

Notice of Meeting

OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 6 October 2021 - 7:00 pm
Council Chamber, Town Hall, Barking

Members: Cllr Jane Jones (Chair); Cllr Dorothy Akwaboah (Deputy Chair); Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Fatuma Nalule, Cllr Simon Perry, Cllr Ingrid Robinson, Cllr Paul Robinson and Cllr Phil Waker

By Invitation: Cllr Saima Ashraf and Cllr Maureen Worby

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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 31 March 2021 (Pages 3 - 8)

4. Minutes - To confirm as correct the minutes of the meeting held on 9 June 2021 (Pages 9 - 13)

5. **Minutes - To confirm as correct the minutes of the meeting held on 7 July 2021 (Pages 15 - 19)**
6. **Minutes - To confirm as correct the minutes of the meeting held on 8 September 2021 (Pages 21 - 24)**
7. **Appointeeship and Deputyship (Pages 25 - 37)**
8. **Adaptations (Pages 39 - 59)**
9. **Changes to Reside (Pages 61 - 70)**
10. **Work Programme (Pages 71 - 72)**
11. **Any other public items which the Chair decides are urgent**
12. **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 Overview & Scrutiny Committee, 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.***

13. **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 OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 31 March 2021
(7:00 - 8:46 pm)

Present: Cllr Jane Jones (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Ingrid Robinson, Cllr Paul Robinson and Cllr Phil Waker

Also Present: Cllr Evelyn Carpenter and Cllr Maureen Worby

Apologies: Cllr Simon Perry

48. Declaration of Members' Interests

There were no declarations of interest.

49. Minutes - 26 January 2021

The minutes of the meeting held on 26 January 2021 were confirmed as a correct record.

50. Minutes - 3 February 2021

The minutes of the meeting held on 3 February 2021 were confirmed as a correct record.

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

The Cabinet Member for Educational Attainment and School Improvement (CMEA) introduced an interim report on the continuity and recovery in schools during Covid-19. She thanked the Borough's schools and education settings for their tireless work over the past 12 months, to remain safely open for the children of critical workers and for vulnerable pupils. Whilst it was recognised that disadvantaged areas such as the Borough would be particularly affected by the pandemic and would take a long time to recover, she praised the strengthening of partnerships between schools, Children's Social Care, Health, Community Solutions, the Police and the voluntary sector during the pandemic.

The Commissioning Director for Education (CD) and the Project Co-ordinator for the Step Up, Stay Safe (PC) programme presented the interim report, 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. This had included mechanisms such as:

- The submitting of daily returns to the Department for Education (DfE) in relation to matters such as attendance;
- The tracking and brokering of support for vulnerable pupils;
- The establishment of new arrangements which had led to the creation of new multi-agency support structures, bringing together professionals from a

wide range of areas such as Education, Social Care, Early Help, Health, the Youth Offending Service (YOS), the Youth at Risk Matrix (YARM), North East London Foundation Trust (NELFT) and the Police;

- Thrive London training, which provided parents, carers, teaching staff, youth workers, and medical experts with an integrated approach to understanding children's behaviour;
- The development of over 170 videos which modelled activities for children by the Portage Service (a home visiting system for children with disabilities);
- The provision of devices for schools to distribute to vulnerable pupils, by both the Government and several local businesses;
- Early individual reviews for those with Education, Health and Care (EHC) plans and weekly network meetings to support SENCOs (Special Educational Needs Co-ordinators); and
- The development of workstreams about race and discrimination, following the Black Lives Matter (BLM) movement.

An update was also provided around the reopening of schools, the testing of school staff and pupils and the Holiday Activities and Food programme.

The Chair thanked the CD and the PC for their presentation and wished to relay the immense thanks of the Committee to all school staff within the Borough.

Following the introduction provided by the CMEA, which had stated that several local businesses had kindly supported the provision of IT equipment for vulnerable pupils, the Chair suggested that the CMEA 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 CD stated 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 BLM. 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.

52. Supporting older residents during the pandemic and beyond

The Cabinet Member for Social Care and Health Integration (CMSC) introduced a report on how the Council was supporting older residents during the pandemic and its plans for post-pandemic support. She praised the exemplary work that had been seen from staff in delivering services safely to the community at speed during the pandemic, as well as the strong partnership working in dealing with Covid-19.

The Operational Director for Adult's Care and Support (OD) and the Lead Commissioner for Older People (LC) 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 past 12 months. This had included mechanisms such as:

- Extensive work in relation to hospital discharges, such as the identification by BHR of designated settings (nursing homes) and one commissioned home care agency to deal only with positive cases, which had reduced transmission, and local authority brokered placements (rather than the CCG) to improve choice, cost and control;
- Utilising learning gained during the pandemic to look at the way in which staff could be used more effectively going forward, such as by moving the Joint Assessment and Discharge (JAD) team into the community;
- Supporting adult providers to provide high-class care for residents through means such as 7 day per week virtual support from the Council's Public Health, Commissioning and Provider Quality teams, as well as through funding and uplifts to continue as businesses and to maintain the adult social care market;
- Supporting care homes to reduce isolation through Covid-safe visiting, funding and technology such as Breezie tablets (handheld devices performing functions such as enabling residents to connect virtually with relatives);
- Providing funding for the 'Reconnections' programme, to increase the social networks of older residents and to improve their health and wellbeing; and
- Providing support in relation to a number of issues via agencies such as the Council's Community Solutions team, the Specialist Support Hub, BDCAN and the Central Food Hub.

The OD and LC also wished to publicly thank colleagues in BHRUT, NELFT and primary care, for their dedicated work in relation to rolling out the Covid-19 vaccine to the Borough's care homes.

In response to several questions, the OD stated that:

- The Council had already been working towards a Home First model for quite some time, since the new hospital discharge guidance came in early 2020.
The aim of this model was to assess discharged residents, primarily older people, in their own homes, rather than the hospital and to improve resident health and social care outcomes by ensuring that a more realistic assessment of an individual's needs took place in their home environment. This model had been working very well and as such, the Council was not expecting there to be any major issues with this going forward.
- There was no limit to the number of patients that a hospital could discharge in one day.
- Whilst the Council was not responsible for hospital transport, it was responsible for care and support in the community. By moving Hospital Discharge staff into the community, this would create a 'receiving' service whereby patients were pulled (rather than pushed) into the community. This had been organised through giving health partners in hospitals the authority to prescribe the first couple of weeks of patient care, to give the Council's

Care and Support staff time to visit these patients and undertake an assessment to provide them with long-term support. This was especially helpful given that patients were now being discharged from hospital earlier each year and that it took time for patients to recover before an effective assessment could be undertaken. This would also enable Care and Support staff to gain a more realistic perspective of how the discharged patient was coping, their circumstances and where they might be receiving informal carer support.

- A good partnership between the Council and health partners was essential, with Care and Support staff needing to rely on health colleagues for effective communication about which patients were being discharged and when, as well as the type of support that was being prescribed initially by health partners on behalf of the Council. Going forward, a single point of access was to be established and this was in development. The Council was working alongside health colleagues to ensure that their 'receiving' service was well aligned with the service established by health partners.
- The pandemic and exceptional circumstances had meant that new projects and support had had to be developed at pace, to support the Borough's most vulnerable residents. The Council now needed to ensure that these arrangements were properly established, safe for residents to use and worked for local residents, reflecting what they wanted to see in the services.
- Residents made their own decisions and could decide whether or not they wanted to engage with Council services. If these residents had the mental capacity to make this decision, the Council would respect this. However, the Council acknowledged the risks that it saw on those occasions and would both make an offer and continue to make an offer, even if residents were not initially willing to engage with the Council.
- The Council was relying on its health partners to relay information back to it. The single point of access would replace the Discharge Co-ordination Unit (DCU) which currently co-ordinated discharges, to fulfil the same function. As such, this would be a relatively safe process, but the Council would be careful to monitor the single point of access as it was being implemented.

In response to an earlier question, the CMSC stated that the Council's new technology bid may help to support those who may be reluctant to engage with the Council. The Careline model was now outdated, and the Council was currently looking into employing a new support model (potentially akin to an Alexa-type system) that more elderly residents may consider utilising to enable them to maintain their independence. The Council was also in the process of developing its Community Hubs model, which would enable elderly residents to participate in activities at their local community hub and potentially begin to have conversations with support workers, realising that their independence would not be lost when they spoke with the Council. As such, the Council was looking into different approaches that it could utilise to engage vulnerable residents who needed support.

The Council's Director of Strategy and Participation (DSP), as well as Shielding Lead, also wished to thank the Independent Living Agency (ILA), who had

provided extensive support to residents who were shielding. This statement was echoed by the OD, who praised the strength of the relationship between the ILA and the Council over the past 18 months, stating that the Council was planning to work more closely with the ILA to develop its new social care model.

In response to a question, the CMSC stated that she would come back to the Committee about the number of residents who were currently using Breezie tablets. The devices had also worked particularly well for those with dementia in some of the Borough's care homes. The number of residents using these tablets was growing 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.

In response to several questions, the OD stated that:

- In years to come, those residents who were getting older and who may unfortunately develop memory-affecting conditions, would likely already have a basic understanding of how a tablet worked as they would have likely previously used these. As such, it would be easier for them to use modern technology more naturally. Technology was also continuously improving and Commissioning colleagues were looking more widely at digitally-enabled equipment to support residents in the future.
- He would need to come back to the Committee with a more detailed response around the provision for those with visual impairments and how they could use the Breezie tablets. However, if a resident had a visual impairment that allowed them to see some detail, they could use any laptop or Breezie device to make the detail bigger. The CMSC also stated that each Breezie was set up for the individual using it, for example, the volume could be enhanced on a tablet for those with a hearing impairment and a closer image could be shown on the tablets for those with visual impairments.

The OD, CMSC and the Chair 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. The Chair thanked the OD and LC for their work in supporting the Borough's elderly residents.

53. Work Programme

The Chair informed Members of three changes that had been made to the Work Programme:

- Whilst the Committee had been due to receive a previously requested update on the 'Working with residents affected by Capital Works' item at this meeting, report authors had requested that this item be deferred to a later date, to allow time for the programme to 'bed in' as well as to develop new ways of engaging with residents to improve response levels. This item would now be presented in the new municipal year.
- The Committee had been due to receive an item around the Probation Services at its 12 May 2021 meeting; however, as the National Probation

Service was currently undergoing a large restructuring programme and a lot would still be unknown by 12 May, this item had been postponed to the Autumn of 2021, after the restructuring programme was complete.

- The Committee had been due to receive items on the Multi-Agency Safeguarding Hub (MASH) Annual Report and the Early Help update on the Ofsted Improvement Plan at its 12 May Committee. However, as Early Help was subject to an audit report and there would be a report on this presented to the Audit and Standards Committee on 12 July 2021, it was felt appropriate for the Committee to receive this item in the new municipal year to align matters.

Members stated that in some cases, the reasons provided for the postponements of certain reports needed further clarity than was being provided and that the Committee should not simply agree to their deferment as items may need to be challenged before further action was taken by officers. Members were also concerned about the number of changes that had been made to the Committee's Work Programme. As such, the Council's DSP suggested that when the Work Programme is presented to the Committee, a short covering report be provided going forward, in which the relevant department requesting the change provide a short paragraph about why the change was being requested. This would help with transparency and accountability, and the Committee could then also decide to agree the change or ask further questions around why the change was being requested.

The Committee also requested that the Work Programme include an update from the Enforcement team in relation to footway parking, as many of the roads within the Borough were narrow and if footway parking was not permitted, it would prevent vehicles from entering and exiting the roads safely.

The changes to the Work Programme were noted.

MINUTES OF INFORMAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 9 June 2021
(7:02 - 9:20 pm)

Present: Cllr Jane Jones (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Fatuma Nalule, Cllr Simon Perry, Cllr Ingrid Robinson, Cllr Paul Robinson and Cllr Phil Waker

Also Present: Cllr Maureen Worby and Cllr Cameron Geddes

1. Declaration of Members' Interests

There were no declarations of interest.

2. Minutes (31 March 2021)

The minutes of the meeting held on 31 March 2021 were noted.

3. Multi-Agency Safeguarding Hub (MASH) - Quality Assurance and Progress Update Report

The Cabinet Member for Social Care and Health Integration (CMSC) and the Commissioning Director for Care and Support (CD) introduced a report on the Multi-Agency Safeguarding Hub (MASH), providing a brief narrative as to the context behind the move of the MASH into Children's Care and Support in September 2020, as well as the various challenges that had been facing the service at a time of unprecedented demand, which had increased in part due to the Covid-19 pandemic. Whilst considerable progress had been made since the move of the service, it was acknowledged that it would take some time to address residual issues within the system, along with the escalating demand pressures.

In response to questions from Members, the CD and the Strategic Director for Children's and Adult's Services (SD) stated that:

- The quality of referral into the MASH often proved problematic. Work was needed within the Early Help system to ensure that all colleagues and partners could identify and articulate risks in the correct way. This was particularly important when considering the high-pressured MASH environment stemming from the high volume of demand, with clear information proving vital to assist the Council to make the right decisions for its young people. It was also emphasised that those receiving the MASH referrals needed to be curious and to use the Multi-Agency information to better support their decision-making, gaining a deeper understanding of the history of the child and their family.
- The largest referrer into the MASH was the Police.
- The importance of the Early Help system, sitting underneath MASH and acting as a first point of contact, could not be understated as this provided the opportunity for early intervention. This would not only greatly help children and young people before any issues could escalate but would also prevent a higher volume of demand coming through to the MASH service.

- There was a disparity between schools that referred into the MASH, and those that did not. The Council was strengthening its relationship with schools, with the MASH now having regular meetings with the schools' Designated Safeguarding Leads (DSLs) to discuss issues and provide advice in advance of referrals. The Council was also in the process of arranging similar quarterly meetings with the Police.
- It was vital that the new MASH model had the right agencies wrapped around families and included key components of colleagues in Community Solutions, who were excellent at helping residents to navigate various issues. Whilst the primary focus needed to be on the highest level of risk, support from all Council services and partners was needed to address all levels of need.
- A recent visit from the Office for Standards in Education, Children's Services and Skills (OFSTED) had acknowledged the journey of change and clear programme of improvement for MASH, as well as the challenges facing the service. A draft OFSTED letter was likely to be received by the SD in advance of the Committee's next 7 July 2021 meeting, and if this was the case, it would be shared with the Chair before this meeting, for comment.

4. General progress update regarding A2020 Scrutiny Recommendations - KLOE 4

The Cabinet Member for Regeneration and Social Housing introduced a general progress update regarding the Key Line of Enquiry 4 (KLOE 4) recommendations to arise from the Ambition 2020 Scrutiny Review. This was followed by a presentation by the Head of Leisure, Parks and Heritage (HL) around the parks elements of the recommendations. The latter highlighted a variety of work that had been undertaken within the parks themselves, projects that had been supported by the local community, increased social media engagement and LBBB website improvement. Six of the Borough's parks had received external recognition as part of the Green Flag Scheme and the Borough had also improved significantly as part of the Good Parks for London Accreditation scheme, moving from 24th (2017) to 17th (2020).

In relation to several questions from Members, the HL stated that:

- Section 106 (S106) money that came in specifically for parks, were about particular projects that would take place. The Council would develop a scheme of works and would then project plan this, monitoring this through its normal management processes. The Council would report through its Capital and Assets Board, where S106 money and funding was monitored and reviewed, making sure that funding was being spent in the way intended. The Head of Housing and Asset Strategy (HH) commented that it may be useful to have a future item on how the Council made best use of S106 money.
- The Council had made improvements to eight of its parks in the Borough. However, a full replacement of a park scheme or play area cost in advance of £250,000 to put into place. The Council had recently worked with local community groups who sourced their own funding for Valence Park, and match-funded this money to support the community group. With other parks, the Council was replacing equipment as and when it was needed,

but there were a significant number of areas where the whole park needed replacement. The Council was working through its 25 parks and open spaces to see where it could make improvements and investment was needed.

As the housing and Reside updates submitted as part of item 5 also related to item 6 on the agenda, the Committee agreed to the HH's request to address both housing reports simultaneously and to ask any questions following the next presentation.

5. Report requested by recommendation 13 of A2020 Scrutiny Review - Impact of change to Reside's affordability threshold

The HH presented a report on the impact of change to Reside's affordability threshold, in line with the Housing Allocations Policy. He outlined the different tenures that Reside were providing, which were set at a range of rent levels to meet different types of housing need in the Borough. It was explained that the rationale behind the changes made to the Housing Allocations Policy were due to Reside's future expansion and to ensure that the Reside intermediate tenure would be more affordable, meaning that residents could use their in-work benefits as part of their affordability assessments. If residents could demonstrate that they had been paying their rent in their previous home, Reside would also use this as evidence that they could afford their property. The Managing Director for Reside (MD) stated that by the end of 2022, Reside would have increased its housing stock by 50% and would have over 3,000 homes at a range of tenures by the end of March 2025.

In response to questions from Members, the HH and MD stated that:

- The Council had approached the Greater London Authority (GLA) about the risk of those in shared ownership becoming stuck, as there could be a point where tenants started to staircase and buy more of the shares for their home, only to struggle when they looked to sell, as they were dependent on finding someone else who would buy their shares. The Council had suggested that the GLA create a Pan-London scheme, matching people across parts of London who wished to buy and sell, to facilitate this process.
- The Council needed to develop a local response through Reside to help those stuck in shared ownership, such as through guidance and the potential for the Council to buy back shares from tenants and resell these. As lots of shared ownership tenures were through Reside, the Council and Reside had more levers to help people around this and these needed to be explored.
- Many of Reside's shared ownership customers were first-time buyers.
- Reside ensured that all purchasers were able to view the property that they were buying. It also worked with Savills as its sales agent, who had a reputable panel of solicitors who had a wide knowledge of the shared ownership model; however, purchasers also had the option to use a different sales agent if they wished.
- Reside worked with the Council's Legal team to ensure that it could share as much information as possible with the panel of solicitors around what people were buying, the terms and conditions, service charges and to provide accurate estimates. The MD reviewed every memorandum of sale

that came through, and he had regular meetings with Savills to ensure that customers that were being put forward had evidence of deposits and an income. Savills would approach the MD if any customer was on the cusp of affordability and together, they could look at each case in more detail.

- Shared ownership was often less an affordability issue, and more of customers not understanding what they were buying. Reside put time in to help purchasers understand this, including creating videos for clients around how to service elements within their flats rather than paying someone to do this for them. However, it was acknowledged that more could be done to help clients understand their responsibilities.
- Reside had not seen arrears on shared ownership properties during the pandemic. They had also not been approached by any mortgage providers in relation to issues and had only been approached by tenants for general support during the lockdown. Reside had noted a decrease in the percentage of shares that tenants were buying, with more buying shares for 30% and entering shared ownership at a lower level. This could present an increased risk if these tenants were affected by a change in their circumstances, but Reside were willing to work with tenants should issues arise.
- The Government had recently changed the rules around shared ownership, meaning that buyers could now purchase a minimum property share of 10%. There were also reforms to reduce the amount that tenants could staircase by, to 1%. Reside did not yet know if there would be any local discretion as to this and would monitor closely.
- With shared ownership, there was a rental element on unsold equity and then increases to this each year, based around the rise in Consumer Price Inflation (CPI), which would increase over time. As Reside had a 'young' shared ownership portfolio, it did not have the experience of being able to see the effects of these increases over time. Reside needed to monitor the effects of compounding on rent increases and regularly review the data to ensure that tenants were not struggling.
- With prices being variable in the Borough, Reside had noted some reluctance from lenders and were discussing how it could increase the lender pool.
- Reside would need to consider the Government's proposals around shared ownership in more detail in relation to new builds and grant funding. It would also work with commissioners to ascertain how it could provide best value around resident service charges, to avoid heightened costs.
- Reside did not apply a service charge on top of its rents. Tenants would receive one charge, regardless of their type of tenure. However, for shared ownership properties, the tenant would pay a service charge on top of the rent for the proportion that they did not own.
- Affordability assessments were undertaken at the point of letting. Reside ensured that it got the most up-to-date information to undertake these assessments and ensured that two-way conversations were had with those working in Reside and potential tenants.

As a result of the presentation, the Committee:

- Emphasised the need to think through the Shared Ownership scheme and any potential implications for residents, such as not correctly understanding the terms and conditions when buying into the scheme.

- Requested some information on staircasing and sales, to gain a wider understanding of the scheme.
- Requested that a Member Briefing session be provided for all Councillors, to enable them to gain a better understanding of affordable housing, due to the vast number of questions that the Committee had in relation to this.
- Recommended that communication be improved with potential tenants, to better understand what they were looking for and could afford.
- Recommended that any questions around sustainability were emailed to the Chair or the clerk, to be passed onto the relevant officer.

6. Work Programme

The Chair informed Members of the progress of the 2021/22 Committee Work Programme, the Committee's previous suggestions and her conversations with Portfolio Holders. The finalised Work Programme would be presented to the Committee for agreement at its 7 July 2021 meeting.

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MINUTES OF INFORMAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 7 July 2021
(6:02 - 8:00 pm)

Present: Cllr Jane Jones (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Fatuma Nalule, Cllr Simon Perry, Cllr Ingrid Robinson and Cllr Phil Waker

Also Present: Cllr Maureen Worby and Cllr Cameron Geddes

Apologies: Cllr Paul Robinson

7. Declaration of Members' Interests

There were no declarations of interest.

8. Minutes - To note the minutes of the meeting held on 9 June 2021

The minutes of the meeting held on 9 June were noted.

9. Targeted Early Help Review

The Council's Strategic Director for Community Solutions (SD) and Commissioning Director for Care and Support (CD) introduced a report on the Targeted Early Help Review, which provided an evaluation of the Council's Early Help service and the journey to date. The report highlighted a number of improvements required, as detailed through an Independent Review commissioned in January 2021, and outlined corrective action both already undertaken and scheduled to take place over the next 12-18 months.

In response to questions from Members, the SD and CD stated that:

- The original 2015/16 Business Case outlined that Early Help would sit at the top end of Community Solutions' remit, in relation to challenging complexity of need. Local Authorities often faced a challenge in determining whether to place these 'top end', yet universal cases underneath, or within statutory services, and this placement differed between councils.
- 2015/16 council plans, although borne out of sensible drivers and motivations, required services to reduce their costs. Early Help demand also began to increase at this time, and action to mitigate these pressures should have been enacted sooner.
- Community Solutions was originally designed to work more generally with residents, earlier in the system. Nevertheless, following the OFSTED visit in February 2019 and the changing need in the Borough, it had been recognised that there needed to be a greater focus on the cusp of care. As the original design was not predicated on this, the Council had been working to move the service forward in this way through its Improvement Programme, which was agreed at its Early Help Summit in September 2019.
- A major aim of the Improvement Programme was to bring the disparate

elements that were sat in different places across Community Solutions, together into one comprehensive targeted early help offer. Within that, the Council brought in additional support to work towards the training and skilling of its staff. It was recognised that the skill and pay for these staff became less reflective of their new remit, and that the new Targeted Operating Model (TOM) should have been reached sooner; however, the onset of the Covid-19 pandemic redirected priorities. The Council was now working with the Social Care Institute for Excellence (SCIE) to develop the new TOM.

The Cabinet Member for Social Care and Health Integration (CM) stated that when Early Help was transferred over into Community Solutions, the Early Help service had already had 125 staff delivering this service. They therefore understood the job and had received training, albeit the Community Solutions remit was slightly different in that it covered universal casework. The SD stated that the 125 staff members referenced was also the base number of Early Help staff that started upon the establishment of Community Solutions. A number of these 125 staff had retired, taken redundancy or progressed into different roles, which along with savings made, made it difficult to account for these 125 staff members at present. It was acknowledged that some skills had been lost, and that the ask for staff now was dramatically different to that previously, which was the reason that training and skills had been a key element of the Improvement Programme.

In response to further questions, the SD and CD stated that:

- Whilst the Independent Review had suggested that reporting was inaccurate, the Council had since independently validated that this was not the case. Whilst the Council had shared approximately 85 performance measures with the Independent Reviewer, only two of these had been highlighted by the Review. Whilst it was acknowledged that the team should have acted more promptly based on reporting information, staff were working in difficult circumstances whilst the Independent Review was taking place, with the second wave of Covid-19 resulting in high staff absences at a time of increased demand and complexity. The SD had also been waiting for the outcome of the Independent Review to guide the service moving forward.
- The team had been in the process of trying to acquire more temporary support to manage the situation at the time. Reporting information that the team held was also circulated widely, and managers had worked with the team to review particular caseloads and manage risk.
- A very experienced Head of Early Help would shortly be commencing their role, to provide solid management oversight going forward. A plan for the future of Early Help was currently being designed; however, this may change in coming weeks to ensure that it would be as effective as possible. Commissioners would apply the same principles and processes as currently applied to Children's, Adults' and Disabilities' Care and Support, so that Early Help could be folded into the same performance management framework.
- A dedicated additional practice lead, who was also an experienced Assistant Director for Early Help, would be working with the Council in the short-term. They would focus on providing managers with the support that they needed to continue to develop their practice. The future TOM would

need to better consider the pressures on services to ensure that there was an appropriate ratio of managers to staff, with smaller ratios meaning that managers would have more time to concentrate on practice-based supervision that would translate into the highest quality casework and better quality assurance.

- Whilst Innovate CYP, an OFSTED-recognised improvement partner, had been commissioned for six months to create the capacity needed to cope with pressure and complexity in the system, and to help staff develop, they were a temporary solution. The new model devised by the Council would negate the need for Innovate CYP to work alongside the Council in the longer term. Nevertheless, the Council could decide to commission Innovate CYP for longer if necessary, and would ensure that there would not be a gap between Innovate CYP leaving and the launch of the new model. The new model would also reflect the increased demand in the last 12 months.
- The Independent Review had highlighted that the Early Help service required more investment than previously allocated and this was being reviewed. The CM also noted that the required savings for the service had been approved as part of a block for Community Solutions and that the Council would need to scrutinise this method more in future.
- The Council was undertaking a detailed review of open cases within the Early Help system and about half had been reviewed so far. The caseloads had been stratified based on potential risk and certain characteristics, and had been reviewed according to potential highest to lowest risk. Innovate CYP was assisting in providing capacity to achieve this task and the Council was able to respond to any risk found through additional intervention, or through moving the case into statutory Children's Care and Support services.
- The CD and SD would be very happy to bring periodic progress updates to the Committee as requested.

The Chair emphasised the need to listen to staff, acknowledge any faults and learn from these to ensure a greater service going forward. The Committee also **resolved** to recommend that the necessary funding was provided to ensure that the Council could develop a robust TOM and to ensure a more effective future service. The CM stated that she would do all in her power to ensure that the new model developed was correct and that the Borough's most vulnerable were protected.

10. General progress update regarding working with residents affected by capital works

The Council's Strategic Director for My Place (MP), Assistant Construction Director (ACD) for Be First and Head of Major Works (MW) at BDTP presented a general progress update regarding working with residents affected by capital works, based on feedback previously received from the Committee at its 2 December 2020 meeting (minute 30 refers). Report authors had acknowledged this feedback and reviewed how the Council's stock investment programme was delivered and how customer satisfaction data was collected and assessed, to ensure that a proper improvement programme was in place.

The Council's One Borough Voice system was to be employed to ensure that

customer satisfaction data was collected and assessed via the Council, and not through contracted companies. The teams were also working with residents and contractors to understand any concerns that they may have had around Covid-19 and putting in means to alleviate these, such as through using the same operatives to deliver all works in any particular property. When sub-contractors were appointed, their experience of working during the Covid-19 pandemic was now also essential, to ensure that they understood all precautions needed.

Updates were also provided on the work and projects undertaken, and it was noted that whilst good progress had been made in relation to work undertaken by the teams, Covid-19 had impacted on the ability to deliver all works envisioned.

In response to questions from Members, the MP stated that:

- My Place needed to take more ownership and responsibility for managing customer satisfaction, as this was a major priority for the service. The new digital customer satisfaction surveys would be a better way of achieving this, instead of relying on the contractor to collect this data. Through the new digital surveys, residents who had work completed on their properties would likely feel more able to provide honest feedback, rather than under pressure to provide good feedback to the contractors who undertook the work.
- My Place would aim to receive an 85 percent satisfaction rate for works completed, which was a good rate to receive when looking across the board at other local authorities and areas. Once an 85 percent satisfaction rate was achieved, the service would aim to get higher percentage scores.
- The Council had a very large spending power and this came with a lot of scrutiny to ensure that procurement was undertaken properly. With every contract procured, My Place had to undertake extensive checks on aspects such as an organisation's insurance, liability and working practices, and could not just employ any company to undertake their works.
- Where costs were high, My Place scrutinised these. The MP also regularly spoke to the Council's Head of Property Management to discuss how the Council could achieve greater value for money from these contracts, such as through social value through contracts that would generate apprenticeships and more jobs for local residents. The Council also looked for good quality work at industry-standard prices, employing extensive checks and scrutiny. Regardless of which organisation the Council used, there would always be an industry-standard payment, a mechanism for paying, and a separate cost for each known as a 'schedule of rates' to be paid in each instance. The scale of works procured by the Council, and the amount of work it had that could fluctuate up and down by trade, meant that there was always going to be an element of risk and that whilst some areas were high cost, the Council was able to get better costs for others.

The Committee recommended that residents also receive the opportunity to provide feedback in the three to four weeks following works undertaken to their properties through the new digital surveys, as opposed to this coming through Councillor casework. This would ensure that customer feedback was better understood by the services, who could then more quickly respond to these residents. The Committee also emphasised the need for residents to be able to provide any feedback via paper questionnaire if they wished, as not all residents had access to the Internet.

11. Draft Work Programme 2021/22

The Chair asked that the Committee provide any feedback in relation to the Draft Work Programme 2021/22 via email, for further consideration.

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MINUTES OF INFORMAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 8 September 2021
(7:05 - 8:45 pm)

Present: Cllr Jane Jones (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Fatuma Nalule, Cllr Simon Perry, Cllr Ingrid Robinson, Cllr Paul Robinson and Cllr Phil Waker

Also Present: Cllr Maureen Worby

Apologies: Cllr Toni Bankole

12. Declaration of Members' Interests

There were no declarations of interest.

13. Minutes - To note the minutes of the meeting held on 7 July 2021

The minutes of the meeting held on 7 July were noted.

The Cabinet Member for Social Care and Health Integration (CM) raised the issue of Early Help services, which was considered at the Committee's 7 July 2021 meeting (minute 9 refers), and the recommendations put forward by Members for consideration. An initial draft response to these had been shared with her; however, further time was needed before a final response could be provided to the Committee, as some of the recommendations were within the remit of other Cabinet Members, which would need to be coordinated, and she was also not fully satisfied with the initial response. The Strategic Director for Law and Governance stated that she would also follow this matter up, having recently taken over the role of Statutory Scrutiny Officer from the former Director of Strategy and Participation, who had recently left the Council.

14. East Area Borough Command Unit Update

Chief Inspector Chris Nixon (CI), representing the East Area 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 an update as requested by the Committee at its 3 February 2021 meeting (minute 45 refers). The presentation covered the following areas:

- Update on Response Times;
- Potential reasons for the Borough's high missing people figures; and
- Engagement with the LGBT+ Community.

The CM highlighted the challenges of young people from other areas of London being placed in Barking and Dagenham care homes, such as these young people being reported as missing by their care homes when they went to visit friends in their home borough and the resulting higher missing people figure for the Borough. She referred to the BCU's ward level review, which showed a significantly higher volume of repeat missing persons from the Abbey, Whalebone and Longbridge

wards, which were all sites of children's care homes, and further sampling had also shown that the majority of these cases related to children living in care homes. LBB social services worked closely with the BCU to ensure that they were responding appropriately to any missing children's incidents. The CI also highlighted the complexities behind collating information when a young person was associated with multiple local authorities, as well as in ensuring that the right information was passed onto frontline care home staff from the first day that a young person arrived in their care.

In response to questions from Members, the CI stated that:

- Over the last year, the BCU had engaged with care homes to risk assess and prepare joint plans with providers to reduce repeat missing episodes, which had reduced the open missing investigations from a rolling 60 to a rolling 20.
- Part of this intervention was around the Philomena Protocol (a scheme that asks carers to identify children and young people who are at risk of going missing, and to record vital information about them that can be used to help find them quickly and safely) and making clear the expectation that care homes would carry out reasonable enquiries as to the whereabouts of a child, rather than immediately calling the Police. Part of this was also about better managing longer-term investigations, and ensuring that these were brought to a close, as well as speeding up investigations where a young person regularly went "missing" to the same location, such as a parent's house.
- The Barking and Dagenham Independent Advisory Group (IAG) had more than six members; however, the LGBTQ+ IAG which had been established following the Stephen Port murders to engage with the LGBTQ+ community, was looking to increase its membership. The BCU had also set up Police Encounter Panels (PEP), which had a larger rolling membership and looked to obtain the views of young people around policing.
- There were three sites for response team officers: Freshwharf, which was on the junction of the A406 and A13 in Barking; Ilford Police Station; and Jack Brown House, in Havering. The response teams worked as an overall team, and if one site was short of staff, officers from the other sites would be transported to it to ensure that the call demand was appropriately serviced.
- The BCU was part way through a DA related training package for response team officers. Many teams had now undertaken this training, with the BCU now using some broader powers more often, such as arrests for coercive and controlling behaviours.
- Staffing numbers in both Barking and Dagenham, and Redbridge were broadly in line with their demand levels.
- The Police actively sought staff feedback, such as through staff surveys, employment engagement plans and suggestion boxes, and responded accordingly, for example, through increased Senior Leadership team contact.

The Chair suggested that the BCU contact the Borough's Flipside group if it wished to expand its younger PEP membership, and stated that the CM and the Operational Director for Enforcement Services (OD) may be able to help with further recruitment for the LGBTQ+ IAG. The CM stated that herself and the

Cabinet Member for Community Safety and Enforcement had been liaising with the Greater London Authority and the Deputy Mayor for Policing and Crime, to feed learnings from the Council's Domestic Abuse Commission into Metropolitan Police training.

15. Air Quality Action Plan Update and Ambition 2020 Scrutiny Review Recommendations

The Operational Director for Enforcement Services, the Head of Sustainability and Climate Change (HS), the Service Manager for Environmental Health and the Environmental Protection Officer delivered an update on the Air Quality Action Plan, how the Council was managing the impact of development on air quality and the next steps for improving air quality and raising awareness within the Borough.

In response to questions from Members, officers stated that:

- They were not aware of any major survival issues in relation to trees that had been planted in the last three years; however, they would take this back to the Parks and Open Spaces team, to find out the schedule for tree check-up.
- The team were in discussions with Be First around ensuring that promises made by developers in terms of tree planting were actively pursued.
- Whilst air quality monitoring was newer in LBB, and it was therefore difficult to look at trends over the last few years, Nitrogen Dioxide (NO₂) levels had been reducing across London. This was in part due to the Ultra Low Emission Zone (ULEZ), trends to move to petrol rather than diesel and other policies implemented. Air quality concerns often centred more around localised hotspots, which was why monitoring was essential, and LBB would be able to collect more data through its diffusion tubes in coming years.
- It was very hard to compare year on year results, due to these being highly influenced by the weather and global patterns, such as climatic conditions and agricultural processes. Whilst less cars were used during Covid peaks, buses continued to operate, with large empty diesel buses emitting high pollution.
- The ULEZ would be expanding from 25 October 2021, with a key difference being buses operating inside and outside of this zone. Lobbying Transport for London (TfL) and positioning diffusion tubes appropriately would be critical in encouraging TfL to renew their fleet through an increased evidence base.
- Whilst the Member Champion for Climate Change had not seen this report, he met with the HS on a bi-monthly basis and had been involved in the Air Quality Action Plan from start to finish.
- The current local plan ensured that new buildings going forward aimed to meet net zero carbon standards; however, there would be a period of transition as LBB had very low land values in comparison to the rest of London, and there was a trade-off between S106 money going towards this, highways, education and the Community Infrastructure Levy, as the cost of making properties "net zero" was currently quite expensive.
- Most carbon emissions came from existing stock, as newer stock was generally much better in design and carbon intensity was quite low. Be First was designing a zero-carbon design guide, which the Council was going to

use with its own built properties, as an example to third party developers that they could design out carbon at a low cost. Retrofitting of existing buildings in the Borough was also in progress.

- The next Air Quality steering group meeting would look into a year-long communication strategy, focusing on public health issues. This would highlight problems, such as the consequences of burning wood and idling car engines, and offer solutions to residents to help them to make changes. The Communications team was also issuing a substantial 'greener and cleaner' communications package, setting out what the Council was doing in terms of the green agenda, and encouraging residents to get involved.
- A series of events would be running in the lead up to the United Nations Climate Change Conference 2021 (COP26) in Glasgow, such as a 'Big Great Green Week' for the public to engage in. Public events would also be run over the next 10 years, in line with national 2030 carbon emissions targets.
- Many often worried that repercussions would be felt outside of a ULEZ zone; however, this mostly resulted in cleaner vehicle usage from those who wanted to travel into London.
- Communications needed to focus more on the damaging effects of particulate matter in relation to diseases such as cancer.
- Enforcement in terms of larger vehicles and tonnage was the responsibility of TfL. Some authorities had CCTV on 7.5 tonne areas, which could be forwarded on to the Driver and Vehicle Standards Agency (DVSA) to address through the industry, rather than legislatively. Discussions with satnav providers could also help to reroute cars away from problematic areas.
- Whilst the Non-Road Mobile Machinery (NRMM) Zone enforcement scheme had a voluntary sign-up for developers, Councils could enforce through the Environmental Protection Act for statutory nuisances for dust and noise; however, the Act was more difficult to enforce as the statutory nuisance had to impact someone in their premises, rather than just on the street generally.

The Chair suggested that officers ask ward councillors whether they would be willing to use a part of their budget for pollution-busting plants within the edges of school buildings, to reduce carbon emissions around schools. The HS stated that the team had already had conversations with Valence School about green grids, and that in the lead up to the COP26, communications kits would be sent to schools.

16. Work Programme

The Chair informed the Committee of the following change that had been made to the Work Programme since the last meeting, which was noted by the Committee:

- The 'Changes to Reside' item which had previously been scheduled for today's meeting, was now to be heard at the 6 October 2021 Committee as the service was facing some staffing changes and officers had therefore requested some additional time to compile their report.

OVERVIEW AND SCRUTINY COMMITTEE

6 October 2021

Title: Appointeeship and Deputyship	
Report of the Cabinet Member for Social Care and Health Integration and Strategic Director of Childrens and Adults	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Daniel McMillan, Project Manager	Contact Details: E-mail: Daniel.mcmillan@lbbd.gov.uk
Accountable Directors: Mark Fowler, Strategic Director Community Solutions and Stephan Liebrecht, Operational Director Adult's Care and Support	
Accountable Strategic Leadership Directors: Mark Fowler, Strategic Director Community Solutions and Elaine Allegretti, Strategic Director Childrens and Adults	
Summary	
This presentation provides an overview of the appointeeship service to residents within Barking and Dagenham and the current development to implement an in-house deputyship service.	
Recommendation(s)	
The Overview and Scrutiny Committee is recommended to ask questions of officers on the future developments of the appointee and deputy offer to residents of Barking and Dagenham.	
Reason(s)	
This service will support those without capacity to manage their own finances, who do not have a family member who is willing and/or able to conduct these matters on their behalf. This service will empower residents lacking capacity to manage their own money to ensure their financial affairs are dealt with safely and securely, reducing the risk of fraud and financial abuse.	

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

List of appendices:

- Appendix A: Appointeeship and Deputyship

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Appointeeship and Deputyship

Overview and Scrutiny Committee
6 October 2021

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**Barking &
Dagenham**

Appendix A

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Summary

- The following presentation provides an overview of the current Appointeeship and future Deputyship services within Barking and Dagenham.
- The report will focus on the following themes:
 - Context
 - What is Appointeeship and Deputyship
 - What are the current Appointeeship and Deputyship arrangements within Barking & Dagenham
 - What are the future plans for those who may need Appointeeship or Deputyship, ensuring clients maintain as much independence as possible

Context

- Revenues and Benefits services were previously part of the 10-year Elevate contract
- The teams returned to the Council in September 2020. Since their return:
 - We have explored the options of how to create a service which best meets the needs of its clients
 - Engaged with other local authorities to understand what they do
 - We took the opportunity to review the whole client journey rather than adding a deputy service into an inherited delivery model
 - We have reviewed processes, identified the need for a new banking platform and scoped the resource requirement for the new service
 - We created a delivery plan for successful completion

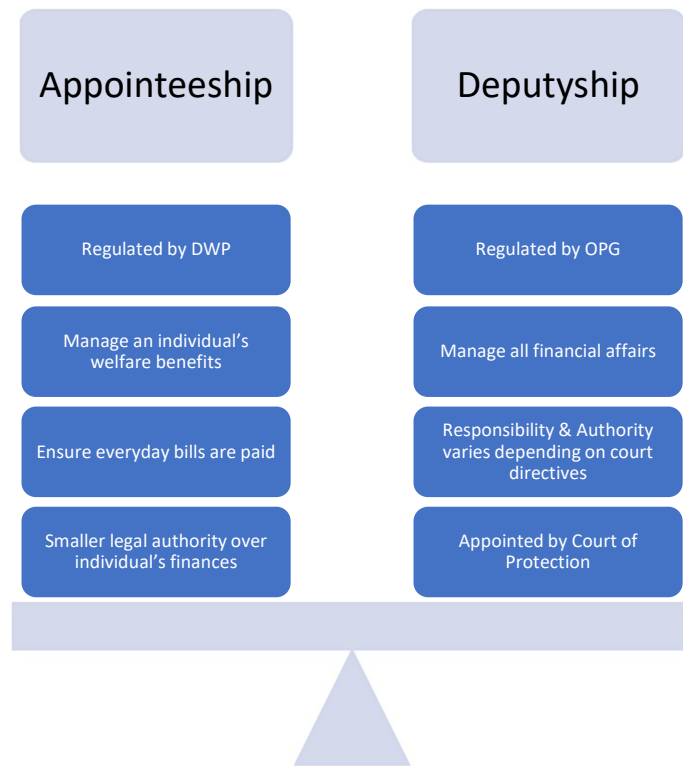
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Context Cont.

- The reabsorption of services provided the Council with a great opportunity to reshape services and to strengthen and develop key areas
- Since returning, a new Support and Collections Lifecycle has been developed to deliver our ambitions and vision
- A new Deputyship service is a key part of the new service
- There were delays to the work including the Covid-19 pandemic, understanding the systems which had been used within Elevate to see if they were fit for purpose

Appointeeship vs Deputyship



- Both used when individual doesn't have capacity to manage own finances
- Appointeeship is limited to small amounts of money and every day financial matters
- Deputyship can encompass all aspects of financial matters (depending on Court Of Protection (COP) directives)
- In both instances a family member or responsible person would be first looked at to take on responsibility
- If nobody is available, the authority can take on Appointee or support in identifying a Deputy

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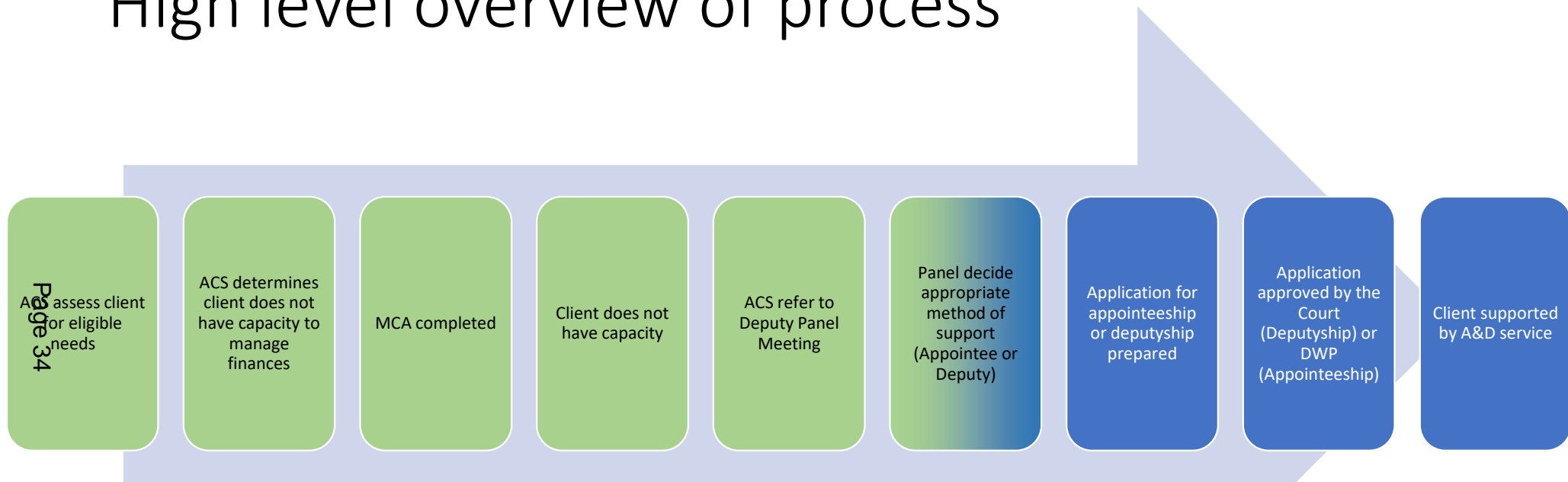
Current Arrangements

- The Council offers an Appointeeship service
- This sits within the benefits service
- Consisting of 2 FTE
- Supports 93 clients
- Referrals are received from Adult Care & Support following assessment of resident's capacity to understand and manage their own finances
- Referrals are presented to a panel which meet monthly to discuss cases
 - Panel has representatives from Adult Social Care, Legal, Welfare and Benefits
 - Panel agrees the best course of action for client (appointeeship or deputyship)
 - If appointee, they are given to the appointee service
 - If deputyship, a court paper is prepared for a panel deputy to be identified
 - There have been no recent progressions to deputyship via the panel process
- LBBB charge £8 per month per client for acting as appointee
 - Generating an annual income of £41,600 (currently consulting on charging model)
- There is no deputyship service currently within Barking and Dagenham but there is a process to refer cases to a Panel Deputy via court application

Future Arrangements

- LBBD is in the process of implementing a Deputyship service
- It is due to be up and running by December 2021
- Service will sit in the Welfare team, part of the new Support and Collections Lifecycle
- We will review all existing clients against the new delivery model to ensure they are receiving the most appropriate service
- The joint Appointeeship & Deputyship team will have potential to support circa 150 clients
- The Council can charge a service user for being an appointed Deputy. The charges are set-out by the Court of Protection. The fees will offset the cost of delivering the service. We must consult on charging policies for appointees before they can be implemented

High level overview of process



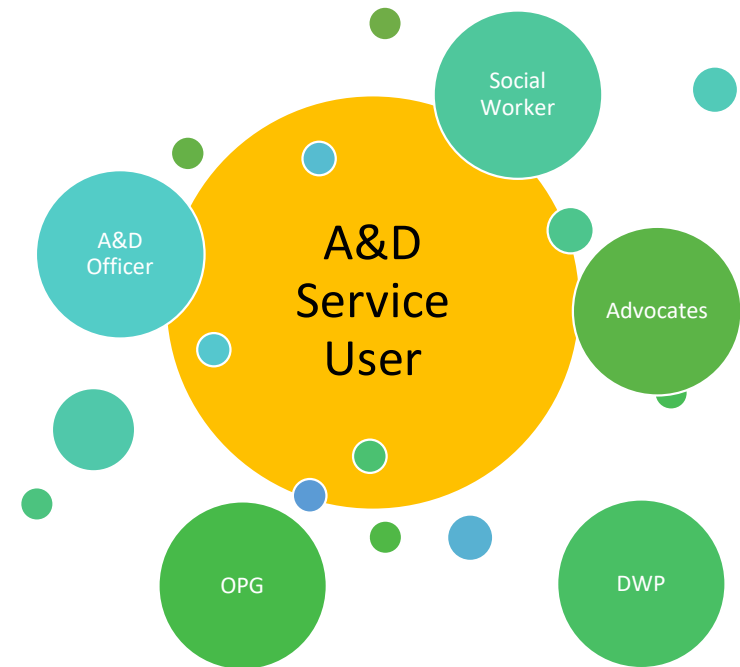
APPROXIMATELY SIX MONTHS

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Managing risks and promoting independence of clients

- All clients within the Appointeeship & Deputyship service will lack capacity to manage their funds, bringing a level of vulnerability
- The role of an Appointee or Deputy is to ensure the client's financial affairs and welfare are well maintained and safeguarded
- The service will ensure residents' best interests are a priority
- Services within care and support will also be involved in the client's care to ensure client wellbeing and promote independence.
 - Having others involved in the client's care such as an advocate and the requirement to complete an annual report to Office of the Public Guardian (OPG) will reduce risks to the resident
 - Arrangements are in place with internal audit to periodically review cases to protect the interest of the service user and LBB
 - The OPG also carries out audits to ensure best practice



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Deputyship Charging Policy Summary

Charge Title	Detail	Charge (max)
Application fee	Work up to and including the date upon which the court makes an order appointing LBBD as deputy for property and affairs	£745
Annual management fee	(a) In first year	£775
	(b) In subsequent years	£650
	Or (c) where net assets < £16k	3.5% total value of net assets
Annual Report Fee	Report to Office of Public Guardian	£216 per report
HMRC Income Tax return fee	Basic return	£70
	Complex return	£140
Disbursements	Various payments for services which can be funded via the clients assets e.g. Bank Charges, travel costs, COP fees, OPG fees.	Various

Appointeeship Charging Policy Summary

Charge Title	Detail	Charge (max)
Initial set up and administration	Work up to and including the date upon which the appointeeship is agreed	£150
Annual management fee	Clients in residential care	£500
	Clients in the community	£650
Discharge	On death of client (If there is no beneficiary for assets & Bona Vacanti referrals are required)	£25 admin fee for referral
	Family, Individual or alternate appointee	£75

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OVERVIEW AND SCRUTINY COMMITTEE

6 October 2021

Title: Adaptations	
Report of the Cabinet Member for Social Care and Health Integration, and the Cabinet Member for Community Leadership & Engagement	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Authors: Stephan Liebrecht, Operational Director, Adults' Care and Support and Michael Westbrook, Head of Housing and Asset Strategy	Contact Details: E-mail: stephan.liebrecht@lbbd.gov.uk michael.westbrook@lbbd.gov.uk
Accountable Director: Stephan Liebrecht, Operational Director Adults' Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Strategic Director Childrens and Adults	
<p>Summary</p> <p>The Overview and Scrutiny Committee (OSC) has asked for an update on how the Council provides adaptations for residents in the Borough.</p> <p>The attached slide deck covers the processes for providing adaptations; work underway to improve the process; and work underway to provide additional housing for residents with Autism Spectrum Disorder (ASD).</p>	
<p>Recommendation(s)</p> <p>The Overview and Scrutiny Committee is recommended to ask questions of officers on the adaptations process.</p>	
<p>Reason(s)</p> <p>The matters discussed within Appendix A relate to the Council's priorities of 'Empowering People' and 'Prevention, Independence and Resilience'.</p>	

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

List of appendices:

- Appendix A: Adaptations

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Adaptations

An overview of the current adaptations provision within Barking and Dagenham

Barking & Dagenham

Appendix A

Summary

- The following slides provide an overview of the current status of the adaptation provision within Barking and Dagenham. This will include council resident and private ownership adaptations.
- The report aims to explain:
 - A data overview of the current situation relating to adaptations
 - The process in which assessments are made and how decisions are reached with regards to adaptations
 - The client journey within the system
 - An overview of how funding is allocated and spent
 - The current issues within the system to providing clients their assessed adaptation requirement
 - How Covid-19 and other factors have impacted deliverables
 - The projects underway within Housing and Regeneration which support those requiring an adaptation of change of residence
 - How we are making the most of our existing housing stock

Assessments for adaptation

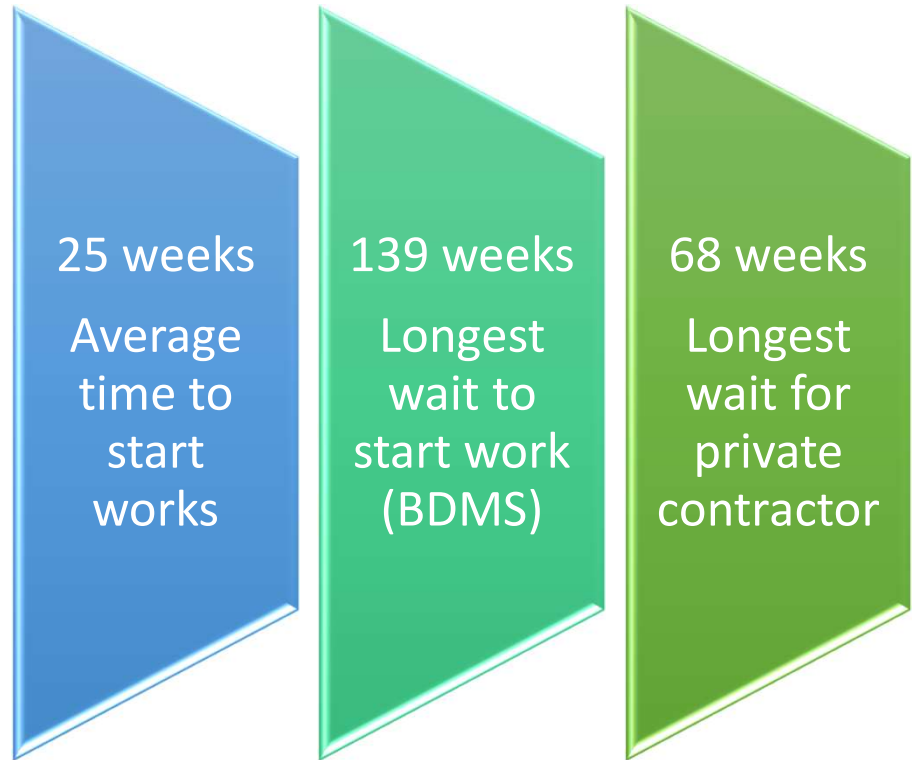
- Adaptations to a resident's home must be preceded by an assessment by an Occupational Therapist (OT).
- Depending on a client's circumstances, OT's will strive to meet a client's needs through the least impactful or resource intensive methods first. For example, a bath raiser instead of a level access shower
 - Through this clinical reasoning, the OT service avoid unnecessary spend to the Council.
- There is increased demand for assessments for adaptations which has led to the service having to outsource a number of assessments to external OT providers.
 - 2020/21 – 177 cases were outsourced at an average cost of £147 per assessment (£26,000)
 - 2021/22 (to date) – 150 cases outsourced to an alternative provider who charges £160 per assessment (£25,000).
 - Many agencies are declining work as they are unable to recruit OT's to complete assessments.
- Due to the increased demand, wait times for assessments have risen slightly to 12-16 weeks. Compared to our neighbouring boroughs, this is a short wait time.
- The OT service must prioritise its work, and adaptations are a 'Priority 2'.
 - Priority 1 includes: Moving and Handling (double handed care), Severe behavioural cases, Hospital discharges, significant toileting needs, Safeguarding.
 - Priority 2 includes: Adaptations, change in circumstance for existing clients, moving and handling (single handed care), key safes.
- The priority list is essential to ensure that those most at risk remain safe.

Assessment Process

- Older residents and those with a disability can receive a social care assessment. Within this assessment, if it is felt the client could gain an increased level of independence by altering something within their home, or providing equipment, a referral for an Occupational Therapy assessment is made.
- The Occupational Therapist (OT) assesses the client's ability to carry out activities of daily living and makes recommendations; one of which may be an adaptation to their property.
- The OT will make recommendations for the adaptations which will be sent to the Equipment and Adaptations (E&A) Service.

Data overview: Council Tenants

- There are a total of 265 clients with either a completed adaptation since April 2020 or in the adaptation process. Of these:
 - 109 work has not started (41%)
 - 156 work has started (59%)
 - Of those started 113 have completed (72%)
 - 43 (28%) have not completed
- The average age of the client group is 61.

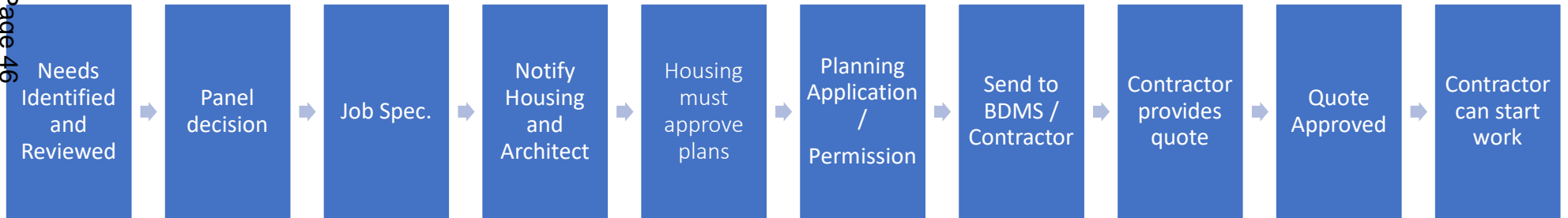


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Adaptations – Process overview

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Application Process Overview

- Submitted OT assessments are reviewed by the Major Adaptations Panel, which consists of the OT, the E&A Manager and the Head of Service for Social Care.
- Whether the client is a council or private tenant must be determined to understand if the work is completed via the council budget or Disabled Facilities Grant (DFG).
- Clients require a means assessment against the recommended adaptation.
- Where client contributions exceed the cost of the recommended adaptation, the client is deemed to have sufficient funds to pay for the work privately, and the case is closed to the service.
- Successful DFG applications are processed via the Dynamic Purchasing System (DPS) where independent contractors can bid for the jobs, or the client appoints their own contractor.
- Council tenant applications are given to BDMS to complete, as the named provider for the Council
- Clients are able to 'top up' on the cost of the OT recommendation if they wish to make additional changes. These changes must be approved by an OT.

Application – additional requirements

- Detailed specifications for the adaptation based on the OT's recommendations must be created
- Housing and the Council's architects are involved in the progression of planning application and approval
- There are multiple stages and delays can occur at any of these points
- The E&A Team manage all applications throughout the process

Funding and Expenditure

- All council adaptations are given to BDMS to complete the works. This is an average annual budget of £1M (with £900K roll over from last year)
- Average anticipated annual spend for DFG is £1.2M each year on adaptations (currently a roll over included due to Covid-19)
- Any Council underspend is rolled forward to the next financial year.

How we can improve

Covid-19	DFG issues (Causing underspend)	Other issues	Contractual issues
<ul style="list-style-type: none">• My Place (BDMS) stopped all non-urgent work between March – September 2020. This led to a delay in adaptations during the pandemic• Private works were also impacted, but jobs could be moved to different contractors to complete• Clients chose to delay works due to isolating	<ul style="list-style-type: none">• Client contributions exceeding cost of adaptation means• Recommended adaptation exceeds grants threshold (£30k), and SU/housing association unable to fund additional spend• Private Landlords not giving permission to complete work on their properties	<ul style="list-style-type: none">• Staffing issues – community OT’s are difficult to recruit nationally and the OT service has been under capacity for several months• Clients cancelling application process• Client declining financial assessment	<ul style="list-style-type: none">• Until April 2021, all council adaptations had to be given to BDMS, there are currently 92 adaptations given to BDMS before Apr 21 which are yet to complete• From April 2021, council adaptations have been placed on the DPS to support BDMS to complete outstanding adaptations.

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What we are doing to improve

Covid-19

- BDMS have requested no further work be given to them until they are able to reduce/remove their backlog of work.
- All adaptations are being processed via the DPS and given to contractors with capacity to complete works efficiently.
- Systematically working through the backlog of cases to ensure works start as soon as possible

DFG issues (Causing underspend)

- We explain at the outset that adaptations are means tested and explain fully to residents what this means
- We work with private landlords to explain the works in detail to encourage their participation in the process.

Other issues

- We continue to advertise for OT's, we have recruited a Consultant OT who will help manage the staff and the workflow.
- We are exploring short and long-term methods to increase capacity, ensuring we have the correct skill mix within the OT service
- Work with clients to understand the assessment process and the potential requirement to partially or fully fund their adaptation (depending on their financial situation)

Contractual issues

- The use of the DPS system for the bidding and allocation of work has helped shift some to the backlog of adaptations.

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How can we ensure that we are making the best use of our housing stock?

- **187 wheelchair accessible homes** are being built by Be First as part of their current programme, which will ultimately be managed by Reside. We are working closely with Reside and Care and Support to plan the allocation of these units and complete any enabling adaptations required for specific households, and have adjusted the approach of pre-allocating adapted new build homes much earlier in the process.
- **Comprehensive review is taking place of those on the Housing Register** who have an adapted housing need, to ensure that we have up to date information on their exact needs to allow us to make the best use of our stock. We are ensuring we work in a relational way with households, understanding their wider circumstances and preferences to help identify the best housing options.
- **The first projects to extend existing HRA homes** are underway – which will extend three homes to two 5 beds and one 4 bed. The intention is to make this a core part of the Housing Revenue Account investment programme.
- **50 new bungalows** to be completed in the next four years – we have identified an initial set of priority sites that will provide around 30 bungalows, and are reviewing further sites to provide at least another 20.
- **New homes for people with Autistic Spectrum Disorder** were approved by Cabinet in November 2020 for Brocklebank, which we think will be the first of their kind in the country. The architects are now progressing the designs, and we will involve service users and their families in the more detailed design process.

New Build programme & specialist homes

Adapted homes – new build

There are **242 wheelchair accessible adaptable homes** forecasted in the remaining Be First programme to 2024, which will be managed by Reside. This represents around 10% of the new build homes. The tenure mix of adaptable units in the pipeline to 2024 is shown in the table on the right. Please note these are the major housing schemes – other smaller and more specialist schemes will also come forward.

The adaptable units are a mix of tenures. This is weighted towards affordable rent and London affordable rent (LAR) levels. Affordable rent means between **65% - 80% of market rent**, and **LAR is 50%** of market rent (similar to standard Social Housing).

LAR lettings are managed through Community Solutions, designed for households on our waiting list. Affordable rented units are also recommended to any households on the waiting list who are able to afford this rent level.

A similar number will be delivered as part of future Be First programmes beyond 2024, so through Be First we now have a steady supply of Reside wheelchair accessible units.

Be First schemes due to complete in 2021/22			
Scheme	Completion target	No. of wheelchair accessible units	Total no of units
Sebastian Court	Oct 21	10	95
Melish & Sugden	Sep 22	2	19
200 Becontree	Oct 21	2	19
Sacred Heart	Oct 21	3	29
Gascoigne East 2 Block C	Jan 22	5	52
Crown House	April 2022	17	169

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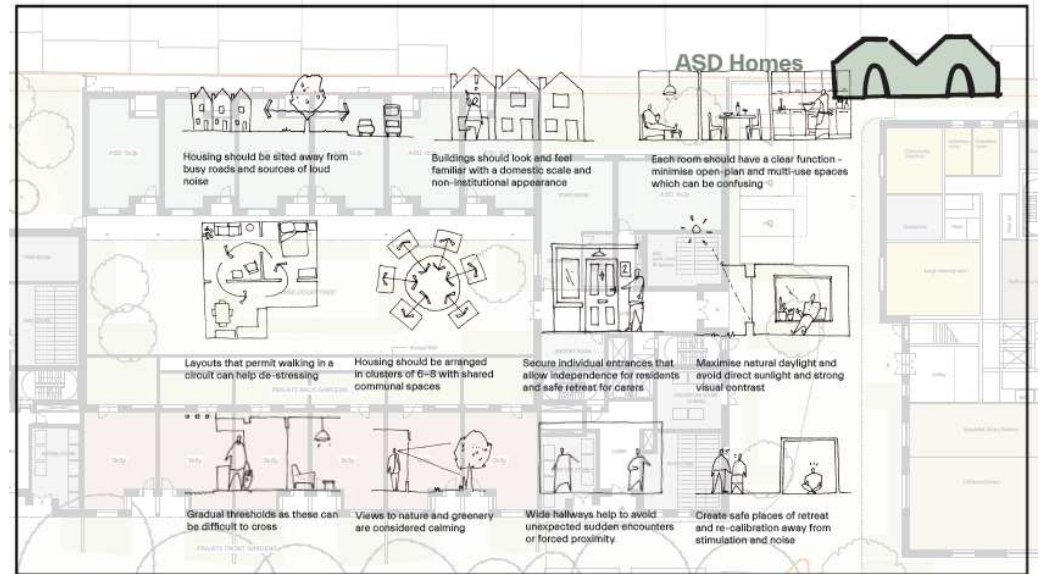
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New Build - Brocklebank

In November 2020, Cabinet approved the redevelopment of Brocklebank Lodge. This will include 16 homes for people with Autistic Spectrum Disorder (ASD). We think this will be the first development of its kind in the country.

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As well as providing purpose-built new homes that are designed to meet the needs of people with ASD, the development will enable significant savings once the new homes are built (around £1.1m), which are reflected in the Disabilities Improvement Programme.

The architects are taking the needs of people with ASD into account in the initial design of Brocklebank Lodge. We will involve service users and their families in the more detailed design process.



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New Build - Bungalows

- We are bringing forward a number of small sites (mostly former or current garage sites) for development to meet specific housing needs. Be First will shortly begin a programme of demolishing garages that are no longer in use.
- Bungalows will help to meet the housing needs of older residents who need adaptations. The bungalows will be designed to be wheelchair accessible, and the design process will take into account other adaptation needs.
- As well as being a good option to meet the housing needs of older people, new bungalows will help with efforts to enable tenants to downsize, freeing up larger homes for families.



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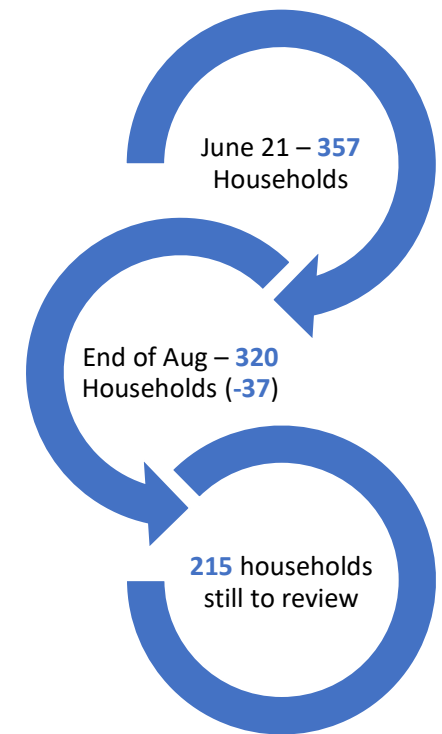
How we use our existing housing stock

A new approach to lettings – Review of the Housing Register

We are also ensuring that we make the best use of our adapted homes. Community Solutions with input from Care & Support are carrying out a comprehensive review of households on our Housing Register who have an adapted housing need, to ensure that we have up to date information about their requirements.

There are 320 households currently registered, 55 applications are for older people's adapted housing. The review has already reduced the number registered and is on-going.

These households have also been cross checked with those known to Care & Support. 42 households on the register have been identified as known to Social Care and are deemed a priority in terms of accommodation.



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How we use our existing housing stock

A new approach to lettings - Partially adapted property pilot

- We have also been looking at a different way of **letting adapted properties** – during the review of the adapted Housing Register we have been seeking to identify homes that might not meet all of a household's needs but would significantly improve their life and reduce hardship compared to their current accommodation. Types of properties included:
 - Partially adapted Social Housing with the agreement if they wish to remain on the register
 - Improved offer within the Private Rented Sector for those currently living in this tenure type
 - Temporary Accommodation Stock
- A pilot to test this concept ran between January-June 2021, and during this time a further 19 households successfully moved. The learning from the pilot has been taken away and this approach has formed part of the review of the remaining cases on the housing register.

A new approach to lettings - Partially adapted property pilot

Adapted offers (pre-pilot) between July – Dec 2020 were as follows:

Tenure Type	Total Offers Made	Accepted	Declined
Social Housing Fully Adapted	108	56	52

A breakdown of all adapted offers during pilot (January-June 2021) were:

Tenure Type	Total Offers Made	Accepted	Declined
Social Housing Fully Adapted	110	74	36
Social Housing Partially Adapted	26	19	7
Alternative Privately Rented	2	0	2
Temporary Accommodation	6	4	2

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Trailing a new approach to lettings - case studies

Case 1

Family living in a mobile home on the Eastbrookend travellers site. Mother and 3 children (2 of the children also had additional needs). Registered for a 4 bedroom wheelchair adapted property. Offered a temporary accommodation Modula housing unit as an interim offer until a permanent Council property can be located. This was accepted and the care package in place for the family has now been lowered.

Case 2

Council tenants living in a house. One child is a wheelchair user so in need of an alternative 3 bed wheelchair adapted property. Parents are carrying the child up the stairs and school have also raised concerns. Offer was made of a temporary 3 bed wheelchair adapted property & a separate offer of a partially adapted property with a stairlift to assist with getting him up the stairs. Both offers made with the right to stay on the register for the long term permanent offer, but offer was refused.

The review of the Housing Register and learning from this pilot will give us a clearer picture of needs in the Borough in relation to adapted stock; however, this has also showed that whilst we undoubtedly need to increase the level of certain types of adapted stock, there are challenges caused by the number of offers made that are refused (47 between January – June 2021). A joint approach from Housing and Social Care about the expectations and availability of stock is being utilised to manage the approach to this, to improve outcomes.

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OVERVIEW AND SCRUTINY COMMITTEE

6 October 2021

Title: Changes to Reside	
Report of the Cabinet Member for Community Leadership & Engagement	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Authors: Michael Westbrook, Head of Housing and Asset Strategy and Kate Still, Interim Managing Director of Reside	Contact Details: E-mail: michael.westbrook@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Managing Director	
<p>Summary</p> <p>The Overview and Scrutiny Committee (OSC) has asked for an update on changes to Reside as it expands and takes different tenures under management.</p> <p>The attached slide deck provides information on specific questions asked by OSC as to the following:</p> <ul style="list-style-type: none"> • Reside will be taking on 100% full market properties, as well as expanding their staffing structure. What will this mean for LBBD/its residents? • Will we be able to attract residents into these blocks? • If residents are shown to be good tenants for a couple of years running, could we give longer tenancies to these residents as a safety net (as opposed to the rolling one-year tenancies)? 	
<p>Recommendation(s)</p> <p>The Overview and Scrutiny Committee is recommended to note the update provided and following the presentation, discuss any issues that need further exploration with officers.</p>	
<p>Reason(s)</p> <p>The matters discussed within Appendix A relate to the Council priority of 'Inclusive Growth'.</p>	

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

List of appendices:

- Appendix A: Changes to Reside

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Changes to Reside

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Appendix A

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Overview and Scrutiny Committee

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Introduction

The Overview and Scrutiny Committee has asked for an update on Reside's expansion, focusing on the following questions:

- Reside will be taking on 100% full market properties, as well as expanding their staffing structure. What will this mean for LBBD/its residents?
Will we be able to attract residents into these blocks?
If residents are shown to be good tenants for a couple of years running, could we give longer tenancies to these residents as a safety net (as opposed to the rolling one-year tenancies)?

Recap on Reside

- Reside is our wholly owned housing management company that lets, manages and maintains the homes built by Be First – and those we acquire from third party developers.
- Reside is there to set a new benchmark for the local rental market, pushing quality up through offering more secure tenancies and improved landlord services than the wider private rented sector.
- The aim is that tenants of Reside are able to put down roots in the Borough, supported by the more secure tenancies and affordable rents offered by Reside compared to the wider private rented sector. They will be able to remain Reside tenants as long as they wish, as long as they pay their rent and abide by their tenancy agreement.
- Reside has existed for some years now and already manages a portfolio of around 800 rented properties. This is expected to rise to around 3,000 rented properties once Reside takes the new homes being built by Be First under management.
- The diversity of the Reside housing offer means it can provide a pathway for those residents who want to move between tenures, such as from intermediate rent to shared ownership.

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Market rent
properties

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Market rent properties

The Council's new build programme – delivered by Be First – includes some homes that will be charged at market rent. These will be located in some phases of the Gascoigne redevelopment and on Beam Park.

The majority of the new homes that Reside will manage will be at sub-market rent, at the following levels:

- Council-equivalent rents, which will be allocated to households on the housing register (in the same way that council re-lets are done)
- Intermediate rents (mostly at 80% of market rents), which are prioritised for local working households on average incomes

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The costs of building new homes at these sub-market rents are subsidised. The Council receives a GLA grant for the homes at council-equivalent rents. For intermediate rents, the Council uses receipts it retains from Right to Buy sales as subsidy. These subsidies mean that we are able to charge the lower rents.

The homes at market rent will produce additional income for Reside, to enable us to provide more homes at sub-market rent. The homes at market rent will not have any subsidy. As Members know, all surpluses produced by Reside are reinvested in front line council services.

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Market rent properties

Market rent is a very different tenure to manage compared to affordable housing products. The competition for new build market rent can be high, and B&D now has some high profile areas of market rental provision that provides a highly competitive offer. As such, we need to ensure that our service offer matches the market in order to assure the rental return. Market rent turnover for apartments can also be high compared to affordable housing, which drives additional costs. Ensuring we are selecting responsible tenants through extensive referencing and credit checking processes is key to managing these costs.

The Reside market rent customer service offer will therefore need to offer:

- High quality marketing and full digital customer service offering, including virtual viewing and online service portals.
- Highly responsive repairs service (offering same day or next day response, no quibble repairs services)
- To let in this market you must be licenced by one of the national regulated lettings bodies, such as ARLA
- Potentially some incentives to let such as furnished and unfurnished offers, flexible rental deposits or in some cases structured deposit schemes with no up front fee
- Independent management of deposits under nationally regulated rent deposit schemes

Reside is now in the process of fully specifying the management requirements of the market rent portfolio. The market rent portfolio will be relatively low numbers initially, and will grow over time so the management approach will take into account the need to scale up as the portfolio grows and stabilises.

Reside tenancy
policy

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Reside tenancy policy

OSC has also asked whether residents could be given longer tenancies if they are shown to be good tenants.

- One of the key aims of Reside is to enable its tenants to put down roots in the Borough, and benefit from much greater housing security than the private rented sector offers.
- This needs to be balanced by the requirement that Reside is able to effectively manage its properties, so that they remain good places to live.

Page 70 The current approach to tenancies has been designed to support both these aims. We are clear that Reside tenants can remain in their homes as long as they want, as long as they pay their rent and abide by their tenancy agreement.

- Reside's tenancy policy will be reviewed from time to time to ensure that the approach best reflects the aims of the Council/Reside and supports Reside's tenants.
- The Council has also asked Reside to carry out tenancy reviews with tenants every three years (though there will be regular tenancy checks at least annually). The aim of these reviews is to have a conversation with the tenant to understand how their housing needs or aspirations have changed, and if these could be better supported through a different offer within the Reside portfolio.

Overview and Scrutiny Committee: Work Programme 2021/22

Officers must ensure reports are cleared by the relevant internal board and include legal and financial implications at least

Meeting	Agenda Items	Officer(s)	Cabinet Member/Presenter	CSG Deadline	Governance Service's Final Deadline
10 November 2021	East London Joint Resources and Waste Strategy 2027-2057- Consultation	Lisa Keating/Abdul Jallow	Cllr Ghani	14 October	10am, 29 October
	Progress update on recommendations 3, 4 and 5 of the Improving Household Waste, Recycling and Street Cleansing Scrutiny Review	Lisa Keating/Andy Opie	Cllr Ghani/Cllr Mullane		
	Engaging with Private Sector Landlords	Andy Opie	Cllr Mullane		
	Probation Services (to include reoffending)	Andy Opie	Cllr Mullane		
8 December 2021	How are we incorporating the 'Black Lives Matter' movement into our schools' education programmes?	Jane Hargreaves	Cllr Carpenter	11 November	10am, 26 November
	How can we continue the positive work that we have established with BDCAN and BD Collective?	Mark Fowler/Monica Needs	Cllr Ashraf		

	Disability Payment Disregards (TBC)	Mark Fowler/Chris Bush	Cllr Worby		
5 January 2022	Community Hubs Homes and Money Hub (HAM Hub) Investments and Acquisitions Strategy	Mark Fowler Mark Fowler Philip Gregory	Cllr Bright Cllr Bright Cllr Twomey	9 December	10am, 23 December
2 February 2022	<ul style="list-style-type: none"> Quality of school recovery post-Covid-19 How are we working to address school performance in traditionally underperforming groups? 	Jane Hargreaves	Cllr Carpenter	13 January	10am, 21 January
9 March 2022	Fees and Charges	Philip Gregory	Cllr Twomey	10 February	10am, 25 February