

Cabinet

**Wednesday, 24 July 2024 at 5.30 p.m.
Council Chamber - Town Hall, Whitechapel**

Tabled paper – Pre Decision Scrutiny Questions and responses

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions (Pages 3 - 8)

Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.

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Questions	Response
Item 6.1 Tower Hamlets Council Strategic Plan: Performance Targets for 2024/25 and Annual Delivery Plan	
<p>Para 3.6- can you explain the difference between the new rag rating and the previous rag rating? Secondly can you clarify will this use of the new rag rating create a more positive perception of performance?</p>	<p>We have introduced changes to the way we RAG rate performance by moving towards the Infrastructure and Projects Authority (IPA) framework for delivery confidence, which is used widely by Government, aiming to move us towards a more holistic, open conversation around performance confidence. The previous RAG rating system was open to interpretation as to the meaning of each of the RAG statuses. The change introduces a shared descriptive definition for RAG status across the organisation and enables clearer communication on what we mean by red, amber, or green rated measures. The diagram below illustrates the change. In relation to creating a more positive perception of performance, the answer is no, the change is not intended to create a positive perception of performance. The intention for the change is to enhance clarity and enable better identification of poor performance as well as good performance.</p> <p>See Appendix A</p>
<p>The vast majority of the indicators and targets are solely focused on outputs. Eg 001, 002, 005 etc. How will we know if these interventions are having an impact on our residents and if they are delivering Best Value for the Council?</p>	<p>The indicators are a mix of output and outcome targets. Services use measures to ascertain the impact on our residents as accurately as possible. However, performance measurement tends to be resource intensive for services and intrusive for service users. Taken too far, the impact of performance measurement itself can have a detrimental impact on service delivery. In those areas where a direct measure of impact is too resource intensive or too intrusive to measure, services use proxy measures which may be output measures rather than measures of impact. Each service decides on the right measures to use for performance measurement based on their expertise and the context of the service, to provide a good indication of performance in their service. It's important to note, performance measures are one of the many mechanisms the council uses to monitor impact and outcomes for residents. There are many other avenues services and members use to directly interact with, consult and engage with service users and residents. Collectively the council can use these multiple channels of communication to feed into its assessment of the impact of its services on service users and residents. The measurement of outcomes presents its own challenges as they are often the result of a range of influencing factors some or many of which will not fall within the remit or ability of the Council to control. Others are perception based. The Council is working to improve the monitoring of outcomes with initiatives like the HDRC project focusing</p>

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Agenda Item 5.1

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	on health determinants. Perceptions are monitored by the Annual Residents Survey which itself is also being further developed this year to give additional insights into resident's views and concerns.
3) Can the committee get an explanation on why targets have been moved to stretch targets? As a council we are losing sight of what are real targets are.	Stretch targets are not new for the Council and have been used in target setting for many years. The stretch target represents excellent performance within the context of the particular service or area. They should be stretching as part of our commitment to deliver the best service we can. Where the outturn figure is at or above the stretch target, the measure is RAG rated green. The minimum target is used as an indication of minimum acceptable performance. Where the outturn figure is below the minimum target, the measure is RAG rated red. Where the outturn figure falls between the stretch target and minimum targets, the measure is RAG rated amber.
4) Does the Executive consider the targets that are being proposed for all the indicators are truly stretching targets that will deliver year on year improvements?	Services have gone through a thorough process to set ambitious stretch targets to achieve year on year improvements, considering factors such as historic performance, budgets increasing or decreasing, staffing levels, changes in legislation and the impact of wider local or national contexts. They have been reviewed by the Mayor and Lead Members.
5) How has the community been involved in setting these targets?	Service target setting is informed by feedback secured from service users in a variety of contexts throughout the year. This feedback will vary depending upon service and is further informed by the Annual Residents Survey that gathers opinion from both service users and residents more widely. The targets themselves are set by considering this feedback in the context of a much wider set of considerations including budgets, external funding, partnership input and the impact of wider operational factors at local and national level.
6) Who is monitoring the effectiveness of the anti-social behaviour patrols?	The Director of Community Safety, Ann Corbet, monitors the effectiveness of anti-social behaviour patrols. The service work very closely with the Met Police to tackle neighbourhood crime and ASB which require system wide responses. Additional oversight of the crime and ASB issues is provided through the community safety partnership board.

Item 6.4 Tackling Dog-related Anti-Social Behaviour	
How will this Public Space Protection Order be enforced?	Following consultation, we plan to enforce any finally agreed Dog Control Orders using our existing enforcement resources. The final plans will be developed and informed by public consultation and engagement on these proposals.
How will this Public Space Protection Order be funded? Will more officers be provided for the dog wardens team to enable them to effectively enforce the new powers?	We plan to enforce any finally agreed Dog Control Orders using our existing enforcement resources. This enforcement work would be carried out by Tower Hamlets Enforcement Officer (THEOs), Environmental Services Officers and Animal Wardens. Any final plans will be developed and informed by the statutory public consultation and engagement on these proposals.
Why are enforcement resources going towards dogs, rather than other anti-social behaviour, that residents in this borough have raised?	<p>PSPOs were introduced in legislation as a way for local authorities to tackle behaviour that is persistent, unreasonable and is affecting or likely to affect the quality of life for people in the area. Not picking up dog faeces is anti-social behaviour and a concern for residents. Other councils use PSPOs. This council uses PSPOs to tackle other ASB such irresponsible drinking in public places where antisocial behaviour relating to that drinking is or is likely to take place. It does not impose a complete ban on drinking in public where no ASB is or is likely to be taking place.</p> <p>We plan to enforce any finally agreed Dog Control Orders using our existing enforcement resources. This enforcement work would be carried out by Tower Hamlets Enforcement Officer (THEO's), Environmental Services Officers and Animal Wardens. Any final plans will be developed and informed by public consultation and engagement on these proposals.</p>
What was the policy drive for this decision? What evidence do we have from other LAs that this will result in a reduction of risk to the public?	<p>There have been a number of dog attack incidents in Tower Hamlets involving out of control and dangerous and nuisance dogs and their owners, some of which have been high profile. Whilst attacks are already a criminal offence, the council's wants to be able to use its powers to mitigate the risk of harm in high-risk areas particularly in places where children and young people play.</p> <p>Many local authorities in London and across the country have established dog control PSPOs in place, utilising elements of the PSPO according to the evidence and circumstances in the borough and needs of the population.</p> <p>There is no data relating to the number of dogs that there are in the borough. However, data indicates that dog related ASB has been increasing. Over the past couple of years over 100 Members Enquiries or complaints have been dealt with,</p>

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	almost 400 enforcement cases, 182 reports of dog fouling via the council's Find It Fix It app and an increasing number of police issued Fixed Penalty Notices or arrests.
Have stakeholders been engaged with prior to drafting this report? i.e Animal Welfare Charities.	The council has informally raised the intention to consult on this issue with the police and with RPs via the Tower Hamlets Housing Forum. There is a statutory consultation process for the introduction of a PSPO. We will consult with the police, animal welfare charities, other statutory and non-statutory partners and interest groups as well as residents via our formal consultation. Our consultation and communications plan is appended to the report. We are firming up dates and events and these will be widely publicised.
Will Overview & Scrutiny Committee be engaged in the consultation set out in the report?	There will be an opportunity for OSC members to feed into the consultation process. We will also ensure that all councillors receive information about the consultation that they can disseminate to their constituents.

Appendix A:

Definitions of RAG Status for Measures

Previous

Green Above target

Amber Below target but above minimum target

Red Below Minimum target

Proposed going forward

Green The outturn figure is within the range considered successful for the measure and there are no major issues that appear to threaten delivery.

Amber The outturn figure is within a range that signals significant issues exist requiring management attention. These are resolvable if addressed promptly and should not present a cost or schedule overrun.

Red The outturn figure is within a range that signals successful delivery of the service appears to be unachievable in the short-term. There are major issues which do not appear to be manageable or resolvable.

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