19   |  | SNB Chair                                    |  | April 2021                             |  |



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| pandemic.   |   |   |   |
| <b>Red/ Amber/ Green Status</b>   |    |    |    |
| The majority of the ward panel chairs and members were fitting attending the Ward Panel Meetings around work and there was no enthusiasm for daytime meetings. The ward panels rely on suitable premises being available and the SNT teams will move the meetings to suitable locations if available.   | Met Police SNT Lead   | Sept 2020<br>April 2021 – no update   |   |
| <b>Red/ Amber/ Green Status</b>   |    |    |    |
| All Ward Police Sergeants to look at different venues across the ward for Ward Panel meetings.  | Met Police SNT Lead   | Sept 2020<br>April 2021 – no further update   |   |
| <b>Red/ Amber/ Green Status</b>   |    |    |    |
| <b>Recommendation 4:</b> LBTH Public Realm representation and attendance to ward panel meetings   |   |   |   |
| <p><i>In total there are 80 ward panel meetings held in one year (20 ward meetings x4). Public Realm officers have attended some of these meetings already. Public Realm attendance may not always be feasible or required. Public Realm can commit to attending at least one ward panel in a year but if invited and staff are available Public Realm will attend additional meetings.</i></p> <p><i>There are also various methods available for residents or groups to raise specific issues with Public Realm services, including the Love Your Neighbourhood app and the “Report It” page on TH website. There are also specific numbers for services available on “Contact us on the phone” page on the website. It would also be useful if the division has a sight of the agenda for ward panels meetings in advance.</i></p> |   |   |   |
| Ensure officer attendance at relevant or required ward panel meetings.  | Dan Jones<br>Divisional Director<br>for Public Realm                                  | Ongoing   |   |
| <b>Red/ Amber/ Green Status</b>   |  |  |  |

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| <b>Recommendation 5:</b> Establishment of a Youth Council representative on the Safer Neighbourhood Board to enhance inclusion and better understanding of diversity   |   |   |   |
| The Youth Cabinet Member for Community and or another member of the Youth Council will attend the Safer Neighbourhood Board to represent young people, if those meetings take place in the evening. A meeting has been set with between SNT lead and SNB chair to discuss best how to implement this. The right Cabinet member to attend is being identified. Youth Cabinet Member for Community will be attending on Monday 20 <sup>th</sup> July. Youth Cabinet member has attended the last SNB to improve representation and inclusion of the voices of young people   | Youth Council Member  | 13 March 2020<br>September 2020   |   |
| <b>Red/ Amber/ Green Status</b>  |    |    |    |
| <b>Recommendation 6:</b> Local authority to lead on a borough-wide marketing campaign to publicise ward panels   |   |   |   |
| <i>Publicity of ward panels are primarily organised and led by the Met Police. The Council's communication service promoted joining of ward panel in 'Our East End' magazine and in March 2019 a larger focussed piece on ward panels was publicised in 'Our East End'. When ward panel meetings take place, the Council has provided support in promoting meetings across its social channels and resident e-newsletters. The Community Safety pages of the council web site has a section on how to join Safer Neighbourhood Panels and a link to the relevant ward panel and meeting dates on the MPS web site.</i> |   |   |   |
| Promotion of Joining Safer Neighbourhood Ward Panels in 'Our East End' Magazine  |   | Dec 2019  |   |
| <b>Red/ Amber/ Green Status</b>  |   |   |   |
| Council will continue to provide a light touch promotion using their channels  |   | Ongoing   |   |
| <b>Red/ Amber/ Green Status</b>  |  |  |  |
| <b>Recommendation 7:</b> A collaborative approach by Safer Neighbourhood Board, ward panels and the Police to publicise the visibility of ward panels.   |   |   |   |
| <i>Met Police SNT lead suggest all ward panel meetings should be on the MPS website page for that ward along with upcoming events. This is also advertised on (Online Watch Link) OWL. Whilst encouraging attendance and participation, there is the risk</i>  |   |   |   |

|  |   |   |   |
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| <i>that the ward panel meeting can become more of a public meeting as opposed to agreeing priorities and holding people to account. Tower Hamlets SNT are currently arranging training with the Next-Door social media platform. This is locally based to the electoral wards and is only accessible to those who live in the area. This is an ongoing piece of work and is not designed to replace OWL. Twitter remains the main social media platform used by the MPS.</i> |   |   |   |
| All ward panel meetings will be advertised on the MPS website and on Owl. There have been occasions when there has been a large turnout to the ward panel meetings and these have become public meetings affecting the focus on identifying priorities. There may be, going forward, a case for a public meeting as well as a ward panel meeting.  | Met Police SNT Lead   | Ongoing Action  |   |
| <b>Red/ Amber/ Green Status</b>  |    |    |    |
| <b>Recommendation 8:</b> Strengthening the trust between the Police and the ward's residents e.g. lead and implement action-focussed minutes and jointly developing (via ward panels) a cultural framework of co-produced solutions  |   |   |   |
| <i>The Met Police SNT set up a pilot scheme on the Lansbury Ward for a resident led multi agency problem solving team to sit outside of the ward panel to come up with solutions to solve some of the problems on the ward. If this is successful, Met Police SNT will look to roll this out across the Ward Panels.</i>   |   |   |   |
| Review the pilot scheme of resident led multi agency problem solving team which develops solutions to some of the problems on the ward. This has been delayed due to Covid-19 but Police SNTs remain in contact with Jack Gilbert and will look to take this forward.  | Met Police SNT Lead   | July 2020<br>September 2020 – no update<br>April 2021 – no further update             |   |
| <b>Red/ Amber/ Green Status</b>  |  |  |  |
| <b>Recommendation 9:</b> Police prioritisation of attendance of ward panel meetings, as the fundamental purpose is to hold the Police to account   |   |   |   |
| The commitment is that all Ward Panels will have a police attendance of at least a Sergeant and a DWO/PCSO. The Sergeant will be prepared with updates on crimes and police activity for the wards. The SNT Inspector will attend at least 1 ward panel  | Met Police SNT Lead   | April 2021  |   |

|   |   |  |  |
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| meeting per ward per year. This commitment has been fulfilled since the development of the Ward Panel action plan   |   |  |  |
| <b>Red/ Amber/ Green Status</b>   | <div><div></div><div></div><div></div></div>                  |  |  |
| <b>Recommendation 10:</b> Local authority to develop a meaningful breakdown of community safety acronyms list to facilitate better resident understanding of key terminology  |   |  |  |
| List of Acronyms compiled – A working document that will continue to be updated   | Ann Corbett<br>Divisional Director<br>for Community<br>Safety | 31/01/2020<br>April 2021 -<br>Completed                                |  |
| <b>Red/ Amber/ Green Status</b>   | <div><div></div><div></div><div></div></div>                  |  |  |
| <b>Recommendation 11:</b> Mayor to lobby Home Office for more resources for 101 service   |   |  |  |
| Mayor write to the Home Secretary lobbying for more resources for policing in Tower Hamlets including the 101 service. A letter is being drafted as of 14 <sup>th</sup> July. Letter was drafted, sent and a response has been received. This action is now complete. | David Courcoux,<br>Head of Mayor's<br>Office                  | July 2020<br>September 2020<br>April 2021 –<br>complete                |  |
| <b>Red/ Amber/ Green Status</b>   | <div><div></div><div></div><div></div></div>                  |  |  |
| Mayor to raise 101 service resourcing and responsiveness with the Borough Commander.  | David Courcoux,<br>Head of Mayor's<br>Office                  | July 2020<br>September 2020<br>– no update<br>April 2021 -<br>complete |  |
| <b>Red/ Amber/ Green Status</b>   | <div><div></div><div></div><div></div></div>                  |  |  |



# WARD PANEL HANDBOOK

## Community Members and Partners Handbook



Continuous Policing Improvement - Central Neighbourhoods Team

|                                      |  |
|--------------------------------------|--|
| Protective Marking                   | Not Protected  |
| FOIA Exemption                       | N  |
| Suitable for Publication Scheme? Y/N | N  |
| Title and Version                    | Ward Panel Community Members Handbook version 1.1  |
| Purpose                              | To assist ward panel members and partners in the creation and running of a productive ward panel                                     |
| Relevant to                          | Ward Panel members and partners  |
| Summary                              | A comprehensive guide to ward panels for panel members and partners from inception, how they should operate, through to dissolution. |
| Author and Warrant/Pay Number        | Daniel Steele 208733, Steven Sweeney 209438, Angela Knight 206401  |
| Creating BOCU/Branch & Unit          | CPIC – Safer Neighbourhoods  |
| Date Created                         | May 2021   |
| Last update                          |  |
| Review Date                          | May 2022   |

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## Glossary

|              |                                       |             |                             |
|--------------|---------------------------------------|-------------|-----------------------------|
| <b>ASB</b>   | Anti-Social Behaviour                 | <b>OCU</b>  | Operational Command Unit    |
| <b>BCU</b>   | Basic Command Unit                    | <b>PC</b>   | Police Constable            |
| <b>BOCU</b>  | Borough Operational Command Unit      | <b>PNC</b>  | Police National Computer    |
| <b>CAD</b>   | Computer Aided Despatch               | <b>POP</b>  | Problem-Orientated Policing |
| <b>C/I</b>   | Chief Inspector                       | <b>PS</b>   | Police Sergeant             |
| <b>CLA</b>   | Citizen-Led Approach                  | <b>PSED</b> | Public Sector Equality Duty |
| <b>CLP</b>   | Citizen-Led Policing                  | <b>SNB</b>  | Safer Neighbourhood Board   |
| <b>CoP</b>   | College of Policing                   | <b>SNT</b>  | Safer Neighbourhood Team    |
| <b>COP</b>   | Community-Orientated Policing         | <b>SPOC</b> | Single Point of Contact     |
| <b>DSA</b>   | Data Sharing Agreement                | <b>STT</b>  | Safer Transport Team        |
| <b>DWO</b>   | Dedicated Ward Officer                | <b>TNO</b>  | Total Notifiable Offence    |
| <b>HVP</b>   | High Visibility Policing              | <b>ToR</b>  | Terms of Reference          |
| <b>ILP</b>   | Intelligence-Led Policing             | <b>TP</b>   | Territorial Policing        |
| <b>INSP</b>  | Inspector                             | <b>TPA</b>  | Tactical Policy Advisor     |
| <b>ISA</b>   | Information Sharing Agreement         | <b>TRB</b>  | Total Resource Budget       |
| <b>KIN</b>   | Key Individual Network                | <b>VPC</b>  | Volunteer Police Cadets     |
| <b>MOPAC</b> | Mayor's Office for Policing and Crime | <b>WP</b>   | Ward Panel                  |
| <b>MPS</b>   | Metropolitan Police Service           | <b>WPS</b>  | Ward Panel Survey           |
| <b>NPCC</b>  | National Police Chiefs' Council       |             |                             |

## 1 Overview

### 1.1 Introduction

This handbook provides essential information and is a practical guide for ward panel members and partners in their work with Safer Neighbourhood Team (SNT) officers. It contains policy and procedures designed to assist members and partners understand the purpose, structure and procedures of ward panels and homogenise good practice for mainstream use across London within the Metropolitan Police Service (MPS).

This handbook sets out how to eliminate discrimination and disproportionality in practices within ward panels. All of the information in this handbook has regard to the Public Sector Equality Duty (PSED), adheres to the College of Policing (CoP) Code of Ethics 2014 and supports the following strategic plans:

- \* [The Met's Direction: Our Strategy 2018-2025](#)
- \* [MPS Business Plan 2020-2023](#)
- \* [CoP Neighbourhood policing guidelines 2018](#)
- \* [MOPAC Police and Crime Plan 2017-2021](#)
- \* [The London Knife Crime Strategy 2017](#)
- \* [NPCC Policing Vision 2025](#)
- \* [MOPAC Action Plan – Transparency, Accountability and Trust in Policing](#)

### 1.2 What is a ward panel?

A ward panel is a group of community members and partner agencies that meets with a representative of the SNT at least every 3 months to set local SNT ward priorities and hold the SNT to account for issues affecting the community.

A ward panel will feed information and emerging issues directly to local officers, helping to shape and deliver local priorities and inform supervisors. Ward panel decisions must be evidence-based and inform, influence and involve both the community and police officers as part of a continuous cycle of feedback, review and action.

### 1.3 What is a Ward Panel Survey?

A Ward Panel Survey is an online survey created by the SNT, around issues affecting the ward, including current priorities. The survey enables Dedicated Ward Officers (DWO) to engage with a broader section of the community than ward panel members.

- \* Questions and content should be tailored to meet the needs of the ward.
- \* The questions must be regularly reviewed.
- \* Results from surveys should be collated and fed back to the ward panel meeting to help inform the panel's decision making.
- \* Sections of the survey should also be used to inform respondents with brief updates on ward panel priorities, ward news, SNT news and crime prevention advice/links. Keeping respondents informed and updated will help to keep them engaged.

## 1.4 Why do ward panels exist?

Ward panels are an important mechanism for the MPS to obtain the views of the community about crime and disorder in a neighbourhood and for police to provide information on policing to communities. They allow the MPS to meet its statutory obligation on police under s.34 Police Reform and Social Responsibility Act 2011.

Ward panels contribute to two of the operational priorities within the MPS strategy 2018-2025:

1. Focus on what matters most to Londoners
2. Mobilise partners and the public.

Ward panels reflect the Mayor's mission and action plan, providing a local engagement structure that gives Londoners a greater voice. They actively contribute to the MPS engagement plan and core commitments, developing and embedding strong local relationships and providing a local pathway to community focused engagement.

Ward panels provide a key local accountability mechanism for the MPS and the Commissioner and allow scrutiny of policing at a local level.

### RELEVANT LINKS

[Mayor's Action Plan - Transparency, Accountability and Trust in Policing](#)

[The Met's Direction: Our Strategy 2018-2025](#)

## 2 Functions of a ward panel

Although the mechanism of ward panels is provided by the police and supported by the SNT, the ward panel should lead on fulfilling its functions.

### 2.1 Setting ward priorities

Safer Neighbourhood Teams will work towards three new priorities. The first priority will be set by the SNT and will be violence related or a violence driver. Ward panels will set a minimum of two local ward priorities.

- \* **Priority 1** – *This will be set by the Safer Neighbourhood Team to include violence or drivers of violence. This broad category can include all violence types and can include gangs, drugs, domestic assaults, violence against women and vulnerable people, public space safety, alcohol fuelled violence and antisocial behaviour linked to violence.*
- \* **Priority 2** – *Local priority to be set by the ward panel*
- \* **Priority 3** – *Local priority to be set by the ward panel*

The process of setting ward priorities will be supported by the SNT through the provision of information about criminal activity across the ward, as well as crime and antisocial behaviour (ASB) statistics and trends. SNT officers will also provide updates on their actions taken regarding any existing priority in order for the panel to make informed decisions about whether the priority is in need of amending or replacing. Building community confidence is paramount to the work of SNTs, so confidence data such as the results of recent Ward Panel Surveys and the Public Attitude Survey should also be provided.

Officers should explain how ward priorities complement the broader neighbourhood priorities and MPS policing priorities. Priorities should be focused to address a specific problem in an area. If a decision cannot be reached through discussion, a vote should be taken. Officers should also clarify what would be achievable within available resources and set a timescale for achievement or feedback to the community.

In addition to setting ward priorities, the panel should be fully involved in deciding the type of action that should be taken on their concerns and have an input into the problem-solving approach.

#### PRIORITY GUIDANCE

Priorities must be SMART:

**Specific** – e.g. “Reduce drug dealing in X Park.” The priority should target an identified problem in a clearly defined area. It should not be unspecific, such as “Reduce drug dealing across the ward.”

**Measurable** – SNT/partner actions and outcomes e.g. patrols, stop and searches, arrests, reduction in crime reports, calls to the police

**Achievable** – Whilst some priorities might require long-term intervention or problem solving, the SNT should be able to make steps towards making a positive impact before the next ward panel meeting.

**Relevant** – The priority must be related to a specific ward issue not just a borough-wide issue.

**Timely** – The actions required must not inhibit the SNT’s ability to deal with other issues or responsibilities on the ward.

## 2.2 Scrutinising the work of the SNT

To enable the ward panel to scrutinise its work, the SNT should provide the ward panel with data on crime and ASB as well as information on its activities, time spent on the ward and any changes in team membership.

Feedback to the chair should continue informally throughout the year and not be limited to the quarterly ward panel meetings. In addition, the SNT should provide regular feedback to the Key Individual Network and at community contact sessions.

## 2.3 Building trust and confidence in local policing

Ward panels should collate issues and concerns from across the ward. This information will enable SNTs to consider and act upon the views of the wider group of residents. The ward panel should also convey to residents the subsequent actions the SNT have taken. This two-way communication should assist in building trust and confidence.

Ward panel members should provide and seek feedback from the community on the factors affecting confidence in policing and assist the SNT with developing initiatives that impact on the key measures of confidence in local policing, such as “Feeling well informed”, “Agree police are dealing with things that matter” and “Knows how to contact their local officer”.

## 2.4 Increasing community engagement

Ward panels provide opportunities for the community to engage with the police and other partners about the things that matter most in the area where they live. By feeding in information from the wider community and reporting back to the community, ward panel members increase community engagement with policing. Ward panel members should involve as many community members as possible in this two-way communication.

Ward panel members, through their contacts and influence, should also cascade crime prevention and wider police engagement messaging through the means they decide most appropriate to achieve as wide a reach as possible. They should then inform the SNT of any relevant feedback.

Ward panels should support the effectiveness of community contact sessions by considering information on their take-up and impact, then contributing community suggestions for different locations and times/events of high footfall that together reach the wide range of community members. Information collected at these sessions should be fed back to the ward panel.

## 2.5 Supporting crime prevention initiatives

The networks and influence of ward panel members should complement any existing community crime prevention schemes or initiatives. Ward panels should support a reciprocal relationship with them for the purposes of crime prevention and community safety concerning local policing.

## EXAMPLES OF CRIME PREVENTION SCHEMES AND INITIATIVES

### Neighbourhood Watch

Neighbourhood Watch is about people getting together with their neighbours to take action to reduce crime. Neighbourhood Watch schemes are community initiatives owned and run by their members which are supported by the police.

They work by developing a close relationship between community members and the local police.

Neighbourhood Watch schemes can:

- cut crime and the opportunities for crime
- help and reassure those who live in the area
- encourage neighbourliness and closer communities

<https://www.ourwatch.org.uk/>

### Marine Watch

Marine Watch is a registration scheme run by the Met's Marine Policing Unit.

Like a Neighbourhood Watch scheme for London's canals and rivers, Marine Watch works by helping maritime communities, and those living alongside them, to:

- work in partnership with enforcement agencies to share information
- report suspicious activity
- reduce crime and antisocial behaviour

<https://www.met.police.uk/ar/applyregister/mw/marine-watch/>

### Pubwatch

Pubwatch schemes are local, independent groups formed of people working in licensed premises.

They often take part in safety and alcohol awareness campaigns.

The objectives of groups are to:

- tackle and prevent antisocial behaviour and criminal activity
- promote safe drinking environments for customers and secure working environments for staff
- improve communication and share information between licensees

<https://www.nationalpubwatch.org.uk/>

### Community Roadwatch

Community Roadwatch gives local residents the opportunity to work side by side with their local police teams, and use speed detection equipment to identify speeding vehicles in their communities. Warning letters will be issued where appropriate, and the information can help to inform the future activity of local police teams.

To take part in Community Roadwatch, or to suggest a residential area where there are community concerns around speeding, contact [CommunityRoadwatch@met.police.uk](mailto:CommunityRoadwatch@met.police.uk) stating the borough you live in.

Other examples include Street Watch and School Watch.

### 3 Setting up a ward panel

#### 3.1 Panel creation

Before setting up a new ward panel, it may be useful for some existing community leaders to form an interim panel, with a well-known community leader as the chair. This is a short-term arrangement until further community members come forward. If this approach is taken, opportunities exist for interim members to remain involved after they have left the panel, for example through inclusion in the ongoing community consultation and engagement process.

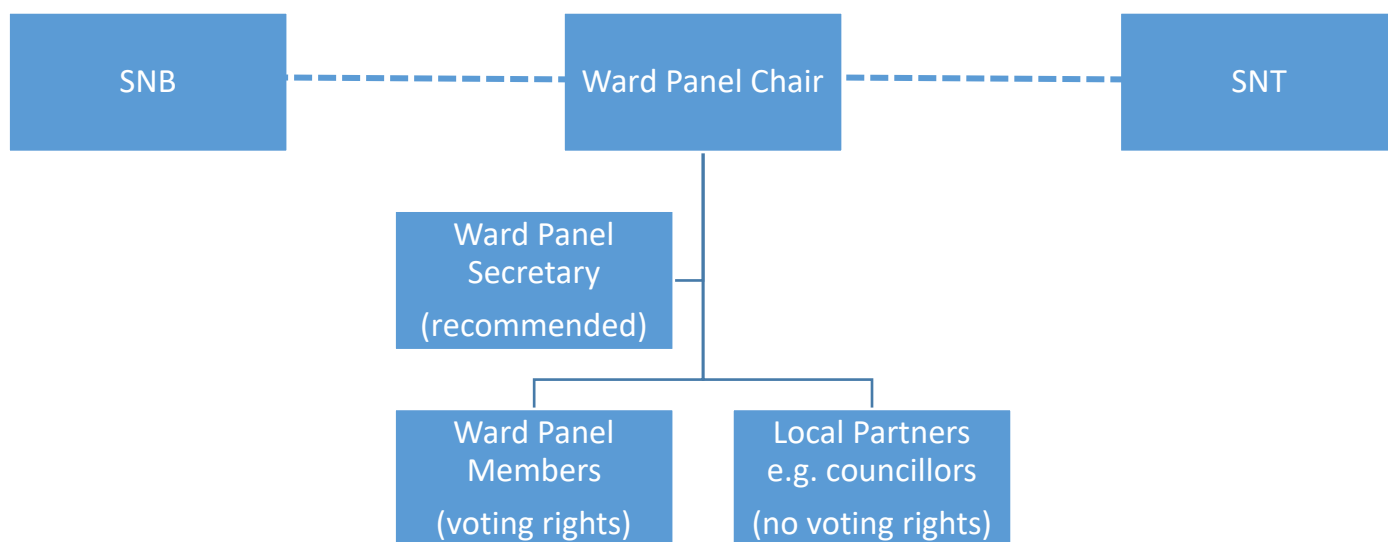
Ward panel members must agree on how decisions will be made to prevent bias or personal opinions from influencing priorities selected by the group. Agreeing terms of reference is an essential part of the first meeting. They should be reviewed as required and shared with new members.

#### 3.2 Terms of reference

Terms of reference (ToR) should be used to set out the parameters within which the ward panel will operate and its relationship with the relevant SNT. Ward panels should use the ToR in [Appendix A](#), without amendment or deletion. Additions must be consistent with the current MPS Ward Panel Framework. All members must agree to abide by the ToR.

#### 3.3 Structure

The basic structure of a ward panel is simple:



Safer Neighbourhood Boards (SNBs) have been tasked by MOPAC to monitor MPS support for the delivery of ward panels.

### 3.3.1 Chair

The ward panel chair is responsible for setting the agenda and should attend every meeting. They provide strategic direction and leadership for the panel and should be a community member who resides, or works or studies predominantly, in the ward.

The chair, or a nominated deputy, should attend all meetings. They should be aware of all potential conflicts of interest to their role and act accordingly should one become apparent by registering that conflict of interest, abstaining, delegating the chair responsibilities for that decision or stepping down.

The role of chair is set out in the ToR.

### 3.3.2 Secretary

It is recommended that a volunteer should be sought to take the role of secretary to assist the chair and panel with administration and keeping a record of each meeting.

### 3.3.3 Councillors

The ward panel would benefit from the involvement of the local ward councillors who can observe the process and contribute their local knowledge of problems, but they should not be party to any 'voting' around the selection of a ward priority. This is to ensure that any priority is free from any criticism that it is politically driven. For the same reason, councillors should not be ward panel chairs.

### 3.3.4 Young people

To increase participation of young people, youth advisory groups and safer school officers should be approached and innovative engagement methods and social media should be used.

Should a young person become a panel member, a **risk assessment** must be completed and **written parental permission** sought if the person is under 18 years old. They can attend physical and online meetings; however, they must be accompanied by an appropriate adult. Meetings must never be conducted one-to-one with a young person.

Transport to and from the venue must also be considered alongside virtual opportunities to attend via electronic platforms.

#### ADDITIONAL ROLES

Ward panels may wish to create additional roles to ensure it is fully representative of the community. Creating such roles could be used to focus ward panel recruitment on specific areas that are not covered by the current membership.

Examples:

**Youth Ambassador**



A representative of the young people of the ward, whose knowledge and experience will help the panel understand what their concerns and issues are.

This position is only open to applicants aged 16 to 25.

#### **LGBT+ Ambassador**

A representative of the LGBT+ community to help the panel understand what their concerns and issues are.

#### **Multi-Faith Ambassador**

Representative of faith groups, places of worship and any religious institutions or groups to help the panel understand what their concerns and issues are.

#### **Business Ambassador**

A representative of local shops and businesses to help the panel understand what their concerns and issues are.

#### **Area Ambassador**

A representative of a specified geographical area within the ward or housing estate who would help the panel understand what their concerns and issues are.

### 3.4 Membership

Ward panels should consist of no more than 25 members, with a recommended minimum of 12. For smaller ward panels, members should be able to consult widely across the community.

Membership requirements are that each member should:

- \* live, work or study in the ward
- \* support the aims of the ward panel and agree with the terms of reference
- \* represent their community and have considerable reach within it.

New members can be sought through social media request, newsletters, Ward Panel Surveys, residents' associations or community notice boards. Alternatively, an open invitation could be sent to specific groups or invitations could be made in person at community events or venues. Examples of descriptions for SNT and ward panel members to use or adapt to attract new members are in Appendix C.

#### **GOOD PRACTICE**

Attracting new ward panel members:

Consider the use of a wide range of methods to attract new members such as:

- Asking partner agencies to recommend local contacts.
- Use of social media to advertise and inform public about ward panels e.g. Twitter, Facebook, OWL.

- Make use of video conferencing software such as MS Teams or Zoom to extend membership to those that cannot attend a physical meeting.
- Speak to local community groups and resident associations.

### 3.4.1 Inclusivity and representation

Ward panels should seek to proactively and positively influence levels of representation within the panel, with the aim for their membership to reflect the socio-demographic characteristics of the ward. There should be a mixed group to include representation of the protected characteristics and any group forming a large section of the community such as students and young people. With a small panel where this may be difficult to achieve, panel members should be active across the different communities to reflect the views and voices of those communities wherever possible.

Ward panels should have the representation and breadth of skills to ensure that they can fulfil their functions effectively. The panel should be formed of local people who live, work and/or study in the ward and be drawn from all parts of the ward to prevent a focus on one area at the exclusion of others.

Core membership:

- \* **Local residents/businesses** - representatives from significant demographic groups; young people; tenant and resident associations; residents of different housing types; local community groups; local societies and associations; educational representatives; local traders and business groups;
- \* **Local partners** - ward councillors (with no voting rights); local authority officers, such as the antisocial behaviour/crime prevention officer (with no voting rights); significant partners (such as charities, outreach providers and youth workers - with no voting rights); housing representatives (with no voting rights).

Membership by those who take a wider view or represent an organisation or group should be encouraged. It can help ensure that 'single issue' or non-inclusive members do not dominate discussion at panel meetings.

SNT officers and ward panel members should be proactive in recruiting representation from across the socio-demographic characteristics of the ward and all areas in the ward. Without this, the panel could lose the trust of sections of the community.

### 3.4.2 Vetting, charges and convictions

Members do not require vetting or police checks. Spent convictions should not prevent someone from becoming a member or partner. However, if a situation arises where a member is charged with a criminal offence, that member should be suspended until the conclusion of that matter. A decision will then be made concerning their membership.

### 3.4.3 Tenure

Ward panel members should aim to be involved for at least a year with an advised tenure of 2-3 years, when the possibility of extension can be reviewed. Panels should aim for an appropriate mix of experienced and newly engaged members of the community and include succession planning for the role of chair.

### 3.4.4 Code of conduct

All ward panel members and partners should agree to abide by the code of conduct in the ToR. Members must also sign the ToR to indicate that they will abide by the ToR.

The code of conduct is in the ToR in Appendix A.

### 3.4.5 General Data Protection Regulation (GDPR)

Ward panels must comply with GDPR and ensure a GDPR privacy notice is created and adhered to by its members. A template GDPR notice can be found in Appendix C. This notice should be adapted to suit the ward panel.

## 4 Ward panel meetings

Ward panel meetings should take place at least every three months. The ward panel chair and the SNT must agree the date, time and location of each meeting well in advance. Ideally, the meeting would be in person but alternatively it can be via an online platform such as Microsoft Teams or Zoom.

The ward panel chair will set the agenda and chair each meeting.

The secretary (if appointed) or a ward panel member should keep a record of:

- \* attendance
- \* agreed ward priorities
- \* actions.

Meetings should include feedback on actions and priorities identified at the previous meeting, information on policing activity and its impact, crime data, community concerns, reviewing and updating ward priorities and the type of action to be taken, evaluating and suggesting community contact sessions, and agreeing dates for the next one or two meetings.

### 4.1 Agenda

Example agenda

1. Apologies and introductions
2. Minutes and actions from the last meeting
3. Police actions on the previous priorities
4. Police report on crime, ASB, ward panel survey results and activity
5. Community concerns
6. Agreeing priorities and actions on them
7. Evaluating and suggesting community contact sessions
8. Any other business
9. Date of the next meeting

### 4.2 Police support and attendance

A minimum of one Dedicated Ward Officer (DWO) or supervisor should attend each ward panel meeting.

The officer will provide the ward panel with up to date and relevant data, information and reports in order for the ward panel to fulfil its priority setting and scrutiny. This should include data on crime and ASB since the last meeting, trends and comparisons taken from a variety of internal and open-source databases. Reports should include brief information on types of recent offence or ASB and hotspot areas in the ward. The information and data provided to the public should be presented in an easy-to-read format, meaningful and comparable over time. It should be aligned to the operational priorities in the MPS strategy (The Met's Direction) and the Mayor's Police and Crime Plan.

The meetings provide an opportunity for the public to scrutinise the work of the police, to offer feedback and to agree upon new priorities.

Once priorities have been chosen, SNTs should commit their available tasking patrol time to problem solving and activities that address them. This should be supported by the Basic Command Unit (BCU) senior leadership team. SNTs should offer invitations to panel members to join proactive police activity such as weapon sweeps, ride alongs or walk alongs, and operational days of action.

- \* SNTs should provide information required in a timely manner.
- \* SNTs should assist the ward panel where required with provision of a venue, support with community engagement and recruitment of future panel members.
- \* SNTs should help store and distribute required information and records, compliant with General Data Protection Regulations (GDPR), through maintained circulation lists on the AirSpace system.
- \* The ward panel should choose whether a panel member takes the role of GDPR data controller.
- \* The functions of the panel, panel membership and meetings should be broadly promoted across the ward through a variety of means and in formats suitable for all sections of the community.
- \* A record should be kept of ward panel membership, including changes of panel members. The DWO should retain a central copy of records of membership and meetings for reference and distribute the records of meetings to all attendees and the safer neighbourhood board (SNB).

#### 4.2.1 Provision of data and reports

The officer's report should include data on crime (including violent crime), drivers of violent crime and ASB since the last meeting, trends and comparisons taken from a variety of internal and open source databases. It should include brief information on types of recent offences or ASB and relevant hotspot areas in the ward. The information and data provided should be presented in an easy-to-read format, meaningful and comparable over time, utilising maps and graphs that display offences or ASB occurring over the previous 12 weeks.

The SNT should discuss with the panel what style of data presentation and time period best meets their needs and to share with them what is readily accessible. An example is to present information to the panel using maps, charts and graphs such as:

- \* maps that display crime and ASB since the last meeting (12 weeks)
- \* graphs of offences over the last two years (so changes over the last 12 months can be seen)
- \* numbers showing totals or changes since last year
- \* map of ASB closing Computer Aided Despatch (CAD) data
- \* map of stop and search locations
- \* predictive mapping for relevant crime types that may help identify areas where priorities can be focused.

##### **Standard of Reports**

As a minimum standard, the report will include the following:

- \* data, graphs or maps of violent crime in the ward
- \* data, graphs or maps on total crime or filtered to crime types within the ward
- \* robbery, theft person, burglary, theft of motor vehicle (MV) and theft from MV data (as appropriate to the ward)
- \* crime data specific to the ward

✳ ASB data specific to the ward.

### What is available and how it may be presented

Officers are limited in the way the information can be presented and the information that is easily accessible to them. The information types and pictures below give an indication of what is currently available and how it can be presented.

Crime mapping is currently available for the following:

residential burglary; robbery; criminal damage; serious acquisitive crime; drugs; hate crime; theft and handling; moped enabled crime; motor vehicle crime; stops – arrests; stops – reason; total notifiable offence (TNO) major; ASB CAD closing code; knife crime; gun crime; violence against the person and youth violence.

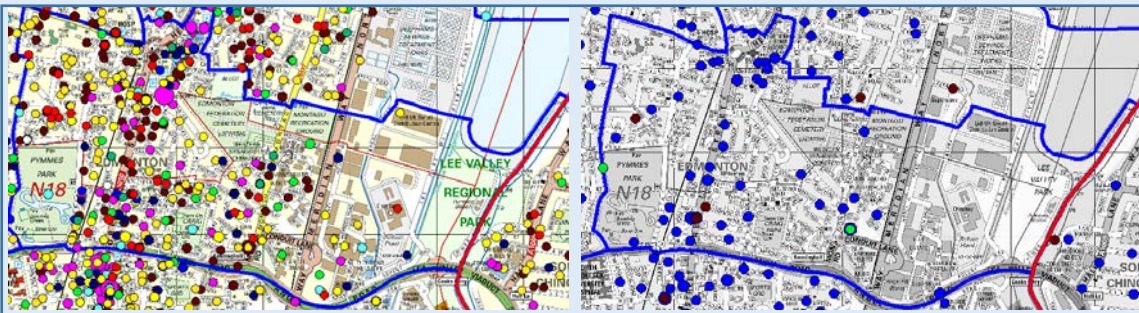


Fig 1. These maps show TNO major and ASB respectively

Information on all crimes and performance measures in either chart or graph form for the following:

all TNO crime; criminal damage and arson; burglary; drug offences; possession of weapons; public order; robbery; sexual offences; theft; vehicle crime; violence against the person; historical fraud and forgery; miscellaneous crimes against society.

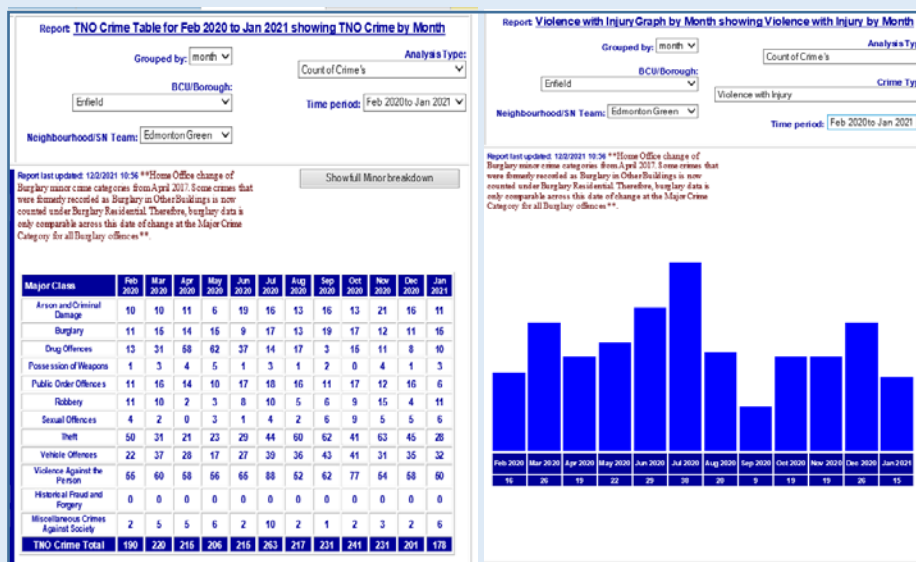


Fig 2. Data table for ward level TNO and graph for ward level violence with injury

Borough level data for all crime types including ward ranking for all main crime types and subtypes for 14 days, 1 month, 12 weeks, 12 months and FYTD comparisons (see fig 3).

Data around ASB demand and repeat callers at BCU or Borough level (see fig 4).

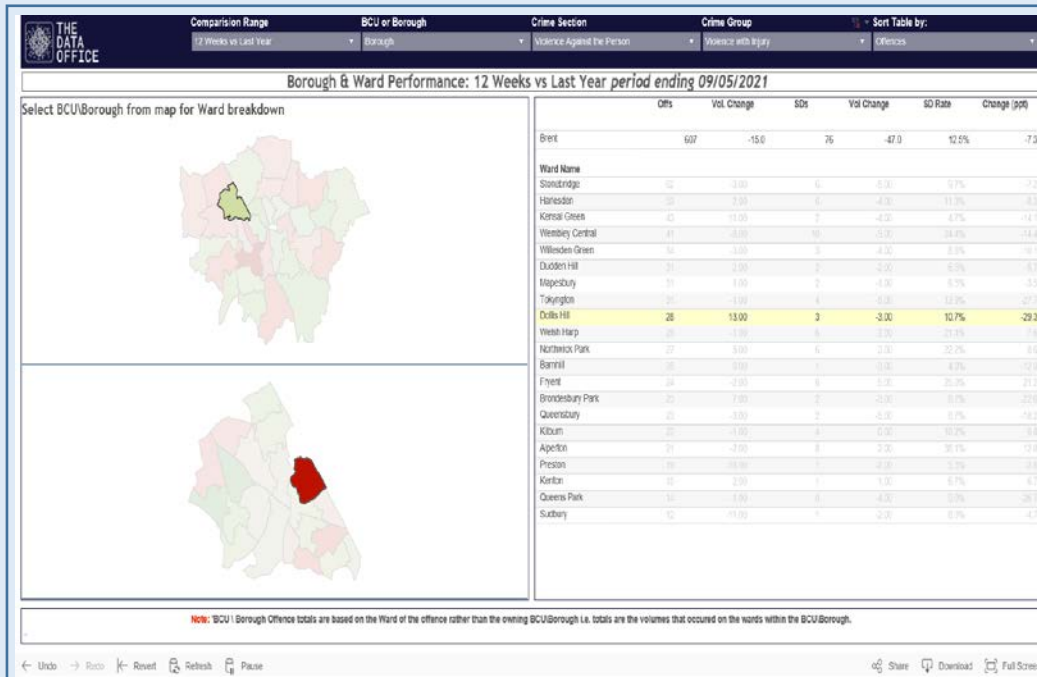


Fig 3. Ward level performance violence with injury



Fig 4. ASB monthly borough – 12 month comparison



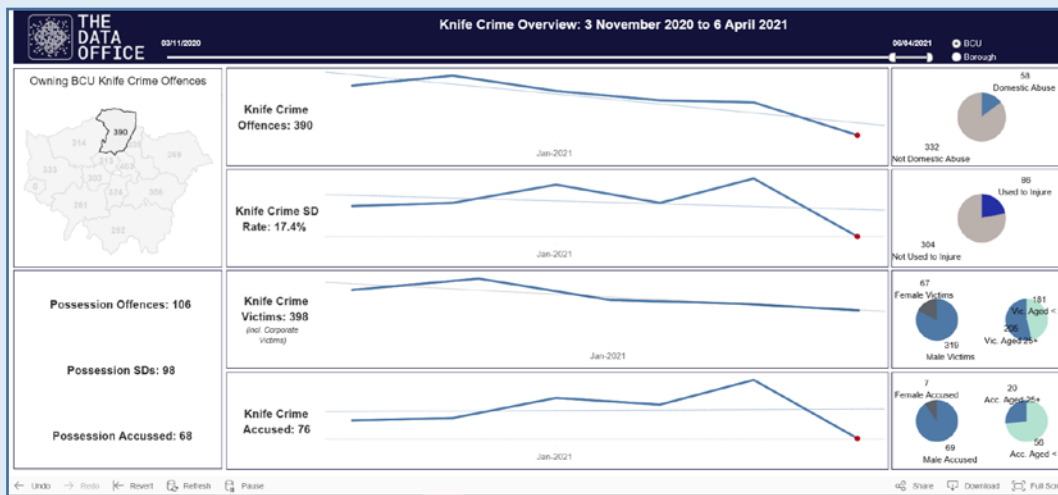


Fig 5. Knife crime overview

The panel should discuss with the SNT the crime types that they would like to be presented at each ward panel. It is expected that requested information types may vary over time and thus reports should be adjusted to reflect this.

#### 4.2.2 Public access to information

Outside of panel meetings, members and partners can keep themselves informed of crimes across the ward through the following websites.

##### **Met.police.uk**

<https://www.met.police.uk/sd/stats-and-data/met/crime-data-dashboard/>

The Crime Data Dashboard will give you a ward level map and graphs for a date range that you select.

Categories include: arson and criminal damage; burglary; drug offences; historical fraud and forgery; miscellaneous crimes against the person; possession of weapons; public order offences; robbery; sexual offences; theft; vehicle offences; violence against the person.

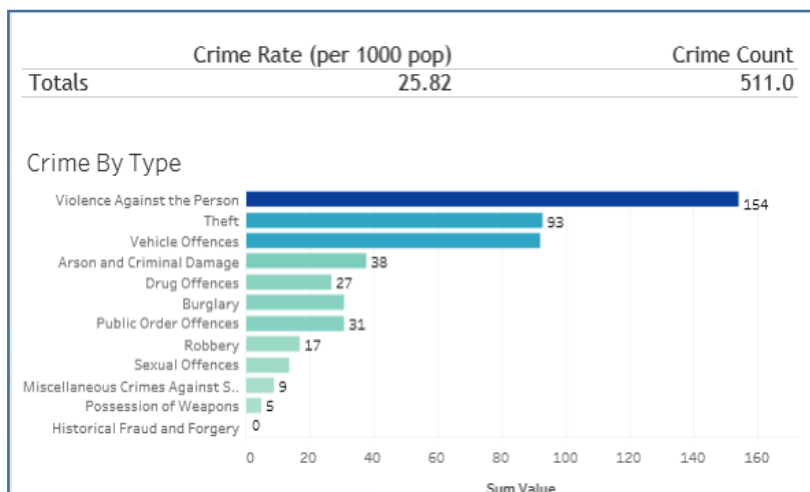


Fig 6. Ward level crime 12 weeks



## Your area ward page

<https://www.met.police.uk/a/your-area/>

Hotspot mapped data for the previous month's top reported crimes within the ward

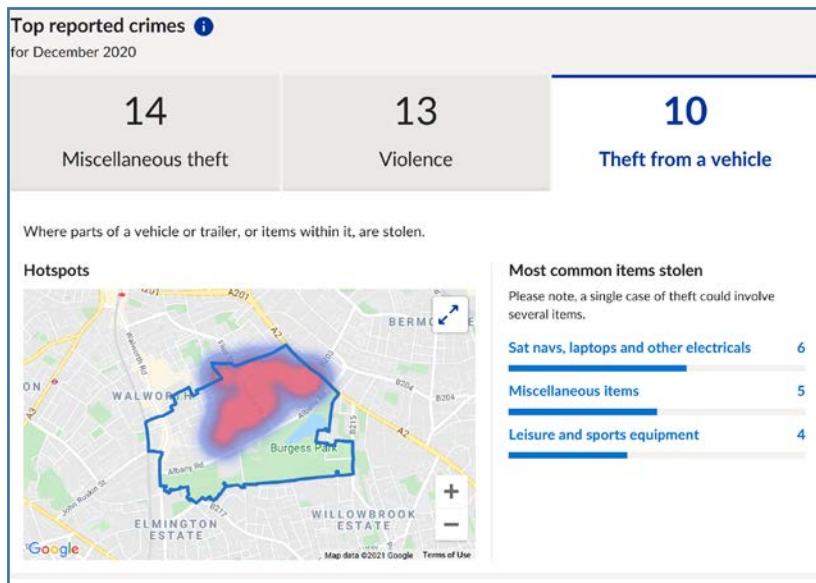


Fig 7. Monthly ward level hotspot map for theft from a vehicle

## Police.uk

<https://www.police.uk/>

Monthly hotspot mapping for ASB, various crimes and stop and search data

- \* Hotspot mapping, which can be enlarged to show more detail.
- \* Covers ASB, crime, and stop and search.
- \* Data is 1 or 2 months old.
- \* Hotspots have been anonymised.
- \* Data is presented in a map or table of approximate locations.

Mapping categories include: ASB; burglary; criminal damage and arson; drugs; fraud and forgery; other notifiable offences; other theft; public order; robbery; sexual offences; shoplifting; theft and handling; vehicle crime; violence and sexual offences; violence against the person.

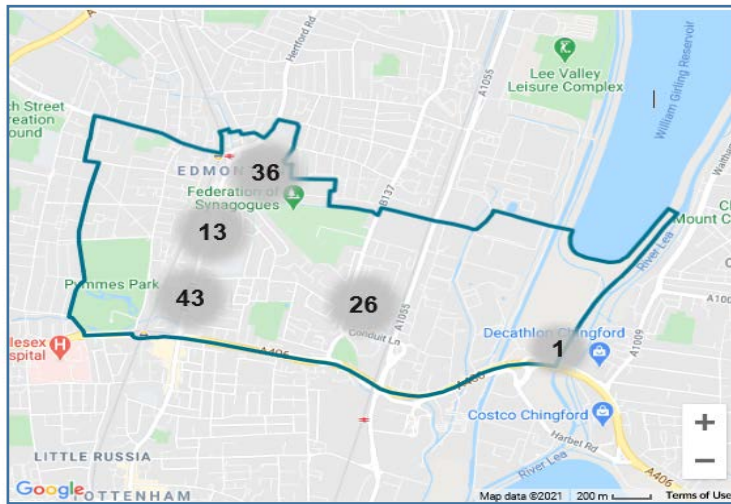


Fig 8. ASB mapping one month

### **MOPAC Crime Dashboard**

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/crime-dashboard>

View ward level crime data and trends for the local volume crime priorities, over the last 12months.

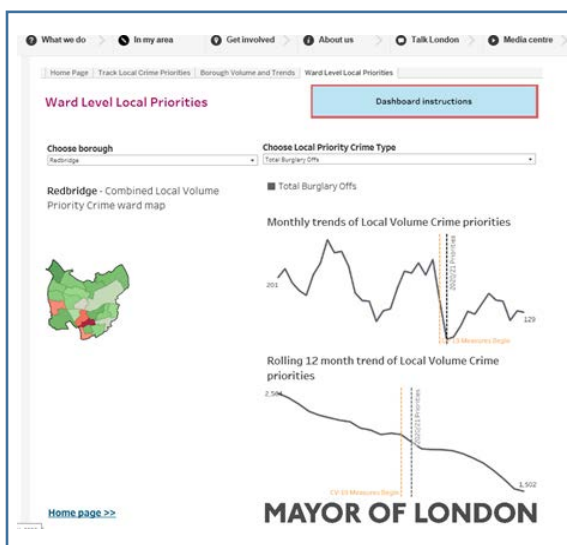


Fig 9. Combined local volume priority crime trends graph

## **4.3 Public attendance**

It is important that ward panels allow public attendance at some meetings. This gives the community the opportunity to see the panel at work and hear directly from the SNT about its activity and local crime. Community members can also ask questions of the panel and the police. The panel can use this opportunity to recruit new members.

Public access to the meeting can be achieved in a variety of ways.

### **Small Venues**

- ✳ The SNT or ward panel publicises that anyone interested in attending a meeting should email the SNT or chair.
- ✳ The person is then given the time, date and location of the next meeting.

### Large Venues

- \* Advertise the meeting time and location widely and well in advance.
- \* Invite questions in advance by email to the SNT.
- \* Consider using a speaker to discuss a current issue.

### Online with limited numbers

- \* The SNT or ward panel publicises that anyone interested in attending a meeting should email the SNT or chair.
- \* The link can then be provided to the next online meeting.

### Online open invite

- \* To invite people to a public meeting, advertise the link to the meeting or, if you want to monitor access, ask people to email the SNT and then send them the link.

## 4.4 Ward Panel Surveys

The use of Ward Panel Surveys (WPS) enables DWOs to engage with a broader section of the ward than the ward panel members. Results from these surveys should be collated and fed back into the ward panel meeting to inform the panel's decision making.

### GOOD PRACTICE

Ward Panel Surveys should:

- \* Be tailored to meet the needs of the specific ward
- \* Contain a small number of questions – so that SNT can follow up the responses during the next three months and respondents will feel it is worth completing the survey next time
- \* Contain different questions each quarter, tailored to the changing crime and ASB in the ward, to keep questions relevant and avoid respondents getting survey fatigue from repeatedly seeing the same questions
- \* Base some questions on the responses to previous surveys – to help improve engagement by respondents seeing a greater focus on issues they have raised previously
- \* Contain brief updates on priorities, ward news, crime prevention advice/links, team news, actions based on results from previous surveys etc to keep respondents engaged and raise confidence
- \* Avoid the use of police jargon and block capitals and be simple and easy to read and understand
- \* Take no more than 2-3 minutes to complete.

Results from surveys should be collated and fed back into the ward panel meeting to help inform the panel's decision making.

## 5 Deselection of ward panel member

A member may be deselected by a two-thirds majority of members present and voting at a meeting if the member:

- \* fails to abide by the code of conduct or any part of the terms of reference
- \* no longer meets the membership requirements
- \* has failed to attend three consecutive meetings without a reason deemed acceptable to the panel
- \* by their presence or membership would undermine the credibility or legitimacy of the ward panel or fundamentally weaken aspects of its work.

Panel members shall have the right to appeal against any decision to deselect them. The ward panel shall hear the appeal at a meeting and decide whether to uphold it. This decision shall be final.

## 6 Complaints procedure

If a member or partner wishes to complain about a member or partner, they should:

- \* in the first instance discuss it with the person
- \* if this does not resolve the complaint, send it in writing to the chair, who shall follow it up
- \* if this does not resolve the complaint, send it in writing to the SNT Sergeant, who shall follow it up.

### 6.1 An informal chat

Most complaints may easily be resolved by the complainant talking the problem over with the person involved. An informal chat may resolve the problem or clear up any misunderstanding. If this action is inappropriate or if after a chat the complainant is still not satisfied that this has resolved the complaint, a formal complaint may be made.

### 6.2 Making a formal complaint

All formal complaints must be put in writing. Anonymous complaints and complaints not in writing will be disregarded unless there is a special reason.

#### *Stage 1*

Complaint sent to ward panel chair or if the complaint is against the chair, then sent to the SNT Sergeant. If sent to the Sergeant, then the complaint will be moved to stage 2.

Upon receipt of the complaint, the chair will:

- \* send an acknowledgement (within five days) that the complaint has been received
- \* investigate the complaint and reply, in writing, within 28 days of receipt of the complaint.

As part of the investigation, the chair may arrange to hold a meeting with the complainant and, where appropriate, the person against whom the complaint has been made in an effort to resolve the issue.

#### *Stage 2*

If the complainant still feels the issue is unresolved then they can refer the matter to the SNT Sergeant who will conduct a fair and impartial review and, if necessary, inform their Inspector.

The [CPIC Central SNT Unit](#) can offer advice and guidance as required.

## 7 Restructure or dissolution of a ward panel

Police retain the right to dissolve or restructure a panel which is, in whole or in part, not abiding by the terms of reference or no longer synonymous with the good of the wider community but should consult the central SNT unit for advice before any such action is taken.

This right includes removing one or more members and must be done with the following in mind:

1. The SNT Sergeant must document any issues and bring them to the attention of their line manager and the ward panel chair if appropriate.
2. A meeting of the SNT Sergeant, their line manager and the ward chair should be arranged where jointly they may agree that one or more of the panel must leave and be replaced with more appropriately suited members.

Should the issues not be resolved at that meeting, the Sergeant must document the reasons for further consideration by the line manager and submission to their second line manager or Chief Inspector SNT Lead.

Any final decision to either remove a member or dissolve a panel, where the chair is not in agreement or is not willing to take action, must be signed off by BCU Neighbourhood Strand Superintendent (Chief Inspector SNT Lead if delegated the responsibility).

## Appendices

### Appendix A: Terms of Reference (ToR)

Ward panels should use these core terms of reference without amendment or deletion and may make any additions that are consistent with the current Metropolitan Police Ward Panel Framework.

#### **Ward Panel Terms of Reference**

Date adopted

Date last revised

#### **1. Name**

The name of the ward panel shall be

Ward Panel.

#### **2. Aims**

The aims of the ward panel shall be:

- a. To ensure the local community is closely involved in setting the ward level priorities for the ward and Safer Neighbourhood Team (SNT)
- b. To support activity on the ward priorities
- c. To scrutinise the work of the SNT
- d. To encourage and support community members to become more closely involved in problem solving and crime prevention
- e. To support the SNT in building trust and confidence within the wider community
- f. To be representative of their community and have considerable reach within the community
- g. To assist the police in increasing community engagement, for example through community contact sessions
- h. To support groups within the ward that have a focus on crime prevention and community safety, such as Neighbourhood Watch.

#### **3. Membership**

- a. The maximum number of members shall be 25.
- b. Membership requirements – each member of the ward panel shall:
  - live, work or study in the ward
  - support the aims of the ward panel and agree with the terms of reference
  - represent their community and have considerable reach within it.
- c. Members shall between them be drawn from all parts of the ward.
- d. Members shall between them represent the following:
  - Local residents
  - Significant demographic groups
  - Young people
  - Local traders, businesses, enterprises and industrial estates
  - Local tenant and resident associations
  - Different housing types
  - Local community groups, societies and associations
  - Educational establishments
- e. In addition to members, the ward panel shall include the following local partners:
  - Ward councillors
  - Local authority officers for anti-social behaviour, safety or crime prevention
  - Providers of community support and public housing
- f. Each member shall have one vote. Partners shall have no voting rights.

#### 4. The role of members

- a. New members may be added to the panel at any ward panel meeting by a simple majority of members present and voting at the meeting who are satisfied that the person meets the membership requirements and will contribute to breadth of representation.
- b. Anyone interested in becoming a ward panel member shall be asked to contact the chair or SNT.
- c. Members shall have tenure for one year, after which membership can be renewed by a simple majority vote.
- d. Members shall attend ward panel meetings, convey community concerns to the SNT and information from the SNT to the community, and be responsible for setting ward priorities.
- e. Members shall seek new members to enhance the breadth of representation and achieve a continued refreshing of membership.

#### 5. The role of officers

- a. The ward panel shall have a chair.
- b. The chair shall be a member of the ward panel (not a partner) who lives in the ward or who works or studies predominantly in the ward.
- c. The chair shall be elected at a ward panel meeting.
- d. The chair shall have tenure for one year and may be re-elected once or more.
- e. The chair shall:
  - attend and chair all meetings (or nominate a deputy)
  - set the agenda for all meetings
  - agree with the SNT the date, time and location of each meeting well in advance
  - arrange that information required for the meeting is circulated in time
  - communicate with the SNT to arrange that meetings take place at least every three months
  - represent the ward panel at events and meetings invited to.
- f. By electing a secretary or otherwise, the ward panel shall arrange to keep records of members, the attendance at each meeting and the agreed priorities and actions.

#### 6. Code of conduct

- a. Members should act in the public interest and not use their position to promote a private, party-political or personal interest. If members or their close contacts have an interest in, or may benefit from, a matter to be discussed, they should disclose it. The ward panel should then decide whether the member should withdraw from that part of the meeting.
- b. Members and partners should:
  - not use offensive behaviour or make inflammatory remarks
  - not harass, discriminate against or denigrate any group or individual by reference to any protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation), their health or political beliefs, or on any other grounds
  - not work against the interests of the ward panel or seek to bring the ward panel into disrepute
  - not impose on each other excessive or unreasonable amounts of work
  - not impose work on the SNT that is outside their job.

#### 7. Conduct

- a. Members and partners shall abide by the code of conduct.
- b. A member may be deselected by a two-thirds majority of members present and voting at a meeting if the member:
  - fails to abide by the code of conduct or any part of the terms of reference
  - no longer meets the membership requirements

- has failed to attend three consecutive meetings without a reason deemed acceptable to the panel
  - by their presence or membership would undermine the credibility or legitimacy of the ward panel or fundamentally weaken aspects of its work.
- c. Members shall have the right to appeal against any decision to deselect them. The ward panel shall hear the appeal at a meeting and decide whether to uphold it. This decision shall be final.
  - d. The terms of reference shall be available to members of the public. If anyone is concerned that a ward panel member meets any of the criteria for deselection, they should draw this to the attention of the chair or the SNT sergeant, who shall follow it up.

## 8. Complaints procedure

If a member or partner wishes to complain about a member or partner, they should:

- in the first instance discuss it with the person
- if this does not resolve the complaint, send it in writing to the chair, who shall follow it up
- if this does not resolve the complaint, send it in writing to the SNT sergeant, who shall follow it up.

## 9. Ward panel meetings

- a. Meetings shall take place at least every three months.
- b. At least 14 days' notice of a meeting shall be given to all members and partners.
- c. The agenda items shall between them include police action on previous priorities, crime and antisocial behaviour data, community concerns, choosing priorities and the type of action to be taken, evaluating and suggesting community contact sessions, and setting the date for the next meeting.
- d. Priorities shall be agreed through discussion or chosen by vote.
- e. At least three members must be present for votes on membership, officers, deselection, dissolution or amendments to the terms of reference.
- f. The ward panel shall allow public access to at least one meeting per year that is held in a venue.
- g. The ward panel shall publicise that members of the public can contact the SNT if they would like to attend a meeting.

## 10. Alterations to the terms of reference

- a. The terms of reference may be amended by a two-thirds majority of members present and voting at a meeting.
- b. Any proposal to amend the terms of reference must be circulated to all members with the notice of the meeting.

## 11. Restructure or dissolution

- a. The ward panel may be dissolved by a two-thirds majority of members present and voting at a meeting.
- b. Any proposal to dissolve the ward panel must be circulated to all members with the notice of the meeting.
- c. Police retain the right to dissolve or restructure a panel which is, in whole or in part, not abiding by the terms of reference or no longer synonymous with the good of the wider community but should consult the central SNT unit for advice before any such action is taken.

All members must sign below that they will abide by the terms of reference set out above.

Signed ..... Date .....

Name .....



## Appendix B: Ward Panel Privacy Notice (GDPR)

# Ward Panel

## Privacy Notice

This document will explain how \_\_\_\_\_ Ward Panel (hereinafter referred to as the Ward Panel) uses the personal data that we collect from you when you sign up to become a member of the Panel.

### Topics:

- What data do we collect?
- How do we collect your data?
- How will we use your data?
- How do we store your data?
- Marketing
- What are your data protection rights?
- Changes to our privacy policy
- How to contact us
- How to contact the appropriate authority

### What data do we collect?

The Ward Panel collects the following data:

- Personal identification information (name, email address, phone numbers, etc.)

### How do we collect your data?

You directly provide the Ward Panel with the data that we collect. We collect data and process data when you:

- Join the Ward Panel and sign the Terms of Reference.

The Ward Panel may also get your data indirectly from the following sources:

- The police and partners (such as a local authority), for those that are interested in joining a panel.

### How will we use your data?

The Ward Panel collects your data so that we can:

- Contact you as a member with updates;
- Manage the Ward Panel

If you agree, the Ward Panel will share your data with our partners so that they may contact you in relation to issues affecting the area covered by the Ward Panel

- The police

Once the Ward Panel has processed your data, it will not need to send your data any further, unless you consent otherwise.

### How do we store your data?

The Ward Panel chair or secretary will store your detail securely using a locally agreed process. The process should involve password protection and encryption (if available).

The Ward Panel will review its list of members annually. This will be the responsibility of the Ward Panel chair or secretary. This will be to ensure that the list is up to date. Those members that leave the Ward Panel will have their data removed as a default. The data will be removed by the chair or secretary from the locally agreed platform.

### Marketing

The Ward Panel will not use your data for any marketing purposes other than updates and services offered by our partners, such as:

- The MPS
- Local authorities

If you do not wish to have such updates, log this request with your Ward Panel chair who will be providing such updates as a go-between.

You have the right at any time to stop the Ward Panel from contacting you for marketing purposes or giving your data to other members of the Ward Panel.

If you no longer wish to be contacted for marketing purposes, please speak to your Ward Panel chair

### What are your data protection rights?

The Ward Panel would like to make sure you are fully aware of all of your data protection rights. Every scheme member is entitled to the following:

- **The right to access** – You have the right to request from the Ward Panel copies of your personal data.
- **The right to rectification** – You have the right to request that the Ward Panel correct any information you believe is inaccurate. You also have the right to request the Ward panel to complete information you believe is incomplete.
- **The right to erasure** – You have the right to request that the Ward Panel erase your personal data.
- **The right to restrict processing** – You have the right to request that the Ward Panel restrict the processing of your personal data.
- **The right to object to processing** – You have the right to object to the Ward Panel processing your personal data.
- **The right to data portability** – You have the right to request that the Ward Panel transfer the data that we have collected to another organisation or directly to you.

If you make a request, we have one month to respond to you. If you would like to exercise any of these rights, please contact one of your Ward Panel chair or secretary.

### Changes to our privacy policy

The Ward Panel keeps its privacy policy under regular review. A copy can be requested from the Ward Panel chair or secretary.

### How to contact us

If you have any questions about the Ward Panel privacy policy, the data we hold on you, or you would like to exercise one of your data protection rights, please do not hesitate to contact us.

In person: Arrange a meeting with the Ward Panel chair  
Email: Contact the Ward Panel chair via email

### How to contact the appropriate authority

Should you wish to report a complaint or if you feel that the Ward Panel has not addressed your concern in a satisfactory manner, you may contact the Information Commissioner's Office. Helpline: 0303 123 1113

## Appendix C: Ward Panel adverts/promotion

Below are examples of brief descriptions you could use, or adapt, to attract new members or inform people about ward panels. You could also ask ward panel members or community members to use or adapt the wording.

Consideration should be made to include a map of the ward or link to a map, as interested parties may live near a boundary or be unaware of the ward in which they reside, work or study.

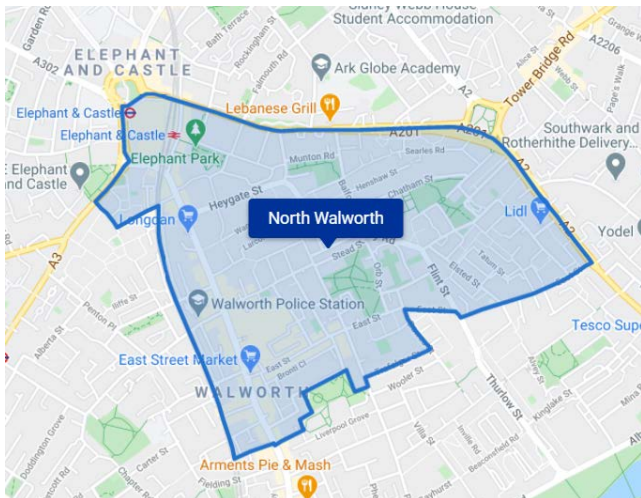
### Explanation of Ward Panel – could be used as part of a poster or newsletter:

#### What is a ward panel?

Every ward in London has a ward panel of local community members that meets with the ward Safer Neighbourhood Police team four times a year. Meetings are held in the evening in person or online. At the ward panel meetings, members explain any community concerns, and the police provide information on crime, antisocial behaviour and their recent activity. The panel then sets the police team a minimum of two very specific priorities and actions to focus on in the ward and report back on at the next meeting. Meetings are also attended by a member of the council's antisocial behaviour/community safety team as well as ward councillors, so that joint problem solving can be identified. The ward panel should be broadly representative of the ward. Its members should live, work or study in the ward. They should be able to communicate community concerns to the police and share information widely in the community.

A map of the ward is on the ward page of the Metropolitan Police website at <https://www.met.police.uk/a/your-area/met/southwark/north-walworth/>

*A map of the ward, taken from the Metropolitan Police website, is below.*



### Targeted request to a community group/residents' association/place of worship/group of businesses/school

We would like to broaden our ward panel so that members of your group/association/community/school can make a direct contribution to policing and safety in the ward. We invite you to send a representative to our next meeting.

Information about the ward panel is below. Please contact xxxSNT@met.police.uk to let us know who your representative will be, ask any questions or arrange to speak to us.

### What is a ward panel?

*Every ward in London has a ward panel of local community members that meets with the ward Safer Neighbourhood Police team four times a year. Meetings are held in the evening in person or online. At the ward panel meetings, members explain any community concerns, and the police provide information on crime, antisocial behaviour and their recent activity. The panel then sets the police team a minimum of two very specific priorities and actions to focus on in the ward and report back on at the next meeting. Meetings are also attended by a member of the council's antisocial behaviour/community safety team as well as ward councillors, so that joint problem solving can be identified. The ward panel should be broadly representative of the ward. Its members should live, work or study in the ward. They should be able to communicate community concerns to the police and share information widely in the community.*

---

### Adverts to attract new members:

**Twitter examples** (232 characters including spaces – will increase with SNT Twitter details)

Worried about crime and safety in your area?

Do something about it – join **your** ward panel.

Help us see policing from your point of view.

Be that bridge between the community and police so we can solve problems together.

Info SNT Twitter

---

Do you want to help make our locality safer?

Join our ward panel so you can help:

- focus local police on the issues the community is concerned about
- feed back to the community ways to keep safer and the action police are taking
- community members to be more involved in us all working together to make our neighbourhood safer.

The panel meets four times a year in the evening.

Can you help the panel represent the views of all parts of the ward and all of us who live, work or study in it?

Contact xxxSNT@met.police.uk SNT Twitter to find out more.

---

Are you worried about crime or safety in our ward?

Our local police are working on this but, to make a lasting difference, we community members need to play our part too.

Would you like to join the ward panel, where you can:

- hear from police about recent crime and longer-term issues
- raise community concerns and the need for reassurance
- find out what police are doing about issues and how the community can help
- set some priorities for the police?

The ward panel meets in the evening four times a year, in person or online.

Can you:

- help the panel represent all of the community
- help community members become more involved in keeping our neighbourhood safe?

Contact [xxxSNT@met.police.uk](mailto:xxxSNT@met.police.uk) SNT Twitter to find out more.

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|---|---|
| <p style="text-align: center;"><b>Overview and Scrutiny Committee</b></p> <p style="text-align: center;">26 July 2021</p> |  <p style="text-align: center;"><b>TOWER HAMLETS</b></p> |
| <p><b>Report of</b> Kevin Bartle Corporate Director for Resources</p>   | <p><b>Classification:</b><br/>Unrestricted</p>  |
| <p><b>Outturn Budget Report 2020/21</b></p>   |   |

|                               |  |
|-------------------------------|--|
| <b>Originating Officer(s)</b> | Filuck Miah, Strategy and Policy Officer |
| <b>Wards affected</b>         | All wards                                |

## Summary

This cover report accompanies the financial outturn for revenue and capital for 2020/21 (published in the Cabinet papers [Tower Hamlets Council - Agenda for Cabinet on Wednesday, 28th July, 2021, 5.30 p.m.](#)) and includes details about:

- General Fund revenue
- Dedicated Schools Grant (DSG)
- Housing Revenue Account (HRA)
- Capital programme and progress made against savings targets.


## Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Review the accompanying report in order to inform PDSQs and discussion for the next Overview and Scrutiny Committee meeting.

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|--|---|
| <p>Non-Executive Report of the:</p> <p><b>Overview &amp; Scrutiny Committee</b></p> <p>26 July 2021</p>                      |  <p><b>TOWER HAMLETS</b></p> |
| <p><b>Report of:</b> Sharon Godman<br/>Divisional Director Strategy, Policy and Performance</p>                              | <p><b>Classification:</b><br/>Unrestricted</p>  |
| <p><b>Scrutiny Challenge Session Report:</b> Empowering Communities – Engaging Our Diverse Community at a Locality Level</p> |   |

|                               |  |
|-------------------------------|--|
| <b>Originating Officer(s)</b> | Filuck Miah Strategy and Policy Officer, Corporate |
| <b>Wards affected</b>         | All (All Wards);                                   |

## Executive Summary

This report submits the Overview and Scrutiny Committee (OSC) Challenge Session which examined how the council can improve its engagement with the borough's diverse community at a locality level.

## Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Note the attached Overview and Scrutiny Challenge Session Report and agree the recommendations; and
2. Agree to submit the attached report to the Mayor and Cabinet for executive response.

## 1. REASONS FOR THE DECISIONS

- 1.1 This paper submits the report and recommendations of the for OSC chair for consideration by O&S Committee

## 2. ALTERNATIVE OPTIONS

- 2.1 To take no action. This is not recommended as the scrutiny challenge session provides recommendations on the council's engagement with the borough's diverse communities at a locality level for the council to take forward.

### **3. DETAILS OF THE REPORT**

- 3.1 Community engagement is the active participation of local residents and community groups in the decisions that affect their lives. Neighbourhoods can act as the catalyst for developing social connections, satisfying basic needs and place-based policy.
- 3.2 In Tower Hamlets, Neighbourhood Planning Forums (NPF) is one of structure that enable residents and communities to feed into their local infrastructure, capital and investment spend programmes via the Neighbourhood Plan. These forums empower residents and communities to play a key role in influencing how development will occur at a neighbourhood level.
- 3.3 Resident raised with members about the council's approach to local engagement and some of the challenges to these and how it sometimes does not engage those seldom heard. They also raised how their views does not lead to changes which has an impact on future engagement with the council. They informed members that it is difficult for active residents to find engagement avenues to improve their communities with the council.
- 3.4 The OSC Chair, Cllr James King agreed to hold a scrutiny challenge session on 21 April 2021 focusing on empowering communities – how the council can improve its engagement with the borough's diverse community at a locality level.
- 3.5 The challenge session was underpinned by the further core questions:
- How do current structures enable a diverse range of residents to engage at a locality level?
  - Should TH consider establishing local governance structures to enable residents to shape their area?
  - What would the resource implications of this be?
  - What works well in other boroughs?
  - What would the scope of these structures be?
- 3.6 The session structure included:
- Chair's overview and rationale for the enquiry;
  - presentation from the by Cabinet Member for Planning and Social Inclusion and supported by council officers;
  - Witness engagement with Centre for London (think tank) and Tower Hamlets Council for Voluntary Services; and
  - Representations from London Borough of Waltham Forest and London Borough of Haringey.

- 3.7 The challenge session resulted in the committee making four recommendations:

**Recommendation 1**

The council uses the South Poplar and Isle of Dogs Community Development Panel as a potential model for engagement in other areas of the borough with a focus on facilitating place-based priorities for regeneration and local investment in the local area.

**Recommendation 2**

The council strengthens the feedback loops (for regular dialogue with residents) into existing programme delivery including the Local Infrastructure Fund, the Capital Programme, regeneration schemes.

**Recommendation 3**

The council surveys / engages residents to determine local COVID-19 recovery priorities, for example: regenerating local highstreets, active business to the area or advocating the use of parks and open spaces to promote community benefit of public health.

**Recommendation 4**

The council develops a geography-based partnership approach that brings collaboration from the council, public and private partners, VCS and others to pick up local priorities.

**4. EQUALITIES IMPLICATIONS**

- 4.1 The challenge session examined the level of representation of the pilot community design panels and suggested how this could be strengthened to ensure seldom heard groups participation on place shaping priorities.

**5. OTHER STATUTORY IMPLICATIONS**

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
  - Consultations,
  - Environmental (including air quality),
  - Risk Management,
  - Crime Reduction,
  - Safeguarding.
  - Data Protection / Privacy Impact Assessment.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

There are no direct financial implications from the recommendations contained within the report

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1 The Council has included within its structure an overview and scrutiny committee in accordance with section 9F of the Local Government Act 2000.
- 7.2 Accordingly, the overview and scrutiny committee is entitled under the law to make recommendations to the Executive of the nature detailed in this report and to which the Executive is required to make a response. Therefore, this report complies with the law.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- List any linked reports
- State NONE if none.

### **Appendices**

- Scrutiny Challenge Session Report: Empowering Communities - Engaging Our Diverse Community at a Locality Level

### **Local Government Act, 1972 Section 100D (As amended)**

#### **List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- These must be sent to Democratic Services with the report
- State NONE if none.

#### **Officer contact details for documents:**

Filuck Miah - Strategy and Policy Officer, Corporate

# Overview and Scrutiny Challenge Session Report

Empowering Communities - engaging our diverse community at a locality level

26/07/2021



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## Chair's Foreword

I am pleased to present this challenge session report which focused on empowering communities and how the council can improve its engagement with the borough's diverse community at a locality level. This builds on the Overview and Scrutiny Committee's November 2020 spotlight discussion on improving resident engagement.

Over the past 20 years there has been a strong appetite in the UK for devolved powers to local authorities. However, some feel that not enough has been done to support local decision-making.

As Ward Councillors, we often hear from constituents that they would like to get more involved in shaping their local area but feel that there are not enough avenues to put forward their suggestions, or that it's difficult to understand how their feedback led to improvements to their local area. Whilst there is an acknowledgement that Neighbourhood Planning Forums provide residents the chance to feed into place-shaping priorities, there continues to be limitations with this approach, and it is often not representative of the wider community nor those from hard to reach groups.

Community involvement on place-shaping not only empowers them but also strengthens the wider stakeholder relationship, provides better understanding of local priorities, and ultimately delivers the outcomes that the community want. Importantly too, people then become invested in their localities, and attach value and importance to the things that happen in their areas.

The challenge session heard evidence from the Planning and Building Control Team, Parks and Open Spaces as well as Centre for London Think Tank, Tower Hamlets Council for Voluntary Services and London councils including Waltham Forest and Haringey. I'd like to thank those who contributed:

- Claire Harding - Research Director from Centre for London Think tank
- Peter Okali - CEO Tower Hamlets Council for Voluntary Services
- Jessica Cargill - Thompson (Former) Engagement Officer from London Borough of Waltham Forest
- Jean Taylor - Head of Strategy and Policy, London Borough of Haringey
- Cllr Eve McQuillan - Cabinet Lead for Planning and Social Inclusion and council officers for Planning and Building Control/ Parks and Open Spaces

I would also like to thank my scrutiny colleagues who supported the discussion and provided valuable insights and shaped the recommendations of this report. I look forward to the executive's response, and how we all may better serve our communities.

**Cllr James King,**  
**Chair, Overview and Scrutiny Committee (2020-21)**



## Summary of Recommendations

### Recommendation 1

The council uses the South Poplar and Isle of Dogs Community Development Panel as a potential model for engagement in other areas of the borough with a focus on facilitating place-based priorities for regeneration and local investment in the local area.

### Recommendation 2

The council strengthens the feedback loops (for regular dialogue with residents) into existing programme delivery including the Local Infrastructure Fund, the Capital Programme, regeneration schemes.

### Recommendation 3

The council surveys / engages residents to determine local COVID-19 recovery priorities, for example: regenerating local highstreets, active business to the area or advocating the use of parks and open spaces to promote community benefit of public health.

### Recommendation 4

The council develops a geography-based partnership approach that brings collaboration from the council, public and private partners, VCS and others to pick up local priorities.

## Introduction

- 1.1. Community engagement is considered to be the active participation of local residents and community groups in the decisions that affect their lives. Neighbourhoods can act as the catalyst for developing social connections, satisfying basic needs and place-based policy. Centre for London's recent<sup>1</sup> report recognised that neighbourhoods provide the necessary spatial levels to which many residents are best able to participate in local governance.
- 1.2. In Tower Hamlets, Neighbourhood Planning Forums (NPF) is one of structure that enable residents and communities to feed into their local infrastructure, capital and investment spend programmes via the Neighbourhood Plan. These forums empower residents and communities to play a key role in influencing how development will occur at a neighbourhood level. Neighbourhood plans are both significant and important because they are used by local planning authorities to inform decisions about planning permission and investment in neighbourhood plan areas.
- 1.3. In short, neighbourhood plans have the potential to:
  - Give communities a bigger say over the type, location, size, pace and design of development;
  - address trends and challenges faced by the communities;
  - foster collaborative relationship between communities, developers and the local authority; and

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<sup>1</sup> [Act-Local-Empowering-Londons-Neighbourhoods.pdf \(centreforlondon.org\)](#)



- enable neighbourhoods with more influence on how its implemented.
- 1.4. Membership for Neighbourhood Planning Forums<sup>2</sup> is open to people living and working in the area, and elected members for the area, it requires a minimum of 21 members from above groups and membership should be drawn from different places in the area and different sections of the community.
  - 1.5. Neighbourhood plans produced in forum settings often requires significant commitment of time and technical or professional skills by unpaid volunteers. This can pose some challenges for engagement with people who may not necessarily have the skills/time to do this.
  - 1.6. Trust for London report<sup>3</sup> surmises that high levels of deprivation areas can produce both opportunities and challenges when developing neighbourhood plans including:

| Challenges                        | Opportunities  |
|-----------------------------------|--|
| Lack of funds and high costs      | Input into incoming development                            |
| Lack of skills                    | Social benefits and community leadership for the community |
| Limited engagement and membership | Improved relationship with local authority                 |

- 1.7. Whilst local authorities are required by law to consult on local plans and new developments, residents often complain that these processes lack meaningful involvement for them.

## Reason for Enquiry

- 2.1. Resident raised with members about the council's approach to local engagement and some of the challenges to these and how it sometimes does not engage those seldom heard. They also raised how their views does not lead to changes which has an impact on future engagement with the council. . Centre for London report<sup>4</sup> implies that consultations are seen by many as box-ticking exercises and does not allow residents to influence plans from an earlier stage.
- 2.2. The Covid-19 pandemic restricted the council in undertaking an Annual Resident Survey (ARS) for 2020. However, the council undertook a mid-Pandemic Resident Survey (PRS) in 2021 to capture the residents' perception of the council.
- 2.3. The PRS is not directly comparable to previous surveys as the methodology applied was different during lockdown. Some of the challenges of using the telephone-based approach are:
  - it is harder to get hold of and to engage with participants;
  - it is harder to obtain a good random location sampling; and
  - respondents make less of an effort answering questions when compared to face to face resulting in different response distributions.
- 2.4. While acknowledging the challenges of comparison it is worth noting the downward trend in confidence in the resident's perceptions on the council's engagement in the last two years. There could be a number of reasons for these including service

<sup>2</sup> [How to establish a neighbourhood planning forum - Locality Neighbourhood Planning](#)

<sup>3</sup> [NPL investigating the potential on areas experiencing high levels of deprivation.pdf \(digitaloceanspaces.com\)](#)

<sup>4</sup> [Act-Local-Empowering-Londons-Neighbourhoods.pdf \(centreforlondon.org\)](#)

delivery and engagement being undertaken so a lack of visible presence by council officers.

| Resident Perception   | ARS 2018/19 (%) | PRS 2020/21 (%) |
|---|-----------------|-----------------|
| Residents' perception of being involved in council decision-making                      | 57              | 51              |
| Residents' perception of council transparency   | 51              | 39              |
| Residents' perception of being kept informed by the council                             | 72              | 67              |
| Residents' satisfaction with council and partner response to antisocial behaviour (ASB) | 52              | 42              |

- 2.5. In November 2020, the OSC reviewed the council's approach to resident engagement including the consultation hub. The committee recommended that the council needs to listen to the views of residents, businesses and partners to help shape the design of local services, policies whilst keeping a robust focus on community concerns. Whilst this report makes references to established engagement processes, it does not focus on the duty on statutory consultation.

## Methodology

- 3.1. This challenge session was chaired by Cllr James King, Chair of Overview and Scrutiny Committee and took place on Wednesday 21 April 2021 as virtual meeting.
- 3.2. The committee heard from the Cabinet Lead for Planning and Social Inclusion, council officers from Planning and Building Control Service and Parks and Open Spaces projects. In addition, invited Centre for London think-tank, Tower Hamlets Council for Voluntary Services and officers from neighbouring local authorities from Waltham Forest and Haringey.
- 3.3. The scope of this challenge session set out the following key questions:
- How do current structures enable a diverse range of residents to engage at a locality level?
  - Should LBTH consider establishing local governance structures to enable residents to shape their area?
  - What would the resource implications of this be?
  - What works well in other boroughs?
  - What would the scope of these structures be?

### 3.4. Members in Attendance

|                                    |  |
|------------------------------------|--|
| Councillor James King              | Chair of Overview and Scrutiny Committee (OSC) / (challenge session chair) |
| Councillor Eve McQuillan           | Cabinet Lead for Planning and Social Inclusion (job share)                 |
| Councillor Gabriela Salva-Macallan | Scrutiny Lead / Chair for Health and Adults Scrutiny Sub-Committee         |
| Councillor Leema Qureshi           | Scrutiny Lead for Finance and Resources                                    |
| Councillor Faroque Ahmed           | Scrutiny Lead for Community Safety and Environment.                        |
| Councillor Ehtasham Haque          | Scrutiny Lead / Chair for Housing and Regeneration Scrutiny Sub-Committee  |
| Councillor Marc Francis            | OSC Member   |

|                         |                 |
|-------------------------|-----------------|
| Councillor Andrew Wood  | OSC Member      |
| Councillor Denise Jones | OSC Member      |
| Halima Islam            | Co-opted Member |
| James Wilson            | Co-opted Member |

#### Evidence received from witnesses and guest speakers and council officers

|                            |  |
|----------------------------|--|
| Clare Harding              | Research Director, Centre for London (think-tank)                  |
| Peter Okali                | CEO of Tower Hamlets Council for Voluntary Services                |
| Jessica Cargill - Thompson | Guest speaker (covering London Borough of Waltham Forest approach) |
| Jean Taylor                | Head of Strategy and Policy, London Borough of Haringey            |
| Jennifer Peters            | Director Planning and Building Control                             |
| Matthew Pullen             | Infrastructure Planning Manager                                    |
| Steven Heywood             | Planning officer   |
| Alice Bigelow              | Parks Manager Parks and Open Spaces                                |

#### The challenge session was supported by

|             |  |
|-------------|--|
| Filuck Miah | Strategy and Policy Officer, Corporate |
| Daniel Kerr | Strategy and Policy Manager, Corporate |

## Key Findings and Recommendations

### Recommendation 1

The council uses the South Poplar and Isle of Dogs Community Development Panel as a potential model for engagement in other areas of the borough with a focus on facilitating place-based priorities for regeneration and local investment in the local area.

- 4.1. The Committee heard that in principle the starting point for any planning decisions rested with the planning system that included local plan, supplementary planning documents (SPDs) and neighbourhood plans and private investment. This helps to deliver local priorities such as the spending of Community Infrastructure Levy (CIL) and Local Infrastructure Funding (LIF) and that all decisions are made by this process.
- 4.2. The Cabinet Member for Planning and Social Inclusion informed the committee that the council recently set up a Community Development Panel for the South Poplar and Isle of Dogs area. The objective of the panel was to:
  - Examine pre-applications and policies in depth (as they are being created) before they get to the application stage
  - Introduce the community voice, knowledge and obtain insights from residents about the physical environment for proposed changes or improvements.
- 4.3. The committee heard that alongside public advertisement and networking through local councillors, the council used FRAME (specialists in running panels) to recruit a diverse group of 12 members from the area for the South Poplar and Isle of Dogs

Community Design Panel. The rationale behind this was to ensure that the panel held independent voice that fed into local priorities and decision making.

4.4. The rationale for setting up the Community Development Panel in South Poplar and Isle of Dogs location was as a result of:

- Collaborative work undertaken with Greater London Authority on the Opportunity Area Framework
- Volume of development in this area and the cumulative impact and benefits it looks to achieve.
- Statutory planning consultations and applications are usually fully formed by the time they reach the planning committee for either approving, declining or attaching additional conditions before final sign off. This does not leave much scope for shaping priorities.
- Planning consultations often hear from the same disproportionate voices of people from wealthy economic backgrounds, often owning properties in the area and have more time to feed back their priorities which may not be in sync with other residents of that locality.
- Need to get the right mix of residents that bring skills to the table and create balance in a team.

4.5. Whilst 12 members of Community Development Panel are not wholly representative of South Poplar and Isle of Dogs area, it is a starting point for this new initiative in terms of empowering those community voices who are not normally heard or featured in mainstream structures for planning consultations.

4.6. Furthermore, Centre for London<sup>5</sup> suggests that local authorities and community groups should monitor and evaluate the extent and diversity of participation because it helps to:

- capture a variety of knowledge and expertise in the local area;
- ensure the benefits of participation are spread equally amongst local residents,
- ensure that the process of involvement itself is not exclusionary; and
- ensure neighbourhood governance mechanisms are as representative of their local area as possible.

4.7. The Cabinet Member for Planning and Social Inclusion explained that there is a significant challenge for council's formal planning consultations, often capturing only very limited voice or partially focused on what the neighbours in the area think but it needs to shift its approach to people who are going to live in the area and will be better placed to input on local place shaping priorities.

4.8. The committee commented that focussing on engaging people in housing need from the council's waiting list should also be involved in the planning process as their views are often absent in shaping local priorities. The committee believes that the council needs to do more to encourage, facilitate and bring together homeless families in temporary accommodation, or consciously engage overcrowded households living in the vicinity of a new development and do this by design.

4.9. Whilst this maybe the case elsewhere, Tower Hamlets Council for Voluntary Services commented that there is sometimes a lack of meaningful involvement from the voluntary and community sector in some of the public consultations effecting different services or policies. The voluntary sector can play a crucial role

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<sup>5</sup> [Act-Local-Empowering-Londons-Neighbourhoods.pdf \(centreforlondon.org\)](#)

in channelling the views of residents on key issues such as that of infrastructure, investment and capital programme spend.

- 4.10. London Borough of Haringey took a different approach to Tower Hamlets on borough wide community engagement. They presented to the committee their citizens' panel consisting of 1200 (representative of the community) people (target 1900) structure. They informed the committee that this approach helped them to better understand resident perception, confidence and trust in public services. On the development of the CDP, the council should consider some of the benefits of this approach:

**Benefits**

- Ability to collect data efficiently, on a wide range of topics at relatively lower cost, is increased;
- the panel provides a platform to bring together traditionally under-represented groups; and
- the format helps to ensure residents are informed about what the council is doing in response to their feedback thus increasing transparency.

**Outcomes**

- Deeper understanding of residents view;
- more robust representative evidence based;
- greater resident engagement and sense of influence; and
- improved council and community relationship.

- 4.11. For improving the rate of participation or recruiting for the CDP, a recent report by New Local<sup>6</sup> suggests that using more deliberative and participatory instruments could also help the community to have greater influence, meaningful involvement and improve resident engagement at a locality level. Getting residents involved in CDP will involve co-production activities, Newham<sup>7</sup> suggests that for co-production to be effective it needs to be integrated into the public value process that underpins public services.

- 4.1. London Borough of Waltham Forest informed the committee that their experience of resident engagement on planning issues involved residents engaging with their local plan. Their finding below highlight some key considerations that the CDP will need to factor:

- Market stalls were used to speak to residents (who would not normally attend meetings) and highlighted the continued importance of face-to face dialogue.
- Using digital platforms should be the ones that residents are most familiar and comfortable with.
- Cost of engagement was a challenge and required 180 additional office hours on top of normal working hours.

**Recommendation 2**

The council strengthens the feedback loops (for regular dialogue with residents) into existing programme delivery including the Local Infrastructure Fund, the Capital Programme, regeneration schemes.

<sup>6</sup> [Shifting-the-Balance.pdf \(newlocal.org.uk\)](#)

<sup>7</sup> [Democracy-Commission-Report.pdf \(newhamdemocracycommission.org\)](#)

- 5.1. The committee commented that their constituents often complain that the pace of response is slow when engaging in dialogue on particular place-shaping issues. This has implications on public confidence, some of which are numerical such as details on what the votes were for a particular development or capital delivery.
- 5.2. In supporting a mechanism for residents' feedback, Council officers attempted to go beyond the standardised approach of engagement by:
  - Holding workshops with neighbourhood planning forums;
  - Collaborating with the council's community engagement team to try and access hard to reach groups; and
  - where there is opportunity to join public events like market stalls, high-street drop-ins, officers look to engage people where they are rather than expecting people to come to their location.
- 5.3. The planning and building control service has the aspiration to hold better resident engagement on place-shaping activities, the current planning system continues to be a challenge. It's often viewed as rigid and places limitations on what can be achieved. Council officers also commented that it is important to manage expectations from the outset when undertaking resident engagement or consultation on place-shaping discussions (as the council has to balance its focus in delivering on high housing targets set by the London Plan which is influenced by national policy) given that the feedback loop can sometimes feel like it does not provide the answers or outcomes that people are wanting.
- 5.4. The Cabinet Member for Planning and Social Inclusion acknowledged that the current statutory consultation takes place once planning applications are already fully formed so there is little opportunity for the local community to help shape or influence the planning application. The chair also reiterated the above point and commented that it was crucial to obtain the feedback earlier from the community which could reduce some of the later challenges further down the line.
- 5.5. The Community Infrastructure Levy (CIL) is a tax on new development that is paid by developers to the Council when they commence building and used by the Council for the provision of infrastructure (e.g. schools, roads, parks, etc.). In Tower Hamlets, a proportion of this called the Local Infrastructure Fund (LIF) is distributed across the four regions of the borough and helps accommodate place-shaping growth at a locality level. Any spends of this type remains part of the statutory planning process and requires the council to consult local people before spending.
- 5.6. The committee noted that the LIF programme received approximately 2000 project nominations over the last two years. This is where the council asks local people about their local infrastructure priorities which provides an extensive set of feedback and demonstrates that there is a real appetite from residents to be engaged in the process of local growth. Projects are assessed against the following:
  - Deliverability; and
  - Social value (including increasing participations, influence and engagement, positive impact on equalities group and social cohesion)
- 5.7. The committee commented on the how place-shaping could also benefit from linking in with other channels of engagement to increase the number of residents



engaged, such as local Safer Neighbourhood Teams ward panels that discuss Anti-Social Behaviour as part of intelligence for 'Liveable Streets Programme'

- 5.8. The committee noted that the challenge for feedback loop can be constrained because both LIF and capital delivery take time to get off the ground as they require extensive design consideration before being implemented. The council accepted that more work is needed for a robust feedback loop (integral to resident engagement) to support the existing annual consultation and annual Infrastructure Funding Statement processes. This could be supported using the council's geographical system (GIS) as a visual mechanism to highlight where projects have been allocated and the delivery status of these.

### Recommendation 3

The council surveys / engages residents to determine local COVID-19 recovery priorities, for example: regenerating local highstreets, active business to the area or advocating the use of parks and open spaces to promote community benefit of public health.

- 6.1. Many councils accept that place-shaping will generate both challenges and opportunities for local governance. On place-shaping priorities, developers will need to embed some elements of governance (including capturing the resident's views) on their plans at the design stage. This will improve their understanding of the community needs on infrastructure projects and the broader social aims.
- 6.2. A council officer who is involved with the council's park and capital programme commented that residents are uniquely placed to be actively involved with place-shaping around the public health agenda link to their environment (now more acutely visible due to COVID-19 pandemic). However, the caveat to this is that there are variances on types of engagement and a 'one size fits all' approach does not always work. Newham<sup>8</sup> suggests that place-shaping needs to harness the tacit knowledge of citizens derived from their roles as 'experts by experience'.
- 6.3. The issue officers faced on parks capital delivery was that they would only hear from people who have the capacity and time to engage. This often meant that only those voices from affluent background and or those who have the confidence to engage are heard. The council officer reflected and suggested that to reach seldom heard or unserved groups for their capital delivery work stream, face to face engagement remains more effective and cited an example of talking to parents about play equipment as they were collecting the children for the school gates. This approach encouraged direct engagement from parents who would not normally attend meetings or respond to an online consultation. The officer also emphasised the importance of a feedback-loop and that this should not be understated within the engagement process.
- 6.4. It is crucial for any planning authority to understand the benefits and limitations of a digital approach. The officer concluded that any meaningful resident engagement for place-shaping must not underestimate the impact of doing it thoroughly and take into account factors such as timescales and project budgets.
- 6.5. A council officer informed the committee that government's consultation on this issue suggests that more decision making will be made earlier and at a policy

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<sup>8</sup> [Democracy-Commission-Report.pdf \(newhamdemocracycommission.org\)](#)

making level to help remove any ambiguities. Therefore, it will be crucial for residents and communities to be involved early on with local recovery place-shaping priorities.

- 6.6. The committee commented that it was important that all voices are heard in terms of being inclusive and that the council should not view community input as just people saying no to plans. It's important to ensure that residents' voices are heard at the right time, that they have influence over decisions and that they can see their conversations reflected in those decisions.
- 6.7. However, whilst the council acknowledges it is important for residents to influence place-shaping priorities, a balance needs to be reached between residents vetoing planning decisions versus those people (on waiting list) who want to see more homes being built.
- 6.8. On influencing local Covid recovery place-shaping priorities, Centre for London<sup>9</sup> suggests that enabling influence to be closer to communities improves the buy-in of public participation, accountability, responsiveness, and effectiveness thus leading to improved efficiencies. Bill Grimsey<sup>10</sup> also make the case that community influence was a key pillar for the road map to recovery particularly for town centre high streets.
- 6.9. Social determinant factors also play a significant role in public health and will influence the shaping of local Covid recovery priorities. The Marmot review<sup>11</sup> suggests that participation and engagement at a community level improves people's health, gives them a sense of control and delivers a catalyst of broader health outcomes. Therefore, engagement at locality level should embed a wellbeing framework that considers the social, physical and economical elements for place shaping priorities.

#### Recommendation 4

The council develops a geography-based partnership approach that brings collaboration from the council, public and private partners, VCS and others to pick up local priorities

- 7.1. This should serve as an outlet for local residents to feed in their priorities and support a framework for them receiving regular updates on how their priorities are being considered. The approach also acts as a conduit, drawing out a range diverse views on local initiatives such as town centre high streets, liveable streets and the estates infill programme etc.
- 7.2. Centre for London provided the committee with an account of place-shaping priorities that affected local town centre high streets. They surmised that this goes beyond council operations and tends to involve businesses and other public sector anchor institutions alongside the third sector. The think tank further suggests that Covid-19 has played its role in changing the direction and shape of the UK and London economic geography. As more people spend more time in their own neighbourhoods as a result of working from home it has had a negative impact for some areas whilst for others it has produced some community benefits. The

<sup>9</sup> [Act-Local-Empowering-Londons-Neighbourhoods.pdf \(centreforlondon.org\)](#)

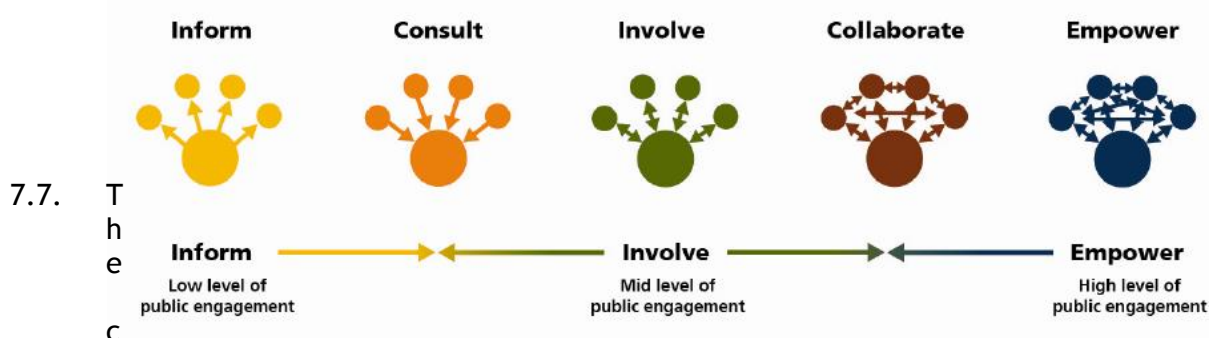
<sup>10</sup> [GrimseyReview2.pdf \(vanishinghighstreet.com\)](#)

<sup>11</sup> [Health Equity in England The Marmot Review 10 Years On full report.pdf](#)



pandemic illustrated that the effectiveness of partnership working across geographies, and residents and communities collaborating using mutual aid and local volunteering to support those residents who were at risk, extremely vulnerable or shielding.

- 7.3. Centre for London also outlined that the retail sector had been in decline pre-pandemic as more people switched to online purchasing for ease and convenience. The issue here is that downward trend will continue, and town centre high streets will become unloved if there are no effective place-shaping interventions in place. Communities often play a key role in conveying local needs, how town centre high streets can attract and increase its footfall and public realm improvements.
- 7.4. Centre for London's suggests that place-shaping should be based on principles rather than structure and that a geography-based approach to place shaping needs to form an open and genuine partnership between community, council and other stakeholders.
- 7.5. The committee commented that always viewing through the lens of consultation will default to extraction and if resident engagement only consists of going to groups for their opinions without leading to tangible changes then this will reduce confidence in engagement and have resource implications.
- 7.6. Figure 1 below sets out the 'levels' of participation and denotes that the higher up the chain (towards the right) the higher degrees of influence for those participating.



committee chair commented that interpretation of consultation and resident engagement varies across different groups of stakeholders. It may be a statutory obligation for the local authority but for residents it's about being informed and having opportunities to contribute their views but that we should explore how we can use a partnership approach to help facilitate this.

- 7.8. The committee welcomed the potential of a geography-based partnership approach for place shaping. However, the committee questioned what the makeup of the baseline community would be, how this would be reflected, whether this should also include existing models such as the Tenants and Residents' Associations (TRA) and not to lose the valid contributions from those that are more actively engaged. Additionally, this would require an overall shift in the organisation's culture and thinking.
- 7.9. Centre for London cited some of the benefits of the Business Improvement Districts (BIDs) model as a geography partnership approach for delivering place-based priorities. The committee noted that businesses contribute towards a levy to raise extra funds for improvements to the area as a way to the local economy. Centre


for London recommends the authority to consider the idea of developing Community Improvement Districts (CIDs), that could facilitate partnership working between local businesses, residents, local authorities and other stakeholders for place shaping.

7.10. The application of CIDs on place shaping enables:

- residents and community stakeholders to take more control, have a sense of ownership and responsibility and a greater say in the direction of their local highstreets and town centres; and
- broader engagement may also support the local supply and demand for goods and services, increase the scope for community owned start-ups and support for campaigns.

7.11. Tower Hamlets CVS outlined the strengths of the partnership approach for responding to the pandemic. They informed the committee that moving away from a formal consultation process to a partnership delivery model enabled priorities to be delivered at pace at the time of real crisis. Being involved and able to influence the council's Covid response hierarchy structures helped to improve the rate of local engagement as communities heard from people like themselves and not the establishment.

7.12. Tower Hamlets CVS also highlighted that as a sector partner it was able to raise £10 million funds in the borough, and their view is that locality based partnership approach for different groups of stakeholders at different levels will not only facilitate engagement and recognition of peoples' contribution but actively support the delivery of local place shaping. Moving away from siloed ways of working to a more joined up approach will allow communities to have parity as equal partners and through incentivising the co-operation over competition will help to galvanise local partnerships, trust and collaborative behaviours across the boroughs' localities.

|  |   |
|--|---|
| <p>Non-Executive Report of the:</p> <p><b>Overview and Scrutiny</b></p> <p>26 July 2021</p>  |  |
| <p><b>Report of:</b> Sharon Godman, Divisional Director Strategy, Policy and Performance</p> | <p><b>Classification:</b><br/>Unrestricted</p>                                      |
| <p><b>Overview and Scrutiny Work Programme 2021/22</b></p>                                   |   |

|                               |  |
|-------------------------------|--|
| <b>Originating Officer(s)</b> | Filuck Miah, Strategy & Policy Officer<br>Daniel Kerr, Strategy and Policy Manager |
| <b>Wards affected</b>         | All Wards  |

## Executive Summary

This report sets out the draft 2021/22 work programmes for the:

- Overview and Scrutiny Committee;
- Health & Adults Scrutiny Sub-Committee;
- Housing & Regeneration Scrutiny Sub-Committee; and
- Children & Education Scrutiny Sub-Committee (to be confirmed after 19.07.2021)

This report also describes the work programmes for the Scrutiny Leads:

- Resources & Finance;
- Environment & Community Safety.

The work programme has been informed by a councillor workshop session (including co-optee members) and in consultation with senior officers.

## Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. To agree the draft O&S Work Programme for 2021/22
2. Note the specific equalities considerations as set out in Paragraph 4

## **1. REASONS FOR THE DECISIONS**

- 1.1 The work programme of the Overview and Scrutiny Committee (OSC) and its three sub-committees and Scrutiny Leads, set out focus areas that scrutiny members have identified as important to scrutinise over this Municipal Year.
- 1.2 The Council's constitution arrangements confirms that OSC is responsible for agreeing their work programme for the year.

## **2. ALTERNATIVE OPTIONS**

- 2.1 OSC may suggest additional areas to add value in improving service delivery to residents and support the Council's improvement journey.

## **3. DETAILS OF THE REPORT**

- 3.1. The scrutiny function at the Council is undertaken by an Overview and Scrutiny Committee, three Scrutiny Sub-Committees (Health & Adults, Housing & Regeneration, and Children's & Education), together with two Scrutiny Leads – OSC members who have responsibility for leading the scrutiny of Resources & Finance and Environment & Community Safety.
- 3.2. The work programming process was conducted for each Scrutiny Committee and Scrutiny Lead to provide focus for the scrutiny function.

### **Developing the work programme**

- 3.3. OSC Members attended a workshop on 19 June 2021 to discuss the work programme for the 2021/22 Municipal Year. This was a joint workshop across all scrutiny committee areas in order to develop a better co-ordinated approach to delivering Scrutiny in 2021/22.
- 3.4. To identify areas of focus for the Committee, the session considered:
  - Scrutiny values
  - Prioritisation methods and tools
  - Council priorities, performance information and horizon scan
  - How to engage residents and partners more effectively
  - Outcomes the Committees wish to achieve.
- 3.5. Members also considered what makes an effective work plan and held discussions to explore how Scrutiny could add value to service delivery and what Members understood to be the key priorities for the council. The discussion focused on:
  - how the council communicates and consults any residents,
  - how the council can change its paternalistic practices,

- whether the council has the relevant performance measures in place,
  - breaking down silos (internally and externally),
  - developing a placed based approach,
  - improving the speed of delivery.
- 3.6. Members voted on their priorities for each Committee and produced a list of the top five areas for each Committee to cover. In developing the work programme, OSC were clear that they wanted to look at fewer issues in more depth and be clear about what outcomes they want to achieve and how they can add value in order to allow them to make more effective recommendations.
- 3.7. In delivering the work programme scrutiny will focus on raising the profile of scrutiny through promoting scrutiny toolkit and public scrutiny guide, develop new internet webpage to engage residents and raise awareness of the Council's scrutiny function, using digital technology to allow residents to feed into the work programme and engage with meetings, engaging all non-executive Councillors in the OSC work programme through Members bulletin/hub and develop a more public engaging annual report for 2021/22.

### **Agreeing the work programme**

- 3.8. Following the workshop, discussions were held with the OSC to prioritise, scope and agree the format of scrutiny activities for the year. Scrutiny leads agreed and specified the priorities in their area, developed an understanding of OSC priority outcomes, and defined how scrutiny can add value. This was presented back to the OSC on 28 June 2021 for discussion.
- 3.9. Additionally, an online form was developed to capture resident's views on what they feel the focus areas for the work programme should be. There has already been a number of submissions. All responses will be considered by Scrutiny Members for incorporation into agenda items or added to the work programme currently, and throughout the year.
- 3.10. Following presentation at Full Council, Scrutiny leads and OSC will engage key stakeholders to encourage buy-in and a final work programme will be agreed by the OSC at their meeting on the 26<sup>th</sup> July 2021.

### **Types of scrutiny**

- 3.11. The 2021/22 the scrutiny work programme will comprise of different types of scrutiny focus:
- **Scrutiny Spotlight Sessions:** A Cabinet Member and/or a senior leader from a stakeholder organisation (e.g. the Borough Commander) provides an overview of their work, including key risks within their portfolio, and is then questioned by members of the Committee;
  - **Scrutiny Reviews:** led by a scrutiny lead member to examine a topic over multiple evidence gathering sessions, followed by a report with recommendations for service improvement. These are directly supported

by an officer from Corporate Strategy, Policy and Performance Team, with input from the relevant directorates;

- **Scrutiny Challenge Sessions:** led by a scrutiny lead member, these take place during one 'deep dive' evidence gathering session and are followed by a report with recommendations for service improvement. These are directly supported by an officer from Corporate Strategy, Policy and Performance Team, with input from the relevant directorates;
- **Budget & Policy Framework Scrutiny:** The Committee has a mandatory consultation role on all items that are the responsibility of Full Council to agree rather than the Executive, including the budget.

#### **4. EQUALITIES IMPLICATIONS**

- 4.1 The Public Sector Equality Duty (as set out in the Equality Act 2010) aims to embed equality considerations into the day to day work of public bodies, so that they tackle discrimination and inequality and contribute to making society fairer.
- 4.2 OSC and scrutiny sub-committee work programmes include key equality considerations of the Strategic Plan, including reducing inequality, promoting community cohesion and enabling community engagement. Identifying and prioritising issues, which are important to local residents, will play an important role in developing the work programme to drive service improvement.
- 4.3 Key to addressing equalities issues, is making scrutiny more accessible to residents. Accordingly, the OSC will be implementing its communication plan (appended to this report) to improve accessibility for example, offer greater opportunities for residents to contribute i.e. send in questions on agenda topics ahead of the committee meeting.
- 4.4 To ensure the Scrutiny work programme captures the diverse range of resident's views and concerns, an online form has been created to allow them to submit their items for OSC to consider as part of the 2021/22 work programme. This has been promoted through the Council's social media channels to ensure all residents are aware of this opportunity and their submissions will be taken into account when reviewing relevant items.

#### **5. OTHER STATUTORY IMPLICATIONS**

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
  - Best Value Implications,
  - Consultations,

- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 This report sets out the Overview and Scrutiny Committee work programme for the Municipal Year 2021/22. It also includes draft work programmes for the Health & Adults, Housing & Regeneration and Children's & Education Scrutiny Sub-committees.
- 6.2 It is envisaged that the work programme will be delivered through existing resources and therefore there are no additional financial implications arising from the recommendations within this report. However, in the event that additional resources may be required to deliver particular aspects of the work programme, these will need to be considered as part of the council's budget setting and medium-term financial strategy.

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1 Section 9F of the Local Government Act 2000 requires authorities to set up an Overview and Scrutiny Committee. The Overview and Scrutiny Committee has a strategic and co-ordinating role over the Council's scrutiny function and in therefore it is appropriate that it has a draft work programme.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1: Draft Overview & Scrutiny Committee work programme 2021/22
- Appendix 2: Draft Health & Adults Scrutiny Sub-committee work programme 2021/22
- Appendix 3: Draft Housing & Regeneration Scrutiny Sub-committee work programme 2021/22
- Appendix 4: Draft Children's & Education Scrutiny Sub-committee work programme 2021/22 (to be confirmed after 19.07.2021)
- Appendix 5: Draft Scrutiny Lead Resources & Finance work programme 2021/22
- Appendix 6: Draft Scrutiny Lead Environment & Community Safety work programme 2021/22

- Appendix 7: Overview & Scrutiny Communications Plan

**Local Government Act, 1972 Section 100D (As amended)**

**List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- These must be sent to Democratic Services with the report
- State NONE if none.

**Officer contact details for documents:**

Or state N/A



### **Appendix 1: Draft Overview & Scrutiny Committee Work Programme 2021/22**

| <b>Meeting</b>                                | <b>Type of Scrutiny</b>                | <b>Item</b>   | <b>Outcome</b>   |
|---|--|---|--|
| Monday,<br>28 <sup>th</sup> June<br>2021      | Strategic Performance Monitoring       | End of year Performance report 2020/21                | To review the council's performance against the strategic goals and provide critical friend challenge to service delivery  |
|   | OSC Work Programme Report              | Draft Work Programme                                  | To review the OSC work programme for 2021/22   |
|   | Pre-Cabinet                            | Pre-Decision Scrutiny Questions                       | To review Cabinet decisions and make strategic recommendations   |
| Monday,<br>26 <sup>th</sup> July<br>2021      | Tracking Recommendations               | Safer Neighbourhood Ward Panels Scrutiny Action Plan  | To track the implementation of recommendations from the scrutiny challenge session   |
|   | Strategic Performance Monitoring       | Budget Year End Report 2020-21                        | To monitor the council's finances to ensure these align with council priorities and provide residents with value for money |
|   | OSC Report: Scrutiny Challenge Session | Empowering Communities                                | To agree the recommendations of the Empowering Communities Challenge Session   |
|   | Pre-Cabinet                            | Pre-Decision Scrutiny Questions                       | To review Cabinet decisions and make strategic recommendations   |
| Monday,<br>20 <sup>th</sup> September<br>2021 | Strategic Performance Monitoring       | Strategic Performance & Delivery Reporting Q1 2021/22 | To review the council's performance against the strategic goals and provide critical friend challenge to service delivery  |
|   | Strategic Performance Monitoring       | P3 Budget Monitoring Report                           | To review the council's performance against the strategic goals and provide critical friend challenge to service delivery  |
|   | Spotlight                              | Digital Exclusion                                     | To review how the council is responding to digital exclusion   |
|   | Pre-Cabinet                            | Pre-Decision Scrutiny Questions                       | To review Cabinet decisions and make strategic recommendations   |
| Monday,<br>25 <sup>th</sup> October<br>2021   | Budget & Policy                        | MTFS 2022-25/ Fees and Charges                        | To provide critical friend challenge to the budget setting process in line with the council's priorities                   |
|   | Budget & Policy                        | Licensing Policy                                      | To review the impact of the council's proposed changes to  |

|  |                                  |  |   |
|--|----------------------------------|--|---|
|  |                                  |  | its Licensing Policy  |
|  | Spotlight                        | Liveable Streets   | To review progress of the Liveable Streets Programme  |
|  | Pre-Cabinet                      | Pre-Decision Scrutiny Questions                                | To review Cabinet decisions and make strategic recommendations  |
| Monday, 22 <sup>nd</sup> November 2021 | Strategic Performance Monitoring | Strategic Performance & Delivery Reporting Q2 2021/22          | To review the council's performance against the strategic goals and provide critical friend challenge to service delivery |
|  | Strategic Performance Monitoring | P6 Budget Monitoring Report                                    | To review the council's performance against the strategic goals and provide critical friend challenge to service delivery |
|  | Spotlight                        | Waste Service Performance                                      | To review the performance of the Waste Service  |
|  | Pre-Cabinet                      | Pre-Decision Scrutiny Questions                                | To review Cabinet decisions and make strategic recommendations  |
| Monday, 13 <sup>th</sup> December 2021 | Spotlight                        | Mayors Spotlight   | To hold the Mayor to account  |
|  | Tracking Recommendations         | Community Buildings  | To track the implementation of recommendations from the scrutiny challenge session.                                       |
|  | Cabinet Spotlight                | Housing  | To review the progress of the housing and development   |
|  | Pre-Cabinet                      | Pre-Decision Scrutiny Questions                                | To review Cabinet decisions and make strategic recommendations  |
| Monday, 10 <sup>th</sup> January 2022  | Budget & Policy                  | Budget Scrutiny  | To provide critical friend challenge to the budget setting process in line with the council's priorities                  |
| Monday, 24 <sup>th</sup> January 2022  | Spotlight                        | Borough Commander Review of 2020-21 and Priorities for 2021-22 | To understand challenges and key areas of work undertaken to tackle community safety                                      |
|  | Cabinet Spotlight                | Community Safety, Faith and Equalities                         | To review progress of community safety priorities with a focus on tackling serious youth violence.                        |
|  | Spotlight                        | Governance Improvement Plan                                    | Review progress against governance improvement plan   |
|  | Pre-Cabinet                      | Pre-Decision Scrutiny Questions                                | To review Cabinet decisions and make strategic recommendations  |

|   |  |   |   |
|---|--|---|---|
| Monday,<br>21 <sup>st</sup><br>February<br>2022 | Strategic<br>Performance<br>Monitoring | Strategic Performance<br>& Delivery Reporting<br>Q3 2021/22 | To review the council's<br>performance against the<br>strategic goals and provide<br>critical friend challenge to<br>service delivery |
|   | Strategic<br>Performance<br>Monitoring | P9 Budget Monitoring<br>Report                              | To review the council's<br>performance against the<br>strategic goals and provide<br>critical friend challenge to<br>service delivery |
|   | Spotlight                              | BAME Commission<br>Action Plan                              | To review the progress of the<br>BAME Commission action plan  |
|   | Pre-Cabinet                            | Pre-Decision Scrutiny<br>Questions                          | To review Cabinet decisions<br>and make strategic<br>recommendations  |
| Monday, 7 <sup>th</sup><br>March<br>2022        | Cabinet Spotlight                      | Youth Services  | To monitor the progress and<br>performance of the new youth<br>services structure   |
|   | Tracking<br>Recommendations            | Recycling Behaviour<br>Change                               | To track the implementation of<br>recommendations from the<br>scrutiny challenge session.   |
|   | Tracking<br>Recommendations            | Review of LBTH<br>response to COVID-19                      | To track the implementation of<br>recommendations from the<br>scrutiny challenge session.   |
|   |  | O&S Annual Report<br>2021/22                                |   |
|   | Pre-Cabinet                            | Pre-Decision Scrutiny<br>Questions                          | To review Cabinet decisions<br>and make strategic<br>recommendations  |

|                         |                         |                                      |   |
|-------------------------|-------------------------|--------------------------------------|---|
| Monday, 12<br>July 2021 | OSC Briefing<br>Session | Strategic Measures<br>Target Setting | To understand the approach<br>and process for target setting<br>and examine the strategic<br>measures Targets for 2021/22 |
|-------------------------|-------------------------|--------------------------------------|---|

|                              |                         |                               |   |
|------------------------------|-------------------------|-------------------------------|---|
| Thursday,<br>22 July<br>2021 | OSC Briefing<br>Session | Savills Report<br>Information | To understand and examine<br>the implications for the council |
|------------------------------|-------------------------|-------------------------------|---|

|     |                          |                                      |   |
|-----|--------------------------|--------------------------------------|---|
| TBC | OSC Challenge<br>Session | Swimming provision in<br>the Borough | To review and make<br>recommendation for Swimming<br>provision in the borough |
|-----|--------------------------|--------------------------------------|---|

#### Appendix 2: Draft Health & Adults Scrutiny Sub-Committee work programme 2021/22

| Meeting | Type of Scrutiny | Item | Outcome |
|---------|------------------|------|---------|
|---------|------------------|------|---------|

| Meeting                             | Type of Scrutiny | Item   | Outcome  |
|-------------------------------------|------------------|--|--|
| Wednesday, 1 Sep 2021               | Spotlight        | Food provision in the borough                        |  |
|                                     | Spotlight        | Adults Mental Health Provision                       | <ul style="list-style-type: none"> <li>Review annual report and joint presentation from East London Foundation Trust (ELFT) highlighting challenges in the system</li> <li>Impact of permanent move of Columbia and Cazaboun Ward in East Ham</li> </ul> |
| Tuesday, 26 October 2021            | Spotlight        | Access to primary care                               | Equality of access to primary care by BAME communities   |
|                                     | Spotlight        | Better Care Fund (BCF) programme                     | How it is supporting integration and details of the new governance framework   |
|                                     | Spotlight        | Public Health Annual Report and Public Health Budget | Transparency around how funds are being utilised   |
| Tuesday, 16 November 2021           | Deep dive        | Review of Council Budget Proposals                   | Review of specific proposals (tbc) and assess potential impact on community via equality analysis  |
|                                     | Spotlight        | Restoring health provision                           | <ul style="list-style-type: none"> <li>Restoring elective care and addressing backlog</li> <li>Urgent response to dental provision in the borough</li> </ul>   |
|                                     | Spotlight        | Impact of Long Covid                                 | How is NHS addressing the issue of Long Covid  |
| Tuesday, 8 <sup>th</sup> March 2022 | Spotlight        | Adults Learning Disability Scrutiny Action Plan      | <ul style="list-style-type: none"> <li>Update on scrutiny recommendations</li> <li>Update on LD provision focusing on health outcomes, employment and accommodation</li> </ul>   |

**Appendix 3: Draft Housing & Regeneration Scrutiny Sub-committee work programme 2021/22**

| Meeting | Type of Scrutiny | Item | Outcome |
|---------|------------------|------|---------|
|---------|------------------|------|---------|

| Meeting  | Type of Scrutiny | Item  | Outcome   |
|--|------------------|---|---|
| Tuesday,<br>22 <sup>nd</sup> June<br>2021      | Policy Framework | Agree Work Plan for the year                            | To ensure that the work of the sub- committee is purposeful and strategic driven  |
|  | Spotlight        | Fire Safety scoping exercise                            | Increased pace and accountability on fire safety, implementing lessons learned and engagement with residents.   |
|  | Spotlight        | Planning Bill White Paper                               | Increased oversight into planning reforms and engagement on next steps including lobbying and policy development  |
| Thursday,<br>9 <sup>th</sup> September<br>2021 | Scrutiny Review  | Fire Safety   | Increased pace and accountability on fire safety, implementing lessons learned and engagement with residents  |
|  | Policy Framework | Social Landlords Performance Report                     | Increased accountability and resident involvement in RP performance   |
|  | Spotlight        | Housing Allocations Audit Report & Intermediate Housing | Quality assurance concerning operations regarding housing allocations. Shaping of next steps and potential amendments to the allocations policy / intermediate housing  |
| Tuesday,<br>19 <sup>th</sup> October<br>2021   | Policy Framework | Social Landlords Performance Report                     | Increased accountability and resident involvement in RP performance   |
|  | Spotlight        | Tenancy Agreement Review                                | Presentation on the outcome of the consultation with tenants on the proposed revised tenancy conditions.  |
|  | Spotlight        | Regeneration Framework                                  | Increased oversight into regeneration approach, context and partner involvement with a view to extract the impact of regeneration on residents and shape next steps including lobbying and policy development |
| Thursday,<br>2 <sup>nd</sup> December<br>2021  | Policy Framework | Social Landlords Performance Report                     | Increased accountability and resident involvement in RP performance   |

| Meeting                              | Type of Scrutiny | Item   | Outcome   |
|--------------------------------------|------------------|--|---|
|                                      | Spotlight        | 6-Month Review of the use of PRS Allocations | Review of the implementation and impact of the recent change in allocations policy regarding use of the private rented sector                           |
|                                      | Spotlight        | Economic Growth - Employment                 | Increased oversight into employment delivery, context and partner involvement with a view to shape next steps including lobbying and policy development |
| Tuesday, 15 <sup>th</sup> March 2022 | Policy Framework | Social Landlords Performance Report          | Increased accountability and resident involvement in RP performance   |
|                                      | Spotlight        | Housing Strategy 2016 – 2021 Refresh         | Increased oversight into housing reforms across all tenures and engagement on next steps including lobbying and policy development                      |
|                                      | Spotlight        | Open Spaces Action Plan                      | More efficient use of vacant/under-utilised land held by stakeholders   |

#### **Appendix 4: Draft Children's & Education Scrutiny Sub-Committee Work Programme 2021/22**

Work programme to be confirmed after meeting with Cabinet Member and Corporate Director on 19<sup>th</sup> July 21.

#### **Appendix 5: Cllr Leema Qureshi – Draft Scrutiny Lead Resources & Finance Work Programme 2021-21**

| Area of work       | Method   | Timescale          |
|--------------------|--|--------------------|
| Portfolio Overview | <ul style="list-style-type: none"> <li>Regular meetings with Cabinet Lead</li> <li>Regular meetings with Corporate Director Resources</li> </ul> | Ongoing<br>Ongoing |
|                    | <ul style="list-style-type: none"> <li>Induction meetings with Divisional</li> </ul>   | Jul – Sep 21       |

|  |   |                         |
|--|---|-------------------------|
|  | Directors & Heads of Services <ul style="list-style-type: none"> <li>Service visits/ engagement (subject to Covid-19 regulations)</li> </ul>      | Sep – Feb 22            |
| <b>Grants Scrutiny</b>                                     | <ul style="list-style-type: none"> <li>Attendance at Grants Determination Sub Committee</li> <li>Presenting OSC Questions and comments</li> </ul> | July – Mar 22           |
| <b>Council Workforce Diversity</b>                         | <ul style="list-style-type: none"> <li>Scrutiny challenge session</li> </ul>  | TBC                     |
| <b>Exploration of council's Commercialisation Strategy</b> | <ul style="list-style-type: none"> <li>Meeting with CD and or DD to discuss progress, challenges and future opportunities</li> </ul>              | Sep – Oct 21            |
| <b>Budget Scrutiny</b>                                     | <ul style="list-style-type: none"> <li>Quarterly Budget Monitoring</li> <li>Budget Scrutiny</li> </ul>  | Sept – May 22<br>Jan 22 |
| <b>Spotlight Digital Exclusion</b>                         | OSC   | Mar 22                  |

**Appendix 6: Cllr Faroque Ahmed – Draft Scrutiny Lead Environment & Community Safety Work Programme 2021-22**

| Area of work  | Method   | Timescale  |
|---|--|--|
| <b>Portfolio Overview</b>   | <ul style="list-style-type: none"> <li>Quarterly meetings with Cabinet Leads</li> <li>Quarterly meeting with Corporate/ Divisional Directors of Place and HAC</li> <li>Induction meetings with Divisional Directors and Heads of Services</li> <li>Service visits engagements (subject to Covid-19 regulations)</li> </ul> | Ongoing<br>Ongoing<br>Jul – Sep 21<br>Sep – Feb 22 |
| <b>Exploration of violent crime agenda through a public health agenda</b> | <ul style="list-style-type: none"> <li>Meeting with CD and or DD to discuss progress, challenges and future opportunities</li> </ul>   | Jul – Sep 21                                       |
| <b>Tracking Recs: Safer Neighbourhood Ward Panels Action Plan</b>         | OSC  | Jul 21   |
| <b>Spotlight: Liveable Streets</b>  | OSC  |  |
| <b>Environment Spotlight: Waste Service Performance</b>                   | OSC  | Nov 21   |
| <b>Parking</b>  | Challenge Session  | TBC  |
| <b>Spotlight Community Safety: Borough Commander</b>                      | OSC  | Jan 22   |
| <b>Tracking Recs: Recycling Behaviour Change</b>                          | OSC  | Mar 22   |





## **Appendix 7: Overview & Scrutiny Communications Plan**

### **Objective:**

- Increase the profile of the role and activity of the Overview & Scrutiny Committee and scrutiny Sub-Committees.

### **Measures**

- Engagement from residents; increased participation in scrutiny activity

### **Outcomes**

- Residents feel more involved in decision-making
- Council is open and transparent about its activities
- Residents feel more trust in the Council

| <b>Action</b>                      | <b>Detail</b>   | <b>Completion Date</b>           | <b>Lead</b>                |
|------------------------------------|---|----------------------------------|----------------------------|
| Promote Toolkit                    | <ul style="list-style-type: none"><li>- Promote through Yammer, DLTs, team meetings, member bulletin, managers briefing, weekly staff newsletter</li><li>- Promote scrutiny public guide via external comms and social media channels and link in with any work or policies which focuses on transparency.</li></ul>  | 30th September, 2021             | Filuck Miah/Michael Diop   |
| Develop new intranet webpage       | <ul style="list-style-type: none"><li>- Develop new intranet webpage to showcase scrutiny function and act as resource hub for staff. To include:<ul style="list-style-type: none"><li>- Committee work programmes &amp; meeting dates</li><li>- Committee members &amp; contact details</li><li>- Toolkit</li><li>- Resource pack (see below)</li><li>- Published scrutiny reviews</li></ul></li></ul> | 30 <sup>th</sup> September, 2021 | Filuck Miah/Phillip Nduoyo |
| Develop Resource Pack for Intranet | <ul style="list-style-type: none"><li>- Develop a resource hub of useful documents for officers, including:</li><li>- Scrutiny Review/Challenge Session scoping document,</li><li>- Briefing paper for Scrutiny Lead (for O&amp;S update),</li><li>- key lines of enquiry,</li><li>- Chairs script,</li></ul>   | 30 <sup>th</sup> September, 2021 | Daniel Kerr & Filuck Miah  |

|                           |   |  |                           |
|---------------------------|---|--|---------------------------|
|                           | <ul style="list-style-type: none"> <li>- Chairs brief,</li> <li>- Committee Work programme,</li> <li>- action log,</li> <li>- report template for reviews &amp; challenge sessions</li> </ul>   |  |                           |
| New internet webpage      | <ul style="list-style-type: none"> <li>- Develop new internet webpage to engage residents and raise awareness of the Council's scrutiny function. To include: <ul style="list-style-type: none"> <li>- Committee work programmes &amp; meeting dates</li> <li>- Committee members &amp; work programmes</li> <li>- Committee papers</li> <li>- Resident 'agenda item' suggestion form</li> <li>- Published Scrutiny reviews &amp; challenge sessions (including update on progress)</li> <li>- Video updates from Leads</li> <li>- Monthly updates on discussion at meetings</li> </ul> </li> </ul> | 30 <sup>th</sup> September 2021                            | Filuck Miah & Daniel Kerr |
| Social media updates      | <ul style="list-style-type: none"> <li>- Regular Social media updates to promotes meetings of the Overview and scrutiny Committees and its Sub-committees, including Reviews and Challenge sessions</li> <li>- Invite residents to ask questions for upcoming meetings</li> <li>- Stream meetings on Facebook live and/or in Ideas Stores</li> </ul>  | Ongoing  | Daniel Kerr/Comms         |
| Article in Our East End   | <ul style="list-style-type: none"> <li>- Quarterly article in Our East End to promote a positive story of scrutiny. This could be an update on the items Committees have reviewed or a focus on a review/challenge session and how the recommendations have improved service delivery</li> <li>- Details of OSC Leads and how to get in touch with them</li> </ul>  | Quarterly  | Daniel Kerr / Comms       |
| Annual Report development | <ul style="list-style-type: none"> <li>- Develop 2021/22 annual report</li> <li>- Liaise with Communications to design an innovative report which is more accessible and engaging for residents – through Video?</li> </ul>   | 1 <sup>st</sup> March, 2021                                | Daniel Kerr/Michael Diop  |
| Members Bulletin          | <ul style="list-style-type: none"> <li>- Engage all non-executive Members in scrutiny updates through regular (quarterly?) updates in the Members Bulletin.</li> <li>- Could the Chair have a quarterly article?</li> </ul>   | All members informed of Overview and Scrutiny developments | Daniel Kerr/Comms         |
| Resident feedback form    | <ul style="list-style-type: none"> <li>- Review resident feedback to ensure their views are incorporated into the Committees work programmes</li> <li>- Application of online comms technology (where feasible) e.g. Slido</li> </ul>   | Ongoing  | Daniel Kerr/Filuck Miah   |

|                         |   |         |                           |
|-------------------------|---|---------|---------------------------|
|                         | on key topics to increase accessibility to engagement with residents  |         |                           |
| Internal Communications | - Promote the work of Scrutiny throughout the organisation through internal communication mechanisms including CE Roadshows | Ongoing | Daniel Kerr/Sarah Francis |

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