

Housing, Community Safety and Community Engagement Scrutiny Commission

Tuesday 23 July 2024

7.00 pm

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

Supplementary Agenda No. 1

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4.	Minutes To approve as a correct record the minutes of the meeting held on 21 March 2024.	1 - 10
5a.	Southwark Independent Policing Oversight Board Terms of Reference To receive the Terms of Reference from Cabinet Member for Community Safety & Neighbourhoods Councillor Natasha Enin, for the Southwark Independent Policing Oversight Board. Officer support Stephen Douglass Director, Stronger Neighbourhoods. To receive a paper and also hear from Chief Superintendent Sebastian Adjei-Addoh and Superintendent Jim Brockway on the Southwark Trust & Confidence Plan.	11 - 26

Contact

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Date: 22 July 2024



Housing, Community Safety and Community Engagement Scrutiny Commission

MINUTES of the OPEN section of the Housing, Community Safety and Community Engagement Scrutiny Commission held on Thursday 21 March 2024 at 7.00 pm at Ground Floor West Wing - 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Sam Foster (Chair)
Councillor Emily Tester (Vice- Chair)
Councillor Ellie Cumbo
Councillor Jane Salmon
Councillor Barrie Hargrove
Councillor Esme Hicks
Councillor Victoria Mills
Ina Negoita (Co-opted member)

**OTHER MEMBERS
PRESENT:**

**OFFICER
SUPPORT:** Amit Alva, Scrutiny Officer

1. APOLOGIES

Apologies for absence were received from Cris Claridge (Co-opted Member) and Dave Hodgson, Director of Asset Management.

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

There were no items of business which the Chair deemed urgent.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS.

There were no disclosure of interests and dispensations.

4. MINUTES

Minutes of the meeting held on 29 February 2024 were approved as a correct record.

5. INTERVIEW WITH BOROUGH FIRE COMMANDER

The commission first heard from the Borough Fire Commander, Verona Rawlings on the following themes

- Borough Statistics (Dock head, Old Kent & Peckham) – 5183 fire incidents 2023-2024, 4% increase since last year in primary fires (insurable risks), secondary fires such as rubbish fires down by 12%, single dwelling fires up by 1%. Care home fires down by 14% (intervention by dialogue with care homes- fire safety messaging)
- 1945 Home Safety Fire visits conducted, Online fire safety check launched last year, 218 accidental dwelling fires, fire casualties 16 % decrease, decrease in arson incidents to 67, commercial properties shops and dwelling fire safety checks
- 179 E-bike fires in London; modification kits purchased online not up to British standard, Council working with fire service on clearing communal areas where e-bikes are being charged to provide egress to residents, campaigns on charge safe

The commission then asked questions on the following points

- Data on how many e-bike modifications have taken place; e-bike storage and legislation; Steps taken to further reduce the no. of e-bike fires
- Risk assessment of shops and dwelling fires and fire service capacity; specific fire safety concerns in wards
- High rise buildings update

The commission heard from Verona that e-bike modification data is not currently available as they are available freely online and also that there is currently no legislation in place to regulate people from purchasing modification kits for e-bikes. Furthermore, the fire service is actively spreading fire safety message to the public on avoiding such fires by ensuring proper storage and charging methods. In addition the fire service has overhauled its community engagement team with more fire safety interaction within the community.

Verona informed the commission that the fire service capacity of dealing with fires is sufficient at the moment. London Fire Brigade data is shared across the London

fire stations with every station having access to risk assessments, entry's' and exit's of high rise buildings remotely, in case of resources being stretched as in wild fires last year other stations step in to help. Fire borough commanders' work together to produce borough risk management plans with specific safeguarding plans for wards, these plans are shared with the ward councillors on email by the fire safety watch teams and ward councillors are encouraged to respond to them. The commission requested that ward wise breakdown on fire safety data be provided at a later stage.

Verona explained to the commission that high rise building are profiled according to the severity of risk factors and some high risk blocks could get weekly visits and simultaneous evacuation plans. Southwark council was on the first councils' to upload data into the high rise portal which is shared across the London fire brigade, any modifications to building are also uploaded and risk areas are targeted with home safety visits. Grenfell Phase 1 recommendations have been implemented across the London fire brigade with high reach ladders located centrally at Old Kent Road. Furthermore, command unit at Dockhead fire station is equipped with specialist crew and drone technology. Statistically in Southwark the fire risk profile indicates a higher risk in shops and dwelling rather than tall buildings, this is a result of the work done in fire safety of tall buildings across partner agencies.

6. HEATING & HOT WATER OUTAGES- BOROUGH WIDE

The commission then received a report from officers' Hakeem Osinaike, Strategic Director for Housing, Simon Holmes, Head of Engineering, Paul Gathercole, Gas and Water Contracts Manager, Tom Vosper, Strategic Project Manager, on Heating & Hot Water Outages across the London Borough of Southwark.

The commission then asked questions on the following topics

- Sustainability and affordability of heat networks over medium and long terms; local government financing of heat networks and future risks
- Compensation Scheme for outages, compensation payments for shorter periods of outage; recording multiple shorter outages
- Improvements and feasibility study criteria for areas; contract management of service provider OCO and penalties; conflicting reports of repairs issues between public and council staff; operational risk of implementing new projects and technology in heating systems considering reliability.

The commission heard from Tom that individual heat networks across the borough are options appraised on the basis of customer service and environmental aspects when compared alternative heating systems such as individual boilers and electric heaters. Existing heat network are being retained in line with the government's target of increasing heat networks from 2 % to 20% nationally. The initial

investment in heat networks can be expensive as underground mains and distribution systems are needed as part of the infrastructure, however over the life cycle of a heat network they are more cost effective when compared to traditional heat systems.

Furthermore, local government target of net zero carbon is 2030 and central government target is 2050 is a future risk as conflicting priorities, de-carbonising of heat networks are done by connecting heat networks to low carbon source such as SEL-CHIP and heat pumps. However, such risks also exist in replacing existing boilers with individual heat pumps whilst trying energy costs low for the consumers'.

Simon explained to the commission that the current call centre recording for heating outages are not setup for shorter periods, and only more than 24 hrs outages are compensated. The challenges in recording shorter outages lies in whether it's an individual property outage or block wide outage. A recent paper on compensation to scrutiny in October 2023 evaluated the payments for outages considering rising energy costs.

Paul informed the commission that in Appendix.1 data for 2022, shows availability at block level, however shorter outages could be recorded in the future with changes to the process, percentage of outages at block can also be recorded.

The commission learned from Hakeem that it's recognised that residents are having issues with heating outages, however the data in Appendix. 1 shows the overall good availability and reliability of heating systems as a whole. These heating systems have been in place since 1960's and are susceptible to breaking down and the challenges are in responding quickly and effectively.

The commission discussed that the data shown in Appendix 1. shows boiler room data across the heating systems and network and understands this can be drilled down to plant room level, however plant rooms could serve multiple blocks.

Tom informed the commission that calculating outages is currently done manually, furthermore the heating contracts for repairs are expiring soon and the re-procurement exercise would be an opportunity to recommend adding better reporting standards from contractors so that outages can be calculated more accurately.

Paul explained to the commission that even though data is recorded at boiler room level, compensations are paid at more specific plant room level which could serve one or more blocks, all of whom would receive compensation in case of an outage.

The commission heard from Tom that feasibility studies are data driven and carried out on the basis of availability statistics; concerns at individual sites with a view to prioritise top 20 sites. Secondly, efficiency is assessed based on the boilers rooms in question compared to its capacity to serve a number of properties. Lastly, heating inspectors and term contractors' work together to produce a risk rating to

individual heat networks which is also a part of the decision making process. The repairs to failed boilers are done on an urgent basis factoring in availability of parts and time required to complete the repair. Currently there 7 feasibility studies out of which 2 have been completed by consultants, once all seven have been completed a prioritisation exercise will determine the priorities for investment.

Paul informed the commission that contract management for OCO and its improvement plan has been in place since January 2023, there has been positive improvement across the key performance indicators (KPI) such as resourcing, repairs completions, reduced overdue repairs. Monthly meeting with owners to discuss progress and change in higher management has seen significant progress. Contracts do legally have the power to impose fines and even termination of the contract.

The commission learnt from Hakeem that this report does highlight areas where heating networks are working well, but it's also recognised that there are areas where public facing significant issues with outages, It is also important to note there is an expectation with aging heating systems to fail at some point, procuring new parts sometimes is not possible or heavily delayed, wherein alternative heating system are put in place. The team is constantly endeavouring to respond better to outages.

Tom explained to the commission that pilot projects in estates such as Windham have had new technology where in water from groundwater aquifers are pumped into heat pumps for heat extraction and circulated across the estate whilst leaving old boiler rooms in-situ as a back-up, this has worked in providing more resilience in heating networks. Overall reliability is prioritised over low carbon but team are still working on the low carbon sources in line with the Council's commitment. Installation of individual property heat meters and heat interface units does have advantages of accurately calculating outages and more control to the consumer, however in heat interface units, an outage could the property lose heating and hot water when compared to only loss of heating in boiling cylinders which store hot water.

The commission then asked further questions on the following themes

- Recommendation to improve contract management; Timings, process, cost, penalties, terminations, quality and social value for procurement of contracts

The commission heard from Hakeem that the new contracts being procured could some of the stipulated KPIs' mentioned by Tom previously with better reporting standards, in addition experience from ward councillors and feedback from friends relatives living on council estates will also contribute towards this work.

Paul and Simon informed the commission that a bigger pool of service providers and contracts could increase flexibility resilience, coverage and timely repairs completion.

Officer agreed to provide details on contract procurement timings, process, cost, quality and social value outside of the meeting.

Paul and Hakeem explained to the commission that there is no preclusion that contractors that have had their contracts terminated or not renewed can't provide other services to the council for 18 months. However local government procurement rules are followed while tendering which tends to ask the right questions before a bid is entered. A good mechanism to keep outages in check would be for the contracts to include compensations payment to come from the service providers. There is some work being done to resource the team appropriately to speed up the procurement process. The size of the housing stock in Southwark does make it a challenge to procure contracts with multiple providers and existing contractors need to be place until the new contractors have mobilised and started operations.

Furthermore, the commission noted that the extension of the current contracts would be a rolling contract and could result in termination if new contracts are procured earlier. However the commission also notes that the procurement exercise should have started earlier to coincide with the date of termination of the existing ones; and a more timely approach to procure faster is due to the complexities of the local government procurement process.

Hakeem informed the commission that procurement work is on the highest priority within the team, the large size of the service and the volume of work being delivered by contractors is enormous, procurement resourcing and its associated costs needs to be factored in to costs of the delivery of the housing repairs works. The commission heard from Paul that the current contracts till 2026 is 3 year plus 2 year contractual arrangement and is not a new extension but conditions from the original contract.

The commission learnt from Hakeem that the new contractors that are procured will have the same ground staff transferred (TUPE) over from OCO and Smith & Byford, thus retaining knowledge and expertise of the local area. The aim is to have contractors that can manage better, have better resources, equipment access to sub-contractors.

7. DRAFT SCRUTINY REPORTS AND RECOMMENDATIONS- 2023-2024

The Chair explained to the commission that due to the very short timelines between council meetings as a result of the pre-election purdah period for London Mayoral Elections in May 2024; and the limited time for reviewing commission's draft report that he has decided not to review the draft reports at this stage and only agree the recommendations.

The commission discussed the recommendation on e-bikes charging and storing in detail, the council's role in regulating storage and charging of e-bikes in communal

areas.

Furthermore, the commission also discussed ward councillors engaging with London Fire Brigade (LFB) with issues around fire in their wards and further engagement between the communities, LFB and Cabinet Member for Community Safety. It was agreed that the Chair would email the Cabinet Member for Community Safety informally on this matter.

The commission discussed the draft recommendations in detail. It was agreed that recommendations on housing allocation and lettings policy redrafted to make it more clear and effective. Councillor Ellie Cumbo agreed to email the redrafted Recommendations 1 and 2 to the commission as per the discussion at the meeting. Final recommendations 1 & 2 below as emailed after the meeting.

Recommendation 1- That the Cabinet ensure a clear set of success criteria for the Housing Allocations scheme and lettings policy before they are finalised, with details on how these will be measured. This should include not only quantitative analysis of how the scheme is helping to meet housing need in the borough, but should also include post-move tenant satisfaction surveys to ensure the council is able to monitor tenants' views and experiences. Also, that the Cabinet make a clear plan to monitor and audit this data regularly. This should happen within the municipal year 2024-2025.

Recommendation 2- That in the review of the Housing Allocations scheme and Lettings policy, Cabinet improves incentives for residents and communication of the Rightsizing scheme, to address under-occupancy through increased uptake of the scheme, within the municipal year 2024-2025.

The commission agreed to make split recommendation 3 to make it more specific and clear. Final recommendations below agreed on email.

Recommendation 3- That the Cabinet reinstate the post of the Hospital Discharge Housing Officer (as a single point of contact); and also that the Cabinet do this immediately after the adoption of the Homelessness and Rough Sleeping Strategy by the Council.

Recommendation 4- That the Cabinet in reviewing its Draft Homelessness Strategy include the recommendations below as a part of the feedback for the consultation, which includes the following points:

- An improved, less invasive drop-in process at Bournemouth Road for homeless people, with easier in-person security and access procedures to council buildings/offices when dealing with domestic abuse and sexual exploitation victims.
- Separate escalation process and telephone contact numbers for partner

agencies to book appointments.

- Resolution of the issues faced in the joint protocol working between partner agencies and the housing options team when working with refugee and asylum cases.
- Investment in better IT infrastructure, especially with regards to flagging same-day assessments, waiting times, updating forms, documentation and processes.

The commission discussed and agreed recommendations for Rouel Road Estate, Heating and Hot Water Outages and Compensation Scheme. Final recommendations below as discussed at this meeting and later agreed on email.

Recommendation 5- That the Cabinet urgently commission officers to review the heating and hot water outages at Rouel Road Estate to make an action and delivery plan to address the problems, including:

- Resolve issues faced with customers contacting the call centre, waiting times, repeated calls and no previous system records of customer calls
- Deliver regular maintenance and servicing tasks of plant rooms and pipework including checking individual properties and confirming with residents
- Compensation payments for outages that have caused health detriments, disruption and inconvenience
- Monitor contractor Key Performance Indicators (KPI) at Rouel Road and Four Squares

Recommendation 6- That the Cabinet commission a resident consultation and engagement exercise with residents of Rouel Road Estate undertaken as soon as possible, working closely with ward councillors, focusing on post-repair resident and tenant satisfaction surveys with regards to heating and hot water outages. This should include an estate walkabout, an in-person meeting with residents, an online meeting, an online survey, and door-knocking, with the outcome of this exercise brought back to this scrutiny commission.

Recommendation 7- That the Cabinet undertake a “deep dive” into heating and hot water performance on two estates, one of which should be Rouel Road, in the winter of 2024. This should particularly focus on the gap between the self-reported experience of residents of their heating and hot water at individual properties, and the performance as indicated by centrally held data monitoring.

Recommendation 8- That the Cabinet put in place more robust and stricter controls for contract monitoring and accountability, prior to contract renewal of service providers for heating and hot water repairs in the municipal year 2024-25; and that the Cabinet should invest greater resources in the management of contracts, including team capacity and upskilling of officers. Contract management controls should include better data monitoring and reporting standards from

contractors, to enable automatic payment of compensation, which should be clawed back from the contractor, and contracts should include penalty notices for under-performance.

Recommendation 9- That the Cabinet review the compensation scheme payments for heating and hot water outages being paid to residents. The compensation scheme should:

- Take account of where there are continual non-consecutive outages or shorter multiple outages
- Extended periods of time taken for resolution of existing repairs causing detriment to health, disruption and inconvenience
- Include a mechanism for automatic uprating of the compensation taking inflation into account

Recommendation 10 - That the Cabinet immediately review the Compensation Scheme for heating outages to find a mechanism for compensations to be paid directly to private tenants' bank accounts through an application process, rather than private landlords and leaseholders who already benefit from all-inclusive rents (included energy bills) as a part of their tenancy agreements.

Recommendation 11 - That the Cabinet member for Community Safety work with the Metropolitan Police to develop new local accountability mechanisms for policing in Southwark, and that this includes a new forum or body that allows regular, multi-ward engagement between councillors and a senior police officer for each area in the borough. The council should work with the Metropolitan Police to appoint named senior officers for each multi-ward area, to allow councillors a realistic opportunity to develop a relationship with policing at a more strategic level, and to fill the gap between ward panels and the MOPAC. This should happen within the municipal year 2024-2025.

Councillor Victoria Mills drafted the below recommendation on e-bikes and this was agreed at this meeting by the commission

Recommendation 12 – That the Cabinet investigates the emerging problem of lithium-ion battery fires in e-bikes, this should include the requirement of guidelines for storage and charging in communal areas on council estates and planning guidelines for new builds. The council should use this information to influence decisions for communal charging points and highways.

8. WORK PROGRAMME 2023-2024

The commission noted the work programme for the year 2023-2024.

Meeting ended at 10:09 pm

CHAIR:

DATED:

Meeting Name:	Housing, Community Safety and Community Engagement Scrutiny Commission
Date:	23 July 2024
Report title:	Southwark Policing Oversight Board Terms of Reference
Ward(s) or groups affected:	All
From:	Stephen Douglass, Director of Stronger Neighbourhoods

RECOMMENDATION(S)

1. That the Housing, Community Safety and Community Engagement Scrutiny Commission review and comment on the proposed Terms of Reference for the Southwark Policing Oversight Board.

BACKGROUND INFORMATION

2. Following a number of high-profile incidents, Baroness Casey was appointed to lead an independent review into the standards of behaviour and internal culture of the Metropolitan Police Service. The final report was published in March 2023, identifying a number of failings and shortcomings by the Metropolitan Police and made a number of recommendations to build trust with London's communities to restore consent and public respect, which has fallen to an all time low.
3. The Mayor of London, Sadiq Khan, has since published his plan for policing and keeping Londoners safe during this Mayoral term. The four key themes of the Mayor's Police and Crime Plan are reducing and preventing violence, increasing trust and confidence, better supporting victims, and protecting people from being exploited or harmed.
4. The Housing, Community Safety and Community Engagement Scrutiny Commission (14/12/2023) recommended: *The Cabinet and the Cabinet member for Community Safety explore the options for the creation of a Police Oversight Body for accountability in policing, and as an intermediary body between the Ward panels for policing and Mayor's Office for Policing and Crime (MOPAC), within the municipal year 2024-2025.*

KEY ISSUES FOR CONSIDERATION

5. The Southwark Policing Oversight Board has been established in response to the above to increase public trust in our local Central South Borough Command Unit (BCU).

6. Central South BCU have developed a local Trust and Confidence Plan, that is aligned with the recommendations of the Casey report and tailored to Southwark. The Trust and Confidence plan focuses on the following:

- a. More trust
- b. Less crime
- c. Higher standards

Please note: The Trust and Confidence Plan, included in this report as an appendix, is an internal document owned by Central South BCU. We have permission to share it with the scrutiny commission, however, this should be taken into account when providing feedback.

7. The Policing Oversight Board, which has been established in collaboration with the Police yet is fundamentally independent from them, will have oversight of the local Trust & Confidence Plan. A dashboard covering key areas and measurements of Trust & Confidence in policing will be developed, agreed and monitored by this Board.
8. Other identified topics may be added as the board develops. It may include both thematic issues and more practical day to day issues which are seen to be affecting Trust & Confidence. The board welcomes and encourages local residents to put forward areas of focus for potential discussion.
9. The Board will be chaired by Cllr Natasha Ennin, Cabinet Member for Community Safety.
10. Members of this board will be composed of Police and Local Authority leaders, as well as independently appointed representatives from various stakeholder groups.
11. Membership of the group will be independently appointed through a recruitment process. The Board will aim to recruit between 6-10 members, with an optimal target of 8 members. The membership term will be 2 years from appointment. Experience will be sought from a number of sectors, which could include:
 - a. Specific Policing and Criminal Law
 - b. Legal Expertise
 - c. Media and communications
 - d. Applied ethics
 - e. Voluntary Community and Faith groups
 - f. Medical/NHS
 - g. Business/Commence
 - h. Accountability to the public
 - i. Professional or personal connection to Southwark through community and or civic leadership/partnership activity or voluntary work
12. The board will be held quarterly commencing in September 2024.
13. Board meetings will be held in public. There may be cases when sensitive

information or areas are discussed. In these instances, the board reserves the right to hold those discussions privately. A communication plan underpinning the boards work will be produced and will be a key outcome of the work programme.

14. Baroness Casey's review found that the MPS lacks transparency and accountability to Londoners. To address this concern, she recommended that "a new, quarterly Policing Board for London – chaired by the Mayor of London, similar to the model used for Transport for London – should be created" to "oversee and scrutinise the changes needed and ensure full transparency and accountability to Londoners, while maintaining the operational independence of the Commissioner".
15. As a result of this recommendation a London-wide Policing Board was established to provide specialist advice and constructive challenge to effectively support the Mayor – as incumbent of the Mayor's Office for Policing and Crime ("MOPAC") - in holding the MPS to account for delivering wide-ranging MPS reforms as part of its strategic oversight framework. In so doing, this Board contributes to MOPAC's discharging of its statutory duties under the Police Reform and Social Responsibility Act 2011.
16. The Southwark Board is about local accountability and trust and confidence at a Southwark level, making recommendations to the BCU Commander and as such will not duplicate or conflict with the London wide body.

Policy framework implications

17. The establishment of the Board aligns with the proposed Southwark 2030 strategy, Goal 3: To deliver a safer Southwark. This includes the aim of improving trust and confidence in local policing. By 2030, we will be successful if there are higher levels of trust in the police experienced across all communities.

Resource implications

18. Administrative and policy support for the Board will be provided by Southwark Council Community Safety and Partnerships Team and the costs met within existing resources.
19. There will be operational costs associated with the facilitation of quarterly Board meetings, including room hire, catering, travel expenses, and other related expenditures.
20. There will also be costs attributed to the recruitment process, including advertisements on relevant job hire portals.
21. It is proposed appointed board members receive an allowance in line with Home Office guidance.

Note: Legal/Financial implications (and when to seek supplementary advice)

22. It is crucial to address the use of the term "independent" in relation to the board. The degree of independence from Southwark Council will impact who is subject to Freedom of Information (FOI) requests and who bears the responsibility for handling complaints.
23. To ensure independence, it is requested members will not participate in any other existing police oversight/interaction group in Southwark. Self-declaration of membership to such groups will be required upon application. Membership of these groups will be cross-referenced against.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The Baroness Casey Review Final Report: March 2023 BARONESS CASEY REVIEW Final Report (met.police.uk)	Baroness Casey of Blackstock DBE CB	NA
London's Police and Crime Plan 2022-2025 London's Police and Crime Plan 2022-25 London City Hall	Sadiq Khan, Mayor of London	NA

APPENDICES

No.	Title
Appendix 1	Policing Oversight Board Terms of Reference
Appendix 2	Central South BCU Southwark Trust and Confidence Plan (Document owned by Central South BCU).

AUDIT TRAIL

This section must be included in all reports.

Lead Officer	Stephen Douglass, Director of Stronger Neighbourhoods	
Report Author	Abbie Box, Community Safety Project Officer	
Version	1	
Dated	18/07/2024	
Key Decision?		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Finance	No	No
List other officers here		
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	19 July 2024	

Note: Consultation with other officers

If you have not consulted, or sought comments from the Assistant Chief Executive, Governance and assurance or the Strategic Director of Finance, you must state this in the audit trail.

Appendix 1

Independent Policing Oversight Board

Terms of Reference

1. Background

- 1.1 Following a number of high profile incidents, Baroness Casey was appointed to lead an independent review into the standards of behaviour and internal culture of the Metropolitan Police Service. The final report was published in March 2023, identifying a number of failings and shortcomings by the Metropolitan Police and made the following recommendations:
- Cleaning up the Met to deal with widespread bullying, discrimination, institutional homophobia, misogyny and racism and other unacceptable behaviours which are a far cry from the standards the public expects.
 - A new offer to women and children to ensure that the prioritisation of violence against women and children is both strategic and operational
 - Building trust with London's communities to restore consent and public respect which has fallen to an all-time low – particularly amongst the black community – the Met has become untethered from the Peelian principle of policing by consent.
 - A new police deal for Londoners to rebuild trust, confidence and consent there should be a new deal for Londoners. Existing structures do not provide a clear way for local authorities and their residents to hold the Met to account.
 - New leadership and new management, there are systematic and fundamental problems in how the Met is run and its leadership needs to be strengthened further.
 - New oversight and accountability as the Met lacks accountability and transparency to Londoners.
 - Showing London that reform is working as the issues identified in the review cannot be allowed to continue.
- 1.2 The Mayor of London, Sadiq Khan, has published his plan for policing and keeping Londoners safe during this Mayoral term. The four key themes of the Mayor's Police and Crime Plan are:
- Reducing and preventing violence
 - Increasing trust and confidence
 - Better supporting victims
 - Protecting people from being exploited or harmed

Appendix 1

- 1.3 The Policing Oversight Board has been established in response to the second priority – increasing trust and confidence – to increase public trust in our local Central South Borough Command Unit (BCU) and reduce gaps in confidence between different groups; ensure that the Central South BCU engages with Southwark residents and treats them fairly; and ensure that the Central South BCU, Southwark Council and all community safety partners respond to neighbourhood crimes such as burglary and anti-social behaviour.
- 1.4 The Mayor's Office for Policing And Crime (MOPAC) is overseeing the delivery of the Mayor's Police and Crime Plan by tracking a core set of measures of policing and crime activity. These measures reflect the Mayor's priorities and are published in a data dashboard. The Policing Oversight Board will utilise these measures, in addition with developing local feedback mechanisms, and a local performance outcome framework to capture trust and confidence levels locally.

2. Purpose

- 2.1 Central South BCU have developed a local Trust and Confidence Plan, that is aligned with the recommendations of the Casey report and tailored to Southwark. The Policing Oversight Board, which has been established in collaboration with the Police yet is fundamentally independent from them, will have oversight of the local Trust & Confidence Plan. The Trust and Confidence plan focuses on the following key themes;
- **More Trust:** Communication, Victim Care, Community Engagement, Transparency.
 - **Less Crime:** Police Visibility, Targeting Repeat Offenders, Detection Rates for priority offending.
 - **Higher Standards:** Supervision and Training, Accountability.
- 2.2 The Trust and Confidence plan cuts across the different strands of policing. To ensure Southwark's communities feel listened to, are informed and are treated with respect and fairness, the Policing Oversight Board will initially focus on the following themes. Subsequently, it will formulate recommendations and monitor progress in these areas.
- Inquiring into and challenging key areas of policing interaction and internal measures. For instance, Stop and search, Body worn cameras, Taser use, and impact of Right Care/Right Person.
 - Inquiring into and challenging local transparency and accountability.
 - Violence Against Women and Children – Performance and Local Delivery
 - Community Policing & Enhancing the visibility and impact of local policing teams, local problem solving, including local engagement structures with Southwark Communities.

Appendix 1

- 2.3 The above is not an exhaustive list and other identified topics may be added as the board develops. It may include both thematic issues and more practical day to day issues which are seen to be affecting Trust & Confidence.
- 2.4 The board welcomes and encourages local residents to put forward areas of focus for potential discussion. A dedicated email address will be established to facilitate this. This is not a mechanism for individual queries or complaints, as there is a different process for this.

3. Membership

- 3.1 The Board will be chaired by:
- Cllr Natasha Ennin, Cabinet Member for Community Safety
- 3.2 It will be attended by the following police and local authority officers as a minimum:
- Supt James Brockway, Southwark Neighbourhood Policing Lead
 - CI Aaron Barnes, Southwark Neighbourhoods Lead
 - Toni Ainge, Acting Strategic Director of Environment, Neighbourhoods and Growth
 - Stephen Douglass, Director of Stronger Neighbourhoods
 - Caroline Thwaites, Assistant Director of Community Safety
- 3.3 Membership of the group will be independently appointed through a recruitment process. To ensure membership is representative of Southwark's population clear diversity goals will be established, based on demographic data. An inclusive recruitment process will utilise diverse channels and networks to advertise board positions, ensuring outreach to underrepresented communities. The Board will aim to recruit between 6-10 members, with an optimal target of 8 members. Experience will be sought from a number of sectors, which could include:
- Specific Policing and Criminal Law
 - Legal Expertise
 - Media and communications
 - Applied ethics
 - Voluntary Community and Faith groups
 - Medical/NHS
 - Business/Commence
 - Accountability to the public
 - Professional or personal connection to Southwark through community and or civic leadership/partnership activity or voluntary work
- 3.3 Members will receive an allowance in line with Home Office guidance.
- 3.4 Length of the membership term will be 2 years from appointment.

Appendix 1

- 3.5 To ensure independence, members will not participate in any other existing police oversight/interaction group in Southwark. This includes groups such as Southwark IAG, LGBT Community Reference Group, Stop and Search Scrutiny Panel and Police Encounter Panel, although this is not an exhaustive list. Self-declaration of membership to such groups will be required upon application. Membership of these groups will be cross-referenced against.
- 3.6 Other organisations and representatives will be invited to attend subject to the area being overseen by the Board.
- 3.7 Administrative and policy support for the Board will be provided by Southwark Council Community Safety and Partnerships Team. All papers for meeting to be submitted 10 working days in advance of the meetings. Papers will be circulated to members 5 working days in advance of the meetings and subject to the chairs approval.

4. Meetings

- 4.1 Board meetings will be held in public. There may be cases when sensitive information or areas are discussed. In these instances, the board reserves the right to hold those discussions privately. A communication plan underpinning the boards work will be produced and will be a key outcome of the work programme.
- 4.2 The board will be quarterly commencing in July 2024.
- 4.3 Agenda items will be agreed with the Chair in advance of each board and will include updates on progress against the Trust and Confidence plan.
- 4.4 A forward workplan will be agreed by the Board and renewed annually.
- 4.5 A dashboard covering key areas and measurements of Trust & Confidence in policing will be developed, agreed and monitored by this Board.

5. Governance

- 5.1 To help build trust and confidence in policing, the Southwark Policing Oversight Board will challenge, advise and make recommendations to the Police Borough Commander and the Leader of the Council on progress of the Trust & Confidence Plan and specific areas of focus agreed in the Boards workplan.
- 5.2 Detective Chief Superintendent Sebastian Adjei-Addoh responsible for policing in the borough has pledged his support for the Policing Oversight Board and in doing so is explicitly and publically committing to transparency and ethical policing in Southwark.

Appendix 1

5.3 This board is independent in its role and business. It will operate similarly to the London Police Board, holding the Central South BCU accountable for delivering the policing commitments outlined in the Trust and Confidence Plan. Hence, the Poling Oversight Board may come to influence the work of the Community Safety Partnership.

5.4 All members of the board are expected to adhere to the seven principles of public life:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leaderships

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Date Agreed	
Date for review	

Trust and Confidence Plan

Introduction:

The Baroness Casey report identified a number of failings and shortcomings by the Metropolitan Police. These findings followed a series of incidents: the murder of Sarah Everard by a serving Met police officer; actions taken by officers following the murders of Bibaa Henry and Nicole Smallman; the murder of Sabina Nessa which exposed a widespread view that police were not doing enough to safeguard women; and a multitude of other high profile instances where officer's behaviour has fallen far below the standard expected.

The Baroness Casey report made the following recommendations:

- **Cleaning up the Met** To deal with widespread bullying, discrimination, institutional homophobia, misogyny and racism and other unacceptable behaviours which are a far cry from the standards the public expects
- **A new offer to women and children** To ensure that the prioritisation of violence against women and children is both strategic and operational
- **Building trust with London's communities to restore consent** Public respect has fallen to an all-time low – particularly amongst the black community – the Met has become untethered from the Peelian principle of policing by consent.
- **A new police deal for Londoners** To rebuild trust, confidence and consent there should be a new deal for Londoners. Existing structures do not provide a clear way for local authorities and their residents to hold the Met to account.
- **New leadership and new management** There are systemic and fundamental problems in how the Met is run, and its leadership needs to be strengthened further
- **New oversight and accountability** The Met lacks accountability and transparency to Londoners
- **Showing London that reform is working** The issues identified in the review cannot be allowed to continue

Following these recommendations, the Met launched a 'New Met For London' and its mission for More Trust, Less Crime and Higher Standards.

This Trust and Confidence plan details the actions police will take to improve Trust and Confidence in the London Borough of Southwark under the principles of More Trust, Less Crime and Higher Standards. This plan cuts across the different strands of policing and will allow communities to feel listened to, informed, treated with respect and fairness.

More Trust:

1. Engage with hard to reach communities
2. Provide a better service to victims
3. Improve communication
4. Be transparent and open to feedback

1	<i>Engage with hard to reach communities</i>	Action owner	RAG Rating
	Specific engagement officer for each protected characteristic who are able to flex-across to support each other's work	Inspector Honeyball	Red
	Engagement in a variety of ways – outreach to community contacts, attendance at community events.	PS Nigel Pearce (Trust, Confidence and Engagement Team)	Green
	SLT presence at engagement events.	Supt Brockway	Green
	Attendance Southwark IAG, community reference groups	Supt Brockway	Green
	Quarterly ward panel meetings	Supt Brockway and Chief Inspector Barnes	Green
	Formation of joint/co-ordinated Borough and Local Authority quarterly community engagement meeting based on the newly formed NPT sectors.	CI Barnes	Green
	Monthly community contact sessions – Away from police building.	CI Barnes	Amber
	Invite community to speak to new recruits, observe training such as public order and taser training	PS Nigel Peace TCET	Green
	Work with Southwark LA colleagues and charities to set up stalls, community events in high footfall areas	CI Barnes	Red
	Engage with local youth groups and sports groups eg youth summer projects	PS Laura Clarke TCET	Green
	Increased engagement between Safer Schools Officers (SSOs) and Safer Neighbourhood Teams (SNTs)	Supt Brockway	Green
	Personal safety workshops delivered in schools.	CI Barnes	Green
	Bespoke reassurance plan following critical incidents, attendance at scene, maintenance of CIA over following weeks and months	PS Nigel Pearce TCET	Green
	Monthly newsletters to key Southwark contacts	Aaron Barnes	Green
	Effective delivery of BCU VAWG Plan	D/Supt Britton	Green
	Effective delivery of London Race Action Plan	Strand leads	
2	<i>Provide a better service to victims</i>	Action owner	RAG Rating
	Provide regular updates, maintain crime reports, obtain statements early, treat all victims with respect deserved	Strand Supt	Green
	Take impact statements so that victims feel heard and can relay the impact to them	Supt Emma Bond	Green

	Assist with seeking civil injunctions, provide good advice to prevent further offences	D/Supt Britton	Green
	Visit all burglary victims, prioritise as a crime which truly affects victims	Emergency Response Team/SNTs	Amber
	Bike marking schemes, crime prevention advice, visits to vulnerable victims to reassure	CI Barnes	Green
3	<i>Improve Communication –</i>	Action owner	RAG Rating
	Make use of social media, email, leaflets, newsletters, posters to ensure communication is as varied as possible	Chief Supt Adjei-Addoh	Green
	Ensure we have a well-trained competent local comms team to improve internal and external communications	Chief Supt Adjei-Addoh (Comms Team)	Green
4	<i>Be transparent and open to feedback</i>	Action owner	RAG Rating
	Be transparent about critical incidents, promptly inform Southwark partners.	CI Mark Gilchrist	GREEN
	Adoption of a set of BCU Critical Incident Protocols catalogue to ensure a consistent approach to critical incidents which seamlessly tie in with Southwark local authority's response plans	CI Barnes	Green
	Post critical incident. Monitor and record Community Impact assessment, ensure we reach out into Southwark's community.	PS Nigel Pearce (TCET)	Green
	Make use of Gold Groups/IAG/Ward Panels/other community meetings to get messages out to the public	Chief Supt Adjei-Addoh	Green
	Make use of internal and external surveys – promote action taken as a result	Chief Supt Adjei-Addoh (Comms Team)	Amber
	Where we have failed, seek to make good and let communities know about changes that have been made	Chief Supt Adjei-Addoh (Comms Team)	Amber

Less Crime:

1. Visible policing in high crime areas in partnership with Local Authority
2. Target repeat offenders and high harm offenders, reduce outstanding named suspects
3. Increase detection rates for priority crimes; VAWG, burglary, robbery, other violent crime

1	<i>Visible policing in high crime areas in partnership with Local Authority</i>	Action owner	RAG Rating
	Hi-vis patrols such as weapons sweeps with Southwark council wardens and volunteers in high crime areas	CI Barnes	Green
	Op vigilant – make use of overtime budgets to prioritise this activity to target offenders	A/DI Denise Rutter	Green
	Reconstitute of a town centre team for Southwark	Supt Brockway	Red
2	<i>Target repeat offenders and high harm offenders, reduce outstanding named suspects</i>	Action owner	RAG Rating
	Proactive policing teams to work on locating fugitives	CI Emma Dickinson	Amber
	Intrusive supervision into outstanding named suspects	All strands with oversight from BCU Offender Management Meeting (HQ)	AMBER
	Arrest days for spare shift teams to bring down EWMS numbers	CI Mark Kent	Amber
	Proactive policing to target high harm individuals and use Achilles Heel tactics	CI Dickinson	Amber
	Use of ASB powers and CBOs to reduce capacity for repeat offenders	Inspector Honeyball	Amber
3	<i>Increase detection rates for priority crimes; VAWG, burglary, robbery, other violent crime</i>	Action owner	RAG Rating
	Attend all burglary reports – assess available evidence and seek forensic assistance	Supt Bond	Amber
	Ensure robbery statements taken at the time, assess for forensic opportunities, CCTV, tracking technology items etc	Supt Bond	Amber
	Ensure PP fully staffed so VAWG offences are given priority and victims feel supported and able to proceed with investigations	Chief Supt Adjei-Addoh (Comms Team)	Amber
	Seek to support civil injunctions, non-molestation orders, restraining orders in order to give extra powers to deal with perpetrators and extra protection to victims	D/Supt Britton	Green
	Ensure best evidence is captured early to avoid having to close cases further down the line without conviction	Supt Bond	Amber

	Creation and maintenance of a dedicated VAWG AS BCU Delivery Plan	D/Supt Britton	Green
	Focus External work on those Southwark communities who feel disempowered or unheard by the Police	Supt Brockway	Green
	Develop our Policing Response to the night time economy to ensure that we proactively target those seeking to perpetrate VAWG and general violence levels.	CI Barnes	Green

Higher Standards:

1. Strong, visible, approachable leadership supported by suitable supervision levels
2. Hold ourselves accountable by supporting whistle blowers
3. Ensure staff are trained and have suitable uniform, equipment and technology to do their job to a high standard

1	<i>Strong, visible, approachable leadership supported by suitable supervision levels</i>	Action owner	RAG Rating
	Leaders to ensure they are visible to their strands and know what their staff are working on	All strand leads	GREEN
	Regular feedback sessions such as 'ask the SLT', surveys, seeking ideas from staff	All strand leads	GREEN
	SLT spotlight in newsletters, photographs and blurbs in all stations	Chief Supt Adjei-Addoh (Comms Team)	Green
	SLT to work from all locations	Supt Brockway	GREEN
	Supervisors to have a manageable workload and team strengths to enable time to supervise effectively	Chief Supt Adjei-Addoh	RED
	Supervisors able to support staff in welfare matters – trained in use of OH/HR so staff are able to get on with work	Supt Rach Walmsley	Green
2	<i>Hold ourselves accountable</i>	Action owner	RAG Rating
	Support whistle-blowers, promote right line and other ways of flagging issues	Professional Standards Unit and all strand leads.	GREEN
	It is all of our responsibility to call out wrongdoing – managers to take complaints and allegations seriously	Chief Sup Adjei-Addoh	Amber
	Do it right the first time, use learning through reflection, actions plans, record actions and do not leave for the next line manager to deal	Chief Sup Adjei-Addoh	Amber

	with as this does a disservice to the staff member and their team		
	Take feedback about our actions and processes from the community and act on that feedback – do not be defensive but open to change	Supt Brockway	Green
	Every strand to undertake an anonymous survey on our internal culture and standards to identify the degree to which officers and staff across the BCU experience issues surrounding misogyny, bullying, discrimination etc. and how fairly we police our local communities.	CI Barnes	Amber
	Continued focus on the BCU's Stop and Search Strategy to ensure a robust governance structure remains in place to proactively identify issues and trends with the potential to negatively impact on the local community, whilst ensuring our officers are well trained and equipped to deliver consistently high standards.	CI Kent	Green
3	<i>Ensure staff are trained and have suitable uniform, equipment and technology to do their job to a high standard</i>	Action owner	RAG Rating
	Supervisors to ensure all training is completed	Strand leads	Green
	Staff to be reminded how to order uniform, how to dispose of it and what they need to do their job	Operational Support Services	Green
	Ensure all staff make themselves available for roll-outs of new technology and give time to use tech bars so they are the equipment needed to do their job	Supt Walmsley	Green
	Challenging and addressing unacceptable behaviour among MPS Police Officers and Staff	Chief Supt Adjei-Addoh	Amber