

Notice of Meeting of the

ASSEMBLY

**to be held on Wednesday, 29 September 2021
commencing at 7:00 pm in the
Council Chamber, Town Hall, Barking**



To all Members of the Council of the London Borough of Barking and Dagenham

Date of publication: 21st September 2021

Chris Naylor
Chief Executive

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Please note that this meeting will be webcast to enable the press and public to view the proceedings. Public access to the Town Hall is restricted at the current time and only those invited to attend shall be admitted. To view the webcast click [here](#) and select the relevant meeting (the weblink will be available at least 24-hours before the meeting).

AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 21 July 2021 (Pages 3 - 10)

4. Death of Former Councillor Inder Singh Jamu, Freeman and Alderman of the Borough (Pages 11 - 12)

5. Death of Neal Crowley, Freeman of the Borough (Pages 13 - 14)

6. Minutes of Sub-Committees (Pages 15 - 16)

To note the minutes of the JNC Appointments, Salaries and Structures Panel meeting held on 2 August 2021.

7. Senior Leadership Appointment - Strategic Director, Inclusive Growth (Pages 17 - 19)

8. Leader's Statement

The Leader will present his statement.

9. Overview and Scrutiny Committee and Health Scrutiny Committee Annual Reports 2020/21 (Pages 21 - 42)

10. Appointments

The Labour Group Secretary will announce any nominations to fill vacant positions on Council committees or other bodies.

11. Motions

There are no motions.

12. Questions With Notice

13. **Any other public items which the Chair decides are urgent**
14. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Assembly, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended). ***There are no such items at the time of preparing this agenda.***

15. **Any confidential or exempt items which the Chair decides are urgent**

Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

Participation and Engagement

- To collaboratively build the foundations, platforms and networks that enable greater participation by:
 - Building capacity in and with the social sector to improve cross-sector collaboration
 - Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks
 - Facilitating democratic participation to create a more engaged, trusted and responsive democracy
- To design relational practices into the Council's activity and to focus that activity on the root causes of poverty and deprivation by:
 - Embedding our participatory principles across the Council's activity
 - Focusing our participatory activity on some of the root causes of poverty

Prevention, Independence and Resilience

- Working together with partners to deliver improved outcomes for children, families and adults
- Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services
- Every child gets the best start in life
- All children can attend and achieve in inclusive, good quality local schools
- More young people are supported to achieve success in adulthood through higher, further education and access to employment
- More children and young people in care find permanent, safe and stable homes
- All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
- Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities

- Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
- Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
- All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full
- Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
- All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control
- All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes
- Effective use of public health interventions to reduce health inequalities

Inclusive Growth

- Homes: For local people and other working Londoners
- Jobs: A thriving and inclusive local economy
- Places: Aspirational and resilient places
- Environment: Becoming the green capital of the capital

Well Run Organisation

- Delivers value for money for the taxpayer
- Employs capable and values-driven staff, demonstrating excellent people management
- Enables democratic participation, works relationally and is transparent
- Puts the customer at the heart of what it does
- Is equipped and has the capability to deliver its vision

MINUTES OF ASSEMBLY

Wednesday, 21 July 2021
(7:01 - 9:07 pm)

PRESENT

Cllr Toni Bankole (Chair)
Cllr Faruk Choudhury (Deputy Chair)

Cllr Andrew Achilleos	Cllr Saima Ashraf	Cllr Evelyn Carpenter
Cllr Irma Freeborn	Cllr Syed Ghani	Cllr Jane Jones
Cllr Elizabeth Kangethe	Cllr Fatuma Nalule	Cllr Ingrid Robinson
Cllr Paul Robinson	Cllr Darren Rodwell	Cllr Muhammad Saleem
Cllr Dominic Twomey	Cllr Maureen Worby	

13. Appointment of Chair of the Assembly and other Appointments

The Head of Law opened the meeting and invited nominations for the position of Chair of the Assembly for the remainder of the 2021/22 municipal year, following the resignation of Cllr Kangethe from the position due to her appointment to the Cabinet. Nominations were also sought for other vacancies on committees.

The Assembly **resolved** to:

- (i) Note the appointment by the Leader of the Council of Councillor Kangethe as Cabinet Member and Champion for Disabled People on 22 June 2021 and Councillor Kangethe's resignation as Chair of the Assembly on that date;
- (ii) Approve the appointment of Councillor Bankole as Chair of the Assembly for the remainder of the 2021/22 municipal year;
- (iii) Note Councillor Nalule's appointment to the Overview and Scrutiny Committee with effect from 9 June 2021; and
- (iv) Approve the appointment of Councillor Akwaboah to Audit and Standards Committee and Councillor Nalule to Licensing and Regulatory Committee to fill vacant positions.

14. Apologies for Absence

Apologies for absence were recorded for Councillors Akwaboah, Alasia, Aziz, Bremner, P Bright, S Bright, Butt, Chand, Channer, Dulwich, Fergus, Geddes, Gill, Haroon, Jamu, Keller, Khan, Lumsden, Martins, McCarthy, Miah, Miles, Mullane, Oluwole, Paddle, Perry, Quadri, Rahman, Ramsay, C Rice, L Rice, E Rodwell, Shaukat, L Waker and P Waker, who were unable to attend the meeting due to the social distancing arrangements within the Council Chamber.

15. Declaration of Members' Interests

There were no declarations of interest.

16. Minutes (27 April 2021)

The minutes of the meeting held on 27 April 2021 were confirmed as correct.

17. Minutes of Sub-Committees

The Assembly received and noted the minutes of the JNC Appointments, Salaries and Structures Panel held on 20 April 2021 and the JNC Investigation and Disciplinary Panel held on 10 May 2021

18. Death of Former Councillor Marie West

The Assembly noted with deep regret that former Councillor and Mayor of the Borough, Marie (Margaret Mary) West, passed away on Tuesday 8 June at the age of 80.

Marie was first elected to the Council to represent the former Triptons ward in May 1998 and went on to become a councillor for the newly-formed Whalebone ward in May 2002, which she served until stepping down from the Council in May 2010.

Members paid tribute to Mrs West, fondly remembering her as having a formidable presence despite being small in stature.

The Assembly held a minute's applause as a mark of respect.

19. Leader's Statement

The Leader of the Council presented a verbal statement updating the Assembly on a range of matters since the last meeting:

Witten: The Leader expressed his condolences to the residents of Witten, who had recently been hit by the flash floods in Germany.

Welcome: The Leader gave a warm welcome to:

- The new Chair of Assembly, Councillor Bankole;
- The newest Member of the Council, Cllr Nalule; and
- The newest Member of the Cabinet, Councillor Kangethe.

Euro 2020: The Country was proud of the England national football team for reaching the final of the recent Euro 2020 tournament. The Leader commended the players' conduct both before and after the tournament and strongly condemned those who had targeted some of the players with racial abuse.

Changes to Cabinet: To reflect the deep and growing inequalities highlighted by the pandemic, the following changes had been made to Cabinet:

- Councillor Kangethe joined Cabinet as Cabinet Member & Champion for Disabled People and took on strategies and actions to improve support

for people with physical and learning disabilities. Councillor Kangethe would also be working closely with the Cabinet Member for Social Care and Health Integration and the Cabinet Member for Community Leadership and Engagement;

- Community empowerment work would be led by Councillor Ashraf;
- Councillor Geddes became the Cabinet Member for Regeneration & Economic Development; and
- Councillor S Bright would take on the role of raising aspiration.

Extreme Weather: Since the last meeting the Borough had been hit by a tornado and flash flooding. Thankfully no residents were hurt; however, this highlighted the problem of climate change. In response to these incidents the Leader would be broadening the role of Member Champion for Climate Change.

The Leader then asked the Cabinet Member for Social Care and Health integration to provide the Assembly with an update on the current COVID-19 situation.

The Cabinet Member advised that there had been 81 new cases of COVID-19 in the Borough today and 637 new cases in the last week. The all-age case rate had risen to 299 per 100,000 residents.

While there had been no deaths in the Borough, the risk and impact of long covid on residents was underestimated and the Cabinet Member asked that residents and visitors to the Borough continue to wear masks for the foreseeable future.

20. Treasury Management Annual Report 2020/21

The Cabinet Member for Finance, Performance and Core Services introduced the Treasury Management Annual Report for 2020/21, which set out the key areas of performance during the year.

The Cabinet Member alluded to the major economic factors that had impacted on the UK economy during the 2020/21 financial year, with the COVID-19 pandemic being the main issue, and commended the Council's prudent approach to borrowing and vigorous assessment of investment opportunities which, coupled with the excellent work of the Treasury Management team, had resulted in the Council outperforming its targets and benchmarks in a number of areas. Key highlights within the report included:

- Total treasury investments held at 31/3/2021 was £210.17m (2019/20: £347.29m);
- Total cash held at 31/3/2021 was £45.19m (2019/20: £6.79m);
- Interest for 2020/21 was £8.8m (2019/20: £8.8m) compared to a budget of £6.5m;
- The Council's average treasury interest return for 2020/21 was 1.62%, which was 1.31% higher than the average London Peer Group return of 0.31%;
- The Council's average return on its commercial and property loans was 4.46% for 2020/21 (2019/20: 3.63%);
- Interest payable for 2020/21 totalled £32.8m (2019/20: £34.17m);
- Capitalised interest of £1.5m in 2019/20 and £3.0m in 2020/21 had been

transferred to the Investment Reserve;

- The Council borrowed £60.0m of long-term General Fund borrowing in 2020/21 at an average rate of 1.28% and an average duration of 31.7 years;
- The total long-term General Fund borrowing at 31/3/2021 was £600.4m;
- The value of short-term borrowing at 31 March 2021 was £67.5m; and
- Total Council borrowing was £1.16bn at 31 March 2021, within the 2020/21 Operational Boundary limit of £1.25bn and Authorised Borrowing Limit of £1.35bn.

The Assembly **resolved** to:

- (i) Note the Treasury Management Annual Report for 2020/21;
- (ii) Note that the Council complied with all 2020/21 treasury management indicators;
- (iii) Approve the actual Prudential and Treasury Indicators for 2020/21, as set out in Appendix 1 to the report; and
- (iv) Note that the Council borrowed £60.0m from the Public Works Loan Board (PWLB) in 2020/21.

21. Motions

There were two motions before the Assembly.

Motion – To Increase Canopy Cover

Moved by Councillor Achilleos and Seconded by Councillor Ghani

“The London Borough of Barking and Dagenham recognises the far reaching benefits provided by trees such as tackling climate change through natural carbon capture, improving air quality and people’s well-being, boosting local biodiversity, and assisting with flood management.

In November last year the council, working with external partners and the community, planted the ‘Forest of Thanks’. A woodland creation project which delivered 32,000 trees in Parsloes Park. Whilst providing a way to commemorate those tragically lost to the pandemic and as a testament to the sacrifices of our key workers, it was also a statement of intent in our fight against climate change.

As the largest Miyawaki forest in Europe – a method of planting native trees that significantly increases environmental gains such as biodiversity, carbon capture and water retention, the ‘Forest of Thanks’ is a truly awe-inspiring legacy project.

However, data provided to Friends of the Earth in December 2020 by aerial survey company Bluesky International Ltd, suggests total canopy cover in Barking and Dagenham is less than 10%. It is worth noting that this data only includes trees over a certain height which differs based on species, so our ‘Forest of Thanks’ is not yet accounted for. Although, this project alone will not bring us in line with the 16% average of urban canopy cover in England.

Considering this data and the importance of trees in the face of a climate and ecological crisis, this council resolves to set an ambitious target to double canopy cover within the local authority area by 2040. This will include but will not be limited

to, further woodland creation in our parks and open spaces, and an innovative approach to street tree planting.

This council also resolves to write to the Environment Secretary to request more funding for councils to increase canopy cover.”

A number of Councillors spoke in strong support of the motion and the motion was **carried** unanimously.

Motion – Fairer Funding for Schools

Proposed by Cllr Carpenter, seconded by Cllr Twomey

“With 9 out of 10 schools judged Good or Outstanding, the London Borough of Barking & Dagenham remains committed to delivering the best possible education opportunities for all children. We are proud of our schools and those who work in them.

The impact of the pandemic over the last year means there has never been a greater need to increase funding for our schools which play such a vital role in our children’s and young people’s learning and development.

The government’s own Education Recovery Commissioner recently called on them to invest £15bn in our schools to repair the damage caused by the pandemic. Instead, they have chosen to invest less than 10% of this, or £1.4bn. The government has spoken of its commitment to levelling up the poorest parts of the country, but it has broken this promise.

The government’s funding commitment to schools, amounting to just £50 per pupil per year, is woefully inadequate. In some instances, our schools are being forced to make cuts to staffing and resources. Parents and teachers and all those who work in our schools deserve better and feel rightly let down.

The government has added insult to injury following their decision to alter funding for the most disadvantaged pupils by moving the goalposts for those eligible to the Pupil Premium. This equates to a £150 million funding cut in places like Barking & Dagenham.

It is not only in our children and young people’s interests, but also in the interests of the long-term prosperity of communities up and down our country that the government thinks again.

The London Borough of Barking & Dagenham therefore calls on the government to reverse its decision to cut the Pupil Premium and reinstate the Education Recovery Commissioner’s recommendations which would provide the funding our schools need so we can deliver the best by our children.”

Comment from Section 151 Officer

The Government had provided additional funding to allow schools to increase their provision for disadvantaged pupils as a result of the COVID-19 pandemic. Each school would receive funding from the Covid Recovery Premium Fund (£6k per

primary school, £22k per secondary school) and had access to register for the National Tutoring Programme and Summer School funding. The COVID Education Recovery Plan (worth £1.4bn nationally over three years) would provide £50 per pupil to support tutoring courses and provide training and support to teachers.

The Section 151 Officer stated that the funding fell far short of the funding required to support the most disadvantaged pupils in LBBB to catch up on the learning they had lost over the past 16 months. The prolonged period of lockdown followed in many cases by multiple periods of self-isolation would have a significant impact on the educational achievement of the most disadvantaged pupils.

In addition, the Department for Education (DoE) had changed the timing of when they calculated pupil premium funding. Instead of using January as the annual point for measuring numbers of eligible pupils, the government had used October 2020 data. This change was introduced without notice or consultation. Many children would have become eligible during the period between October 2020 and January 2021, in part due to the effect of the pandemic. Additional funding to support the needs of these pupils (£1,345 per pupil in primary and £955 per pupil in secondary) would not be received.

Nationally this had created a £150m funding shortfall for the 2021-22 school year. It was estimated that the funding shortfall for schools in LBBB would be £1.2m. The Section 151 Officer stated that the DfE should have made this change only after consultation with schools and with consideration of funding a transition period to address shortfalls arising from this change. In the context of increasing need it did not seem the correct approach to move the funding goalposts in this way. As a borough with significant levels of deprivation, this change was likely to disproportionately affect schools in LBBB. The Government should consider introducing an interim payment to make up the shortfall created by this policy change.

A number of Councillors spoke in strong support of the motion and the motion was **carried** unanimously.

22. Questions With Notice

Question 1

From Councillor Paul Robinson

Would the Cabinet Member for Social Care and Health Integration update the Assembly on the success of the vaccine roll out in Barking and Dagenham?

Response from the Cabinet Member for Social Care and Health Integration

The Cabinet Member for Social Care and Health Integration advised that the vaccination uptake for Barking and Dagenham continued to improve. As of 18 July 2021, a total of 110,063 (61.7%) Barking and Dagenham residents had had their first dose and 78,102 (43.8%) their second dose.

Thanks to outreach and engagement work by the Council, there was now a higher uptake among Black, Asian and Minority Ethnic Communities (BAME) in the Borough.

Question 2

From Councillor Paul Robinson

Can the Cabinet Member for Educational Attainment and Schools Improvement explain what support is being offered to families, children and our schools in cases where a class bubble has to isolate?

Response from the Cabinet Member for Educational Attainment and Schools Improvement

The Cabinet Member for Educational Attainment and Schools Improvement advised that in terms of teaching and learning, isolating pupils attended class remotely. Schools maintained contact with self-isolating pupils and checked attendance where necessary.

Free School Meal (FSM) provision had continued in schools throughout the pandemic. For pupils isolating that were eligible for FSM, the school provided the family with a voucher or hamper until the pupil could return to school.

Question 3

From Councillor Saleem

Can the Cabinet Member for Community Leadership and Engagement update the Assembly on what events will be taking place to mark the centenary year of the Becontree Estate?

Response from the Cabinet Member for Community Leadership and Engagement

The Cabinet Member for Community Leadership and Engagement advised that the programme was underway

The biggest event would be the Becontree Weekender on 14th and 15th of August, right in the heart of the estate at Parsloes Park – part of the free Summer of Festivals programming. The Saturday would see the Becontree100 Festival, in partnership with Love Music Hate Racism. This would be followed on the Sunday by the Roundhouse Music Festival.

Information on all events could be found on the website - www.becontreeforever.uk.

Question 4

From Councillor Nalule

This borough has a proud history of raising football legends – from Bobby Moore to Bobby Zamora. Following the outcome of the Euro 2020 finals and the disgraceful increase in racially motivated attacks, what will this Council be doing to unite our community and honour these football heroes?

Response from the Cabinet Member for Community Leadership and Engagement

The Cabinet Member for Community Leadership and Engagement advised that there was never justification for racist abuse. The Council celebrated the players' behaviour both on and off the pitch.

The Council would continue to use national days, awareness months and other celebrations across the year and to celebrate all aspects of diversity and inclusion, and would continue to stand with the Black Lives Matter movement.

To honour footballing heroes of both past and present, Sebastian Court had been renamed Bobby Moore Court.

ASSEMBLY

29 September 2021

Title: Death of Former Councillor Inder Singh Jamu, Freeman and Alderman of the Borough	
Report of the Chief Executive	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Alan Dawson, Head of Governance and Electoral Services	Contact Details: Tel: 020 8227 2348 E-mail: alan.dawson@lbbd.gov.uk
Accountable Strategic Leadership Director: Chris Naylor, Chief Executive	
Summary	
<p>The Assembly is asked to note with deep regret that former Councillor, Freeman and Alderman of the Borough, Inder Singh Jamu, passed away on Sunday 29 August at the age of 83.</p> <p>Inder Singh was born in the village of Nawan Pind, near the city of Amritsar in Punjab, India, on 22 October 1937. Inder Singh and his wife, Nirmal Kaur, had two of their three children, daughter Harpreet Kaur and son Amardeep Singh, while still in India before leaving their homeland and moving to the Borough in the mid 1960's, where they had another daughter, Jagdeep Kaur. Mr and Mrs Singh also had seven grandchildren.</p> <p>Inder Singh worked at the Ford Motor Company in Dagenham for 14 years before becoming a driving instructor and a member of the Driving Instructors' Association. He had been an active member of the Labour Party since 1974 and was first elected to the Council in November 1988, serving the River ward for over 25 years before stepping down in May 2014. During this time, he sat on a wide range of committees including the Licensing & Regulatory Board, the Personnel Board, the Safer & Stronger Select Committee, the Standards Committee, the Equal Opportunities in Employment Scrutiny Panel and the Improving Employment Prospects Policy Commission. Inder Singh also served as the Chair of the Children's Services Select Committee, Chair and Deputy Chair of the Public Accounts & Audit Select Committee and, across over 14 years as a member of the Development Control Board / Planning Committee, he served as Chair for four years and Deputy Chair for six years.</p> <p>Inder Singh was also very active in the local community, serving as a School Governor at Dagenham Priory / Park School for over 26 years as well as sitting on the Community Health Council, the London Accident Prevention Council and acting as a 'Lay Visitor' for the Borough's Police Consultative Group, checking on the wellbeing of individuals detained at the Borough's Police Stations. He also held the position of Chair of the Asian Welfare Association, President of Akalidal London East and Chair of the Council for Racial Equality (CRE), on which he had served since the early 1970's. In recognition of his services to the CRE, Inder Singh was bestowed the title of Honorary Vice President.</p>	

Inder Singh was chosen by his peers to be Borough Mayor for the 1998/99 municipal year, becoming the first Asian Mayor of Barking & Dagenham, and was Deputy Mayor the following year. During this time, he was invited to Ypres in Belgium to join the three-day celebration in memory of British Sikhs and Indian Soldiers who laid down their lives in World War I and II and was particularly honoured to be a part of the unveiling ceremony of a memorial at the Museum of Ypres. Inder Singh continued to be a member of the London Mayors Association and attended its centenary celebrations in 2001 where he met Her Majesty the Queen. At the event, he gave the Queen his photograph of her official visit to India's Golden Temple in Amritsar in 1997 and later received a personal letter from the Queen which included the words "Your photograph brought back memories of what was a very happy tour; and also the importance of the Sikh community in the life of Britain today. Thank you for your thoughtfulness."

Inder Singh was awarded the Freedom of the Borough in 2008 and, in May 2017, became one of a very small group of former councillors to also be conferred the title of Honorary Alderman.

Away from his public duties, Inder Singh was an enthusiastic cyclist and was instrumental in the creation of the annual Sikh Charity Bike Ride first held in 2000, a 15-mile circular route taking in the three Boroughs of Barking and Dagenham, Newham and Redbridge to raise money for local and international charities. His other passions centred around his religious beliefs and a keen interest in gardening and travelling the world to learn about different cultures.

Inder Singh's funeral took place on Friday 10 September at Forest Park Crematorium in Hainault, with a religious ceremony held afterwards at the Barking Gurdwara. The funeral cortege passed in front of the former Council offices at the Civic Centre, Dagenham, where the Mayor, Councillor Fergus, the Leader, Councillor Rodwell, and other Members and officers had gathered to pay their respects. The Borough flag at the Town Hall, Barking was flown at half-mast throughout the day of the funeral.

Recommendation(s)

The Assembly is asked to mark the passing of Inder Singh Jamu with a minute's applause in recognition of his contribution to the Borough.

ASSEMBLY

29 September 2021

Title: Death of Neal Crowley, Freeman of the Borough	
Report of the Chief Executive	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Alan Dawson, Head of Governance and Electoral Services	Contact Details: Tel: 020 8227 2348 E-mail: alan.dawson@lbbd.gov.uk
Accountable Strategic Leadership Director: Chris Naylor, Chief Executive	
Summary	
<p>The Assembly is asked to note with deep regret that Freeman of the Borough, Neal Crowley, passed away on Sunday 5 September at the age of 38.</p> <p>Neal was awarded the Freedom of the Borough in May 2019, becoming the youngest ever recipient of the Borough's highest award, in recognition of his tireless work on behalf of the local community and for disabled people in general. As a person with cerebral palsy, Neal understood the challenges people with disabilities experienced and yet he faced down his own challenges to ensure that facilities across the Borough, and beyond, were inclusive and accessible. One of his more recent campaigns was the "<i>to bidet or not to bidet</i>" project which, alongside Changing Places, aimed to ensure that more 'accessible toilets' were truly accessible for those with the most complex needs.</p> <p>As well as raising thousands of pounds for charity, Neal was a volunteer with Trinity School, B&D Access Group and Ab Phab Youth Club which supports disabled young people. In 2018, Neal completed a 10km cycling challenge, raising over £1,000 for the International Day of Disabled People (IDDP), which we went on to become Chair of the following year. The Cycle 4 All Club at the Jim Peters Stadium in Lodge Avenue was a product of Neal's vision and he was also a member of Transport for London's Sub-Regional Mobility Forum, becoming a much respected voice for the Borough on transport and accessibility issues.</p> <p>Neal was born and bred in Dagenham and sport was a major part of his life. He was a huge West Ham United fan as well as being a member of its Disabled Supporters Board. As an experienced Assistant Instructor, Neal also coached athletes from the Borough at the 2017 Special Olympics in Sheffield with much success.</p> <p>Neal's funeral will be held on Wednesday 22 September at Eastbrookend Cemetery, following a service at Dagenham & Redbridge Football Club. The funeral cortege will pass in front of the former Civic Centre where the Mayor, Councillor Fergus, the Leader, Councillor Rodwell, and other Members and officers are to gather to pay their respects and lay flowers. The Borough flag at the Town Hall, Barking will be flown at half-mast throughout the day of the funeral.</p>	

Recommendation(s)

The Assembly is asked to mark the passing of Neal Crowley with a minute's applause in recognition of his contribution to the Borough.

MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL

Monday, 2 August 2021
(9:35 - 11:55 am)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf, Cllr Eileen Keller, Cllr Adegboyega Oluwole and Cllr Dominic Twomey

1. Declaration of Members' Interests

There were no declarations of interest.

2. Private Business

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

3. Appointment to Director-level Posts

The Panel met to consider a report from the Managing Director in respect of three Director-level posts that were created as part of the new senior leadership management arrangements approved on 19 March 2021 (Minute 14).

The report included the job description and person specification, together with the CV and supporting statements of shortlisted candidates, in respect of the Director of Homes and Assets Management post and Director of Community, Participation and Prevention post. It was noted that as part of the Council's commitment to support career development and the drive to "grow our own" at senior management level, a bespoke approach to the recruitments had been adopted which included the posts initially being advertised to existing Council staff only.

Following the interviews, Members discussed the candidates' presentations and responses to the questions.

With regard to the third post of Director of Strategy and Culture, the Managing Director gave an update on the recruitment process to date and the rationale for seeking to appoint to the post on an interim (maximum 12-month) basis.

The Panel **resolved** to:

- (i) Agree not to appoint to the post of Director of Homes and Assets Management at the present time and that the post now be advertised externally;
- (ii) Agree the permanent appointment of Rhodri Rowlands to the post of Director of Community, Participation and Prevention, subject to the usual terms and conditions; and
- (iii) Delegate authority to the Managing Director to appoint an interim Director of

Strategy and Culture on a maximum 12-month contract.

ASSEMBLY

29 September 2021

Title: Senior Leadership Appointment – Strategic Director, Inclusive Growth	
Report of the Chief Executive	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Alan Dawson, Head of Governance and Electoral Services	Contact Details: Tel: 020 8227 2348 E-mail: alan.dawson@lbdd.gov.uk
Accountable Strategic Leadership Director: Chris Naylor, Chief Executive	
Summary	
<p>The former Strategic Director of Inclusive Growth, Graeme Cooke, left the Council in June 2021 to take up a new position with the Joseph Rowntree Foundation.</p> <p>Gatenby Sanderson, an executive search agency, were commissioned to support the Council in the recruitment to the vacant Strategic Director post and were asked to focus their search on those that:</p> <ul style="list-style-type: none"> • Have developed strategic approaches to complex issues, communicating the intended approach in a clear and straightforward manner; • Have turned policy into action; • Could demonstrate the ability to successfully deliver strategic programmes without the need to be operationally responsible; • Understood the connectivity of the broad policy areas that sit within the Inclusive Growth remit at LBDD; • Have strong influencing and partnership skills and the ability to capitalise on existing relationships whilst developing new ones; • Understood the complexity of working within a large organisation like a Local Authority, without needing to have worked in one specifically. <p>The post was advertised on both the Council’s and Gatenby Sanderson’s websites in June 2021. Candidates were asked to submit a CV and supporting statement and a total of 26 applications were received, from which 14 were assessed as meeting the essential criteria and competencies as set out in the job description and person specification. A technical interview process followed which covered the technical aspects of the role, the candidates’ motivations, their perceived leadership style and their commitment to equality and diversity.</p> <p>Following that process, seven candidates were shortlist for interview by an officer panel, made up by the Council’s Chief Executive and Managing Director and Nazeya Hussain, Director of Growth at The Royal Borough of Kingston upon Thames (External Panel Member). The shortlisted candidates were invited to sit an online Leadership Judgement Indicator test prior to interview, to help provide valuable insight into the relative leadership strengths of candidates and provide useful information for ongoing development.</p>	

Following officer interviews, four candidates were invited to be interviewed by the JNC Appointments, Salaries and Structures Panel on 9 September 2021. That Panel comprised of Councillors D. Rodwell (Chair), Geddes, Keller, Lumsden and Twomey, supported by the Chief Executive and the Strategic Director, Law and Governance. The four candidates were asked to give a short presentation on the subject of “What do you see your first 100 days looking like” and were asked a series of pre-agreed questions.

Following a very thorough evaluation process, the Panel agreed to recommend the appointment of Abi Onaboye, currently employed by the London Borough of Lambeth as Director of Integrated Children’s Commissioning and Community Safety. The minutes of the JNC meeting are attached at Appendix 1.

In accordance with the provisions of the Constitution, the appointment to a Strategic Leadership Director post is the responsibility of the Assembly based on the recommendation of the JNC Appointments, Salaries and Structures Panel.

Recommendation(s)

The Assembly is recommended to appoint Abi Onaboye as the Strategic Director, Inclusive Growth, subject to suitable references, employment checks and usual terms and conditions.

Reason(s)

To accord with the requirements of Part 2, Chapter 4 of the Council Constitution.

Public Background Papers Used in the Preparation of the Report: None

List of Appendices:

- **Appendix 1** – Minutes of the JNC Appointments, Salaries and Structures Panel, 9 September 2021

MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL

Thursday, 9 September 2021
(9:00 am - 2:20 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Cameron Geddes, Cllr Eileen Keller, Cllr Donna Lumsden and Cllr Dominic Twomey

4. Declaration of Members' Interests

There were no declarations of interest.

5. Private Business

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

6. Appointment of Strategic Director, Inclusive Growth

The Panel considered the papers that had been submitted in advance of the meeting, which included the job description and person specification for the post together with the CVs and supporting statements of the four shortlisted candidates.

The Panel reviewed and agreed the presentation and interview questions to be asked of the candidates.

Following the interviews, Members discussed the presentations and responses to the questions and reached a final decision.

The Panel **resolved to recommend the Assembly** to appoint Abi Onaboye to the post of Strategic Director, Inclusive Growth, subject to suitable references, employment checks and usual terms and conditions.

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ASSEMBLY**29 September 2021**

Title: Annual Scrutiny Report 2020/21	
Report of the Chair of Overview and Scrutiny Committee and Chair of Health Scrutiny Committee	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Authors: Claudia Wakefield, Senior Governance Officer	Contact Details: Tel: 020 8227 5276 E-mail: claudia.wakefield@lbbd.gov.uk
Accountable Strategic Leadership Director: Fiona Taylor, Strategic Director of Law and Governance and Statutory Scrutiny Officer	
Summary	
<p>The four principles of good public scrutiny as described by the Centre for Governance and Scrutiny are:</p> <ol style="list-style-type: none"> 1. Provide a constructive “critical friend” challenge; 2. Amplify the voice and concerns of the public; 3. Be led by independent people who take responsibility for their role; and 4. Drive improvement in public services. <p>This report outlines the work of the Overview and Scrutiny Committee (Appendix A) and Health Scrutiny Committee (Appendix B) in 2020/21 and how they have endeavoured to achieve these outcomes.</p>	
Recommendation(s)	
<p>The Assembly is recommended to note the 2020/21 annual reports of the Overview and Scrutiny Committee and Health Scrutiny Committee, as attached at Appendices A and B respectively to the report.</p>	
Reason(s)	
<p>It is good practice for the Assembly to be made aware of the work of the Scrutiny Committees during the last municipal year.</p>	

1. Introduction and Background

- 1.1 Following a review of the Council's governance arrangements in 2018 (Minute 56 refers), the Overview and Scrutiny Committee and the Health Scrutiny Committee have been successfully operating for three years.
- 1.2 The two Committees have looked at various issues throughout the municipal year, which are referred to in the Appendices. The Overview and Scrutiny Committee also approved its in-depth scrutiny review into 'Ambition 2020 and its Early Impact' at its 1 July 2020 meeting (minute 10 refers).
- 1.3 There have been no referrals, call-ins or petitions to either Committee over the past year.

2. Financial Implications

Implications completed by: David Folorunso, Finance Business Partner

- 2.1 There are no direct financial implications for this report.

3. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Solicitor

- 3.1 As the content of the report explains there is a legal requirement for councils which establish executive governance (this includes Leader and Cabinet, our model) to establish scrutiny and overview committees under the Local Government Act 2000. The precise arrangements are a matter for local determination and an amendment to the Act to require the appointment of a statutory scrutiny officer has given that role a specific duty to promote the scrutiny and overview function and provide support for the committee(s) and members.
- 3.2 The Council's arrangements are to operate an Overview and Scrutiny Committee and a Health Scrutiny Committee. The division of responsibility is that the Overview and Scrutiny Committee is the lead Scrutiny Committee except for health matters.
- 3.3 The Overview and Scrutiny Committee is a committee established under Section 21 of the Local Government Act 2000, as amended by the Localism Act 2011. Its functions are set out by law and also determined locally. It is responsible for addressing any Call-in/Councillor Call For Action that is received, except where the subject primarily relates to health matters in which case it will be dealt with by the Health Scrutiny Committee.
- 3.4 The Health Scrutiny Committee carries out health scrutiny in accordance with Section 244 (and Regulations under that section) of the National Health Services Act 2006 as amended by the Local Government and Public Involvement in Health Act 2007 relating to local health service matters. Where a proposal to substantially vary a health service relates to more than one local authority area, it must be considered by a Joint Health Overview and Scrutiny Committee appointed by each of the local authorities in question.

3.5 The Statutory Scrutiny Officer role was originally introduced by the Local Democracy, Economic Development and Construction Act 2009, the requirement for English councils to designate a “statutory” scrutiny officer can now be found at Section 9FB of the Local Government Act 2000 (the legislative framework having been altered by the Localism Act 2011).

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- Appendix A: Overview and Scrutiny Committee (OSC) Annual Report 2020/21
- Appendix B: Health Scrutiny Committee (HSC) Annual Report 2020/21

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Overview and Scrutiny Committee (OSC) Annual Report 2020/21

Chair's Foreword

“With the onset of the Covid-19 pandemic, 2020/21 was a particularly poignant and difficult year for all. I would firstly like to highly commend all of our Council staff, partner organisations and volunteers, for their immense efforts in helping to co-ordinate such extensive support for our residents at a time of great difficulty. Their support has been both indispensable and unwavering, and I cannot praise their work highly enough.

I would also like to greatly thank our staff, partners, and Cabinet Members for continuing to support the scrutiny work of the Committee during the pandemic, as well as our ongoing efforts to improve services for the benefit of our local residents. Despite the pandemic, colleagues have continued to attend Committee meetings, provide their input and insights, and take on board any suggestions or concerns raised by the Committee. For this, I must extend my continued thanks.

Whilst reviewing the Council's response to Covid-19 has played a central part in the Committee's work this year, the Committee has continued to scrutinise a variety of issues over the past ten months, ranging from working with residents affected by capital works, through to the Council's Disabilities Improvement programme. I look forward to continuing to work with colleagues in future, with a view to reaching our vision of continuously improving services and amenities for our residents, while also holding the Council to account for its decisions.”

Cllr J Jones

Chair, Overview and Scrutiny Committee

Membership

The OSC consisted of ten Councillors, one co-opted church representative, one co-opted parent governor representative and one co-opted youth representative. There were two vacancies – co-opted church representative (Church of England) and co-opted parent governor representative (Secondary).

- Councillor Jane Jones (Chair)
- Councillor Dorothy Akwaboah (Deputy Chair)
- Councillor Toni Bankole
- Councillor Donna Lumsden
- Councillor Olawale Martins
- Councillor Simon Perry
- Councillor Ingrid Robinson
- Councillor Paul Robinson
- Councillor Bill Turner (until January 2021)
- Councillor Phil Waker
- Mrs Glenda Spencer Church Representative – Roman Catholic
- Mr Baba Tinubu Parent Governor – Primary
- Johami Mutuale Youth Representative

Claudia Wakefield, Senior Governance Officer, and Masuma Ahmed, Principal Governance Officer supported the Committee.

In-Depth Scrutiny Review: Ambition 2020 and its Early Impact

In September 2019, the Committee embarked upon a review of the implementation of Ambition 2020, the Council's service transformation programme. The Committee agreed the following four key lines of enquiry (KLoE) to form the basis of the review, as follows:

- KLoE 1: How well established is the governance of the Council's new wholly-owned companies, to ensure they play their role in delivering the borough's ambition and expected financial returns?;
- KLoE 2: How much impact has the new Council approach had on the improvement in customer service standards, and what are the plans to continue this improvement with the return of Elevate services to the Council?;
- KLoE 3: How well are the new arrangements of the Council managing demand for the Council's statutory services across homelessness, adults' and children's social care?; and
- KLoE 4: How well is the Council's new approach fostering a sustainable place where people want to live?.

As a result of the review, 24 recommendations were reached by the Committee. In approving the final scrutiny report, the Committee requested that an Action Plan be developed, describing how the recommendations would be implemented by Council officers and requesting update reports at future meetings.

The update reports showed progress against the majority of the recommendations made by the Committee, such as through the appointment of a Social Value Co-ordinator and the updating of Contact Centre scripts relating to vulnerable clients, to identify the gaps which could prevent the most responsive service. The Committee also wished to seek

further assurance on certain topics, with items on Reside and Children's Social Care, scheduled for future Committee meetings.

The Barking and Dagenham Response to Covid-19

The Committee received a report on the Barking and Dagenham response to Covid-19. Various Members of the Cabinet and the Acting Chief Executive delivered a high-level presentation, which covered areas such as the range of support provided to the community, personal protective equipment, the financial impact on the Council and how Covid-19 had impacted the Council's service delivery.

The Committee posed questions in relation to a variety of Council services and the impact of the pandemic as to the functioning of these, as well as around finances, additional PPE procured to protect staff and residents from the virus, food parcels, flytipping, support for rough sleepers, the BD CAN network and increases in anti-social behaviour (ASB).

The Committee referred to emergency legislation introduced by the Government which relaxed local authorities' duties towards some vulnerable children and was pleased that the Council had not taken these options up, as this approach was not in line with the Council's priority to protect the most vulnerable children and families.

Members were also critical, with regards to the results of the council staff 'home working, health and wellbeing' survey, that the profile of those who had responded may not always be reflective of staff as a whole. As such, they expressed that the results should be interpreted with caution.

Members of the Committee thanked the Cabinet Members and council staff for their efforts behind the response to the pandemic, which was overall speedy and positive. The Chair thanked the Cabinet Members and officers in attendance for the detailed and informative presentation and stated that the Committee would be re-visiting the Council's response to Covid-19, and its implications over the course of 2020-21.

2019-20 Budget Outturn and Covid-19 Financial Impact

The Committee received a report on the Council's revenue and capital outturn position for 2019/20, which represented the expected final position for the year, subject to external audit. The report was delivered by the Council's Finance Director.

The Director referred to the substantial impact of Covid-19 on the Council's finances, including the additional costs incurred to support the community response to the pandemic, the loss in income and the savings previously identified, which could not now be implemented, as to do so would affect service delivery during a crucial time for residents. The Committee provided challenge as to how different areas of the Council had been affected by the Covid-19 pandemic financially and sought assurance as to the support being provided by the Council to the local community.

Air Quality Action Plan

The Committee received a presentation on the position in Barking and Dagenham as to air quality, and preparations for a public consultation on an Air Quality Action Plan (AQAP) for the period 2020-2025. Once approved by the Department for Environment, Food and Rural Affairs and the Greater London Authority, the Council would be required to report annually on the progression of its key objectives.

The Committee sought assurance as to the current air quality monitoring network, as report authors noted that this was not currently representative of air quality levels within Barking and Dagenham overall, as well as future plans to relocate monitoring stations and to obtain more representative data on current air pollution from main roads in the Borough. Members also posed questions as to the Council's regulatory powers, plans to influence sustainable transport, and planning policies to regulate air quality emissions from buildings and developments.

The Chair suggested that a progress report into the implementation of the AQAP be scheduled into the Committee's Work Programme. She highlighted the importance of helping schools to implement air quality monitoring programmes, as well as using the Council's Communications team to disseminate information about sustainable transport. The need for additional funding to better monitor pollution levels was also discussed, to support the Council's case when lobbying Transport for London (TfL) and the Government to help the Borough to reduce pollution levels. The Chair suggested that the use of the River Thames for the transportation of more goods be looked into, as well as the further lobbying of TfL to encourage them to use more sustainable public transport methods.

In response to comments, the Air Quality Officer stated that whilst the Borough had a Carbon Offsetting Fund, there was currently no mechanism for ensuring developers made a contribution to offset any local air pollution emissions that they did not meet, unlike several other boroughs in London which had put this mechanism in place through the planning process.

The Committee **resolved** to recommend that as part of the AQAP, developers be required to make a contribution towards offsetting the impact of new developments on local air pollution. The Chair asked that the relevant officers be requested to respond to this recommendation and report back to the Committee at its meeting in September 2021.

Getting Barking and Dagenham Back to Work: Local Unemployment Response after Lockdown

The Committee received a report on the Council's plans for supporting residents back into work, which highlighted a range of positive actions that had been undertaken by the Council and its partners during the pandemic and described the broad support offer put in place by the Council. The Committee was also provided with the latest statistics on unemployment figures and benefits claims which painted a comprehensive picture of the challenges faced by the Borough, as a result of the impact of the pandemic.

Members sought assurance as to the work of the Council's Job Shop team and the employment offer to local residents, as well as around the Kickstart Scheme and support to strengthen the resilience of health and social care businesses. They were also advised as to the free support that the Council was providing in conjunction with the Barking Enterprise Centre (BEC) to support new start-ups and existing organisations through business advice seminars.

The Committee was concerned that many of the funding streams available from Central Government were aimed at younger people, with older people proving more excluded from these. As such, it was pleased to note that the Council was speaking to colleagues at the Barking and Dagenham Adult College to try to increase the range of courses that they

offered, with the specific intention to make their offer available to older residents, who may not have felt comfortable learning in a younger environment.

The Chair of the Barking and Dagenham Youth Forum also noted the struggle that young people were facing in regards to finding jobs without having had prior experience. She suggested that this situation could be improved through creating a job advertisement list specifically for students in colleges and sixth forms. These types of adverts, which schools could produce in conjunction with workplaces to support young people into jobs, could enable the young people to become more independent, progress in the fields that they were working within and have access to jobs which were safe. The Council's Head of Employment and Enterprise Strategy agreed that this idea would be of benefit to many young people within the Borough and that this should be explored in more detail going forward. She noted that the Employment and Skills teams currently ran a general vacancy list, but that this was not advertised in colleges and agreed that this idea should also be taken forward with the Barking and Dagenham Schools Partnership, as well as with the Job Shop and the Chair of the Barking and Dagenham Youth Forum.

Covid-19 Financial Update: Income and Expenditure

The Council's Finance Director delivered a report on the Council's budget position for 2020/21, as well as updates on the financial impact of Covid-19, and the Council's Medium-Term Financial Strategy (MTFS) development.

The Chair suggested that an upcoming item relating to the scrutiny of budget savings proposals, instead be brought to an extraordinary meeting in January 2021, before the proposals were presented to Cabinet in February 2021. The Finance Director and the Cabinet Member for Finance, Performance and Core Services agreed to this recommendation, stating that they would send this information to the Committee in December 2020 for scrutiny in January 2021, where they would also be able to update the Committee as to suggestions that had arisen from the Budget consultation.

The Barking and Dagenham Response to Covid-19: Part 2

The Committee received a presentation on the response of the BD CAN network and the Citizens' Alliance Network (CAN) to the Covid-19 pandemic, which was introduced by the Cabinet Member for Community Leadership and Engagement. BD CAN had been established by the Council and the BD Collective (a group of social sector organisations within Barking and Dagenham) well before the onset of Covid-19 and this had enabled the partnership to respond quickly to residents' needs. BD CAN had involved over 60 different organisations from various sectors and the support of over 400 volunteers, to deliver support to over 2,000 residents. The Cabinet Member gave some examples of positive work to have arisen from BD CAN, such as a network of food banks and the 'Connect' platform, which had provided telephone befriending support services to residents to reduce social isolation.

The Committee praised the efforts of BD CAN and the Cabinet Member thanked the private, social and faith sectors, as well as Council staff and Members for their involvement in the network. The Committee also sought assurance as to online BD CAN services, food parcel distribution, and the preparedness of the Council, partner organisations and BD CAN services in hubs in providing support for a second lockdown.

The Committee then received a presentation into the inequalities within society that had been exacerbated as a result of Covid-19. Different communities had experienced differing negative impacts of the pandemic, with the Council trying to understand and mitigate these. The Council's Head of Insight and Innovation provided an extensive analysis in relation to the impact of Covid-19, which had been undertaken by both the Council and its partners, and the Committee enquired as to the latest shielding datasets, the use of data in enabling the Council to better prepare its response to Covid-19 and the undertaking of an NHS Health Check Uptake project, through the employment of a text message patient booking system.

Progress update on Improving Household Waste, Recycling and Street Cleansing Scrutiny Review Recommendations

The Committee received a progress update on the 'Improving Household Waste, Recycling and Street Cleansing' scrutiny review recommendations. The scrutiny review had previously been agreed by the Committee at their 4 September 2019 meeting (minute 15 refers).

Progress had been made against many of the 10 recommendations originally put forward by the Committee, however others had been put on hold due to the Covid-19 pandemic. The Strategic Director of My Place also updated the Committee as to future plans to continue to respond to the recommendations, such as through the SMART Street proposal, which was a cross-council initiative set up to make visible, measurable improvements to the high levels of waste and low levels of recycling in the Borough, as well as to improve its cleanliness and appearance.

The Chair expressed concern that one of the major points to arise from the original scrutiny review was that a lot of waste was being produced by HMOs (Houses in Multiple Occupation) and landlord properties, highlighting the need for more collaborative work to be undertaken. The Committee wished to seek further assurance around this and requested that a further update on Recommendations 3, 4 and 5 be presented at its 12 May 2021 Committee meeting. The Chair thanked the Waste, Enforcement and Communications teams for their work so far, emphasising that this would continue to be an area of interest to the Committee.

The Reviewed Corporate Plan and Single Performance Framework 2020-22

The Committee received a report on the Council's Reviewed Corporate Plan and Single Performance Framework 2020-22. The Committee was informed that whilst there were a lot of deliverables in the Corporate Plan, these had been tested to ensure that they were achievable through existing resources and time. A commitment had been made by the Senior Leadership Team to the Cabinet that these could be achieved and that this was part of the reason why officers had wanted to come back to a revision of the Corporate Plan six months after its approval at Assembly (minute 9 refers, 13 May 2020).

A Member was critical that that some of the information put forward in the Corporate Plan was too vague to enable the Committee to adequately scrutinise it, particularly around workforce empowerment. The Director of Strategy and Partnerships explained the thinking behind this: there had been a previous overemphasis on system and process and residents were often 'chunked' into sections of process for different departments to address, rather than having their whole story listened to. Work had been carried out to

support employees to better engage with and thus provide more tailored support to residents.

The Cabinet Member for Regeneration and Social Housing built on the words of the Director, outlining how the Council's Community Solutions service had been established. This had involved questioning the workforce as to why certain processes existed and mapping out resident issues to ensure that these could be addressed by the Council in a more holistic approach. In response to the Covid-19 pandemic, the Council had also spoken to staff about remote working and the wants and needs of employees, incorporating these where possible.

Working with residents affected by Capital Works

The Committee received a presentation on how the Council, Be First, and Barking and Dagenham Trading Partnership (BDTP) worked with residents affected by capital works.

The Chair challenged the idea that resident satisfaction surveys completed following works were being returned to the contractors rather than to Be First officers, as this may put residents off from lodging any issues. The Assistant Construction Director for Be First stated that this would be amended going forward, with surveys either being returned to Be First or having an option to be sent back to Be First. The Managing Director on behalf of BDTP stated that BDTP had their own Resident Liaison Officer (RLO) who carried out satisfaction surveys with the customer, who was independent from the contractor and any staff who were delivering the work. My Place also carried out their own spot checks and as such, did not just take the word of BDTP on feedback, adding a further level of scrutiny to the satisfaction results.

The Committee was concerned that whilst Be First was fairly good at sending Ward Members any letters that were due to be sent out to the local community regarding capital works, that sometimes Members received these with too short notice to amend these if necessary, asking that this be looked into going forward.

General progress update regarding A2020 Scrutiny Recommendations - KLOE 1, 2 and 3

The Committee received an update on the progress made regarding Key Lines of Enquiry (KLOE) 1-3 of the A2020 Scrutiny Review, which was delivered by the Council's Commercial Director and Commissioning Director. The Action Plan, which detailed the 24 recommendations that arose from the review, had previously been agreed by the Committee at their 7 October 2020 meeting (minute 19 refers).

The Committee enquired as to the Council's Business Forum Newsletter, publicly available summary business plans for Council-owned companies, the development of the Council's Social Value policy, contract procurement arrangements, and securing work through local businesses where there was the opportunity to do so. Members were also advised as to the Demand dashboards in OneView (infrastructure management software), which helped frontline practitioners to make more informed social care decisions, as well as to the arrangements for challenging local authorities who placed families in the Borough without informing the Council.

Report arising from recommendation 3 of A2020 Scrutiny Review on Best Value

The Committee received a report arising from recommendation 3 of the Ambition 2020 Scrutiny Review, which was delivered by the Council's Commissioning Director for Inclusive Growth. This recommendation sought assurance that there were systems, principles and strategies in place to ensure that the Council received best value from the companies that it commissioned to deliver services.

In delivering the report, the Commissioning Director set out the Council's obligations in regards to best value and how this was applied across a range of different activities and functions, as well as the services provided by each commissioned company and their governance frameworks. The Committee provided challenge in relation to topics such as HRA rents, commissioning scrutiny and the impact of Covid-19 on the various Council-commissioned companies.

Corporate Parenting Report

The Committee received a report on the Council's Corporate Parenting arrangements, which was presented by the Council's Cabinet Member for Social Care and Health Integration. The report was composed of two elements: an annual report and an update following a visit from Mark Riddell, the National Implementation Advisor for Care Leavers at the Department for Education, in November 2020. The Cabinet Member explained the Council's responsibilities in relation to care leavers, the approach that it took to ensure that the best support could be provided to those in its care and its plans for the next 12 months.

Members thanked the Cabinet Member and the Operational Team for their work in supporting the Borough's care leavers. The Committee sought clarification as to how looked-after children placed outside of the Borough were supported, how the Council was considering the issue of mental health during the Covid-19 pandemic and the impact that this may have on its young people, and the provisions in place to support young unaccompanied asylum seekers.

A Councillor praised the progress made as a result of the recommendations from the Ambition 2020 scrutiny review, and from Elevate moving back into the Council. Calls from young people in care and care leavers now went directly to Children's Care and Support, and additional training for supporting young people in care and care leavers had been provided to Contact Centre staff. Members also asked how they could be better corporate parents to the Borough's looked-after children and were informed that when undertaking scrutiny, they could assist by questioning whether the various issues they scrutinised took into account the impact on the Borough's looked after children. This could include considering whether employment and apprenticeship schemes were offered to care leavers first and asking whether the 500 looked after children in the Borough were receiving the best access to services.

Disabilities Improvement Programme Report

The Committee received a report on the Council's Disabilities Improvement Programme, presented by the Cabinet Member for Social Care and Health Integration and the Head of Commissioning for Learning Disabilities and Health.

The Programme was put into the context of unprecedented challenges facing the Disability Service in relation to a rapidly growing population, the increasing complexity of service user needs and the impact of the Covid-19 pandemic. It was noted that much of the improvement work undertaken had been based on consultations with service users and their carers, the gaps that they had identified in provision and their experiences of services. As such, an extensive Improvement Programme had been designed to address the various pressure points within the system and provide service users with a wider range of tailored support that could be flexed according to their needs.

In considering the Improvement Programme, the Committee provided challenge in relation to housing stock and adaptations, a new pilot at Brocklebank to produce Council accommodation tailored to those with Autism Spectrum Disorder (ASD), the Council's work in supporting those living with dementia, and assisted technology.

Report requested by recommendation 7 of A2020 Scrutiny Review

The Committee received a presentation on the Children's Social Care Workflow. This covered a variety of areas such as referrals, child protection, children in need and looked after children.

The Committee enquired as to risk thresholds involved in deciding whether a child should be looked after by the local authority, placed on a child protection plan, placed on a child in need plan or supported via the early help function, as well as the support in place for care leavers over the age of 18 and information as to the deletion of personal records.

The Chair was concerned that the Borough's population was growing, with the Council needing to undertake a large amount of regeneration to provide more and better housing to accommodate this. The Covid-19 pandemic had also had an impact on demand, and furthermore, the Committee had heard during its scrutiny review on Ambition 2020 that increasingly, families with complex needs were coming into the Borough from other areas, putting pressure on its services and budgets. The Committee sought assurance as to how the Council was managing this increasing and changing demand currently and going forward, with the challenge the Council now faced in commissioning resources being to understand the full impact of the pandemic on families in terms of their long-term socio-economic needs, which would be complex. The Council had started to build this picture; however, it was very early days as the pandemic was not over, and this work would take time.

Budget Change Proposals

The Committee called an Extraordinary Meeting to review the budget scrutiny proposals before they were presented to Cabinet on 15 February 2021. All 51 Members of the Council had been invited to attend this meeting, as well as to submit questions for consideration.

The Committee asked a wide variety of questions in relation to all areas of the Council, holding Council officers and Cabinet Members to account for their finances and scrutinising the feasibility of savings proposals. The final recommendations of the Committee were collated into the 'Budget Framework 2021/22 and Medium-Term Financial Strategy 2021/22 to 2024/25' report that was presented to Cabinet on 15 February 2021 (minute 81 refers).

Response Times and Clear Up Rates with the Borough Commander

Representatives of the Borough Command Unit (BCU) which provided policing across the boroughs of Barking and Dagenham, Redbridge and Havering on behalf of the Metropolitan Police Service, delivered a presentation on 'response times and clear up rates', covering areas such as Immediate and Significant (I&S) grade calls, missing persons and total notifiable offences.

The Committee challenged the increases in the number of missing people during the Covid-19 lockdown, whether the levels of crime were in proportion to the three individual boroughs' populations that were covered by the BCU, and resource allocation.

The Committee also received a presentation on "Engagement on East Area BCU". The Committee expressed concern that the presentation did not specifically mention the Lesbian, Gay, Bisexual and Transgender (LGBT) group, which was worrying in its own right, but particularly in the context of the Stephen Port murders. The BCU representative was confident that mechanisms were in place to engage with the LGBT community and confirmed that across the BCU and amongst its senior leadership team, this group was regularly discussed and considered. The Committee wished to seek further assurance around this and requested that this be reflected in its work programme for 2021-22.

Members encouraged the BCU to use a variety of virtual platforms during the lockdown to engage with communities to open up these opportunities to a wider group of people; however, acknowledged the difficulty the BCU faced when choosing which virtual platforms to use, as certain platforms would inevitably be preferred by some groups, and not by others.

The Chair requested that the Committee would like to see, in approximately six months' time, the Borough's response time figures to establish whether there had been any improvement, an update on any further work undertaken to understand the potential reasons for the Borough's high missing people figures, and an update on how the BCU engaged specifically with those who were LGBT.

Predictive Analytics; Approach to Ethics & Transparency

The Committee received a presentation on the Council's approach to ethics and transparency in relation to predictive analytics (the use of data to help identify future outcomes and deliver services). It was noted that the Council was leading the way within local government in demonstrating the importance of being ethical and transparent with residents' data, having received awards for its innovative approaches to using data and technology to support residents and enhance services. The 'Borough Data Explorer' and the 'BD Can' network had also ensured that vulnerable residents across the Borough were supported in a timely fashion to get through the Covid-19 lockdown that was announced in March 2020, which was largely down to the Council's effective use of data.

Members expressed concern around the General Data Protection Regulation (GDPR) implications of predictive analytics and were assured by officers that this work did not involve additional GDPR implications. The data used in predictive analytics was already held by the Council on various systems, such as those used by social workers and housing officers. When these officers took case notes, for example, they obtained residents' consent to holding and utilising their data, and many of the privacy notices used in these processes explained the legal reasons for doing so, as well as the Council's duty

of care in maintaining personal data. Therefore, predictive analytics work did not involve additional GDPR implications, as the Council would have already adhered to GDPR as a part of normal service delivery. Residents could also make a subject access request to check what data the Council held on them, and testing to ensure the data held by the Council was protected was part of the Council's usual corporate IT security processes.

Continuity and recovery in schools during COVID-19 - Interim report

The Committee received an interim report on the continuity and recovery in schools during Covid-19, which provided a detailed narrative of the previous 12 months in relation to the continuity and recovery in schools during the pandemic. Much had been learnt about remote education and schools had carried out extensive work to remain in contact with, and to support their pupils. Partnerships between schools, Children's Social Care, Health, Community Solutions, the Police and the voluntary sector had also strengthened during the pandemic, to the benefit of all.

The Committee was informed by the Cabinet Member for Educational Attainment (CMEA), that several local businesses had kindly supported the provision of IT equipment for vulnerable pupils at the onset of the Covid-19 pandemic. As a result, the Chair suggested that the Cabinet Member liaise further with the Cabinet Member for Employment, Skills and Aspiration, to enquire as to whether this resource could be further utilised to support local families.

In response to a question from a Member, the Committee was advised that the Council had commissioned the Barking and Dagenham School Improvement Partnership (BDSIP) to lead work on its behalf in relation to anti-racism education and the Black Lives Matter movement. This would be undertaken both for and with schools, and would include external advice, as well as be partially led by an experienced, knowledgeable and interested Headteacher. This work would focus on conversations and the input of young people, the current provision and what worked well, and ensuring that the curriculum reflected the voices of diverse communities. This would provide a sustained opportunity for learning and would be an inclusive project going forward.

The Committee wished to put on record its immense thanks to the Education team, the CMEA, all school staff and all of those who had supported the continuity and recovery in schools during the Covid-19 pandemic.

Supporting older residents during the pandemic and beyond

The Committee received a report on how the Council was supporting older residents during the pandemic and its plans for post-pandemic support. This provided a brief outlook in regards to the demographic makeup of older people living within the Borough before the onset of the Covid-19 pandemic, followed by a more detailed narrative in relation to the work that had been undertaken to provide support to older residents over the preceding 12 months.

The Committee asked several questions relating to the Home First model (whereby discharged residents were assessed in their own homes, rather than in hospital), hospital discharge, communication with health partners and mental capacity. Members were also pleased to note that the Council was looking into different approaches to engage vulnerable residents who needed support, such as through the development of its Community Hubs model, which would enable elderly residents to participate in activities at

their local community hub. This could enable them to potentially begin to have conversations with support workers, realising that their independence would not be lost when they spoke with the Council.

The Committee enquired as to the use of modern technology to better support residents, and the Council's new technology bid that may help to support those who may be reluctant to engage with the Council. It also asked questions about the growing number of Breezie tablets used by residents across the Borough, which were handheld digital devices that could be set up according to the needs and interests of the user. The Breezie devices had also worked particularly well for those with dementia in some of the Borough's care homes, and the Council would pay for both these tablets and the Wi-Fi for a resident to use these, if a social worker thought that a resident could benefit from the device.

The Committee encouraged residents to contact the Council's Intake team or their local Councillor if they believed that either themselves or someone they knew could benefit from a Breezie tablet.

Contact

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Health Scrutiny Committee (HSC) Annual Report 2020/21

Chair's Foreword

"The Health Scrutiny Committee held four of its six scheduled meetings during the 2020/21 municipal year, with the remaining two meetings cancelled due to the Covid-19 pandemic. Covid-19 has significantly impacted our scrutiny work this year, with the Committee looking into the response of the Council, BHR CCG, BHRUT, NELFT and the ICS as to the pandemic. The Committee has also looked into a range of additional issues, such as the North East London Foundation Trust's Response to Regulation 28 Reports and the Health and Wellbeing Board's role in tackling health inequalities.

The Committee would like to extend its immense thanks to its colleagues within the Council and partner organisations in the NHS for their incredible work in responding to the Covid-19 pandemic, as well as in continuing to support the Committee in its scrutiny work throughout the year."

Cllr P Robinson

Chair, Health Scrutiny Committee

Membership

During the 2020/21 municipal year, the Health Scrutiny Committee consisted of six Councillors:

- Councillor Paul Robinson (Chair)
- Councillor Donna Lumsden (Deputy Chair)
- Councillor Abdul Aziz
- Councillor Peter Chand
- Councillor Adegboyega Oluwole
- Councillor Chris Rice

Masuma Ahmed, Principal Governance Officer, and Yusuf Olow, Senior Governance Officer, supported the Committee.

Covid-19 update from BHR Clinical Commissioning Groups and Barking, Havering & Redbridge University Hospitals Trust

The Committee received an update on the local NHS' response to the Covid-19 pandemic, which was provided by the Managing Director of Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups (BHR CCGs), the Chair of Barking and Dagenham CCG (BD CCG), and the Chief Executive of Barking, Havering and Redbridge University Hospitals Trust (BHRUT). The update highlighted work that was being undertaken in a multitude of areas, such as increased testing, cross-borough working, winter preparation, staff and patient safety, the triaging of high-risk patients and the resetting of elective care.

The Committee sought assurance as to advice provided to care home staff and staff testing, and was informed of a new discharge success pathway which was being piloted in Havering to explore extra community capacity to allow medical professionals to assess people in their own homes. Members challenged the potential reasons as to why some people were not coming forward for testing for Covid-19, as well as highlighted the

importance of Hospital Ambulance Transport knowing about patients' Covid statuses prior to their discharge. Questions were also posed as to radiotherapy and chemotherapy services, inspection ratings by the Care Quality Commission (CQC), winter planning, workforce resilience plans, access to GP appointments and lifestyle change communications.

The Council's Cabinet Member for Social Care and Health Integration praised the work of the Partnership, noting that lots of good groundwork had already been undertaken. She shared the Committee's concern that going forward, much more work into health inequalities would need to be undertaken to look into how service providers could provide services in ways that would reduce the inequalities gap.

The Committee expressed its thanks to all partners and staff on the frontline for their tireless work during the pandemic, as well as its sincere sympathies to all of those who had been affected by Covid-19.

Appointments to the Joint Health Overview and Scrutiny Committee

The Chair presented a report asking the Committee to confirm the appointment of three Members to the Outer North East London Joint Health Overview and Scrutiny Committee (JHOSC) for the 2020/21 municipal year, which was responsible for local joint health scrutiny arrangements amongst the boroughs of Barking and Dagenham, Havering, Redbridge and Waltham Forest.

The Committee resolved to appoint Cllrs Robinson, Lumsden and Chand to the JHOSC for the 2020/21 municipal year.

North East London Foundation Trust's Response to Covid-19

The Committee received an overview presentation on the North East London Foundation Trust's (NELFT) response to the Covid-19 pandemic, which was provided by the Chief Executive Officer, Integrated Care Director and Associate Director of Quality and Patient Safety of NELFT.

The Committee enquired as to the district nursing service, personal protective equipment (PPE) and wellbeing support for staff, agile working, and the command structure that had recently been implemented at NELFT, that had allowed for rapid changes to services as and when required.

Members also challenged the health inequalities that were being experienced by some cohorts in relation to Covid-19 and were assured that NELFT had established an Inequalities Committee as part of the preparation for the second wave, which included incorporating lessons learned. A strategic operational command group also met on a weekly basis to ensure that the system adequately served the communities that NELFT was responsible to. This group included NELFT's partners to ensure continuity of quality and that any issues did not affect the wider service.

The Committee was critical of the very significant delays residents were facing in receiving blood test results, and the Chief Executive Officer acknowledged these issues, explaining that as services were suspended between March and June due to the first wave of COVID-19, the delay was down to pent-up demand which was proving difficult to meet and was compounded by the fact that not all NELFT partners resumed blood testing at the

same time. A major incident had been declared in relation to the issue of blood testing and action was being taken to clear the backlog which included commissioning tests from the independent sector. The Chair of the Health and Wellbeing Board had requested that a full update be given to the Board in November.

The Committee also asked a variety of questions as to the Child and Adolescent Mental Health Service (CAMHS), waiting times in relation to initial referrals, infection control training, the PPE policy and preparedness in the face of a second wave of lockdown.

North East London Foundation Trust's Response to Regulation 28 Reports

The Committee received a report on the NELFT's response to Regulation 28 reports, which was presented by the Associate Director of Quality and Patient Safety for NELFT. Regulation 28 reports were issued when a coroner believed that shortcomings in care identified during an inquest may reoccur and cause or contribute to the deaths of patients in the future.

The Committee was advised that videos were in the process of being produced to teach staff on coroner court processes and these would be shared with other organisations. Future changes were also likely under coronial law and NELFT would update its processes accordingly. A survey of staff found that most believed that they were sufficiently supported in reporting to coroners' courts. Learning was cascaded through NELFT based on an action plan and a learning event was planned to familiarise staff. Partner organisations would be invited to take part.

The Committee was informed that in the last six years, NELFT had contributed to 362 inquests and had been issued with 10 Regulation 28 reports. Members were assured that a thematic review was undertaken to ensure that there were no recurring issues. Two reports related to the recording and handing over of information between the police, the ambulance service and mental health crisis services. Action was being undertaken to address these issues including making information sharing a standing item on Police Liaison Meetings, whilst training was arranged for London Ambulance staff.

The Committee was notified that one Regulation 28 report was still outstanding, and 15 actions had been raised, of which 10 had already been addressed. The remaining five were ongoing as they related to work with the Barking and Dagenham Clinical Commissioning Group and the mental health transformation programme. The implementation plan was being reported to the NELFT Quality and Safety Committee and an audit would be undertaken to ensure that the actions were being implemented.

The Committee sought assurance that all staff were trained in using Datix and had been trained in incident reporting via the system that also included reports on near misses. All incident and near miss reports were reviewed on a weekly basis for any thematic issues, and reports were also referred to the senior management responsible for the area where the issue(s) had arisen.

North East London Foundation Trust's Care Quality Commission Inspection Update

The Committee received an update report on the Care Quality Commission's (CQC) inspection of NELFT in June 2019, which was presented by the Chief Executive Officer (CEO) of NELFT, following the Trust's CQC rating being downgraded from 'good' to 'requires improvement', which was of significant concern. The CQC identified 22 actions

that the Trust was required to undertake to improve. NELFT was also issued with a Section 29a warning due to issues at Goodmayes Hospital's acute inpatient services.

The Committee was concerned that the CQC had described NELFT as a trust with major contrasts in service quality. Whilst some areas were rated as 'outstanding', there were a number of issues; inpatient mental health services were under pressure, unsafe practices had been observed at Sunflowers Court and there were concerns about staff morale, especially in relation to junior doctors. Regarding leadership, the CQC did not believe that the executive team was working in a cohesive manner and felt that the governance structure needed strengthening.

The Committee was assured that since the CQC report, NELFT had sought to address the issues relating to acute inpatient services at Goodmayes and, as a result, the CQC withdrew the Section 29a warning notice in March 2020. In relation to the executive team, a development programme was implemented to ensure cohesion and the CEO was confident that the Trust had addressed the CQC's concerns.

The CEO assured the Committee that the concerns of junior doctors were addressed with the support of Health Education England and an action plan was put in place to ensure that junior doctors had a channel in which to air their concerns. He also acknowledged that issues remained and highlighted the implementation of Workforce; a management software system that would improve staff communication and information. NELFT's CEO said he was confident that the next CQC inspection would show that NELFT had improved considerably.

Winter Planning and Support to Care Homes

The Committee received a report on the Council's Winter Planning and Support to Care Homes, which was presented by the Head of Adult Commissioning. Members were pleased to see that the Council was working closely with Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups (BHR CCGs) to ensure consistency in quality and availability of services. The report provided updates in relation to a wide range of areas, such as:

- The independent research undertaken by Healthwatch Barking and Dagenham into the experiences of care home staff, residents and relatives during the pandemic, of hospital discharges, and of care and support;
- The establishment of an Infection Protection Control (IPC) team by NELFT;
- A 'hot homes' pathway consisting of two designated care homes in Havering and Redbridge which accepted Covid-19 positive discharges;
- Testing for care home staff and residents;
- The incident management team process that had been put in place by Public Health England (PHE), that brought together health and social care partners to work through actions to support care homes and to ensure a joined-up approach;
- Hospital discharge processes, isolation periods and increased communication between A&E's and care homes; and
- Lateral flow testing.

The Committee expressed concern that Barking and Dagenham had a high rate of infection and that as it was likely that London would be moved to tier 3 at some point, sought further assurance that the Council and its health and social care partners would be able to cope with the increased challenges.

The Committee also sought clarification as to the support being provided for particularly vulnerable patients, as well as the help that was available to patients who were not previously known to care services, did not appear to be vulnerable or rejected offers of assistance. Questions were posed as to whether there was evidence that the pandemic had reduced take up of the flu vaccine, and how care homes would deal with the upcoming Christmas holidays, with families understandably seeking to visit their relatives.

What is the Health and Wellbeing Board's role in tackling health inequalities?

The Committee received a report on the Health and Wellbeing Board's role in tackling health inequalities, which was presented by the Cabinet Member for Health and Social Care Integration, following concern by Members that the Covid-19 pandemic had highlighted the importance of this issue due to the very different health outcomes faced by minority communities. Members wished to enquire as to the extent to which the targets set by the Board previously were likely to be reviewed going forward to address health inequalities faced by residents.

The Committee sought assurance on a number of issues, such as the order in which different cohorts would receive their vaccinations, and how commissioners and providers would encourage residents to attend their cancer screenings and other appointments in hospitals. Members also challenged the lower levels of representation from the local community on the Health and Wellbeing Board, as well as the significant lack of understanding in the system of the pressures around protecting people with learning disabilities in relation to, for example, variations in their understanding of and ability to abide by social distancing and other measures to control the spread of Covid-19. The Cabinet Member strongly agreed with the Committee's sentiments and clarified that this group was not in the priority groups to receive vaccinations, and this was not within local control. She assured the Committee that she would encourage the Council and other local representatives to ask the local MPs to put more pressure on the Government to give higher priority to this cohort.

The Committee was also informed that the Council's Director of People and Resilience had sponsored an inequalities review. Once complete, this would be presented to the Committee for consideration.

To what extent did the Integrated Care System help deal with Covid-19?

The Committee received a presentation on the Council's perspective on the extent to which the Integrated Care System helped deal with the Covid-19 pandemic, which was presented by the Head of Adult Commissioning. The presentation covered the following areas:

- Impact on providers;
- Strengths of the system;
- Actions taken;
- Areas for Improvement; and
- Impacts on recovery.

The Committee sought assurance as to hospital discharge arrangements for care home residents, Covid-19 testing for care home staff and the partnership working between local brokerage and hospital discharge teams. It was also assured that service improvement

discussions were regularly undertaken by the Council and its partners, for example, via the weekly discharge improvement working group.

Members challenged the reasons as to why not all care home residents and staff had yet received their Covid-19 vaccinations, considering how to increase vaccine uptake amongst those cohorts where vaccine hesitancy was increased. The Committee also posed questions as to measures to keep residents safe in interactions with staff who had not had the vaccine, the development of the local plan to address health inequalities, the understanding of 'Long-Covid' in order to commission the right services to care for these patients going forward, the use of 'Co-ordinate My Care' (CMC) records (records for patients in care homes, containing their health plan) and social prescribing to support patients who were isolated by Covid-19.

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