

Meeting of the

# OVERVIEW & SCRUTINY COMMITTEE

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Tuesday, 5 June 2007 at 7.30 p.m.

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## A G E N D A

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### VENUE

M71, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,  
E14 2BG

Members:	Deputies (if any):
<b>Chair: Councillor Marc Francis</b> <b>Vice-Chair:</b>	
<b>Councillor Mohammed Abdus Salique</b> <b>Councillor Salim Ullah</b> <b>Councillor Alibor Choudhury</b> <b>Councillor Stephanie Eaton</b> <b>Councillor Peter Golds</b> <b>Councillor Alexander Heslop</b> <b>Councillor Ahmed Hussain</b> <b>Councillor Shahed Ali</b>	Councillor A A Sardar, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex Heslop, Mohammed Abdus Salique and Salim Ullah) Councillor Bill Turner, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex heslop, Mohammed Abdus Salique and Salim Ullah) Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton) Councillor Tim Archer, (Designated Deputy representing Councillor Peter Golds) Councillor Shamim A. Chowdhury, (Designated Deputy representing Councillors Shahed Ali and Ahmed Hussain) Councillor Rania Khan, (Designated Deputy representing Councillors Shahed

Ali and Ahmed Hussain)  
Councillor Abjol Miah, (Designated Deputy  
representing Councillors Shahed Ali and  
Ahmed Hussain)

**[Note: The quorum for this body is 4 voting Members].**

**Co-opted Members:**

Mr H Mueenuddin	– Muslim Community Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Angus Dixon, Democratic Services, Tel: 020 7364 4850, E-mail: [angus.dixon@towerhamlets.gov.uk](mailto:angus.dixon@towerhamlets.gov.uk)

# LONDON BOROUGH OF TOWER HAMLETS

## OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 5 June 2007

7.30 p.m.

### SECTION ONE

#### 1. ELECTION OF VICE-CHAIR

**Note from Chief Executive:** At the Annual Council meeting held on 16<sup>th</sup> May 2007, Councillor Marc Francis was appointed Chair of the Overview and Scrutiny Committee for the remainder of the current Municipal Year.

Accordingly, it is necessary to elect a Vice-Chair of the Committee for that period.

#### 2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

#### 3. DECLARATIONS OF INTEREST

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.

#### Note from the Chief Executive

In accordance with the Council's Code of Conduct, Members must declare any **personal interests** they have in any item on the agenda or as they arise during the course of the meeting. Members must orally indicate to which item their interest relates. If a Member has a personal interest he/she must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult pages 181 to 184 of the Council's Constitution. Please note that all Members present at a Committee meeting (in whatever capacity) are required to declare any personal or prejudicial interests.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting. If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgement of the public interest, then the Member has a **prejudicial personal interest**.

#### Consequences:

- If a Member has a **personal interest**: he/she must declare the interest but can stay, speak and vote.
- If the Member has **prejudicial personal interest**: he/she must declare the interest, cannot speak or vote on the item and must leave the room.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and to also specify whether the interest is of a personal or personal and prejudicial nature. This procedure is designed to assist the public's understanding of the meeting and is also designed to enable a full entry to be made in the Statutory Register of Interests which is kept by the Head of Democratic Renewal and Engagement on behalf of the Monitoring Officer.

- 4. UNRESTRICTED MINUTES** **1 - 6**
- To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 1<sup>st</sup> May 2007.
- 5. SCRUTINY MANAGEMENT**
- 5.1 Overview and Scrutiny Committee - Terms of Reference (FOR NOTING)** **7 - 10**
- (Time allocated 5 minutes)
- 5.2 Overview and Scrutiny Committee - Protocols and Guidance (FOR DECISION)** **11 - 20**
- (Time allocated 10 minutes)
- 5.3 Overview and Scrutiny Committee - Schedule of Dates (FOR NOTING)** **21 - 24**
- (Time allocated 5 minutes)
- 5.4 Membership of the Overview and Scrutiny Committee / Appointment of Six Lead Scrutiny Members / Establishment of Health Scrutiny Panel / Co-options to the Committee (FOR DECISION)** **25 - 30**
- (Time allocated 5 minutes)
- 6. REQUESTS TO SUBMIT PETITIONS**
- To be notified at the meeting.
- 7. REQUESTS FOR DEPUTATIONS**
- To be notified at the meeting.
- 8. SECTION ONE REPORTS 'CALLED IN'**
- 8.1 REPORT CALLED IN - Review of the Inclusion (SEN) Strategy (CAB 175/067)** **31 - 56**
- (Time allocated 30 minutes)

## **9. BUDGET AND POLICY FRAMEWORK ISSUES**

### **PLEASE NOTE:**

The reports and appendices that are relevant to these items are being circulated as part of the 6<sup>th</sup> June 2007 Cabinet Agenda at items 12.1 and 12.2. For this reason please ensure that you bring the Cabinet Agenda to the Overview and Scrutiny Committee meeting.

**9 .1 Tower Hamlets Community Plan to 2010: Year 7 (2007/2008) - Revision (FOR DECISION) 57 - 62**

**9 .2 The Council's Strategic Plan 2006 to 2011: Year 2 Implementation Plan (2007/08) and Best Value Performance Plan (FOR DECISION) 63 - 68**

(Time allocated 30 minutes)

## **10. PERFORMANCE MONITORING**

**10 .1 Equalities Action Plan 2006/07: End of Year Monitoring Report (FOR DECISION) 69 - 108**

(Time allocated 15 minutes)

## **11. SCRUTINY MANAGEMENT**

**11 .1 Health Scrutiny Panel - Access to GP / Dentistry Services 109 - 134**

**11 .2 Hostels Strategy - TO FOLLOW**

**11 .3 Integrated Recycling Contract - TO FOLLOW**

## **12. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS**

(Time allocated 15 minutes).

## **13. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

## **14. EXCLUSION OF THE PRESS AND PUBLIC**

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

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

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

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

### **15. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS**

(Time allocated 15 minutes).

### **16. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT**

**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 7.00 P.M. ON TUESDAY, 1 MAY 2007**

**M71, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,  
LONDON, E14 2BG**

**Members Present:**

Councillor Motin Uz-Zaman (Chair)  
Councillor A A Sardar (Vice-Chair)  
Councillor Simon Rouse  
Councillor Shahed Ali  
Councillor Clair Hawkins  
Councillor Shiria Khatun  
Councillor Mohammed Abdus Salique  
Councillor Stephanie Eaton

**Other Councillors Present:**

Councillor Peter Golds  
Councillor Marc Francis  
Councillor Sirajul Islam

**Co-opted Members Present:**

Mr H Mueenuddin – Muslim Community Representative

**Officers Present:**

Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)  
Michael Keating – (Service Head, Scrutiny and Equalities)  
Alan Steward – (Policy Scrutiny Manager)  
Sara Williams – (Assistant Chief Executive)  
Claire Symonds – Service Head, Customer Access  
  
Angus Dixon – (Democratic Services)

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillor Oliur Rahman.

**RESOLVED**

That the apologies for absence be noted.

**2. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**3. UNRESTRICTED MINUTES**

The Chair **MOVED** and it was

**RESOLVED**

That subject to the following amendments, the Section 1 minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday, 3<sup>rd</sup> April, 2007 be confirmed as a correct record and the Chair be authorised to sign them accordingly:-

1. 'Councillor Peck' to be inserted in place of 'Councillor Bawden' on page 3, Item 6, paragraph 4.
2. The addition of Mr Hasan Mueenduddin's apologies for absence.

**4. REQUESTS TO SUBMIT PETITIONS**

No requests to submit petitions had been received.

**5. REQUESTS FOR DEPUTATIONS**

No requests for deputations had been received.

**6. SECTION ONE REPORTS 'CALLED IN'**

There were no section one reports 'called in'.

**7. SCRUTINY SPOTLIGHT - CUSTOMER ACCESS**

Ms Claire Symonds, Service Head Customer Access, presented to the Committee an overview of the Customer Access Directorate and its challenges and opportunities for the next 12 months. Ms Symonds informed the Committee of the draft Customer Access Strategy and its core strategic objectives of choice, quality and efficiency.

Committee members put detailed questions to Ms Symonds and Councillor Sirajul Islam, Deputy Leader, on a number of issues including phone and web performance recording, bilingual staff, and the validity of the survey results used in the presentation.

Councillor Islam and Ms Symonds responded in detail on the points raised agreeing that more performance measures would be useful and that the survey was more intended to provide a snapshot rather than in depth data.



The Committee discussed the benefit of considering this information on Customer Access at the same time as other relevant reports (e.g. Corporate Complaints) in order to allow Members to gain a better overall picture and examine any linkages.

In thanking Ms Symonds and Councillor Islam the Chair stated that there had been some useful ideas for improvement discussed and that the Excellent Public Services working group could be involved in any future reviews.

## **8. PERFORMANCE MONITORING**

### **8.1 User Voice, Choice and Co-Production Review**

Ms Sara Williams, Assistant Chief Executive, introduced the report informing the Committee that it was aimed at an internal audience and the language was accordingly not as user friendly as it could have been. Ms Williams summarised the salient points within the report and explained the title of the report and the report's purpose of identifying new and more efficient ways of service delivery.

Committee Members discussed a number of aspects of the report including the level of the language used and whether the report provided a platform for the Council to move forward in this area. The Committee expressed concern that feedback they had provided on the report had not been acted upon. Overall it was felt that given the importance of the subject matter the review required greater focus.

The Chair **MOVED** and it was

### **RESOLVED**

That the above comments of the Committee be considered in the future development of the Continuous Improvement Programme.

## **9. SCRUTINY MANAGEMENT**

### **9.1 Leaseholders and Customer Care**

Councillor Simon Rouse, Scrutiny Lead Excellent Public Services, introduced the report thanking all who had been involved with the working group and complimenting their ability to work in a non-partisan way. Councillor Rouse stated that the group had developed sensible recommendations to tackle issues between leaseholders and Council however that it was essential that the Council realised the importance of engaging with leaseholders.

Other Committee members thanked Councillor Rouse for his efforts and discussed the need for better communication between Council and leaseholders.

The Chair **MOVED** and it was

**RESOLVED**

That the report be noted.

**9.2 Graduate Unemployment**

Councillor Stephanie Eaton, Scrutiny Lead Learning, Achievement and Leisure, introduced the report stating that she had wanted to examine links between education and employment, and why their expected correlation didn't always hold true. In carrying out the research Councillor Eaton commented that issues were uncovered that were specific to the Borough however that the Council was well placed to address the challenges that had been noted. Councillor Eaton thanked those who had been involved with the working group.

The Committee members thanked Councillor Eaton for her efforts.

The Chair **MOVED** and it was

**RESOLVED**

That the report be noted.

**9.3 Draft Annual Report**

Prior to discussion on the draft Annual Report the Committee heard updates from the remaining Scrutiny Leads.

**Integrated Recycling Contract**

Councillor Clair Hawkins, Scrutiny Lead Living Safely, introduced to the Committee the tabled draft recommendations of the working group. Councillor Hawkins commented that there had been a number of issues with the current recycling contract that the review hoped to address.

**Hostels Strategy**

Councillor A A Sardar, Scrutiny Lead Living Safely, introduced to the Committee the tabled summary of the review undertaken by the working group. Councillor Sardar stated that the full recommendations of the working group would be made following its final meeting on May 15<sup>th</sup>, 2007.

**Access to GP / Dentistry Services**

Councillor Mohammed Abdus Salique, Scrutiny Lead Health, introduced the tabled summary of the review undertaken by the working group and thanked all those who were involved. The Committee raised some issues surrounding

the publicising of the mobile dentistry service and the cessation of GPs offering a 'drop in' service whereby appointments were not required.

### **Creating and Sharing Prosperity**

Councillor Shiria Khatun, Scrutiny Lead Creating and Sharing Prosperity, introduced the tabled key issues arising from the review on Masterplanning and NRF Employment. Councillor Khatun thanked those who had been involved in the review.

### **Draft Annual Report**

The Chair invited the Committee to make comments on the draft Annual Report.

The Committee discussed that the large workload of the Committee for 2006/07 and the high level of engagement that the Committee had with the public should be noted within the Annual Report. The Committee also thanked the Chair for his competent and fair chairing of the Committee.

The Chair thanked the Committee for their efforts over the last 12 months.

### **10. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS**

There were no section one pre-decision items scrutinised.

### **11. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

There was no business raised under this heading.

### **12. EXCLUSION OF THE PRESS AND PUBLIC**

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

#### **RESOLVED**

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

### **13. RESTRICTED MINUTES**

The Chair **MOVED** and it was

**RESOLVED**

That the restricted minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday, 3rd April, 2007 be confirmed as a correct record and the Chair be authorised to sign them accordingly.

**CLOSE OF MEETING**

The Chair thanked everyone for their attendance and contributions and closed the meeting at 9.40 p.m.

**Councillor Motin Uz-Zaman  
Chair, Overview and Scrutiny  
Committee**

# Agenda Item 5.1

Committee <b>Overview and Scrutiny</b>	Date <b>5<sup>th</sup> June, 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item No. <b>5.1</b>
Report of: <b>Service Head Democratic Services</b> Originating Officer(s): <b>Angus Dixon</b>		Title <b>Overview and Scrutiny Committee – Terms of Reference</b>  Ward(s) affected: <b>N/A</b>		

## 1. **SUMMARY**

- 1.1 This report sets out for Members' information the Terms of Reference of the Overview and Scrutiny Committee.

## 2. **RECOMMENDATION**

- 2.1 That the report be noted.

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### **LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

**Brief description of "background paper"**

**Name and telephone number of holder  
and address where open to inspection**

Council's Constitution – 08/03/2007

Angus Dixon  
020 7364 4850

## LONDON BOROUGH OF TOWER HAMLETS

### OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 5<sup>TH</sup> JUNE, 2007

#### OVERVIEW AND SCRUTINY COMMITTEE – TERMS OF REFERENCE

##### REPORT OF SERVICE HEAD DEMOCRATIC SERVICES

### **3. BACKGROUND**

3.1 The Overview and Scrutiny Committee was re-constituted by Council at its Annual meeting held on 16<sup>th</sup> May, 2007. A report elsewhere on the Committee's agenda details the Committee's membership for 2007/2008. The Terms of Reference of the Committee were agreed by Council on 8<sup>th</sup> March, 2007, following the review of the Council's Constitution. The Committee's Terms of Reference are as follows:

- (a) The performance of all overview and scrutiny functions on behalf of the Council.
- (b) The appointment of such Sub-Committees (Scrutiny Panels) as it considers appropriate to fulfil those functions, determining those Scrutiny Panels' composition (including any co-opted Members) and terms of reference.
- (c) To approve an annual overview and scrutiny work programme including the work programme of any Scrutiny Panels it appoints to ensure that there is efficient and effective use of the Committee's time and the time of the Council's Scrutiny Panels.
- (d) To advise the Cabinet of key issues/questions to be considered in relation to reports due to be considered by Cabinet.
- (e) To exercise the right to call in for reconsideration of any executive decisions taken but not yet implemented.
- (f) To determine whether to request full Council to review or scrutinise any decision called in, where considered contrary to the budget and policy framework and whether to recommend that the decision be reconsidered.
- (g) To receive and consider requests from the Executive for scrutiny involvement in the annual budget process.
- (h) To monitor the Executive's forward plan to ensure that appropriate matters are subject to scrutiny.
- (i) To consider any matters relevant to the remit of the Committee required by a Committee Member to be considered under s.21 (8) Local Government Act 2000.

#### **4. QUORUM**

- 4.1 The quorum for the Overview and Scrutiny Committee has been determined as not less than one third of the voting membership of the Committee, i.e. 4.

#### **5. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 5.1 There are no financial implications arising from this report.

#### **6. CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER**

- 6.1 The terms of reference of the Committee as set out in the Overview and Scrutiny Procedure Rules meet the statutory requirements of Section 21 of the Local Government Act 2000.

#### **7. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS**

- 7.1 There are no anti-poverty or equal opportunity implications arising from this report.

#### **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no immediate environmental issues arising from this report.

#### **9. RISK MANAGEMENT**

- 9.1 The terms of reference set out above will enable the Overview and Scrutiny Committee properly to discharge the functions conferred on the Council by Section 21 of the Local Government Act 2000, or regulations made under section 32 of that Act, and the Health and Social Care Act, 2001.

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# Agenda Item 5.2

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny	5 June 2007	Unrestricted		
<b>Report of:</b> Assistant Chief Executive <b>Originating Officer(s) :</b> Michael Keating		<b>Title :</b> Overview and Scrutiny Committee Protocols and Guidance  <b>Ward(s) affected: N/A</b>		

## 1. Summary

- 1.1 This report sets out the protocols for members of the Overview and Scrutiny Committee (OSC). It also outlines procedures for the receipt of deputations and petitions.

## 2. Recommendations

- 2.1 That the report (appendix 1) attached be agreed.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"  
address where open to inspection

Name and telephone number of and

Background file held in Democratic Services

Angus Dixon  
020 7364 4850

### **3. Background**

3.1 Under the Council's revised constitution the provisions for the Council's Overview and Scrutiny functions are to:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions.
- (ii) advise the Cabinet of key issues/questions arising in relation to reports due to be considered by Cabinet.
- (iii) make reports and/or recommendations to the full Council and/or the Executive in connection with the discharge of any functions.
- (iv) consider any matter affecting the area or its inhabitants.
- (v) exercise the right to "call in", for reconsideration, decisions made but not yet implemented by the Executive.
- (vi) Refer any report it receives with implications for ethical standards to the Standards Committee for its consideration.

3.2 The protocols attached at Appendix 1 provide a viable basis for the practical functioning of the Overview and Scrutiny Committee (OSC) and outline how the Committee will manage its work.

### **4. Comments of the Chief Financial Officer**

4.1 There are no direct financial implications arising out of this report.

### **5. Concurrent Report of the Assistant Chief Executive (Legal Services)**

5.1 Section 21 of the Local Government Act 2000 established Overview and Scrutiny Committees and their statutory duties which in turn are included in Article 6 of the Council's constitution and in the Overview and Scrutiny Procedure Rules. These protocols and guidance will assist the Committee in fulfilling its statutory obligations.

### **6. Anti-poverty and equal opportunity implications**

6.1 Equal opportunities and reducing poverty will be central to the work of the Overview and Scrutiny Committee. The report will allow the Committee and its members to function well over the coming year and work towards reducing poverty in the borough and improve equal opportunities.

### **7. Risk Management**

7.1 The adoption of the protocols and guidance set out in Appendix 1 will assist in the effective and efficient functioning of the Overview and Scrutiny Committee and therefore reduces the risk of poor delivery of the Council's Overview and Scrutiny function.

## Overview and Scrutiny Committee – Protocols and Guidance

### 1. Introduction

- 1.1 The report outlines guidance and protocols for the functioning of the Overview and Scrutiny Committee (OSC) in Tower Hamlets.

### 2. Roles and Responsibilities for Scrutiny Members

- 2.1 The overall purpose of each position will be to strengthen the Scrutiny process in Tower Hamlets and to make it part of the process of improvement. To accomplish this Members will have the following roles and responsibilities.

#### 2.2 Chair of Overview and Scrutiny

- co-ordinates the work of Scrutiny by developing the Committee's work programme in line with the Council's Forward Plan
- chairs the Committee meetings
- plans co-operatively meeting agendas and timetables with officers and other members (from both minority and majority parties) to ensure all areas of Scrutiny business are undertaken effectively
- leads the work of OSC on budget matters
- represents Overview and Scrutiny at Executive meetings and at community and other outside events
- represents Tower Hamlets at London Scrutiny Network meetings
- works in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
- contributes to developing the community leadership role of Scrutiny

#### 2.3 Scrutiny Leads

- ensure the accountability of those Cabinet members and chief officers who have primary responsibility within their portfolio theme
- assess the effectiveness of existing policy in the portfolio area
- support the development of new and revised policy
- ensure effective liaison with the Tower Hamlets Partnership
- lead and co-ordinates scrutiny activity in their area including reviews, investigations and challenge sessions
- ensure effective liaison with internal and external stakeholders
- work in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
- contribute to developing the community leadership role of Scrutiny

#### 2.4 Skills and aptitudes

Members will require the following skills and aptitudes to undertake the above roles responsibly:

- understanding of the Scrutiny process and its place within the Council's overall objectives
- understanding of how Scrutiny can help improve performance management by effective performance monitoring
- willingness to help develop Scrutiny's role within the wider local Partnership agenda and, where appropriate, within London

- willingness to work co-operatively with members from all political parties, officers and partners (outside organisations)
- ability to chair meetings
- ability to question constructively and get the best from those attending Scrutiny meetings
- willingness to liaise with officers in the drafting of reports and refining reporting mechanisms
- willingness to participate in developmental work to strengthen the Scrutiny process including training and seminars

A willingness to develop them through Member Learning and Development will be as crucial as meeting them completely.

### 3. Agenda

3.1 The Committee's agenda will comprise the following in the course of the year:

Report	Timing
Call-in	When these occur – see 4.1
Overview and Scrutiny Committee Work Programme including the programme of topics for review. Subsequent reports allow OSC to monitor its progress.	Beginning of the municipal year and thereafter every 2 months - see 4.2
Budget and Policy Framework items	At least 10 days before the item is to be considered by Cabinet (unless there are special factors requiring a shorter timescale) - see 4.3
Performance Information and Monitoring reports	Timetabled through the year - see 4.4
Tracking progress of Overview and Scrutiny recommendations	Twice during the year
Pre-decision overview and scrutiny	When items are raised – see 4.6

### 4. Procedures

#### 4.1 Call-in

4.1.1 Five or more Members can request a call-in of a Cabinet's provisional decision (two voting co-opted Members in respect of education matters only).

4.1.2 The deadline for receipt of completed call-in requisitions is five working days after the publication of the provisional Cabinet decisions. For example, the next Cabinet meeting is to held be on Wednesday, 6 June, the provisional Cabinet decisions will be published on Friday 8 June with the deadline for call-ins being Friday 15 June at 5.00pm.

4.1.3 Call-in Members will be asked to give reasons in writing, as well as outlining an alternative course of action. The request must state whether or not those Members believe that the decision is outside the Budget and Policy Framework.

4.1.4 The following may not be called in:

- Any matter which has already been the subject of a call-in
- A decision which is time-critical (this is only in highly exceptional circumstance and the decision-taker will have to give a reason to OSC)

- Decisions of regulatory and other committees discharging non-executive functions such as Development and Licensing Committees
- Officers' day to day decisions
- A resolution which merely notes the report or officer action
- A resolution making recommendations to full Council.

4.1.5 The Assistant Chief Executive will respond to the request within twenty-four hours, either by placing the item on the agenda of the next OSC or by a letter explaining why the call-in request is not a valid one.

4.1.6 If a decision is called in, the OSC will consider it at its next meeting. The business procedure would then be as follows in a strictly time limited slot of up to one hour:

- presentation of the call-in by one of the call-in Members followed by questions from OSC Members
- response from Lead Members/officers followed by questions from OSC Members
- general debate among OSC Members followed by a decision
- call-in Members would not be allowed to speak again
- the Committee would then either resolve to take no action (in effect endorsing the original decision) or refer the matter back to Cabinet for further discussion, setting out the nature of its concerns and possibly recommending an alternative course of action.

## **4.2 Overview and Scrutiny work programme**

4.2 OSC will agree its work programme at the beginning of the municipal year and consider progress every two months. The work programme will take into account the Cabinet's Forward Plan. The programme will include when OSC will consider budget and policy framework reports and performance and information reports.

## **4.3 Budget and policy framework items**

4.3.1 The policy framework is the plans and strategies required by the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended annually, and regulations under s.32 Local Government Act 2000 to be adopted by the full Council and which OSC should examine. It includes the:

- Community Plan
- Best Value Performance Plan (Strategic Plan)
- Crime and Disorder Reduction Strategy
- Local Transport Plan
- Local Development Scheme
- Youth Justice Plan
- Children and Young People's Plan
- Licensing Authority Policy Statement

4.3.2 Budget items which OSC will monitor and examine are the allocation of financial resources to different services and projects, proposed contingency funds, the council tax base, setting the council tax and decisions relating to the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.

## **4.4 Performance and information monitoring**

4.4.1 OSC will throughout the course of the year regularly monitor and examine reports on the Corporate Strategic Plan (6 monthly) plus Annual Review, Tower Hamlets Index (bimonthly), Equalities Action Plan (6 monthly), Customer Complaints (6 monthly) and Members Enquiries (6 monthly). Within the Scrutiny Spotlight session, it will also

receive presentations from Lead Members and Directors on the performance and challenges facing key Council services.

#### **4.5 Reviews, Investigations and Challenge Sessions**

- 4.5.1 As part of its work programme for the year, OSC will include issues and services for investigation, review and challenge sessions. This must be:
- flexible to allow some capacity to address new issues during the year or to delve deeper into some issues following initial work.
  - achievable and reflect the capacity available to support Scrutiny's work.
- 4.5.2 The Work Programme will be drawn up after consideration of key documents such as the Annual Residents' Survey, Annual Audit and Inspection Letter, Strategic Plan monitoring, Tower Hamlets Index and the Local Area Partnership Plans to identify potential scrutiny issues. It will also consider issues raised through Scrutiny's own work such as the performance monitoring role, as well as specific reviews.
- 4.5.3 The following criteria act as a guide in prioritising the selection of issues:
- a service or issue that requires significant improvement
  - a service or issue of poor or challenging performance
  - an area of national policy development that impacts or has the potential to impact on one or more sections of the community
  - an inspection is planned for the service where Scrutiny would add value to Council and partner performance
  - a controversial or sensitive issue that would benefit from a risk-management approach and the pro-active engagement of partners and local communities.
- 4.5.4 Where Scrutiny Panels are established to deliver the Committee's work, their membership will be constituted according to proportionality rules and in liaison with Party whips. It would be expected that membership would be based on the expressed interests of Members.
- 4.5.5 A report on all investigations, reviews and challenges sessions will be presented to OSC. Where there are recommendations that Cabinet need to consider, the review report will be submitted to Cabinet with an action plan (via the usual pre-agenda planning process). Reports may also be submitted to partner organisations for their response following consideration by Cabinet.
- 4.5.6 A progress check on the implementation of recommendations will be considered twice a year by OSC.
- #### **4.6 Pre-decision scrutiny of Cabinet business**
- 4.6.1 Consideration of the Forward Plan will allow the Overview and Scrutiny Committee to highlight upcoming issues for the review programme or for further work by the relevant Lead Scrutiny Member.
- 4.6.2 The Overview and Scrutiny Committee meets the night before Cabinet and has the opportunity to raise questions which it considers Cabinet should take into account in reaching its decision.
- 4.6.3 Overview and Scrutiny Members receive the Cabinet papers on their initial despatch the week before the meeting.

- 4.6.4 Members must notify the Chair in writing (via the clerk to OSC) of any questions they wish to raise by 12 noon on the Monday of the same week of OSC and Cabinet meetings.
- 4.6.5 There will be a slot of a maximum of 45 minutes to consider questions for Cabinet. When necessary, the Chair, Vice Chair and a nominated Minority Member will meet prior to OSC meeting to determine how this time could best be used if there are a significant number of questions raised. Those Members would use the following criteria:
- the questions should be new and not ones already addressed in the report or that have been the subject of correspondence or review elsewhere
  - questions for information should be raised directly with the report author
  - first priority should be given to consideration of reports with large scale, cross-borough policy implications
- 4.6.6 Members are able to raise questions and comments only, not have a full-scale debate on issues
- 4.6.7 The Committee must aim for a consensual agreement on the issues/questions to be raised with Cabinet.
- 4.6.8 The Chair of the Overview and Scrutiny Committee will have an allocated 10 minute slot on the Cabinet agenda to feedback any questions together with any other issues from the Committee's deliberations.

## **5. Extraordinary meetings**

- 5.1 Only on rare occasions and in exceptional circumstances would it be necessary to timetable an additional meeting of the Committee. The Committee would be expected to manage its workload to fit the time available.

## **6. Health Scrutiny**

- 6.1 Health Scrutiny is a Standing Panel meeting on a quarterly basis with terms of reference and membership set out in the Constitution. The Panel will consider its work programme that will be agreed by the Overview and Scrutiny Committee. The Scrutiny Lead for Health must regularly report to OSC on the work of the Panel.

## **7. Powers to Summon Members and Officers**

- 7.1 The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council function. As well as reviewing documentation, in fulfilling their role, they may require the Leader, any other Member of the Executive, the Head of Paid Service and/or any senior officer to attend before it to explain in relation to matters within their remit.
- 7.2 Where any Member or officer is required to attend the Overview and Scrutiny Committee or a Scrutiny Panel under this provision, the Chair of the Committee or Panel will inform the Chief Executive. The Chief Executive shall inform the Member or officer in writing giving at least 15 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee or Panel. Where the account to be given to the



Committee will require the production of a report, then the Member or officer concerned will be given sufficient notice to prepare the report.

- 7.3 Where, in exceptional circumstances, the Member or officer is unable to attend on the required date and a substitute is unavailable, then they should attend the next scheduled meeting of OSC.

## **8. Attendance by Others**

- 8.1 The Overview and Scrutiny Committee (or the Health Scrutiny Panel) may invite people to address it and to discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and shall invite such people to attend.

## **9. Protocol for the Conduct of Business**

- 9.1 Given the Orders of Reference of the Committee, the nature of business that it will consider will vary depending upon the role it is undertaking. It can also be assumed that in addition to Committee Members, a variety of persons, in differing capacities are likely to attend meetings of the Committee. These would include:

- councillors or Church/Faith or Parent Governor representatives
- the Leader of the Council and Lead Members
- non-executive members
- members of the Health Scrutiny Panel
- chief officers or their representatives
- external witnesses invited by the Committee to give evidence and advice
- members of the public

- 9.2 In order to facilitate the smooth conduct of business it will be necessary for all concerned to have an understanding of when and how it is appropriate for them to participate in meetings of the Committee. It is therefore suggested in accordance with the provisions of the Council's Constitution, the Committee continues to use the protocol previously adopted for the conduct of business as detailed below:

- (i) Voting Members to occupy specified seats (nearest to the Chair and Vice-Chair and Lead Officer and Research and Scrutiny officer.)
- (ii) 'Call In' Members to occupy specified seats.
- (iii) Lead Member(s) to occupy specified seats.
- (iv) Subject to any variance agreed by the Committee, items of business to be dealt within the order that they appear on the agenda.
- (v) The agenda to be structured so that business is considered in the following order:
  - (a) Apologies for absence.
  - (b) Minutes of the last meeting.
  - (c) Members' Declarations of interest.
  - (d) Consideration of any matter referred to the Committee for decision in relation to "call in".
  - (e) Responses of the Executive to reports of the Overview and Scrutiny Committee.
  - (f) The business otherwise set out in the agenda.



## **11. Procedure for the Receipt of Deputations**

- 11.1 Deputations may be received at any meeting of the Committee following seven clear days written notice to the Assistant Chief Executive. They must be about matters for which the Council has a responsibility or which affect the area. The notice must be signed by at least five persons with addresses in the borough and set out the subject which the deputation wishes to raise and how it relates to the Council's functions or affects the area. The Chair may, on the advice of the Chief Executive, refuse a deputation that is illegal, scurrilous, improper, out of order or relating to a matter on which there has been a previous similar deputation within the preceding six months.
- 11.2 A maximum of three deputations only will be permitted at any meeting and they will be selected in the order notice is received.
- 11.3 A deputation may consist of up to five people, of whom no more than two may speak, except to answer Members' questions.
- 11.4 The deputation may address the meeting for no more than five minutes and Members may then question the deputation for a further five minutes.
- 11.5 The relevant Member may then address the meeting for up to three minutes.
- 11.6 The issue in question will be referred to the relevant Corporate Director for attention who will respond to the deputation in writing within 28 days.

## **12. Petitions**

- 12.1 Petitions may be presented by residents of the borough whose names appear in the Register of Electors or by a Councillor at any meetings of the Committee. They must be about matters for which the Council has a responsibility or which affect the area. The Chair may, on the advice of the Chief Executive, refuse a petition which is illegal, scurrilous, improper or out of order. A maximum of 3 petitions only will be permitted at any meeting and will be selected in the order notice is received.
- 12.2 A person wishing to present a petition must give notice to the Assistant Chief Executive at least seven clear days before the meeting. The petition must contain signatures from at least 30 persons with residential or business addresses in the borough. If it does not, the petition will not be able to be submitted to the meeting.
- 12.3 The person presenting the petition may address the meeting for five minutes. Members may question petitioners and make initial comments for a further five minutes.
- 12.4 The Chair of Committee may then address the meeting for up to three minutes.
- 12.5 All petitions will be referred to the relevant Corporate Director for attention who will respond to the petition in writing within 28 days.

## **13. Voting**

- 13.1 Any matter to be decided at a meeting of the Overview and Scrutiny Committee shall be determined by a majority of votes of those Members present and voting on the matter, in the case of equality of votes, the Chair shall have a casting vote.

- 13.2 If the Chair and Vice-Chair are not present at a meeting of the Committee those Members of the Committee who are present may elect a Chair, from one of their number, for the duration of the meeting.

#### **14. Notice and Access to Meetings**

- 14.1 Meetings of the Committee shall be open to the press and public. However, they may be excluded from the meeting, by a resolution of the Committee, if it is considered likely in view of the nature of the business or proceedings that, were they present, confidential or exempt information would be disclosed to them.
- 14.2 Notice of a meeting of the Committee is published 5 clear days before the meeting. The Council's Constitution requires an agenda to be published 5 clear days before a meeting.
- 14.3 A publicity poster advertising meetings of the Overview and Scrutiny Committee is produced and circulated on the day that the agenda for the Cabinet is published. The publicity poster indicates key matters which are due to be considered by the Cabinet and in respect of which members of the public might wish to influence the Council's decision making process. The poster also informs the public of steps they need to take to get a matter "Called In" for consideration by the Committee.

#### **15. Co-optees and Appointed Representatives**

- 15.1 Under the Council's constitution, OSC co-optees and appointed representatives are entitled to claim an allowance for their attendance. This is a nominal sum to cover expenses and recognise the contribution that they make to the committee's work. It was also agreed last year that co-optees appointed to the Health Scrutiny Panel be also entitled to claim a similar allowance.

# Agenda Item 5.3

Committee <b>Overview and Scrutiny</b>	Date <b>5<sup>th</sup> June, 2007</b>	Classification <b>Unrestricted</b>	Report No. <b>O&amp;SC03/078</b>	Agenda Item No. <b>5.3</b>
Report of: <b>Service Head Democratic Services</b> Originating Officer(s): <b>Angus Dixon</b>		Title <b>Overview and Scrutiny Committee – Schedule of Dates – 2007/2008</b> Ward(s) affected: <b>N/A</b>		

## 1. SUMMARY

- 1.1 This report sets out for Members' information a schedule of meetings of the Committee for 2007/2008 as agreed by Council on 8<sup>th</sup> March, 2007.

## 2. RECOMMENDATION

- 2.1 That the schedule of dates for meetings of the Overview and Scrutiny Committee for 2007/2008 be noted and the proposed timings of the meetings be noted.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

Name and telephone number of holder  
and address where open to inspection

Council's Agenda and Minutes – 8<sup>th</sup> March, 2007

Angus Dixon  
020 7364 4850

## LONDON BOROUGH OF TOWER HAMLETS

### OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 5<sup>TH</sup> JUNE, 2007

#### OVERVIEW AND SCRUTINY COMMITTEE – SCHEDULE OF DATES – 2007/2008

##### REPORT OF SERVICE HEAD DEMOCRATIC SERVICES

### **3. BACKGROUND**

3.1 This report sets out for Members' information dates of meetings of the Overview and Scrutiny Committee for the Municipal Year 2007/2008. The Council at its meeting held on 8<sup>th</sup> March, 2007 agreed a schedule of meetings, including Council, Cabinet, Overview and Scrutiny Committee and other Committees and Panels, for the Municipal Year 2007/2008.

3.2 The dates of meetings of the Overview and Scrutiny Committee are set out below:-

- Tuesday 5<sup>th</sup> June, 2007 - 7.30 p.m.
- Tuesday 3<sup>rd</sup> July, 2007 - 7.00 p.m.
- Tuesday 31<sup>st</sup> July, 2007 - 7.00 p.m.
- Tuesday 4<sup>th</sup> September, 2007 - 7.00 p.m.
- Tuesday 2<sup>nd</sup> October, 2007 - 7.00 p.m.
- Tuesday 6<sup>th</sup> November, 2007 - 7.00 p.m.
- Tuesday 4<sup>th</sup> December, 2007 - 7.00 p.m.
- Tuesday 8<sup>th</sup> January, 2008 - 7.00 p.m.
- Tuesday 5<sup>th</sup> February, 2008 - 7.00 p.m.
- Tuesday 4<sup>th</sup> March, 2008 - 7.00 p.m.
- Tuesday 1<sup>st</sup> April, 2008 - 7.00 p.m.
- Tuesday 6<sup>th</sup> May, 2008 - 7.00 p.m.

3.3 Meetings of the Committee have been scheduled so that they take place the evening prior to Cabinet. The meetings of the Committee will be held at the Town Hall, Mulberry Place, 5 Clove Crescent, East India Dock, London, E14 2BG.

### **4. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

4.1 There are no financial implications arising from this report.

### **5. CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER**

5.1 There are no immediate legal implications arising from this report.

**6. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS**

6.1 There are no anti-poverty or equal opportunity implications arising from this report.

**7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

7.1 There are no immediate environmental issues arising from this report.

**8. RISK ASSESSMENT**

7.1 Council has agreed the schedule of dates set on page 2 which will enable the Committee's work to be carried out in an effective and programmed manner.

**9. RECOMMENDATION**

9.1 That the schedule of dates for meetings of the Overview and Scrutiny Committee be noted and the proposed timings of the meetings be noted.

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# Agenda Item 5.4

Committee <b>Overview and Scrutiny</b>	Date <b>5<sup>th</sup> June, 2007</b>	Classification <b>Unrestricted</b>	Report No. <b>O&amp;SC04/078</b>	Agenda Item No. <b>5.4</b>
Report of: <b>Service Head Democratic Services</b> Originating Officer(s): <b>Angus Dixon</b>		Title <b>Membership of the Overview and Scrutiny Committee / Appointment of Six Lead Scrutiny Members – Establishment of the Health Scrutiny Panel / Co-options to the Committee</b>  Ward(s) affected: <b>N/A</b>		

## 1. SUMMARY

- 1.1 This report advises the Committee of the membership of the Overview and Scrutiny Committee as appointed by Council on 16<sup>th</sup> May, 2007. The report also requests the Committee to appoint Lead Scrutiny Members and note the appointment of Members to the Health Scrutiny Panel in accordance with proportionality requirements.

## 2. RECOMMENDATIONS

- 2.1 That the membership of the Committee be noted.
- 2.2 That six Lead Scrutiny Members be appointed, with portfolios as detailed in paragraph 3.2 of the report.
- 2.3 That the establishment of the Health Scrutiny Panel be noted and the appointment of Members thereto be noted as detailed in paragraph 4.2 of the report.
- 2.4 That current details of the nominated/co-opted Members of the Overview and Scrutiny Committee be noted.
- 2.5 That details of arrangements for co-opted Members of the Health Scrutiny Panel be agreed.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Brief description of “background paper”

Name and telephone number of holder  
and address where open to inspection

Council’s Constitution – 08/03/2007

Angus Dixon  
020 7364 4850

### **3. OVERVIEW AND SCRUTINY COMMITTEE**

3.1 Council at its Annual Meeting held on Wednesday 16<sup>th</sup> May, 2007 agreed to appoint in accordance with proportionality requirements the following Members to the membership of the Overview and Scrutiny Committee:-

- Councillor Marc Francis                      Chair  
Deputies: Councillors A. A. Sardar & Bill Turner
- Councillor Alibor Choudhury              Deputies: Councillors A. A. Sardar & Bill Turner
- Councillor Alex Heslop                      Deputies: Councillors A. A. Sardar & Bill Turner
- Councillor Salim Ullah                      Deputies: Councillors A. A. Sardar & Bill Turner
- Councillor M. Abdus Salique              Deputies: Councillors A. A. Sardar & Bill Turner
- Councillor Shahed Ali                      Deputies: Councillors Shamim A. Chowdhury, Rania Khan & Abjol Miah
- Councillor Ahmed Hussain              Deputies: Councillors Shamim A. Chowdhury, Rania Khan & Abjol Miah
- Councillor Peter Golds                      Deputy: Councillor Timothy Archer
- Councillor Stephanie Eaton              Deputy: Councillor Louise Alexander

3.2 In accordance with the Council's Constitution the Committee is asked to select six Lead Scrutiny Members, one for each of the following themes:

- Living Safely
- Living Well
- Creating and Sharing Prosperity
- Learning, Achievement and Leisure
- Excellent Public Services
- Health

3.3 The Overview and Scrutiny Committee may establish Scrutiny Panels on various issues. It is envisaged that only one Panel will also be established at any one time. The Panel's Terms of Reference are set out below:

- (a) To carry out scrutiny functions on behalf of the Council as determined by the Overview and Scrutiny Committee.



- (b) To investigate, scrutinise, monitor and advise in relation to:
- How services are being delivered and the Council's functions discharged.
  - How policies have been implemented and their effect on the Council's corporate strategies (i.e. equal opportunities, anti-poverty and crime and disorder).
  - The development of relevant policy.
  - How resources are being used, spent and managed.
  - Any other matter, relevant to the specific remit of the Panel, which affects the Council's area or any of its inhabitants.

3.4 Membership of the Scrutiny Panels will be in accordance with political proportionality requirements.

3.5 The Council's Constitution provides for the Committee to appoint nominated/co-opted Members. The nominated co-opted Members set out below were appointed by Council on 16<sup>th</sup> May, 2007.

- |                           |   |
|---------------------------|---|
| • A nomination is awaited | Church of England<br>Diocese representative |
| • Mr Danny McLaughlin     | Roman Catholic Diocese representative       |
| • A nomination is awaited | Parent Governor representative              |
| • A nomination is awaited | Parent Governor representative              |
| • Mr Hasan Mueenuddin     | Muslim Faith representative (non-voting)    |

3.6 The Committee is asked to note the current details of the nominated co-opted representatives as set out in paragraph 3.5 above.

#### **4. HEALTH SCRUTINY PANEL**

4.1 The Overview and Scrutiny Committee is also requested to note that the Council has established a Health Scrutiny Panel with 7 Members, which in accordance with overall proportionality requirements will comprise 4 Majority Group Members and 3 Minority Group Members to undertake the Council's functions under the Health and Social Care Act, 2001 with the following Terms of Reference:

- (a) To review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- (b) To respond to consultation exercises undertaken by an NHS body; and

- (c) To question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of services.

#### 4.2 Health Scrutiny Panel Membership:

The following Members were appointed to membership of the Health Scrutiny Panel by Council on 16<sup>th</sup> May 2007, following receipt of nominations from the Political Groups on the Council, in accordance with the principles of proportionality :-

- Councillor Shafiqul Haque                      Deputies: Councillors Alibor Choudhury & Ahmed Omer
- Councillor Waiseul Islam                      Deputies: Councillors Alibor Choudhury & Ahmed Omer
- Councillor A. A. Sardar                      Deputies: Councillors Alibor Choudhury & Ahmed Omer
- Councillor Ann Jackson                      Deputies: Councillors Alibor Choudhury & Ahmed Omer
- Councillor Lutfa Begum                      Deputy: Councillor Shahid Ali
- Councillor Dr. Emma Jones                      Deputy: Councillor Rupert Eckhardt
- Councillor Tim O'Flaherty                      Deputies: Councillors Azizur Rahman Khan & Stephanie Eaton

#### 4.3 Health Scrutiny Panel Co-opted Members

In the Municipal Year 2006/2007, representatives of the Barts and The London Patient and Public Involvement Forum, East London and City Mental Health Trust Patient and Public Involvement Forum, and the Tower Hamlets PCT Patient and Public Involvement Forum served as co-opted members of the Scrutiny Panel.

### 5. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 5.1 There are no financial implications arising from the report.

### 6. **CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER**

- 6.1 Article 6 of the Council's Constitution requires the appointment of a Health Scrutiny Panel to discharge the Council's statutory functions under the Health and Social Care Act 2001. Members were appointed to the Panel at the Annual Meeting of the Council and the Committee is now required to complete the membership by agreeing the details of arrangements for co-opted Members.

- 6.2 The appointment of Lead Scrutiny Members from the Committee fulfils the requirement of Article 6.04 of the Council's Constitution.

## **7. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS**

7.1 There are no anti-poverty or equal opportunity implications arising from this report.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

8.1 There are no direct environmental issues arising from this report.

## **9. RISK MANAGEMENT**

9.1 The appointment of Lead Scrutiny Members and a Health Scrutiny Panel will enable the proper discharge of the functions conferred on the Council by section 21 of the Local Government Act 2000 and the Health and Social Care Act 2001.

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# Agenda Item 8.1

Committee	Date	Classification	Report No.	Agenda Item No.
<b>OVERVIEW AND SCRUTINY</b>	<b>5<sup>th</sup> June, 2007</b>	<b>Unrestricted</b>		<b>8.1</b>
<b>Report of: ASSISTANT CHIEF EXECUTIVE</b>		<b>Title: REPORT “CALLED IN” – Review of the Inclusion (SEN) Strategy (CAB 175/067)</b>		
<b>Originating Officer(s): Angus Dixon</b>		<b>Ward(s) affected: All</b>		

## 1. SUMMARY

- 1.1 The attached report of the Corporate Director Children’s Services, Kevan Collins, and Service Head: Early Years, Children and Learning, Helen Jenner, was considered by the Cabinet on 2<sup>nd</sup> May, 2007 but has been “Called In” for further consideration by Councillors Tim O’Flaherty, Azizur Rahman Khan, Peter Golds, Motin Uz-Zaman and Stephanie Eaton in accordance with the provisions of Part 4 of the Council’s Constitution.

## 2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Brief description of “background paper”

**Cabinet report (CAB175/067)  
dated 2<sup>nd</sup> May, 2007**

Name and telephone number of holder  
and address where open to inspection

**Angus Dixon  
020 7364 4850**

### 3. BACKGROUND

3.1 The attached report of the Corporate Director Children's Services, Kevan Collins, and Service Head: Early Years, Children and Learning, Helen Jenner, was considered by the Cabinet on 2<sup>nd</sup> May, 2007 but has been "Called In" for further consideration by Councillors Tim O'Flaherty, Azizur Rahman Khan, Peter Golds, Motin Uz-Zaman and Stephanie Eaton in accordance with the provisions of Part 4 of the Council's Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

That subject to the amendments set out at (a) to (e) below, the revised Inclusion (Special Educational Needs [SEN]) Strategy, attached at Appendix 1 to the report (CAB 175/067), be approved:-

- a) Further reference to good practice and in particular the supporting role of governing bodies in relation to the provision for SEN in mainstream schools.
- b) Strengthening of Appendix 3 Action Plan – Localised/ effective/ integrated support to address the needs of children on the autistic spectrum and post 16 pathways.
- c) Strengthening to address the need for targeted support for pupils with SEN at the transition point from primary to secondary school.
- d) Strengthening to reflect the wider inclusivity agenda Eg Parks and inclusive play.
- e) Additional presentational clarity (acronyms and abbreviations to be re-examined and further proof reading undertaken)

### 4. THE "CALL IN" REQUISITION

4.1 The reasons advanced in the "Call In" requisition are set out below:-

**Call-in members have concerns that proposed strategic changes to post-16 education and extended schools provision are not fully reflected in the report. The call-in members note:**

- The increase in the number of young people diagnosed with SEN (Special Educational Needs) and ASD (Autistic Spectrum Disorder) in Tower Hamlets
- The report does not mention ongoing discussions around the re-designation of Phoenix School
- The report does not detail proposals for providing and improving respite care (such as holiday play schemes) for families and young people with SEN and ASD
- The RFU of UAJ in the report (i.e. the regrettably frequent use of unexplained acronyms and jargon in the report)

## 5. ALTERNATIVE COURSE OF ACTION

5.1 In accordance with the Committee's procedures, the "Call In" Members have provided an alternative course of action for consideration:-

### **"Councillors make the following recommendations:**

A further written report is submitted to the Overview and Scrutiny Committee and Cabinet which includes:

- a) The strategy for changes in designation of local schools and the processes for consultation and implementation of these changes ( including the impact on Building Schools for the Future policies)
- b) Detailed proposals setting out the strategy and budget for developing and improving post-16 education of young people with SEN and ASD.
- c) Details of the proposed extension of respite care including (but not limited to) holiday play schemes and extended schools provision for young people with SEN and ASD.
- d) A full explanation of all technical terms and glossary of frequently used acronyms.

## 6. CONSIDERATION OF THE "CALL IN"

6.1 The following procedure is to be followed for consideration of the "Call In".

- (a) Presentation of the "Call In" by one of the "Call In" Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

**N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 6 June, 2006, the "Call In" Members are not allowed to participate in the general debate.**

6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

## 7. RECOMMENDATION

7.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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<b>Report to:</b> Cabinet	<b>Date</b> May	<b>Classification</b> Unrestricted	<b>Report No</b>	<b>Agenda Item No</b>
<b>Report of</b> Corporate Director (Children's Services)		<b>Title</b> Review of the Inclusion (SEN) Strategy		
<b>Originating officer</b> Helen Jenner		Wards affected: all		
Service Head: Early Years, Children and Learning				

## 1 SUMMARY

- 1.1 The DfES SEN Strategy (2004) 'Removing the Barriers to Achievement' built on the proposals in 'Every Child Matters' and has an inclusive approach to meeting special educational needs as one of its key principles.

Tower Hamlets produced an Inclusion (SEN) Strategy in response to this which is now due for revision, as part of our Children and Young People Plan.

## 2 RECOMMENDATIONS

Cabinet is recommended to approve the revised Inclusion (SEN) strategy attached as Appendix 1.

### **LOCAL GOVERNMENT ACT 1972 Section 100D (AS AMENDED) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

Towards Inclusive Education in Schools: policy and strategy: Meeting Children's Needs

David Carroll ext: 4323

Rights and entitlement for all: Using the SEN Framework to reduce barriers to learning and participation by all learners. Report to Cabinet October 2004

David Carroll ext: 4323

### 3 BACKGROUND

- 3.1 The strategy has been informed by the views of parents, children and providers. A series of consultation meetings have been held to inform the strategy and the draft document will be re-circulated for final comments. These meetings helped shape the three key priorities for the strategy:
- building a continuum of provision
  - transitions; and
  - partnership working

The strategy will provide a framework for the strategic planning to meet children's Special Educational Needs and will inform an annual action plan.

- 3.2 An annual analysis of key data for inclusion informs strategic planning for Special Educational Needs. This is attached as Appendix 2.
- 3.2.1 The data demonstrates very effective practice, including speed in responding to statements, low use of Tribunals, early intervention to address needs reducing statements and identifying those in need of statements at an earlier age. Tower Hamlets has been recognised as one of 2 London-wide hubs for effective SEN practice.
- 3.2.2 The data supports the need to address particular areas for development including:
- the need to address emotional behavioural needs more effectively (to ensure the possible trend in exclusions is stemmed)
  - the need to reduce the number of pupils falling well behind their peers in Key Stage assessments.
- 3.2.3 Service provision analysis, particularly post 16, has highlighted the need for more targeted support for pupils with Special Educational Needs as they move into adulthood; and for ASD provision post 16 to be developed in-Borough.
- 3.3 The strategy addresses the government's green paper 'Every Child Matters' and the subsequent The Government Select Committee Report (October 2006) review of special educational needs provision which recommended the following national priorities be considered:
- build capacity in the children's workforce to identify and meet children's needs;
  - promote a flexible continuum of local provision;
  - improve accountability for the outcomes children achieve;
  - strengthen partnerships with parents and children; and,
  - Improve provision for children with behavioural, emotional and social difficulties and children with autism.

#### **4 COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 4.1 This report recommends the approval of the revised Inclusion (Special Educational Needs) Strategy. At this stage, there is no identified impact on the Children's Services Revenue or Capital Budgets for the current & future years arising from this review.
- 4.2 The costs of the implementing the future actions required to improve the flexibility of the continuum of SEN provision to meet individual needs (Strategy paragraph 4.32); the transition arrangements (paragraph 5.10); strengthen partnership mechanisms (Strategy paragraph 6.13) and continue to provide strategic direction and service management (Strategy paragraph 7.28) will be contained within existing resources, primarily the Children's Services revenue budget and specific grants together with individual school contributions.
- 4.3 Any additional resource requirements to achieve the agreed priorities will be identified through the established budget preparation processes of the Council.

#### **5 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (Legal Services)**

- 5.1 The Tower Hamlets Inclusion (SEN) Strategy is due for revision under the Children and Young People's Plan (CYPP). The Strategy accords with the Every Child Matters agenda to support early years settings, schools and local authorities in improving provision for children with Special Educational Needs.
- 5.2 The CYPP expands upon the legal framework established under Section 17 Children Act 2004. Special Education Needs are defined in the Education Act 1996. The principal legislation is contained in the Education (Special Educational Needs) Regulations 2001 and the Code of Practice 2001.
- 5.3 Under the Education and Inspections Act 2006 local authorities will take on a new strategic role with a duty to promote choice, diversity, high standards and for the first time, the fulfilment of every child's educational potential. The Act places a duty on local authorities to promote fair access to educational opportunity and tightens the admissions framework to ensure this.
- 5.4 The summary of this report (paragraph 1.1) outlines the government's strategy 'Removing the Barriers to Achievement (2004) for families with SEN and disabilities. Schools have duties under the Disability Discrimination Act 1995 not to discriminate against disabled pupils. From December 2006 secondary schools have been required to publish a three year Disability Equality Scheme showing how they will promote equality of opportunity for disabled pupils. Additionally they must publish an annual action plan showing how they are implementing their scheme. These obligations are extended to primary and special schools in December 2007.

#### **6 EQUAL OPPORTUNITIES IMPLICATIONS**

- 6.1 The Education and Inspections Act 2006 extends the role of local authorities in

supporting access to schools, particularly for children from the most disadvantaged families by widening access to transport for these pupils. The Equalities Impact Screening Assessment has concluded that the needs of pupils with BESD and ASD needs post 16 are not being adequately met, and more of these students fail to make a successful transition into education, employment or training.

The strategy will reduce the disadvantages faced by disabled young people by ensuring a better range of provision reduces barriers to achievement.

## **7 ANTI POVERTY IMPLICATIONS**

7.1 By improving provision for special educational needs more young people will be supported to achieve, increasing the likelihood of them being able to access full employment as adults.

7.2 If children with special educational needs are well supported through the strategy this should support more parents of children with disabilities to feel confident to return to work.

## **8 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)**

8.1 Ensuring a strong continuum of provision in Borough should reduce the need for students to travel outside of the Borough and increase the capacity of local schools to meet a wider range of needs, so that there is less need for travel. The independent travel service ensures more young people with special educational needs are supported to use public transport rather than cars and taxis.

## **9 RISK MANAGEMENT IMPLICATIONS**

9.1 The policy will establish entitlement to new groups of pupils and cannot be budget limited. If insufficient funds are assigned this would result in budget overspend. The Authority will therefore need to monitor expenditure and keep the policy under review in relation to the discretionary elements, which could be altered to reduce expenditure in future.

## **10 EFFICIENCY STATEMENT**

10.1 Children who are not in school may need additional resources when they are admitted to support their learning and attendance. The proposals within the report are intended to assist with children's travel costs to ensure that pupils are not placed in this position.

## **11 APPENDICES**

11.1 Appendix 1: Inclusion (SEN) Strategy  
Appendix 2 : Inclusion (SEN) data set  
Appendix 3 : Action Plan

# London Borough of Tower Hamlets – Inclusion (SEN) Strategy

## 1. Vision

The Authority's aim is meet, wherever possible, the needs of all pupils through universally available provision. However, the needs of particular groups such as those who experience social deprivation or those drawn from vulnerable groups such as those who are in public care may well be targeted by schools and others. Schools are expected to have an inclusion policy to cover all vulnerable children and to have responsibility clearly allocated for the coordination of that policy.

*All children within the community of Tower Hamlets have equal rights to the opportunities offered by education. This includes the right to attend a mainstream school, to have access to a broad and balanced curriculum and to join in the social life of the school. They also are entitled to an education which ensures continuity and progression from pre-school to post-16. Schools and Children Services have actively promoted the involvement of pupils through schools councils and through citizenship-related activities within and between schools. In addition to this both Children Services and schools have and continue to examine ways of increasing the involvement of all pupils and their carers in decision-making and target-setting processes.*

## 2. Introduction

2.1 The guidance in this document gives information on the Authority's expectations regarding resource management and provision for pupils identified as having special educational needs. The 1996 Education Act and the subsequent Code of Practice for Special Educational Needs revised in 2001 places a duty upon Local Authorities for strategic planning for Special Educational Needs.

2.2 Schools in Tower Hamlets already have a tradition of sharing good teaching practices, including practice designed to remove barriers to learning and to meet individual needs both innovatively and proactively. This is achieved, for example by appropriate meetings and conferences such as by the SENCO conference which takes place each term and by utilising the skills developed in particular areas of need such as behaviour management and speech and language difficulties. All our special schools provide outreach services. Many of our mainstream schools share their successful practices through informal partnerships or for formal arrangements such as those facilitated by the extended schools network.

2.3 The extended schools and children centre programmes have formalised links for many schools with health and social care colleagues and has improved access to services for children and families. There are many good examples of cross agency working to improve planning, placement and the delivery of services for our most vulnerable groups. The Social Inclusion and Joint Commissioning Panels are effective collaborative forums. There is a multi-agency group which shares data and monitors progress for pupils with autistic spectrum disorder. Each of these groups

provides information to aid strategic planning as well as support for those working directly with children and their families.

- 2.4 There are links with a number of parents groups. Parents groups representing the needs of children with a range of SEN meet at the Parents Advice Centre, several special schools, and in some voluntary sector organisations. The Authority's has a commitment to ensuring involvement and consultation with representative parent groups within the borough. Tower Hamlets Children's Services regards the involvement of parents as an essential component in promoting excellence through partnership. The Family Support and Parental Engagement Strategy has effective identification and early intervention provision at its heart. Parent involvement is encouraged at all levels, to ensure that knowledge is shared between school and home and that the access routes to the Parent Partnership Service are easily understood by parents and are signposted by the Children Services, schools, other professionals and voluntary bodies.
- 2.5 Inclusion is co-ordinated by the schools' senior management teams (SMT) and in many circumstances lead by a named member of the SMT. The recent DfES revision to the Code of Practice for SEN now expects a member of the school's SMT to be responsible for inclusion/SEN and Disability matters. In some schools this may well become an extension of the current role of the SENCO.
- 2.6 There are three priority areas for this Inclusion Strategy:
- Early intervention in an effective continuum of provision
  - Transitions
  - Partnerships

***Early intervention in an effective continuum of provision***

- 2.7 There is a need to improve the flexibility of the continuum of provision to meet individual needs within Tower Hamlets, ensuring top quality integrated services are delivered in accessible buildings.

The Children's Centre, Extended School and Youth Service developments must impact on the growth and development of young people, and improve access to a range of services. We must prioritise opportunities to improve outcomes in early language acquisition and support emotional and behavioural development.

In implementing this plan Tower Hamlets will continue to support capacity building within our schools and settings and across agencies through an effective workforce development programme

A benefit of joining services within a Children's Service must be improved review and monitoring systems that ensure that the range and level of support to meet the needs of all vulnerable groups is impacting on outcomes, especially for those with complex needs.

The need to continue to improve provision for all children, with particular focus on the emotional and behavioural needs and those on the autistic spectrum post 16 is not only a National issue but a local need for Tower Hamlets..

**Transitions:**

- 2.8 As a Children Service Tower Hamlets needs to improve transition arrangements enabling children and young people to successfully move across each of the phases through their time in education, and moving into adult life, particularly focusing on tracking the most vulnerable children across key transition periods.

**Partnerships:**

- 2.9 Many of the parents and carers of our children and young people are active participants in their children's education. We need to accelerate partnership work with parents and carers in joint work to support children's progress and learning. In order to do this we are developing a three year Family Support and Parental Engagement Strategy, involving both statutory and voluntary sector partners, building on the principles outlined in "Every Parent Matters" (DfES, 2007).
- 2.10 It is the duty of Children Services to ensure SEN and disability commissioning processes deliver best value principles, and accelerate early intervention and prevention, whilst maintaining a range of high quality specialist provision.
- 2.11 There are systems in place to enable parents and young people to express their views. We need to strengthen these mechanisms to ensure that children young people and their parents are listened to and their ideas are used to create and influence positive changes.

**3. Background**

- 3.1 This strategy document identifies for schools, early years settings, parents/carers and other interested parties how Tower Hamlets Children Services aims to ensure that high quality provision ensures the entitlement of children and young people in the Local Authority's early years settings and schools. It is one of many ways in which the Authority continues to promote and implement its policy for Inclusive Education.
- 3.2 The Local Authority's policy statement 'Towards Inclusive Education in Schools: policy and strategy' focused on the principles and practice of creating a comprehensive learning community. Tower Hamlets defines inclusive education as: '*...the process of increasing the participation of children in the curriculum, culture and community of their school thereby raising standards for all....*'
- 3.3 Since the publication of the present Inclusion (SEN) strategy the council has produced its Children and Young People's Plan (CYPP). This states that delivering a better deal for children and young people depends on the co-operation of the whole range of agencies and users of services, including community voluntary and faith groups. Parents, carers and children and young people are seen as key players in developing the plan and making it a reality.
- 3.4 Inclusion and early intervention are at the very heart of the CYPP. The seven principles and values identified in the CYPP align with the five principles from the



Authority policy statement 'Towards Inclusive Education in Schools: policy and strategy'

**Inclusion statement:**

- *Entitlement*
- *Excellence*
- *Diversity*
- *Partnerships*
- *Building capacity*

**CYPP:**

- Inclusion
- *Outcome Driven*
- Equalities:
- Partnership & Participation
- *Professional development & Value for Money*

3.5 The government's green paper 'Every Child Matters' and their subsequent Government Select Committee Report (October 2006) reviewed special educational needs provision and recommended the following national priorities be considered:

- build capacity in the children's workforce to identify and meet children's needs;
- promote a flexible continuum of local provision;
- improve accountability for the outcomes children achieve;
- strengthen partnerships with parents and children; and,
- improve provision for children with Behavioural, Emotional and Social Difficulties and children with Autism.

3.6 In addition in July 2006 Ofsted published the findings of their survey into special educational needs with the following recommendations:

*Training & Development Agency should:*

- Improve training in the field of Learning Difficulties and Disabilities (LDD) for all teachers
- Provide more opportunities for specialist training

*Local Authorities should:*

- Ensure all pupils have opportunities to work alongside their peers in mainstream provisions, including those with BESD
- Evaluate the impact of provision on the outcomes for pupils

*Mainstream schools should:*

- Analyse critically their use of teaching assistants & the amount of specialist teaching they provide

*Special schools should:*

- Collaborate & share expertise more effectively with mainstream schools

3.7 The DfES SEN Strategy (2004) 'Removing the Barriers to Achievement' built on the proposals in 'Every Child Matters' and has an inclusive approach to meeting special educational needs as one of its key principles. This government strategy challenged Local Authorities to address key themes of **Early Intervention, Partnership &**



**Participation and Transition & Collaboration** which map very clearly on to the principles of our Inclusion Statement and CYPP mentioned earlier.

- 3.8 A common thread to all these reports, guidance documents and plans is to reject locating barriers to learning “solely within the child” and acknowledge a social model of disability and an interactive view of special educational needs:

*“Schools should not assume that children’s learning difficulties always result solely, or even mainly, from problems within the child. A school’s own practices make a difference- for good or ill”*

(DfES Code 2001 Section 5.18)

- 3.9 The implications for all educational settings is the requirement to adapt the education to the child, either reactively within the SEN framework or proactively within the SEN & Disability Framework.
- 3.10 Briefings and training sessions are provided to support schools in understanding, making the best use of, and implementing statutory requirements as new guidance is published. Informal advice and support is offered, and continues to be available from the school’s educational psychologist, from the SEN Section at the Town Hall and from the Support for Learning Service (SLS).
- 3.11 The Authority’s guidance document to support schools; Assessing & Responding to Individual Needs is aimed at helping schools consider what appropriate action they can take to intervene early to support a pupil’s learning. This will be reviewed in the light of our implementation of Common Assessment Framework (CAF), a process intended to improve collaboration and sharing of information for the benefit of our most vulnerable children.

#### **4. Priority 1: Early intervention in an effective continuum of provision *Being Healthy***

- 4.1 The integrated disability team includes Portage, Social Care and Health professionals. The screening panel operated by the integrated disabilities team means key workers and agencies are identified and agreed for very young children and their families. Section 322 notifications from Health colleagues are for increasingly younger children so it is possible for joint planning and assessment to be seen as more of a continuous process.
- 4.2 Over the past two years nearly 50 primary schools have successfully taken part in the Social Emotional Aspects of Learning (SEAL) programme. They have implemented a whole range of strategies to support, emotional well-being in their schools. In order to support schools more effectively and develop stronger links between services as well as share good expertise, the work is coordinated by a steering group made up of staff from the EPS, SDT, SLS and Healthy schools team.
- 4.3 The Local Authority has worked with the Primary Care Trust to establish the Health and Well Being Strategy. This has enabled more effective planning to meet the health needs of children with Special Educational Needs. Extended schools and Children Centre development and implementation plans are all built on principles of

early intervention and improved co-ordination of services. A key feature in the planning has been increasing local access to health professionals.

- 4.4 Neo Natal hearing screening programme; a collaboration with Health to identify children with hearing loss at birth, has enabled early treatment and teaching support to go into the home at the earliest possibility to maximize communication development prior to starting nursery/school. Prior to this the screening system the borough had not been effective in identifying these children and as a consequence some were not identified until they reached school. The borough has a higher than average proportion of children with Hearing Impairment. There is high quality provision for Hearing Impairment from nursery to secondary

### ***Staying Safe***

- 4.5 In 2006 the Authority was awarded beacon status for its early intervention work for children at risk. Our approach to safer schools with close partnership working with the police, the work of the social inclusion panel and the strengthening families project which targets families at risk were amongst the successful examples cited.
- 4.6 The Tower Hamlets Information Sharing (THIS Child) board has overseen the implementation of all information sharing developments. This has included agreeing and publishing an information sharing protocol and producing an information sharing leaflet drafted for children and young people as the target audience. The Common Assessment Framework implementation is also overseen by a multi-agency steering group,
- 4.7 In 2005/6 Ofsted continued to judge behaviour as good in 100% of primary schools and 90% secondary schools visited. Where the special measures school was judged as needing to improve behaviour as a key issue it was judged by HMI in October 2006 to be making outstanding progress and managing a safe environment. The guidance published on tackling bullying has led to an increased reporting of bullying by pupils demonstrating schools have effective policies in place.
- 4.8 The Behaviour and Attendance consultant has worked as part of the Behaviour Support team with a specific focus on improving classroom teaching and management strategies. This joint work has been particularly effective in moving entrenched difficulties forward in schools that are cause for concern. The consultant has also established regular Behaviour and Attendance Partnership meetings together with attendance officers and key school staff to establish the links between attendance and attainment. This has resulted in schools identifying and targeting specific students with individual attendance improvement action plans.
- 4.9 Systems are in place to monitor and track children. There is a missing children procedure and register and the policy applies to all pupils in all Tower Hamlets schools (regardless of where the child is resident). Secondary attendance is in top quartile nationally. Pupil attendance is seen as a Children Services priority and as such data is regularly scrutinised by DMT. Annual Review pro-forma used for pupils with statements of SEN requires schools to state attendance records for pupils and what actions they are taking if attendance falls below 85%. Secondary schools, with poorest records, the most 'resistant' truancy figures are given targeted support and have seen improvements in their attendance figures.

### ***Enjoy & Achieve***

- 4.10 Early Years Area Inclusion Co-ordinators (EYAIC) offer a minimum of one visit per term to of the Authority's Day Nurseries and all non-maintained early years settings registered to provide foundation stage education. In practice, most settings receive much more support than this. The EYAICs provide advice and support in the areas of inclusion, disability, additional needs and equalities. The majority of this work is focused upon meeting the needs of individuals identified as having additional needs, but the team also does systemic and preventative work.
- 4.11 The EYAICs offer an extensive training programme to setting staff (e.g. three-day core SENCO /Inclusion Co-coordinator training; nine-day CACHE level 3 accredited unit). Elements of training include; Working with Children and Young People with Special Needs; using the Index for Inclusion in Early Years Settings; working with children with language difficulties; emotional literacy in early years settings; and working with children with medical needs.
- 4.12 As well as centrally based training, the team provides tailor-made 'in-house' training to setting staff focused upon identified needs, such as dealing with behaviour that challenges; working with a child with Down's Syndrome/autism/Fragile X syndrome/epilepsy/cerebral palsy.
- 4.13 One of requirements of the DfES sponsored project extending inclusion in extended schools and children centres is that good practice is identified and shared through published guidance. Tower Hamlets is taking a lead role in supporting the development of this guidance
- 4.14 The Early Support Programme has been developed across the Authority. This has included joint training delivered for health and children services staff, particularly through the Integrated Disabled Children's Service Team.
- 4.15 Improved links and systems for early year's notifications have resulted in more appropriate referrals being made. Data on under five referrals and assessments shows this remains the significantly highest proportion of all new statements. The high quality support from the Early Years Inclusion Team has ensured that pre-school settings have grown in both their confidence and ability to meet a wide range of complex needs.. The recent trend of early identification mainly by health professionals of very young children with complex needs has continued each year suggesting that early identification and intervention has improved. The largest group of young children identified as having a special educational need are those with language and communication difficulties. The Authority has begun to explore ways in which this particular need can be better addressed.
- 4.16 Schools use their Self Evaluation Form (SEF) as a strategic tool to demonstrate how they identify and evaluate whether particular groups of children are achieving at different rates and whether pupils fail to progress in particular aspects of learning. Their assessment should be four-fold, focusing on the student's own learning characteristics, the learning environment provided by the school, the tasks set and the style of teaching. The results should inform school improvement work on

teaching and learning and the development of the curriculum and organisation of the school. Effective assessment is an essential aspect of good teaching to meet learning needs. For some children additional action may be needed to ensure progress is at least adequate.

- 4.17 Children Services has both specialist teaching services which are available for pupils with statements and teams whose expertise schools may be purchased through service level agreements (SLAs). In addition Tower Hamlets' educational psychologists (EPs) provide advice and support as a component of School Action Plus. The use of this external expertise is in addition to or complementary to *School Action* and considers the use of different teaching approaches and of modified or improved equipment and teaching materials.
- 4.18 Ofsted expects schools to demonstrate that they have clearly identified the standard provision available in their school for their pupils. Where pupils have been identified as being entitled to School Action or School Action-Plus schools must be able to demonstrate that progress has been measured appropriately and accurately, for example using 'P' levels, and that appropriate actions have been taken. A number of schools are using PIVATS to plan and monitor progress for individual pupils. There have been a number of successful school inspections with comments by Ofsted on school's use of data.
- 4.19 The Authority's 'School Self Evaluation of Standards' visit ensures that attainment and achievement are discussed with schools, whether specific groups are underachieving and what schools are doing to address this. School Development Advisers (SDAs) and/or School Improvement Partners (SIPs) encourage schools to evaluate their tracking systems and the intervention programmes that they are using to support specific groups of children. For example, the adviser may ask how effective are the WAVE 3 materials they have chosen to use and how the school is assessing 'P' levels.
- 4.20 Reading Recovery Programmes are in place in many schools with all schools having agreed to contribute towards the expansion of the programmes in the coming year through a top slice of their budgets. Numeracy Recovery Programmes are also in place in some schools as part of NRF funded pilot programme. The Authority has promoted Push Start programmes for SpLD pupils without the need for statement. (British Dyslexia Association approves the programmes and training is offered locally).
- 4.21 All schools use a range of both nationally and locally produced data in planning to meet the needs of their pupils. Schools are already using RAISE on line and discussing this and the other forms of data with SDAs, SIPs and others during their visits. RAISE online is a useful tool when it is populated nationally with data by November of each year. Since September 2004, the SEN section has been recording attainment levels detailed the Annual Review forms. These attainment details include 'P' levels. This information has been used in conversations between EPs and schools about target setting for pupils. EPS has been piloting the Harrow Pupil Attitude & Study Skills materials with Key Stage 3 students who are Looked After by the Authority. This project helps students and staff in schools look at the student's study skills and attitudes to learning.

4.22 There is a full range of successful local provision meeting the needs of boys with behavioural, emotional or social needs. There are many fewer girls who experience such severe needs. However there is presently a gap in provision for such girls as there are a few local options if their needs can not be met with a local mainstream setting.

### ***Making a Positive Contribution***

4.23 Systems have been improved so that Connexions are automatically informed of planned Annual Reviews of statements of SEN by the Authority, not only for individual students in year 9 and above, but also of those that should be taking place in the coming term. The voice of the child has been the subject of much work with schools including seminars at SENCo conferences where good practice has been shared including Barnados publications of work in Humberside and Yorkshire.

4.24 Parent Information Points (PIP) is a universal service providing flexible interactive approach to getting parents more involved in their children's education, as well as improving information about and access to services. Its particular focus is on transition stages but it is very responsive to schools needs.

4.25 The budget for travel has remained unchanged since 2003/04 but now includes Home to School Transport, curricular transport for all schools (for which they are charged) **and** Independent Travel Training for students with Special Educational Needs. 540 children, mostly on a daily basis, are transported to 70+ special and mainstream schools and colleges within and outside the borough; the children range in age from 2 to 19 years. The number of children with complex medical needs requiring passenger assistants with specific nursing skills and children requiring one-to-one care is increasing; this additional cost has also been contained within current budgets.

4.26 At the end of the process of statutory assessment all parents are asked to provide feedback for the Special Educational Needs Section, 95% of evaluations show satisfaction with the process.

4.27 All children are encouraged to contribute to Annual Reviews of statements, and increasing number are developing the skills and confidence to do so.

### ***Achieving Economic Well Being***

4.28 Training has been provided for schools and governors and guidance published on DDA compliance. Consultancy support has been offered to all secondary schools on their Disability Equalities Statements. Inclusion is a strong thread in all of the Building Schools for the Future work. The Youth Service contracts have changed to ensure that providers have a better understanding of what makes a fully inclusive provision.

4.29 Each year Children Services contributes to the sharing of information and joint planning between schools and others in particular the adult disability team and Connexions. This ensures each of these young adults have support systems around them reducing the likelihood of them becoming Not in Education, Employment or Training (NEET).



4.30 Our Educational Improvement Partnership for 14-19 provision has mapped the curriculum available to ensure there is broader range of provision, including vocational and work based opportunities post 16.

4.31 Two special schools and our PRU have developed post 16 transition support programmes for young people at risk of becoming NEET after they have left. This enables them to continue to give pastoral support and guidance until the young people are settled in their new environments.

#### **4.32 Future Action**

- The next stages of the extended schools and children centre implementation programmes will include aspects which could have implications for workforce developments.
- The primary BSF work will have a strong inclusion theme.
- There will be continued a support for primary schools as they implement their DDA obligations.
- The HUB (our post 16 partnership), aims to address some of the incongruities in provision by facilitating collaborative working between schools and looking and particular areas of concern such as the range of post 16 provision for ASD.
- The Authority will look for and implement successful early intervention programmes which improve the language and communication skills of pupils during the foundation stage.
- There is a need to narrow the gap in Key Stage1 Maths attainment; numeracy recovery will be extended if the pilot is successful.
- All schools and their partners will use RAISE on line to evaluate the impact of interventions.
- The CIS website will become an information source for all services for children.
- The Authority will develop and implement further training programmes and schemes of accreditation for SENCOs in schools.
- The Authority will monitor and embed CAF as the means of sharing information and joint planning across agencies.
- The Authority will explore how it can improve the range of provisions for girls with BESD
- EIP will increase range of vocational options for our 14-19 students and implement the September guarantee for all year 11 students ensuring learning opportunities match their needs.
- The Authority will support secondary schools in using SEAL materials when they become available.

## **5. Priority 2: Transitions**

### ***Staying Safe***

5.1 Local Authority officers, (EPs, Statement Monitoring Officer and Look After Children team) visit residential schools at least once a year to discuss each pupil's progress. Day schools are visited at least bi-annually with EPs making contact with child and

family each year. Written feedback on conduct of all reviews attended by an Authority officer is collated and shared with the SEN panel. Pupils are only placed at out borough schools on the DfES approved list.

### ***Enjoy & Achieve***

- 5.2 The Authority's hard to place children protocol is aimed at tackling mid term admissions. When considered casual admissions pupils with SEN are the first priority then Looked After Children. Appeals data shows no cases of LAC or SEN tribunals regarding placements. In addition guidance for schools was published this year on supporting New Entrants. The main beneficiaries of this are hoped to be casual admissions.
- 5.3 The Authority's admission policy for primary schools says that exceptional social and medical cases should be given priority. This includes Looked After Children. For pupils with statements of SEN, if the school is named they have first priority. At secondary transfer, pupils with SEN statements are given first priority where the school is named. Next priority is given to cases that the primary/secondary transfer committee agree as exceptional social and medical needs – this would include LAC.
- 5.4. The Children and Young People in Public Care team vigorously pursue placements for children out of borough with the other Authority where the child is placed. Our protocol states that the educational context must be considered prior to change of placement as embedded in our Corporate Parenting action plan.
- 5.5 Reducing the number of school leavers Not in Education, Employment or Training (NEET) has been a major achievement. However much work remains if the recent success is to be maintained and improved upon.
- 5.6 There has been a rise in weapon related exclusions. It is not clear if this is a consequence of more students carrying weapons or better detection in schools. Nevertheless it is a major concern which has lead to an agreed action plan with schools.
- 5.7 There are transition arrangements in place to enable schools to jointly plan for predicted new pupils, the summer SENCo conference is used for this purpose.
- 5.8 A transition framework is being developed to support all learners as they transfer from primary to secondary school.

### ***Achieving Economic Well Being***

- 5.8 Transition systems are essential in ensuring children access the best possible support at each new educational setting. Time must be spent collating information and exploring possibilities with parents and young people and both the leaving and receiving settings. For children experiencing Special Educational Needs lead in times for transfer are of greater importance e.g. discussions about post 16 options must start at the Year 9 be Annual Review. These transition reviews are targeted by Authority officers.
- 5.9 Funding has been provided to three of our special schools to enable them to track and support their post 16 students. The intention is that this work will impact in

reducing the risk of those students becoming NEET.

### **5.10 Future Action**

- Independent travel training will be extended to include life skills training.
- The impact of the Behaviour Support Team targeting of pupils with 15+ days of fixed term exclusions will be monitored.
- The integration of out of borough pupils and casual entrants will be monitored and any conflict issues will be addressed.
- The transition projects, aimed at improving progress at Key Stage 3 will be evaluated to inform the transfer framework as it develops.
- Improving the quality of dialogue and planning has been under discussion recently in particular Connexions and Adult Learning disability team. Under discussion is how we could make better use of Personalised Centred Planning tools.

## **6. Priority 3: Partnerships** ***Being Healthy***

6.1 Service Level Agreements are in place for Speech Therapy and the Tower Hamlets Assisted Technology Lending Library is run very successfully by Stephen Hawking School. Multi-agency training programme is also hosted by Stephen Hawking School. Many sessions are run by health colleagues and are available to all borough schools and allied professionals.

### ***Staying Safe***

6.2 As mentioned earlier in this document the Authority was awarded beacon status for its early intervention work in 2006. Much of this work has been developed and delivered in partnership with agencies such as police, health and the third sector.

6.3 The Missing Children Protocol is monitored by the multi-agency safeguarding board who consider an annual report. Systems are in place to monitor and track children. The missing children procedure, register and the policy applies to all pupils in all Tower Hamlets schools (regardless of where the child is a Tower Hamlets resident).

6.4 A joint conference took place in March 2007 with Youth Offending Team, Police, Anti Social Behaviour Unit and Schools to tackle challenging behaviour holistically.

### ***Enjoy & Achieve***

6.5 The Authority has worked with secondary schools and the Pupil Referral Unit to provide a range of alternatives: managed moves, reintegration programmes. This has led to improved quality of multi-agency Pupil Support Plans, better referrals to Social Inclusion Plan and therefore improved curriculum planning for pupils at risk. A joint initiative with police to reduce use of knives (linked to amnesty) resulted in local students producing their own high quality DVD on knife crime.

6.6. The Schools Causing Concern review programme has input from all teams across Children Services each term. This ensures that there is a holistic view of the progress made by schools. A settings review day takes place each term to share



information and concerns about funded early years providers and to plan appropriate actions.

- 6.7 Advisers for Physical Impairment and Medical Conditions are linked to integrated Children with Disabilities team. Although not line-managed within the team they liaise and collaborate on planning for pupils. The Language and Communication team liaise and work closely with Speech and Language Therapy team concerning individual cases and the delivery of joint training. The IT SEN Adviser works in partnership with local occupational therapists in providing support to schools.
- 6.8 Monitoring Officers from SEN Section, EPS and SLS attend 8 week planning meetings and Annual Reviews to monitor quality of planning and assessment, including use of P-levels where appropriate. They feedback to the school and to the Authority where there are concerns.
- 6.9 A designated SEN caseworker for LAC has improved systems for monitoring and links with social care colleagues when tracking performance of LAC pupils.

#### ***Making a Positive Contribution***

- 6.10 Tower Hamlets Parent Partnership Service is provided through the Parents Advice Centre (PAC). It provides an impartial, arms length advice service for parents and was awarded Customer Service Standard (Charter Mark) in July 2005. The service operates a case-worker referral system and provides weekly drop in sessions, home visits and publishes materials in a range of languages.

It also runs training and information events as well as a weekly parent led SEN support group. Integrated services operating under the umbrella of the PAC include welfare benefits advice, educational psychology drop in advice as well as advice and support on admissions and exclusions.

- 6.11 All parents of children undergoing statutory assessment are offered case worker support, and information about other independent advice providers. In addition to this other parents self refer for a variety of reasons. The PAC is staffed by advice workers who between them speak three of the main community languages with advice offered in an additional seven languages. Translation and interpreting services for other languages can be booked.
- 6.12 There are a wide range of parental activities detailed fully in the Family Support and Parental Engagement Strategy. These include the Home Office funded Family Intervention Project and Senior Parenting Practitioner post, the DfES Parenting Early Intervention Pathfinder and the DoH/DfES Health-led Parenting Project to be delivered with the PCT..

#### **6.13 Future Action**

- There are successful police links in each of our secondary schools. In the coming year the links with the anti-social behaviour unit will be improved as we share information to address low level crime and Anti Social Behaviour.
- The thirty NRF, DfES, DOH and Home Office funded parenting programmes

run until March 2008. They aim to encourage inclusive approaches to family support and parental engagement in order to improve outcomes for children and young people.

- The next stage of joint agency plans to combat weapon carrying will be implemented.  
Our Behaviour and Attendance Partnership will be established to support cross Borough work to reduce social exclusion.

## **7 Strategic & Service Management Strategy**

- 7.1 The commissioning model developed by the Tower Hamlets Children's Trust gained National prominence. It is said to be a useful tool as it acknowledges that there are a range of commissioners of services operating at different levels. The Authority has supported the ALDCS sponsored research on commissioning services and provision for the most vulnerable groups of children. The PEP is part of the operational group that will look to implement recommendations from these pieces of research. Tower Hamlets in partnership with other North East London boroughs is looking at how information is better shared about BESD and ASD provision.
- 7.2 Strategically, the Authority sees Extended Schools and Children's Centres as crucial hubs for delivering many specialist services. Children Centres will eventually become a vehicle for delivery of services for pre-school children and their families across the whole borough. This is already beginning to happen in the 14 designated centres.
- 7.3 CAMHS commissioning incorporates third sector and other providers not just traditional CAMHS but whole continuum of work. CAHMS Commissioning was part of Children's Trust work stream and is now part of our mainstream planning arrangements.
- 7.4 Using their delegated resources, schools make choices about investing in additional specialist services. The SLS and EPS have operated Service Level Agreements for a number of years. Speech and Language Therapy is commissioned by the Authority using standards funds to provide targeted programmes of support to schools. A number of schools also commission speech therapy. Each of the Authority's borough based special schools has delivered outreach support to schools over the past year.
- 7.5 The number and type of special schools has changed significantly over the past few years. Changes to funding arrangements mean that it is expected that only children with the most complex needs are not supported in mainstream schools. Both primary and secondary Severe Learning Difficulties schools have been re-designated Profound and Multiple Learning Difficulties provisions. A former Moderate Learning Difficulties school, Phoenix, has become a very successful provision for pupils with severe communication difficulties. Ofsted's recent inspection of the school was very positive, praising in particular the quality of outreach work. The school has also been accredited by the National Autistic Society because of the quality of its provision. All of our special schools have had successful Ofsted visits in recent times.
- 7.6 The SEN finance group takes a strategic view of the borough's range provision and has commissioned various pieces of research to gather data and views from

stakeholders as well as supporting new developments such as outreach from all special schools. Research undertaken has included feedback on the mechanism to increase delegation, the feasibility of a secondary aged deaf provision and the complexity of needs amongst those with visual impairment.

- 7.7 There are also support systems in place to enable provisions to look critically at their work. A good example of this is the Language Forum where heads of schools with enhanced provision and key school staff meet with EPs, specialist teachers and speech therapists to review their effectiveness.
- 7.8 Additionally resourced provision has been recently developed at Overland Children's Centre and Hague School to support increasing HI needs. High quality additionally resourced provision is well established at: Bangabandhu, Culloden, Cyril Jackson, Globe and St Paul's Way Schools

### **Resources**

- 7.9 The SEN CoP requires that schools make a graduated response as a result of a four-fold assessment, along the continuum from School Action and School Action Plus to statements of special educational needs. The DfES guidance to Local Authorities and others on 'The Distribution of Resources to Support Inclusion' strongly recommends that,

*“greater whole school distribution of resources can improve provision for pupils with SEN or additional needs through greater stability of funding, better training for staff and stronger co-ordination of particular interventions across the school.” (page 6)*

- 7.10 The guidance goes on to specify that additional help should be provided as soon as it is required, rather than wait to be allocated after a period of failure. Whole school funding offers schools greater flexibility to determine priorities for support and intervention and enable them to meet particular learning needs of pupils early on. Delegated budgets should be used appropriately across year groups. This gives schools flexibility and responsibility to think holistically about whole school provision and the whole school budget in relation to key the intention that resources should support inclusion and attainment. Tower Hamlets has transferred significant funding by reducing statements so that funds to support common needs are part of core school budgets.
- 7.11 The Authority expects that each school's Additional Educational Needs budget will be used for differentiated SEN-related expenditure. Schools should acknowledge the contribution that most already make from their AWPU budget to the resourcing of differentiated SEN provision. As a broad guideline it is suggested that schools should be able to demonstrate that around 11% of their budgets are allocated to support and improve teaching school support to meet individual learning needs.
- 7.12 This budget allocation will meet the needs throughout the school, at Early Years/School Action and will also contribute towards costs at Action Plus, the latter supplemented by delegated funding where this is clearly agreed. The CoP indicates that 'it is good practice for the costs of the SENCO...to be set against the core or base budget of the school'.

- 7.13 Tower Hamlets' schools use their delegated budgets to purchase through service level agreements (SLAs), specialist support from a range of sources including teachers from the Support for Learning Service and additional support from Tower Hamlets' educational psychologists. Recently an increasing number of schools have supplemented the Authority's commissioned Speech Therapy support with SLAs of their own. The use of this external expertise is in addition to or complementary to School Action and considers the use of different teaching approaches and of modified or improved equipment and teaching materials.
- 7.14 Where pupils have statements of special educational needs the resources identified in those statements are delegated to schools – with the exception of teacher support relating to sensory impairment which is allocated from a small central team.
- 7.15 It is essential that all schools analyse the levels of need within their school on a yearly basis, allocate appropriate provision to meet those needs in their yearly budget, and publish this in their SEN policy.
- 7.16 Changes in funding, implemented in 2003/4, have increased inclusive funding for schools and reduced the demand for statements. Finance figures show the impact of these changes on developing inclusive provision. Both the capacity and confidence of schools has improved since delegation as seen by the many positive statements in individual schools Ofsted reports.
- 7.17 The Authority continues to perform well against the Audit Commission Best Value Performance Indicators 43 a & b for statutory assessment. This is the result of the continued implementation and review of working practices and strategies.

### **Services**

- 7.18 Pooled budgets for Disabled Children were put in place as part of our Children's Trust arrangements and an effective joint commissioning panel exists. Some schools are currently pooling budgets within Education Improvement Partnerships to provide improved vocational offers to all 14-19 students. The Extended Schools' programme has enabled services such as those from social care, health and adult learning to be delivered in partnership with schools using schools' facilities.
- 7.19 CAMHS are commissioned to deliver tier two services through children centres and extended schools, with some services being delivered by voluntary organisations. The multi-agency CAMHS steering group oversees commissioning.
- 7.20 The borough has been in the Audit Commission top quartile for:
- Effectiveness of Specialist Learning Support
  - Effectiveness of monitoring progress of pupils with SEN
  - Effectiveness of EP Services
  - Effectiveness of co-ordinating services in meeting the needs of children and young people with disabilities and long term health conditions
  - Effectiveness of early/timely interventions and assessment of young children with disabilities and/or special needs.

Some of these services have been in the top quartile for a number years.

- 7.21 All services across Children Services contribute towards the monitoring of schools each term. In addition EPs and other officers who regularly visit schools share concerns with a schools link SDA. Information also flows the other way. It was noted that the SEF has made issues much easier to identify, support and follow through.
- 7.22 The pre-assessment and SEN panels both give feedback to schools on the quality of their arrangements and submissions. Good practice is highlighted and poor practice followed up by advice and support from one of the Authority's officers. The EPS representative at the Social Inclusion Panel shares any panel concerns with a schools link SDA after each monthly panel.

### ***Statutory***

- 7.23 Since the increase in delegated funding, and the accompanying change in the threshold criteria for Statutory Assessment, there has been a decrease in the number of requests made year on year. This has allowed greater attention to be given to the very complex cases which are now considered for Statutory Assessment. At the same time, there are more very young children with profound and multiple difficulties coming to the attention of the Authority.
- 7.24 Analysis of ethnicity of children with statements shows a higher proportion of Black students compared to the school population. 3.68% Black African & 4.28% Black Caribbean compared to 2.68% & 2.68%. This difference could in part be a consequence of coding as the schools' data shows people choosing a wider range of Black sub-groups e.g. naming particular African countries which isn't found on the SEN database.
- 7.25 There are proportionally fewer children from Bangladeshi backgrounds with statements compared to the make up of the local community, (47.52% compared to 61.2%). However this gap has been closing with each year the proportion of new statements more accurately reflecting the whole community.
- 7.26 P level data is now a requirement on our Annual Review returns. Progress of each pupil is discussed at Annual Reviews. EPs use data on all pupils with statements at a school as part of their initial planning meetings each year.
- 7.27 Training as been run for all schools to support DDA compliance. Additional consultancy support has been arranged for all secondary schools to help them implement their individual DE Statements.

### ***7.28 Future Action***

- Children's Services will continue to align work across partnerships with the intention of commission more effectively, using Best Value and preventative principles.

- There will be more focused work on value for money and effectiveness of interventions so that we develop more robust systems for tackling complex issues.
- Children's Services will continue to develop a broader and more inclusive range of out of school activities.

# Agenda Item 9.1

<b>Committee:</b> Overview and Scrutiny Committee	<b>Date:</b> 5 <sup>th</sup> June 2007	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b>
<b>Report of:</b> Sara Williams, Assistant Chief Executive		<b>Title:</b> Tower Hamlets Community Plan to 2010: Year 7 (2007 – 08)		
<b>Originating officer(s)</b> Kevin Kewin, Policy Manager ext. 4075		<b>Wards Affected:</b> All		

## 1. SUMMARY

- 1.1 This report sets out – through its appendix – the revised Community Plan for 2002 – 2010. The Community Plan for Year 7 comprises:
- a report on the progress and milestones achieved during 2006 – 07 (Year 6 of the plan)
  - the priorities and specific targets for the seventh year of the plan – the year to April 2008
  - a summary of the outturns for the use of the Neighbourhood Renewal Fund (NRF) in 2006-07 (subject to final confirmation in the closure of the accounts in June 2007) and the process and priorities agreed by the Tower Hamlets Partnership Management Group for the allocation of the Neighbourhood Renewal Fund in 2007- 2008
- 1.2 The comments of Overview and Scrutiny Committee, on the Tower Hamlets Community Plan to 2010: Year 7 (2007 – 08), will be tabled at the Cabinet meeting for Members' consideration. Cabinet is then required by the Council's Constitution, to take account of the views of the Overview and Scrutiny Committee, before submitting its recommendations to full Council.

## 2. RECOMMENDATION

- 2.1 That the Overview and Scrutiny Committee consider the Tower Hamlets Community Plan to 2010: Year 7 (2007 – 08) and provide any comments to Cabinet on 6<sup>th</sup> June 2007.

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### LOCAL GOVERNMENT ACT, 1972 SECTION 100D (AS AMENDED) LIST OF BACKGROUND PAPERS USED IN PREPARATION OF THIS REPORT

#### Brief description of "background papers

The Community Plan to 2010  
Tower Hamlets Community Plan to 2010: Year 7 (2007/2008) draft circulated to Overview and Scrutiny Members 18/05/07

#### Name and telephone number of holder and address where open to inspection.

Kevin Kewin 020 7364 4075  
Mulberry Place,  
5 Clove Crescent,  
London E14 2BG



### **3. BACKGROUND**

- 3.1 The Local Government Act, 2000, places on local authorities a duty to prepare “community strategies” for promoting or improving the economic, social and environmental well-being of their areas.
- 3.2 The *Community Plan to 2010* is the borough’s community strategy. The Council has a leading role in developing and reviewing the Community Plan and, indeed, has a statutory responsibility for its preparation and agreement through the Tower Hamlets Partnership. It must be agreed by Full Council, in accordance with the requirements of the Council’s Constitution.
- 3.3 The Community Plan is reviewed annually – in consultation with all key stakeholders on the Tower Hamlets Partnership – with progress reported on and revised objectives and targets set out for each new year. The Partnership Management Group (PMG) oversees the preparation of the Community Plan for Year 7 (2007 – 2008), and the proposed draft is attached at Appendix 1.
- 3.4 Some amendments to the Community Plan to 2010: Year 7 (2007-08) will be necessary as additional information becomes available before final publication, particularly for outcome figures and new targets for performance indicators. Any amendments will not, however, materially affect the key objectives and activities set out in the plan. The authority to make appropriate amendments needs to be delegated to the Chief Executive.
- 3.5 The national and local context has changed significantly since the first Tower Hamlets Community Plan in 2001-02. For example, all Councils are now required to have a Local Area Agreement (LAA) and, from next year, it is expected to be the delivery plan for the Community Strategy. In addition, the development of the Tower Hamlets’ Children and Young People’s Plan has had a significant impact on the Partnership and planning processes. Although the Tower Hamlets Community Plan has served the Partnership well and proved to be fit for purpose, 2007-08 will be used to fully review the Plan and consider how it should be developed to meet changing local needs and national imperatives. This refresh process will allow the Partnership to develop a renewed vision for Tower Hamlets looking towards 2020 and incorporate fully significant local developments such as Olympic and Paralympic preparations. The involvement of local residents will be central to the Community Strategy review with consultation and engagement activities beginning in July 2007.
- 3.6 This year’s plan has been developed with this context in mind. For example, work has been undertaken to ensure that the 2007-08 Community Plan promises agreed by Community Plan Action Groups (CPAGs) are aligned with the LAA’s priority outcomes and targets. In addition, the draft Community Plan highlights where priorities and targets are also monitored by the Children and Young People’s Strategic Partnership Group. The refresh process will provide an opportunity for the Partnership to consider fully its governance arrangements



and agree how planning and performance reporting arrangements can be aligned to LAA and other local priorities.

- 3.7 It is a government requirement that decisions on the allocation of the NRF be agreed through Local Strategic Partnerships – the Tower Hamlets Partnership in the case of Tower Hamlets. The broad allocation framework for 2006-08 has been agreed through the Partnership and endorsed by Council through the respective budget processes for those years.
- 3.8 The figures reported in Appendix 2 for expenditure in 2006-07 are subject to final ratification at the closure of accounts. They reflect the allocation that was agreed by the Partnership and confirms spend on the agreed priorities.
- 3.9 While decisions about the allocation of NRF must be agreed by the Local Strategic Partnership, the Council is the Accountable Body for the Fund. The Council therefore needs to ensure that the framework and process for its allocation will result in all NRF initiatives being commissioned and accounted for in accordance with Council's financial regulations, and that its responsibilities as an Accountable Body are effectively fulfilled.
- 3.10 The Tower Hamlets Community Plan to 2010: Year 7 (2007-08), as part of the Council's Policy Framework, is a matter which is reserved to full Council for decision under Article 4 of the Council's Constitution, as amended, and as recommended by the Secretary of State.

#### **4. BUDGET AND POLICY FRAMEWORK PROCEDURE RULES**

- 4.1 The Community Plan falls under the Council's Budget and Policy Framework and must be approved by Full Council (on 20th June 2007). This also requires that Overview and Scrutiny Committee has ten days to comment on the Community Plan before it is considered by Cabinet. Cabinet then consider the Plan and make recommendations to Full Council, taking account of any comments from Overview and Scrutiny Committee. The preparation of this report complies with this process.

#### **5. REPORT**

- 5.1 The Community Plan Year 7 provides a report on progress in Year 6 of the Community Plan, identifying what was achieved in 2006 – 2007. It also details the priorities and specific targets for Year 7 of the Plan – the year to April 2008.
- 5.2 The final plan will be approved by the members of the Tower Hamlets Partnership Management Group and published by the end of June 2007.
- 5.3 Appendix 2 sets out the process and priorities for the allocation of the Neighbourhood Renewal Fund in 2007/2008.

#### **6. CONSULTATION**

- 6.1 Consultation on the priorities of the Community Plan and neighbourhood renewal was conducted with all key partners of the Tower Hamlets Partnership and through Directorates' service planning arrangements.

## **7. COMMENTS OF CHIEF FINANCIAL OFFICER**

- 7.1 This year's Community Plan sets out local priorities and specific targets for the year ahead for the Council and its key partners. The plan sets out a framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 7.2 The report also details the provisional outturn for the Neighbourhood Renewal Fund for 2006/07 and sets out arrangements for the use and allocation of grant in 2007/08 (Appendix 2).

## **8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 8.1 Section 4(1) of the Local Government Act 2000 imposes a duty on local authorities to prepare a community strategy for "promoting or improving the economic, social and environmental well-being of their area."
- 8.2 Under section 4(2) a local authority has the power to modify the community strategy to reflect changes in local needs. In preparing or modifying its community strategy, a local authority must consult and seek the participation "of such persons as they consider appropriate" and have regard to any guidance issued by the Secretary of State.
- 8.3 Article 4 of the Council's Constitution provides that the Community Strategy forms part of the Council's policy framework which must be approved by full Council. The process for developing the framework contained in Rule 2 of the Budget and Policy Framework Procedure Rules provides that recommendations to Council shall be submitted by Cabinet which shall have taken account of the responses received to the consultation and the views of the Overview and Scrutiny Committee. This report facilitates compliance with this procedure.

## **9. EQUAL OPPORTUNITIES IMPLICATIONS**

- 9.1 Equal opportunities are embedded in the Community Plan and to the power to promote and improve well-being. In seeking to make Tower Hamlets a place to live safely and well, a place for creating and sharing prosperity, a place for learning, achievement and enjoyment and a place for excellent public services, accessible to all, the Community Plan aims to fulfil the Council's stated vision of improving the quality of life for all who live and work in Tower Hamlets.

## **10. ANTI-POVERTY IMPLICATIONS**

- 10.1 The Community Plan and Neighbourhood Renewal Strategy is the key vehicle for delivering the inclusive vision of the Tower Hamlets Partnership. It specifically seeks to ensure that minimum standards of quality of life are

achieved for all communities in the borough.

## **11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 11.1 The Community Plan explicitly embraces objectives, activities, and milestones that are consistent with the Council's policies in this area.

## **12. RISK MANAGEMENT IMPLICATIONS**

- 12.1 The Community Plan provides a clear, public statement of the Tower Hamlets Partnership's strategic priorities. It also sets out the key performance indicators (KPIs), targets, and milestones against which the performance of the public services – including Council services – can be assessed.
- 12.2 Since the Community Plan is reflected in the service plans and resource allocation of all the service providers in the borough, financial and other service risks within the Council are carried by individual Directorates. However, failure to achieve the substantive goals of the Community Plan would place the reputation of the Council at risk, both locally and nationally. These Partnership risks are managed through the processes set out in the Council's Partnership Risk Management framework.
- 12.3 The risks associated with the NRF are assessed and challenged by a rigorous appraisal process for each NRF funded initiative and managed through the NRF Programme Management and Accountabilities Framework.

### **Appendices:**

- Appendix 1: Tower Hamlets Community Plan to 2010: Year 7 (2007-08)
- Appendix 2: Neighbourhood Renewal Fund: outturns for 2006-7 and priorities, processes and accountabilities for 2007-08.

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# Agenda Item 9.2

<b>Committee:</b> Overview and Scrutiny Committee	<b>Date:</b> 5 June 2007	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b>
<b>Report of:</b> Chief Executive		<b>Title:</b> The Council's Strategic Plan 2006 – 2011: Year 2 Implementation Plan (2007/08), Year 1 Annual Report and Best Value Performance Plan		
<b>Originating officer(s)</b> Alan Steward, Interim Head of Strategy and Performance		<b>Wards Affected:</b> All		

## 1. Summary

- 1.1 This report provides the Implementation Plan for Year 2 (2007/08) of the Council's Strategic Plan for the period 2006-2011. It also includes the Best Value Performance Plan, which incorporates the Annual Report on Year 1 (2006/07).

It will be considered by Cabinet on 6 June 2007 with the final, integrated document going to full Council on 20th June.

## 2. Recommendations

- 2.1 That the Overview and Scrutiny Committee consider the Council's Strategic Plan 2006 – 2011: Year 2 Implementation Plan (2007/08) and Best Value Performance Plan and provide any comments or advice to Cabinet on 6 June 2007.

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### Local Government Act, 1972 Section 100d (As Amended) List of "Background Papers" used in the preparation of this report

#### Brief description of "background papers"

- The Community Plan to 2010: Year 6
- The Council's Strategic Plan for 2006 – 2000: Year 1

#### Name and telephone number of holder and address where open to inspection.

Alan Steward 020 7364 3186  
Mulberry Place,  
5 Clove Crescent,  
London E14 2BG

### **3. Background**

- 3.1 The Council's Strategic Plan is the Council's core planning document, setting out the Council's vision for Tower Hamlets, and providing the strategic planning framework through which the Council aims to meet local priorities as agreed through the community planning process required under the Local Government Act 2000. The Strategic Plan provides the over-arching plan that links the service plans of each Directorate of the Council to broader corporate goals.
- 3.2 The Council's second Strategic Plan covers the period from April 2006 to March 2011. It is updated annually to incorporate an implementation plan for each of the intervening years. The Strategic Plan proposed in this report contains an implementation plan for Year 2, setting out key objectives and activities for the year April 2007 to March 2008, along with targets and progress milestones to support effective monitoring and evaluation.
- 3.3 As in previous years, the Strategic Plan and Best Value Performance Plan (BVPP) will be brought together into a single document by the end of June 2007 once the information needed to meet the statutory requirements of the BVPP is available. This supports rationalisation of our planning processes and ensures consistency.
- 3.4 Some amendments to the detail of the Strategic Plan will be necessary as additional information becomes available before final publication, particularly for outcome figures and new targets for the Performance Indicators. These will not however, materially affect the key activities set out in the plan.

The Year 2 Implementation Plan and the Council's Best Value Performance Plan (BVPP) will be integrated into a single revision of the Strategic Plan, incorporating an Annual Report on how we performed against the first year of the Strategic Plan 2006-11. It is a statutory requirement for the BVPP to be published by 30 June 2007. The BVPP is included at Appendix 2.

### **4. Report**

- 4.1 The outline framework for the Council's Strategic Plan to 2011 and an Implementation Plan for Year 2 (April 2007 – March 2008) is attached at Appendix One. The Implementation Plan is an action plan for the period April 2007 – March 2008, with most activities and targets reflecting that timescale.
- 4.2 The Plan also highlights the key performance indicators for our priorities, current performance levels, comparisons with London and national benchmarks and targets for improvement. These will be updated as information becomes available prior to publication by the statutory deadline of 30th June.

These key performance indicators and targets represent a mixture of national and local targets, reflecting our key local priorities including the borough's Local Area Agreement (LAA) 2006 to 2009 and Local Public Service Agreement (Local PSA) 2005 to 2008.

- 4.4 The Council's Strategic Plan is Member-led, reflects community needs, involves and informs staff, and is set within the Council's contribution to partnerships and other joint

initiatives. In addition to the Community Plan, many other statutory and local plans will both inform and be informed by the Strategic Plan. These include, for example, the Medium Term Financial Strategy, Capital Strategy and Asset Management Plan, the Crime and Drugs Reduction Strategy, the Housing Investment Programme Strategy, the Improving Health and Wellbeing Strategy, the Children and Young People's Plan, the Local Development Framework, the Regeneration Strategy, and many others.

- 4.5 The Council uses the Strategic Plan as a vehicle for monitoring and reviewing Council-wide performance and ensuring that future decisions are informed by results. Corporate Planning and review processes identify competing demands that may arise between different service priorities in order to ensure that corporate aims and objectives can be implemented.
- 4.6 The Annual Report on progress against the Strategic Plan, incorporating the statutorily required Best Value Performance Plan (BVPP) is attached at Appendix Two. It forms an Annex to the coming year's Strategic Plan.
- 4.7 The Best Value Performance Plan sets out our 2006/07 performance against all BVPIs, LAA, LPSA targets and other key indicators within the Audit Commission's CPA assessment and is attached at Appendix Three. As required by statute, it lists targets for all indicators for 2007/08, 2008/09 and 2009/10. In addition, it provides a commentary on the reasons for failing or exceeding targets by 10% or more. It also includes summary information on financial performance in 2006/07.

## **5. Consultation**

- 5.1 Consultation on the Strategic Plan has been extensive and on-going during the year, through a range of mechanisms. These include:
  - engagement of all key stakeholders through the Tower Hamlets Partnership in developing priorities for the Community Plan and Local Area Agreement
  - a wide-ranging consultation on budget priorities, areas for improvement and Council Tax
  - the Annual Residents Survey and Best Value Survey
  - Members' Seminar
  - various consultations through the Tower Hamlets Residents Panel
  - service consultations and user networks through individual Directorates

The outcomes of these are reflected in the Strategic Plan.

## **6. Comments of Chief Financial Officer**

- 6.1 This report seeks approval to the Strategic Plan and its implementation for the year ahead. The plan sets out the framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 6.2 This year's plan was developed in tandem with the 2007/08 revenue budgets and capital programme, and medium-term financial projections. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined in this document are reflected within them.

- 6.3 The plan also includes a number of activities to maintain and further improve the quality of the authority's financial management and use of resources. Without sound financial management, including achievement of value for money, the achievement of the authority's strategic priorities would be hampered.
- 6.4 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.

## **7. Concurrent Report of the Assistant Chief Executive (Legal)**

- 7.1 The Council's Best Value Performance Plan (BVPP) which is appended to the Strategic Plan forms part of the Policy Framework and is required to be approved by full Council.
- 7.2 Section 6 Local Government Act 1999 requires the Council to prepare a BVPP for each year in accordance with regulations and guidance issued by the Secretary of State. A summary of the BVPP for 2007/08 must be published by 31 March 2007 and the full plan by 30 June 2007.
- 7.3 The Strategic Plan is not required by statute to be approved by Council which has discretion in that respect.

## **8. Equal Opportunities Implications**

- 8.1 Equalities considerations are central to the inclusive vision of the Council and its partners in the Tower Hamlets Partnership and their promotion and support are fully reflected in the Strategic Plan. It represents the Council's service delivery commitments to improve the quality of life for all who live and work in Tower Hamlets and includes specific actions targeted at the different equalities groups.

An Equalities Impact Assessment on the Plan completed in January 2005 confirmed the comprehensive focus on equalities issues in the strategic planning process, and its recommendations for monitoring a broad range of equalities indicators are reflected in the proposed Plan.

## **9 Anti-Poverty Implications**

- 9.1 The Strategic Plan is the Council's key vehicle for delivering the inclusive vision of the Council and its partners and reflects the borough's Community Plan and strategy for neighbourhood renewal, which is intended to make sure that minimum standards of quality of life are achieved for all communities in the borough.

## **10 Sustainable Action for a Greener Environment**

- 10.1 The Strategic Plan embodies objectives, activities and milestones that work to create a greener more sustainable environment, particularly within the Living Safely and Learning Achievement and Leisure themes.

## **11 Risk Management Implications**



- 11.1 The Strategic Plan provides a clear, public statement of the Council's strategic priorities, which fully reflect the views of the Tower Hamlets Partnership, including local residents. The Plan also sets out the key performance indicators, targets and milestones against which the Council's performance can be assessed.
- 11.2 Since the Strategic Plan is reflected in the service plans and resource allocation of all Directorates, financial and other services risks are carried by individual Directorates. These are reflected in the Council-wide and Directorate risk registers.

**Appendices:**

- Appendix 1: Council's Strategic Plan 2006 – 2011: Year 2 implementation plan
- Appendix 2: Year 1 Annual Report
- Appendix 3: Best Value Performance Plan

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# Agenda Item 10.1

COMMITTEE	DATE	CLASSIFICATION	REPORT NO.	AGENDA ITEM
Overview and Scrutiny	5 June 2007	Unrestricted		
<b>REPORT OF:</b> Assistant Chief Executive	<b>TITLE:</b> Equalities Action Plan 2006/07: End of Year Monitoring Report			
<b>ORIGINATING OFFICER(S):</b> Michael Keating Service Head, Scrutiny and Equalities	<b>WARD(S) AFFECTED:</b> All			

## 1. Summary

- 1.1 This end of year monitoring report informs Overview and Scrutiny Committee of the Council's progress in implementing its Equalities Action Plan for 2006/7 (see Appendix 1).

## 2. Recommendation

Members are recommended to:

- 2.1 Note and comment on the progress in implementing the Council's Equalities Action Plan 2006/07.
- 2.2 Identify opportunities for further development or action.

## LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

### LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT

Brief description of background papers:	Name and telephone number of holder and address where open to inspection
Equalities Action Plan 2006/07 agreed by Cabinet on 7 June 2006	Michael Keating Service Head, Scrutiny and Equalities 020 7364 3183
Equalities Action Plan 2006/07 six monthly monitoring report, Overview and Scrutiny Committee, 9 January and 6 March 2007	

### **3. Background**

- 3.1 The Equality Standard for local government is designed to ensure that local authorities consider gender, race and disability equality issues at all levels of council policy and practice. To achieve the Equality Standard, authorities self-assess and evaluate progress on equalities issues using 5 levels of criteria. Each level, 5 being the highest, has to be achieved in turn across the authority. Tower Hamlets is a Level 5 authority and this was validated by external auditors in 2006. In recognition of this the Council was the first local authority to be awarded the Equality Mark.
- 3.2 The Equality Standard provides the framework for the Equalities Action Plan which helps the Council ensure a comprehensive and systematic approach to dealing with equality issues through four crosscutting themes:
- Leadership and Corporate Commitment
  - Consultation, Community Development and Scrutiny
  - Service Delivery and Customer Care
  - Employment and Training
- 3.3 The Equalities Action Plan has also been the vehicle for driving forward the Council's ambitious diversity agenda with regard to the Race Equality Scheme and it also ensures compliance with the existing equalities legislation including legislation on age, gender and disability.
- 3.4 The Equalities Action Plan includes mechanisms for evaluating and reviewing objectives to ensure they continue to reflect local needs and are responsive to change. For example the Plan includes specific objectives such as the monitoring of equality service targets in service plans and the incorporation of feedback from customer complaints and compliments to be used in the forward planning for the annually revised action plan.

### **4. Embedding equalities across the Council**

- 4.1 Both the Equality Standard and Equalities Action Plan represent a tool that can bring about change, but this can only be achieved through an active engagement in the processes it sets out. To achieve this the Council has embedded equality priorities across directorates through the Council's performance management framework. A basket of key Equalities Performance Indicators is in place, reflecting guidance from the Audit Commission, the Commission for Racial Equality and the Department for Communities and Local Government. The outcomes from the whole range of indicators will form the foundation of the 2007/08 Action Plan which is currently being prepared and will be presented to Members later in the summer.
- 4.2 Underpinning much of the Council's implementation of a major programme of Equalities Impact Assessments (EqIAs) covering gender, race, faith, disability, sexuality and age. Last year 51 assessments were carried out against a target of 42.
- 4.3 In their report the Level 5 auditors described the ability of Tower Hamlets' officers to understand how equalities and diversity impacts upon service delivery and the challenges that are raised. They saw this as illustration of the extent to which equalities is embedded within the culture of the organisation. Maintaining and developing this will be crucial to the future success of the borough.

## 5. Monitoring

- 5.1 The Equalities Action Plan is reviewed every six months and progress is measured for each key activity. The EAP 2006-7 covered the period April 2006 to March 2007 and the full progress report is attached at Appendix 1.
- 5.2 This report is the end of year evaluation report and as such the milestones are allocated one of two performance levels:

**RED** Progress milestone not achieved; deadline has expired  
**GREEN** Milestone achieved

- 5.3 As Table 1 shows, the Council's progress on implementing the Action Plan is good. Of the 219 milestones set for the year, 185 (or 84%) were achieved. Table 2 provides a breakdown by directorate. In the monitoring report presented to Members in January, and updated in March, 23% of milestones were either at red or amber status. The outcome has therefore addressed some of those issues although not completely successfully.

Table 1: All progress milestones 2006/7 by status:

Status	Number	%
<b>RED</b>	34	16
<b>GREEN</b>	185	84
Total	219	100

Table 2: Progress Milestone status broken down by Directorate:

<u>Directorate</u>	<u>RED</u>	%		<u>GREEN</u>	%	<b>Total Milestones</b>
Crosscutting	0	0		11	5	11
Chief Executive's	23	10.5		69	31	92
Environment & Culture	2	1		11	5	13
Development & Renewal	0	0		11	5	11
Housing	0	0		16	7	16
Children's Services	1	0.5		50	23	51
Adult Services	8	4		17	8	25
<b>TOTALS</b>	34	16		185	84	219

- 5.4 It is important that the reasons for red milestones are fully understood so that barriers to performance can be addressed. Table 3 summarises the broad reasons for failing to achieve milestones by the due date.

Table 3: Reasons for red milestones in % terms

<b>Reason</b>	<b>% of all red</b>
Action still being progressed but timescale slipped	62
Awaiting action or guidance from other organisation	12
Milestone being reviewed by CPAG, LAL , CMT or others	6
Failure to meet a specified quantitative target	20

- 5.5 Most (62%) were because action was still being progressed but the timescale had slipped and are therefore being carried forward into 2007/08. For instance the staff survey was originally planned for 2006/07 but, after further consideration, it was decided that April/May would be a better time of the year to undertake the work. By doing so the response rate achieved was 46%. Analysis of the results will help inform the new plan. Reorganisation within the Council, particularly the creation of Children’s and Adults services has also delayed the implementation of the some the actions. In other cases, for example the review of interpreting and translation, interim arrangements have been put in place which appear to be working effectively and therefore allow more time to consider the implications for further developing the service requirements. It is important to note that no proposed action has been aborted but that all the outturn will be used to develop new policies and service solutions in the coming year.

## **6. Conclusion**

- 6.1 The progress report demonstrates that the Council is continuing to make good progress with the implementation of its equalities agenda. As reported to Members in March the last year has seen significant legislative and policy changes in the overall diversity and equality agenda, for example the Disability and Gender Equality Schemes and the formation of the new Commission for Equalities and Human Rights. Revised guidance about the Level 5 Standard has also just been published.
- 6.2 In addition debate at Overview and Scrutiny has highlighted the need to ensure that the Plan is refreshed as a useful strategic tool to enable Members to assess the Council’s work easily. Work is currently being undertaken to link the Plan to other key policies via Excelsis, the Council’s performance management software. This aim to further strengthen and embed equalities and diversity in the ‘golden thread’ running from the Strategic Plan right down to individual work plans. The new Equalities Action Plan will therefore be revised to accommodate both local and national changes and will be presented to Members later in the summer. The Council is also currently reconfiguring its Corporate Equalities team to finalise this work and facilitate its implementation.

## **7 Equalities Implications**

- 7.1 By incorporating national standards and legislation, such as the Race Relations Amendment Act, the integrated Equalities Action Plan represents an important step in progressing the Council’s equality and diversity agenda. The monitoring report

demonstrates the Council's good progress towards integrating equality and diversity into all aspects of service delivery and employment practice.

- 7.2 This report demonstrates the progress being made with creating an environment in which everyone who lives and works in our borough is treated with dignity and respect and where everyone can improve their life chances and access the increasing opportunities on offer.

## **8 Comments from the Chief Finance Officer**

- 8.1 There are no direct financial implications arising from this report. Service design and provision give consideration to equalities issues and Directorate budgets reflect this. The costs of implementing the Equalities Action Plan have been met from the respective budgets.

## **9 Concurrent Report of the Chief Legal Officer**

- 9.1 The European Union Race Directive 2000/43 (published in June 2000) prohibits discrimination on the grounds of race and ethnic origin by laying down "the principle of equal treatment between persons irrespective of racial or ethnic origin".
- 9.2 In November 2000, the European Union published the Equal Treatment Framework Directive 2000/78. This Directive sets out the anti-discrimination "principle of equal treatment" in the context of sexual orientation, religion or belief, disability and age. This Directive was implemented on 2 December 2006 in relation to disability and age.
- 9.3 The Government consultation paper "Towards Equality and Diversity-Implementing the Employment Race Directive" (2001) indicated the Government's intention to implement the Directives by amendment to the Race Relations Act 1976 and the Disability Discrimination Act 1995. The consultation paper also referred to the Government's intention to introduce legislation to prohibit discrimination in work and training on the grounds of sexual orientation, religion and age. The Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Religion and Belief) Regulations 2003 were enacted with effect from 1 and 2 December 2003 respectively and transpose the phase 1 provisions of the Directive into UK law. The Employment Equality (Age) Regulations 2006 gave effect to the provisions on age discrimination with effect from 1 October 2006.
- 9.4 The Race Relations (Amendment) Act 2000 strengthens the Race Relations Act 1976 by extending protection against racial discrimination by public authorities and by placing a duty on public authorities to have regard to the need to eliminate unlawful discrimination and to promote racial equality and good race relations.
- 9.5 The Equalities Action Plan 2006/07 was formulated having regard to and in compliance with legislation, and set out the Council's intentions in respect of equality. Regular monitoring and review of the plan enables the Council to maintain compliance with statutory requirements as well as measuring progress in relation to non-statutory aspects.

## **10 Sustainable Action for a Greener Environment**

- 10.1 There are no specific issues relating to the environment raised in this report.

## **11 Anti Poverty Comments**

- 11.1 The integrated Equalities Action Plan aims to tackle the barriers currently preventing some of the most disadvantaged people and marginalised communities in our borough from accessing services and take part in community life. The equalities agenda aims to enable all residents to benefit from the opportunities and improved life chances on offer and enable them to participate in creating and sharing prosperity in the borough.

## **12 Risk Management Implications**

- 12.1 The Equalities Action Plan provides a focus for all the Council's equalities work, and a means by which Members can ensure that each of the progress milestones are achieved. The arrangements in place to review progress during the year through the Corporate Equalities Steering Group and the Overview and Scrutiny Committee, are considered to be effective ways of keeping this work on track.
- 12.2 There have been major changes in equalities legislation over the last year and further sweeping changes are expected. The Equalities Action Plan and its monitoring ensure the Council is well-placed to respond to these forthcoming measures and retain its status as a leader in equality and diversity.





**London Borough of Tower Hamlets**

**END OF YEAR REVIEW**

**EQUALITIES ACTION PLAN 2006/7**

(Part of the Council's Diversity and Race Equality Scheme)

**May 2007**

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# INTRODUCTION

The Strategic Plan priorities are

## **Proposed outcomes for 2006 - 2011**

1. A cleaner, greener, safer Tower Hamlets
2. Decent homes in decent neighbourhoods
3. Healthier communities
4. Improved outcomes for vulnerable children and adults
5. Securing sustainable communities
6. Increased local employment
7. Increased educational attainment
8. Increased participation in sporting, leisure and cultural activities
9. Efficient and effective services
10. Locally focused services empowering local people
11. Stronger and more cohesive communities
12. Improved equality of opportunity

The activities linking in with the National Equality Standard for Local Governments are numbered in line with the Standard in the column entitled ES  
The activities linking in with the Multi Agency Refugee Strategy are ticked in the column entitled MARS  
The activities linking in with our Race Equality Scheme are ticked in the column entitled RES.

## KEY

CE	Chief Executives	CHS	Children Services
DR	Development & Renewal	EC	Environment & Culture
H	Housing	AS	Adult Services
ES	National Equality Standard	RES	Race Equality Scheme
EIA	Equalities Impact Assessment	DDA	Disability Discrimination Act
DELOS	Directorate Equalities Liaison Officers	BVPI	Best Value Performance Indicator

DES RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	TRAFFIC LIGHT	PROGRESS TO 31 March 07	EXPLANATION OF SLIPPAGE/FAILURE TO MEET TARGET	REMEDIATION ACTION INCLUDING NEW DEADLINES
	<b>SERVICE DELIVERY &amp; CUSTOMER CARE</b>								
✓	<b>OBJECTIVE 1 - To demonstrate that the authority has made real progress in achieving equality in service delivery</b>								
✓	Report progress with Equality Impact Assessment (EIA) action plans to directorate DMTs and monitor action plans, and use EIA recommendations to inform service improvement activities	ALL	Report on progress to DMTs by September 06 and March 07	EIA results are used to inform service improvement activities	DELOS	GREEN	Completed		
✓	Review the rolling programme of EIAs with the Delos (Directorate Equalities Liaison Officers) to accommodate structure changes	ALL	Review to be carried out by May 06 and new programme to be circulated by July 06	Programme of EIAs reflects the new structure	Michael Keating	GREEN	New programme is in place and ECIAs due to be completed by May 07		
✓	Publish six monthly monitoring report on the Equalities Action Plan for Overview & Scrutiny and for Corporate Equalities Steering Group (CESG) including a summary of achievements made	CE	Report published by October 06	90% of activities planned are on track or completed according to agreed milestones	Michael Keating	RED			
✓	Publish Corporate Equalities Performance Indicators showing year on year improvement taking place	CE	Indicators published by October 06	PIs show significant improvement	Michael Keating	GREEN	Completed		
✓	Review translation and interpreting service provision	CE	Review completed by September 06 Action plan based on review implemented by March 07	Satisfaction survey from directorates shows "good" level of service provided	Michael Keating	RED	Review not completed	Although the review was carried out in time, we needed new arrangements to be in place to assess future actions	Interim arrangements are in place (Newham Language Shop). To date these are working well and therefore the review will be undertaken as part of the 07-08 work programme
	Incorporate EIA process into major development proposals	DR	EIA completed at pre-application stage - ongoing	Progress of a series of major developments proposals which secure benefits, improvements and opportunities for the local community	Owen Whalley	GREEN			
	Incorporate EIA process into guidance on delivering pre-application advice for proposals that meet the GLA referral thresholds and /or of strategic importance	DR	Draft procedure note and set of tools includes EIA - ongoing	Clear professional process identified for developers and other applicants with proposals for major developments	Owen Whalley	GREEN			
	Enhance project monitoring and tracking in order to identify progress and ensure that target groups needs are met and inform decision makers	DR	Review IT software to ensure data is accurate and secure by March 07	Publish performance data with diversity indicators in place	Sue Hinds	GREEN			
	Programme manage the delivery in partnership with private and public sector stakeholders of masterplans for a number of key sites	DR	EIA a project milestone in masterplan programme September 06	Complete the first phase of key masterplanning documents and establish a clear context for the negotiation process	Owen Whalley	GREEN			
✓	Represent and ensure that equalities issues are addressed in the Borough's interests in shaping the development of Crossrail, DLR (3 cars) and East London Line projects	DR	Ensure that EIAs are undertaken as part of project development at each key stage - ongoing	Projects show clear evidence of action to address equality issues	Owen Whalley	GREEN			
✓	Review information on housing service take up and customer satisfaction by diversity via service Health Check reports and use this information to inform service improvement activities	H	All Health Checks reported to DMT by March 07	Results are analysed and used to inform service improvement activities	Lesley Owen	GREEN			
✓	Use results from mystery shopping exercises, customer satisfaction surveys and other feedback forums to inform further service improvement activities in housing	H	Service Improvement Group monitors quarterly	Results are analysed and used to inform service improvement activities	Lesley Owen	GREEN			

DES RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	TRAFFIC LIGHT	PROGRESS TO 31 March 07	EXPLANATION OF SLIPPAGE/FAILURE TO MEET TARGET	REMEDIAL ACTION INCLUDING NEW DEADLINES
✓	<p>Tackle health inequalities by promoting healthy development for children in public care and for care leavers by:</p> <ul style="list-style-type: none"> <li>Developing health promotion initiatives for children in public care</li> <li>Developing health promotion initiatives for care leavers</li> <li>Continuous active partnerships with PCT including Looked After Children Nurses, Substance Misuse Initiatives Young People's Sexual Health Services</li> <li>Ensuring that Social Workers are aware of and meeting their responsibilities in relation to health of children in public care</li> <li>Tracking of performance by Team Manager and Service Manager</li> </ul>	CHS	<p>At least 85% of children looked after have annual health assessments and dental checks on schedule throughout the year to March 07</p> <p>Drafted by September 06 In operation by January 07</p> <p>Drafted by June 06 In operation by October 06</p> <p>Reviewed quarterly</p> <p>Reviewed monthly</p> <p>Survey care leavers perception of access to health advice (guidance include children with disabilities by March 07</p>	<p>Each Child in Public Care aged 11 or older has access to healthy living advice by March 07</p>	Jenny Boyd	GREEN			
✓	<p>Integrate management of mental health services for older people with other adult mental health services.</p>	AS	<p>Revised Section 31 agreement in place to include mental health services for older people (June 06)</p>	<p>Older people with mental health problems and their carers assured of same standards of service as all adult mental health service users.</p>	John Goldup	GREEN	<p>Services for older people integrated with other mental health services from 1.1.07</p>		
✓	<p>Progress development of integrated learning disabilities resource centre, due to open 2009</p>	AS	<p>Outline Business Case to DoH submitted in March 06</p> <p>Decision on PFI credits - September 06</p> <p>Detailed specification prepared by end of November 06</p>	<p>Beacon development of inclusive, integrated, empowering services for people with physical disabilities and sensory impairment</p> <p>Effective use of capital and other resources</p>	Clive Turner/John Beverton	RED	<p>Continued delay in decision on PFI credits from DoH has caused slippage to 2007-8</p> <p>Review. Officers continue to work with key stakeholders to progress this work</p>	<p>New targets to be set through close working with key stakeholders</p>	
	<p>Organise press briefings and highlight Council's policy on challenging the equalities discrimination in consultation with ethnic groups in the borough</p>	CE	Mar-07	<p>Council has met with community representatives to work with them and inform them of Council policy</p>	Chris Payne	GREEN	<p>Completed. BME media briefings continue</p>		
	<p>Communicate consultation around Crossrail and the Council's policy to stakeholders and residents through East End Life, local and Bengali media</p>	CE	<p>All existing milestones in Crossrail Comms strategy completed. On target to meet deadlines for Petition being presented to the HOC select Committee June 06.</p>	<p>Council has won major change in Crossrail policy affecting the lives of Spitalfields and Brick Lane community</p>	Chris Payne	GREEN	<p>Completed</p>		
	<p>Improve access to translation services alerting recipient when legal documents are important and translation is a valuable</p>	CE	<p>Single side document to be issued with correspondence March 07</p>	<p>All correspondence suitably matched</p>	Tim Rodgers	RED	<p>Not completed</p>	<p>Document has been drafted though not translated</p>	<p>Will cross refer with existing examples then commission</p>
	<p>Publish news and features encouraging healthy lifestyles in East End Life. Regular media releases to ethnic media and local news and community organisations detailing activities</p>	CE	<p>Regular press releases Proactive media strategies to place articles in a timely fashion and in a wide variety of media including the trade press</p>	<p>Number of articles published and uptake of services reflected in monthly media monitoring</p>	Chris Payne	GREEN	<p>Completed</p>		

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✓		Progress development of Centre for Independent Living for people with physical disabilities, due to open 2008	AS	Outline Business Case to DoH submitted in March 06 Decision on PFI credits - September 06 Detailed specification prepared by end of November 06	Beacon development of inclusive, integrated, empowering services for people with physical disabilities and sensory impairment Effective use of capital and other resources	Barbara Disney	RED	Officers continue to work with key stakeholders to progress this work.	Continued delay in decision on PFI credits from DOH has caused slippage to 2007-8	New targets to be set through close working with key stakeholders
✓	✓	Ensure all adult service users have a copy of their care plan summary and where appropriate it is translated	AS	Completed by March 2007	100% compliance	John Golbup	GREEN	Completed		
✓		<b>OBJECTIVE 2 - To ensure that neighbourhood renewal benefits all communities</b> Proposal for seeking neighbourhood renewal funding must identify the way it benefits communities	CE	Quarterly monitoring reports to CPAGs and 6 monthly to Cabinet Evaluation of impact of funding - April 2007	Monitoring shows significant evidence of improvement	Margaret Librent	RED	All proposals must identify the specific communities who will benefit from the project	Report is currently being compiled	End of year analysis of communities which have benefited from Neighbourhood Renewal funding will be reported to PMG in July 2007
✓	✓	<b>OBJECTIVE 3 - To review achievement of targets and take into account changing circumstances</b> Use monitoring reports to assess achievements against equality service targets in service plans and incorporate feedback from customer complaints and compliments to inform Equality Action Plan Review	CE	Report on achievements to CEGS on a six-monthly basis	Feedback from customer complaints are addressed within service equality targets	Michael Kealing	GREEN	Completed		
✓	✓	Ensure school assessment results are analysed to identify underperforming groups	CHS	September 06 Provisional data analysed	Resources are targeted to improve achievement of underperforming groups	Di Warne	GREEN			
✓	✓	Review data informing potential client user bases as part of reassessment and review of EIA Action Plans and also as part of Service Health Checks	H	Adhere to milestones for healthcare reports and EIA activities	Results are analysed and used to inform service improvement activities	Jebin Syeda	GREEN			
✓	✓	<b>OBJECTIVE 4 - To demonstrate that accurate service user profiles are being used to inform service changes and improvements</b> Undertake Equality Impact Assessment of new policies and functions	ALL	Team plan reflects actions for undertaking EIAs on new policies as they arise by September 06	The results of EIAs inform plans	DELOS	GREEN	Completed		
✓	✓	Publish analysis of the Residents Survey by key target groups to be used alongside existing population profiles to inform EIAs	CE	Publish Residents Survey by June 2006	Residents Survey is being used to inform the EIAs	Alan Steward	GREEN	Completed		

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✓	Monitor exclusions of mixed heritage pupils very closely and refocus the work of Caribbean and African Students Project to prioritise work with mixed (Caribbean/African and White) students	CHS	Report on 05/06 exclusions, October 06	Proportionally high statistics for excluded mixed heritage pupils are reduced to expected levels	Liz Vickere	GREEN	Pupils of mixed heritage backgrounds are now either under-represented in exclusions or are excluded at a rate that is similar to their representation in the school population		
✓	Analyse and review all Educational Psychological Services referrals by ethnicity, gender and primary Special Educational Need	CHS	All referrals checked & logged on dedicated database throughout the year with monitoring 3 times a year. Analysis completed and compared with previous years by September 06	Trends and patterns of Educational Psychological Referrals have been identified and findings are being acted upon	David Carroll	GREEN			
✓	Analyse all health notifications of under fives by primary special educational need, gender and ethnicity	CHS	All referrals checked and logged on dedicated database throughout the year. Analysis completed and compared with previous years by September 06	Trends and patterns of health notifications have been identified and findings are being acted upon	David Carroll	GREEN			
✓	Ensure planning takes greater account of the schools data on refugee pupils and home languages spoken	CHS	Analyse and publish the results by March 07	Resources are better targeted	George Nyamundanda	GREEN			
	<b>OBJECTIVE 5 - To ensure managers have been appraised against service equality targets and they incorporate them in practice</b>								
✓	Undertake a sampling exercise of managers' team plans and PDRs to ensure that equalities actions and targets are incorporated	ALL	Complete by December 06	Equalities targets and actions are incorporated in team plans	DELOS	GREEN			
	<b>OBJECTIVE 6 To ensure that effective systems are in place for managing equality across contracts and partnerships</b>								
✓	Develop Diversity and Equality Policy with guidelines which include all 6 equality strands to promote equality and diversity across youth work providers	CHS	All policies developed and implemented by youth work providers (June 06)	Providers are aware of their duty to eliminate all forms of discrimination and to promote good relations	Steve Stipple	GREEN	Consultation completed with new contractors and Diversity and Equality Policy finalised.		
	Letting of contracts - review and update standard terms to incorporate a requirement to ensure contractors are aware of their obligations to provide services in compliance with the council's equality policy and plan, and the importance of their contribution towards achieving the council's equality performance targets.	CE	Standard ITT clauses reviewed and updated as necessary by September 2006	Up to date ITT clauses on equalities included in standard terms for all appropriate contracts	Nick Walker	GREEN	Procurement Eq/A is currently in train to embed further.		



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✓	Review practice for recording racist/discriminatory incidents in youth clubs, youth projects and other community settings.	CHS	Requirement to log and investigate all incidents is built into contract specifications (August 06)	Increase in logging and investigation of racist/discriminatory incidents by youth work providers	Steve Stipple	GREEN			
	Improve procurement equalities practice building on the procurement strategy and manual	CE	Procurement Guide for staff in place by June 06 Procurement Advocacy Team in place working jointly with the corporate Project Management and Risk Management Teams by December 06	The Central Procurement Unit provides a more pro-active and strategic service	Nick Walker	GREEN			
	<b>OBJECTIVE 7 - To benchmark full range of equality achievements against other authorities in a similar position</b>								
✓	Share achievements with other Councils through ALG meetings and meetings with other authorities	ALL	Meet quarterly with other council and/or attend ALG Equalities Forums and share best practice	Benchmarking has been completed and lessons and best practice shared with other councils	DELOS/Corporate Equalities	GREEN	Completed		
✓	Develop equalities benchmarking work to learn from other organisations	ALL	Benchmarks included in all performance reports by March 07	Service has improved through learning from other organisations	DELOS/Corporate Equalities	GREEN	Completed		
✓	Benchmark full range of equality achievements through an external audit by authors of the equalities standard	ALL	Audit commissioned and first visit to audit evidence takes place. (April 06) 2 days of triangulation interviews take place interviewing 20 managers - (June 06) Final report received and presented to CESSG (July 06)	Audit report confirms level five achievement and identifies key strengths and areas for further improvement.	Michael Keating	GREEN	Completed		
✓	Benchmark equalities work with other local authorities	ALL	Carry out benchmarking of EIA's and publish results by March 07	Benchmarking of EIA's has been carried out Benchmarking of equality planning processes carried out and results are published	DELOS/Corporate Equalities	GREEN	Completed		
	<b>OBJECTIVE 8 - To review/improve equal access to services, objectives and targets</b>								
✓	Ensure that Refugee Groups are included in the User Involvement Strategy	CE	Key worker appointment - July Service Users Council set up - June 06 Communities forum set up in September 07	Significant numbers of refugee groups involved on user council and attend communities forum	Gilly Cottow	GREEN	Service User Council set up 3rd quarter 06. Communities Forum set up July 06. Refugee Group represented on the forum as Vice-Chair.		
✓	Continue to support the Tower Hamlets Access Group in implementing their two year programme	CE	Access group continues to meet on a six-weekly basis including briefing and training sessions	The group feeds into major project development	Michael Keating	GREEN	Achieved		
✓	Improve the accessibility of the Council's communications with residents with learning difficulties by piloting the use of "easy read" versions of commonly used documents	CE	Review effectiveness of "Easy Read" versions of documents by March 07	Residents with learning difficulties are able to access information from the council	Chris Payne	RED	Consultation workshops have taken place	Implementing the Disability Equality Scheme Action Plan has changed timescales for delivery.	Consultation with local disabled residents have taken place and the results will help inform future action
✓	Improve the accessibility of East End Life	CE	Promote the audio version of East End Life and monitor usage to increase take up, report on progress by March 07	There is an increased number of people using the audio version of East End Life	Chris Payne	RED	Monitoring has shown no increase	As above.	This will be picked up in next year's plan

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>		Promote accessible public transport facilities to disabled people	EC	Good Going/Accessible Transport Forum 'Getting About Day' by September 06	40 disabled people attending event; 50% of attendees using new public transport services by March 07	Margaret Cooper	GREEN	Completed		

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✓	Provide training and support for all primary schools in providing appropriate intervention in English and mathematics for underperforming pupils including target groups such as boys, ethnic groups etc.	CHS	Programme delivered for 100% of primary schools by July 07	Intervention programmes are better matched to needs of particular groups, leading to improved attainment	Monica Forty	GREEN			
	Develop the Extended Schools initiative offering a coherent set of services to support parents within walking distance of home	CHS	Consultation on Extended Schools Strategy completed by May 06	Extended schools offer wrap-around childcare, study support activities, parenting support including family learning and easy and swift referrals to other agencies	Ayub Ali	GREEN			
✓	Update the Special Educational Needs and Inclusion Action Plan and increase the number of young disabled people reached by services	CHS	Strategy produced, distributed and explained to key stakeholders (August 06)	Number of young disabled people, young women and LGBT young people reached increased from 2004-5 baseline	Steve Stipple	GREEN			
	Develop network for female youth workers and work with young women to develop a longer-term development plan for work with girls and young women in Tower Hamlets	CHS	Establish monthly networking meetings for female youth workers. Development Plan produced, distributed and explained to key stakeholders (August 06)			GREEN			
	Develop an Action Plan for more co-ordinated services for Lesbian, Gay, Bisexual and Transgender (LGBT) young people	CHS	Strategy produced, distributed and explained to key stakeholders (August 06)			GREEN	Action Plan developed and consultation carried out.		
✓	Fund a project to build the capacity of the Somali community to deliver high quality and effective youth work and promote equality of access for Somali young people to Youth and Community services provision	CHS	Audit of the youth work provision available to young people completed (August 06)	Somali Youth Strategy Group meeting regularly, increased quality information, advice and training delivered to Somali youth organisations	Steve Stipple	GREEN			
✓	Continue to develop communications with the local business community through the Tower Hamlets Business Forum	DR	Explore and develop ways of reaching SME SME (small to medium enterprises) sector March 07	Local SMEs are better informed on how to access and prepare for larger contracts/supply chains	Patricia Holmes	GREEN			
	Continue to develop the business tourism and HLT (Hospitality, Leisure, Travel, Tourism) sectors through the business tourism plan in conjunction with Visit London, Excel London, Canary Wharf Management and London City Airport	DR	Develop new specialist materials which target LGBT community March 07	Profile raised of retail and HLT businesses and increase local spend	Patricia Holmes	GREEN			
✓	Provide Disability Awareness training for venues featured in the Venue Guide	DR	Raise awareness of the DDA 100% trained by April 07 100% will receive written advice by April 07	Service and accessibility of venues has improved	Patricia Holmes	GREEN			
✓	Continue to work with Corporate Social Responsibility departments (in business sector) to raise awareness of cultural diversity in the borough	DR	Review after 6 months and complete by March 07	Contribute to an increase in local employment rates of 10%	Sue Hinds	GREEN			
✓	Promote Sport and Recreation Facilities and programmes to disabled people and older people	EC	DVD produced and distributed by June 06	Increased participation from older people and disabled people	Paul Martindill	GREEN	Completed		
	Implement an expanded programme of youth arts projects across the Borough	EC	Deliver a minimum of 420 workshops across the borough by March 07	550 young people to participate by March 07	Paul Martindill	GREEN	Achieved above target - 652 youth art workshops with 3 979 young people (13-19yo)		
	Deliver a targeted programme of services and activities to increase under 16s library membership	EC	Programme developed and delivered from June 06	Increased participation of young people at Idea Stores	Ian McNicol	GREEN	Completed		
✓	Ensure that the achievement of Disabled Children is maximised	CHS	Monitor PEP completion 6 monthly Review of achievement completed by December 06	Review informs actions	Ann Goldsmith	GREEN	Completed		
✓	Increase Direct payments to Disabled Children	CHS	Staff trained by January 07 User information on direct payments distributed by September 2006	More children and families have access to Direct payments to enable them to have more direct control of the services they receive	Kamini Rambellas	GREEN			

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	✓	Establish website language button link to translated service information	AS	Existing service information translated December 06 Upload and link the language button February 07 New service information translated and uploaded March 07	Monitoring of the number of hits on the website evidence an increase in usage	Emdad Haque/Lorna Bayford	RED	Some existing service information has been translated, but could not sensibly be finalised until it is known exactly when the Directorate will change its name and what it will change to.	This action has been superseded by the corporate project to redesign and relaunch the website. As part of this project all directorate website service information will be updated so this would be the best time to add translation to the website. Corporate standards on translation may be introduced	The current launch date for the new website is end December 2007. New service information with translations will be written between June and December 2007 provided the need for translations is agreed corporately.
✓		Ensure that information regarding accessing social care is readily available to users, carers, children and families	CHS/AS	Information materials printed and distributed by October 2006	Information readily available to users, carers, children and families from disadvantaged communities	Kamini Rambelias	GREEN			
✓		Ensure English language lessons are accessible and available to families through links to local providers	CHS	In place by May 06	Enable children and young people to fulfil their educational and professional potential	Ann Goldsmith	GREEN	Completed		
✓		Target NRS funding on accelerating progress on LAA and Improving Health and Wellbeing Strategy	AS	Priorities agreed by Living Well CPAG May 06 Allocations agreed by Partnership Management Group June 06 All projects fully operational by September 06	Better co-ordinated, more localised, more responsive services	John Goldup	GREEN	Completed		
✓		Pilot presentation of website information in formats accessible to people with learning disabilities	AS	Launch pilot site June 06	Information readily available to users and carers	John Beverton	GREEN	The website is now up and running		
✓		Invest in and develop the workforce for advocacy and interpreting services and develop more culturally diverse service models	AS	Outline bid for NRF to fund pilot project to test model for integrated interpreting and translation service submitted April 06. (Dependent on NRF funding)	Model developed for integrated interpreting / translation service with Tower Hamlets Primary Care Trust (THPCT) that targets unmet language need	Margot Fonseca	GREEN	Completed		
✓		Review all leaflets and publicity to ensure information available is complete and accessible	AS	Clear standards, catalogue system, and publication process – August 06 Collect, audit and catalogue all existing information – September 06 Identify gaps and updates / need for translations & schedule work – October 06 Publications complete – March 07	Comprehensive, up to date, accessible service information leaflets available to staff and service users	Margot Fonseca	GREEN	Standards, publication process and catalogue system completed. Existing information collected. Gaps to be identified and translations/publications completed by March 07		
✓		Review Adults Services information on website to ensure information is complete and accessible	AS	Review accuracy and completeness of existing information – August 06 Draft/collect updates – October 06 Upload to website – December 06	Comprehensive, up to date service information available electronically.	Margot Fonseca	GREEN			
✓		Work with community and local media to increase access to older people's services from minority ethnic communities	AS	Campaign launched June 06 Percentage of BME older people assessed for services to reflect population profile by December 06	The percentage of BME older people (65+) who receive an assessment is the same as that of the white community. The percentage of older people who receive services as a result of an assessment is the same as the white community.	Ian Queenan	GREEN	The percentage of BME older people receiving assessments and services as a result are both slightly higher than the percentage of the white community receiving these.		

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✓	Facilitate access to Child and Adolescent Mental Health Services (CAMHS) by providing services in schools, extended schools and children's centres.	CHS	Through joint planning and reviewing between CAMHS and education and other appropriate services. Ensure adequate access for Looked After Children to CAMHS services Ensure access to CAMHS advice for children with a learning disability by March 07 225 days CAMHS input into children's centres and the same into other education settings by June 06 450 days CAMHS input into children's centres by March 07	Improved access is demonstrated education and other appropriate services	Kamini Rambellas	GREEN			
✓	Develop / promote volunteering / work opportunities for older people.	AS	BVR Older People Improvement Plan agreed June 06	Increased engagement in community and promotion of opportunities for older people.	John Goldup	GREEN	Completed		
	Ensure interpreting services are made available for all important information exchanges and meetings with families.	ASCHS	Ongoing, reviewed quarterly.	Interpreting and translation is consistently available	Kamini Rambellas	GREEN			
	Ensure Domestic Violence information is available to refugees	CE	Ongoing	Improved access to information	Phillipa Chipping	GREEN		Public information on DV has been distributed through a wide range of universal services - including health services and schools, and 25 outreach stalls have been held at community events. Warrior Women Course completed with refugee group at Oxford House. Major conference on Migrant & BAME women planned for April 2007.	
	Ensure that up to date information on drugs services reaches the refugee community	CE	Ongoing	Improved access to information	Gilly Cottew	GREEN		Borough-wide study of refugee communities to identify gaps in services completed. Workshops targeting specific communities have been agreed between refugee groups and drugs services	
	Ensure that Refugee Groups are facilitated to access substance misuse services through the provision of satellite services provided by New Residents' Support Scheme	CE	Ongoing	Improved access to information	Gilly Cottew	GREEN		Community Development Officer working with both Bangladeshi and Somali mosques to raise issues of drug awareness. DAT working with hostels and homeless services via the Drug and Alcohol network to ensure that all groups have access to information on services. DAT funds Interpreting Service for drugs agencies	

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✓	Improve accessibility of the summary statement of accounts	CE	4 page summary of accounts to be developed to take into consideration access requirements by November 06 Publish by December 06	The summary of accounts is accessible to a wider range of local people and increases understanding of the Council's finances	Alan Finch	GREEN	Publication of 2006/07 leaflet timetable for November 2007 - following review of format		
✓	To ensure the Council Tax leaflet is accessible to the local community	CE	Monitor and ensure that equalities and access issues have been addressed by January 07 Leaflet produced by March 07	There is an increased understanding of how the Council Tax is calculated	Alan Finch	GREEN	Publication of 2008/09 leaflet timetable for March 2008		
✓	Provide support to families with English as a second language through the family centre and as part of the assessment process	CHS	Arrangements in place from April, 2006	Arrangements in place	Ann Goldsmith	GREEN			
	Develop and provide equalities training for all frontline staff including those outside Social Services e.g. Facilities Management	AS	Briefing sessions and foundation course available for staff and managers All managers attend legislation briefings. All social work staff to attend equalities and assessment briefings. 20 managers to attend equalities foundation course. Support staff to attend equalities briefings. EIA training available (March 07)	Improvements to service delivery and management	Linda Crawford Jan Hill	GREEN	Completed		
✓	Improve accessibility of the Council web based services through continued web accessibility improvements as advised in government guidelines	CE	Look at options for a Content Management System	Implementation of a CMS for web publishing by April 2007	Jane McCormick	GREEN	Completed		
	Establish Communities Forum involving the Third Sector, BME Groups and Faith groups to increase the capacity of community groups to respond to drug related issues and scrutinise and shape the local drug strategy	CE	First report to DAT Partnership Board by June 06 Feedback from Communities Forum to be a standing item on DAT Partnership Board agenda	Increased number of VCS organisations engaged in Communities Forum	Gilly Cottew	GREEN	Communities Forum established July 06. Communities Forum Chair attends DAT Partnership Board. Fifteen organisations including faith, BME and business communities represented at the Forum.		
	Pilot provision of information to parents through Parent Information Point (PIP) sessions in schools, Children's Centres and Community venues in partnership with Praxis	CHS	Review outcomes of pilot and expand if successful (July 2006)	Better access to information	Sharon Sullivan	GREEN			
	<b>OBJECTIVE 9 - To promote race equality and promote good relations between different racial groups</b>								
✓	To support the interfaith forum meet the targets set out in the "Faith Capacity Building Fund" bid focusing on developing faith awareness and community cohesion.	CE/CHS	Worker appointed - May 06 Interfaith week takes place - November 06 ; targeted visits take place in schools by April 07	Targets met as identified in Interfaith capacity building fund bid.	Michael Keating	GREEN			
✓	Ensure that the needs of refugees and related issues are reflected in the Equalities Action Plan and related strategic documentation to ensure a joined up approach to meeting need and raising awareness	CE	Regular attendance at refugee forum meetings quarterly	Actions to support refugee communities are included in the EAP and taken forward	Michael Keating	GREEN	Completed		
✓	Encourage young people to undertake cultural exchanges by promoting this through school, youth work and other settings	CHS	Pilot exchange work with one school, one youth project and one faith group (March 07)	Pilot evaluation is positive and results in continuation of cultural exchanges	Jane Connolly	GREEN			

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✓	To use the Beacon application process to drive continuous improvement: identify areas of best practice and areas for development against the criteria set out under "Equality & Diversity" section of the Beacon application.	CE	"Equalities and Diversity" section of application signed off by Corporate Equalities Lead officer within service(s) applying by application deadline	Score of at least 4 out of a possible 6 for "Equality & Diversity" for all submitted Beacon applications	Rosie Doran	GREEN	Completed		
✓	Implement an ambitious programme of events and festival with large diverse groups	EC	65 public events held by March 07	Evaluation of 65 public events show support from communities March 07	Steve Murray	GREEN	Achieved above target - 81 festivals and events were held		
	<b>OBJECTIVE 10 - To ensure that the Council use best practice in communication and the provision of information</b>								
✓	Improve accessible formats for the Council's weekly newspapers East End Life and encourage uptake of EEL on tape and complete proposal for costings on uptake of Bengali tapes for the visually impaired residents	ALL	Redesign of East End Life to incorporate accessible fonts to improve readability March 07	Demonstrate increased awareness of council services through the annual residents survey and bi annual readership (ICMI survey)	Laraine Clay	RED	We are still working on the EEL re-design and the talking tapes were under review as is the suggestion for Bengali tapes	A report was considered by Cabinet in January 2007 for procurement reasons	The tape project is under review and will be picked up in next year's EAP when the new Head of Communication is in post.
✓	Ensure council publications promoting customer access reflect accessibility guidelines	CE	Updated section in the Council's communications manual by September 06	Communications audit reflects increased adherence to DDA guidelines in Council publications	Chris Payne	GREEN	Completed, regular monitoring is taking place		
	Arrangement of monthly media briefings with the Bengali media to ensure widespread dissemination of information on best practice and council initiatives.	CE	Schedule of Bengali media briefings with Cabinet members completed June 06, 9 to be held by March 07	Improved awareness of Council equalities initiatives reflected in numbers of articles in Bengali media	Belal Ahmed	GREEN	Completed and continues		
	Publicise equalities initiatives developed by the Council through East End Life, press releases and working with the media, local and national.	CE	At least 12 positive stories in local, national and trade press by March 07	Media monitoring reflects raised awareness of Council's good practice	Clare Saul	GREEN	Completed		
✓	Ongoing development of Council's Communications Manual to reflect disability guidelines and best practice in Council-wide communications	CE	Completed by March 07	Annual communications publication calendar demonstrates improved design of council publications	Chris Payne	GREEN	Completed, reviewing publications calendar 06-07 to measure effectiveness and looking at 07-08		
✓	Promote the usage of the Borough's Sports and Art facilities and Libraries and Idea Stores to the refugee community	EC	Update and provide promotional literature of these facilities to key agencies	Literature distributed to key agencies by Sept 06	Paul Mantinill	RED	Incomplete	The Service has been unable to establish relationships with key agencies.	The Service will look at additional ways to distribute information to the refugee community.
	<b>OBJECTIVE 11 - To protect vulnerable individuals from intolerance and hate crimes, including race crimes, faith related crimes, homophobic crimes, crimes against refugees and asylum seekers and crimes against elderly people</b>								

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	Monitor the delivery of hate crime literature/information and training development needs to refugee communities	CE	Quarterly review to March 07	Increase in hate crime reports from refugees and 95% of refugee organisations are satisfied with the service	Nazma Begum	RED	All refugee organisations were contacted and offered support, training to staff and workshops/surgeries for service users. They all received literature in the 2 key community languages. It has been difficult to measure the uptake due to delays but the refugee/newcomer category has now been added.	Increase in reports from refugees has been difficult to measure because of problems updating the new database.	Work is in hand to try and ensure the database is made fit for purpose. The refugee/newcomer category has been added. Meanwhile all Investigation Officers, LHOs and SNT Officers received training which covered issues affecting the RAS communities.
	Deliver one intergenerational project per LAP (8) to reduce misconceptions and fear of crime amongst the elderly and to improve respect and understanding	CE	Consultation April 06 - Publicise and generate support for project plan amongst residents and agencies, May 06 - Bring in localised workers/partners, June 06 - Evaluate all initiatives and prepare comments for ASBAG January 07	Delivery of 8 intergenerational projects per LAP	Emily Fieran-Reed	RED	Two intergenerational projects took place on the Maresbury estate and in Ravenscroft Park. Some intergenerational work also took place on the Collingwood Estate and in other locations.	In May 2006, the funding for this project was agreed but restructuring of the service took place. Some personnel were therefore not in place to complete all the work in 06/07.	£9,000 of funds reconfigured to the Race and Hate Crime Inter Agency Forum in addition to £20,000 of other funds, to deliver an intergenerational project in 2007/06.
	Make sure that all school staff and pupils are aware of procedures for reporting racist incidents	CHS	Distribute summary guidelines on procedures to all schools and settings (September 06)	Increase in the number of racist incidents reported by schools previously making nil or low returns	Sarah Gale	RED	The number of schools not reporting racist incidents has increased from 32 in 05/06 to 49 in 06/07.	A possible explanation is that as a result of successful school strategies to tackle racism, fewer incidents are now occurring. However, more reports are likely to be returned at the end of the school year.	Schools with nil returns have been contacted and reminded of the need to return reports. They have also been offered training to ensure that all staff know the procedures for recording and reporting racist incidents.
>	Work with schools and other settings to combat racism and all forms of discriminatory behaviour by extending the diversity awareness training packages to include all 6 equalities strands	CHS	June 06 New incident reporting form developed for use in schools, September 06 Training programme available, March 07 Training delivered in 15 schools and 5 settings (June 06)	Schools, parents and governors report positively on the impact of the training	Sarah Gale	GREEN			
	Ensure families without recourse to public funds are provided with accommodation and/or financial support and have ongoing support and review	CHS	Ongoing, to be reviewed in March 07	Children from families without recourse to public funds are kept safe	Ann Goldsmith	GREEN			
>	Improve support to privately fostered children from ethnic minorities by visiting and assessing these arrangements and ensuring effective monitoring of this work	CHS	Raise awareness with social work staff by July 06 Implement Communication strategy across statutory and third sector agencies by March 07 Raise awareness with faith communities and the general public by March 07 Link with CAMHS to provide support to privately fostered children by December 06 Link with Kinship Care team to provide support to private foster carers by December 06 Support provided to 40 privately fostered children by December 06 6 monthly reporting and updates	Social work staff are aware of the support that can be provided to privately fostered children Improved communication across statutory and third sector agencies Faith communities and the general public are more aware of the support that can be provided to privately fostered children	Ann Roach	GREEN			



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	Expand the availability of supported living options in partnership with Supporting People	AS	Extension of Supporting People programme to include people with Physical Disabilities/Sensory Impairment/HIV/AIDS. March 2007  Involve service users in governance arrangements. Commence Service Users Housing Forum (LD) by June 06	New Supporting People contract to be in place for 1st April 2007  Service users involved in consultation on eligibility criteria and allocations framework.	John Goldrup	GREEN	Completed		
✓	Improve support available to older people within the Somali community through reconfiguration of Mayfield House Day Centre	AS	Following consultation with Somali service users and community organisation proposals to Cabinet September 06	More effective and cost effective support to older people within the Somali community	David Cowell	RED	Mealings continuing with local Somali organisations with whom a provisional service model has been agreed.	Delays initially incurred due to uncertainties over the impact of Housing Choice. These have now been overcome.	Report to Cabinet on 4/7/07 seeking permission run a restricted, simplified tender for Mayfield House. Suitable organisations will be invited to participate in the tender which is aimed at securing a Somali led and managed service.
✓	Increase staff understanding of refugees physical and mental health care needs through training and information	AS	Training Plan in place September 06 Training provided for representatives from Adult services teams	Training impact evaluation shows 90% approval rating for impact of training on services provided. Refugees accessing services survey shows significantly greater satisfaction with service use	Jan Hill	GREEN	The training has been distributed to every team, and there will be on-going training courses during the year to cover new staff. Thus, the issue has been raised with all operational staff and there will be on-going training		
✓	Increase number of people able to live independently in the community with appropriate support	AS	Contract for training and service provision let June 2006 20 telecare assessors trained by October 2006 130 users by March 07	Most vulnerable service users, and their carers, more effectively supported	John Goldrup	RED	Telecare project board has been established. A project plan has been set out and proposals to enhance the existing care alarm service have been agreed.	Revision of delivery strategy.	Telecare Project will deliver assistive technology to support older people to live at home on a pilot basis from May 2007 and with a full service operating by March 2008.
✓	Further develop and increase take up of Direct Payments Scheme	AS	Leaflet to be available on the Tower Hamlets Website by July 2006  All social work teams, CMHTs, IDEA stores, and a range of community resources to have access to new leaflet by July 2006	All communities to have access to the Direct Payments information	Barbara Disney	GREEN	Completed		
	Deliver holistic personal safety training course for women from targeted vulnerable groups (Warrior Women)	CE	15 courses run each attended by at least 12 women by April 2007	180 women complete course and evaluate as satisfactory or better.	Phillipa Chipping	RED	12 Warrior Women courses were completed in the year - including 1 course delivered in Bengali premises and participant recruitment. Unfortunately 3 courses that had been planned could not take place because of small numbers of participants recruited, and in one case, building works in the proposed venue. Also, with one trainer able to deliver the programme there is a limit to how many courses can be run concurrently - so it is difficult to rearrange courses if venue issues arise.	This programme depends on partnership working with host community organisations who are responsible for provision of delivery of the programme which will enable more courses to run concurrently	The programme will run again in 07/08 with the same target. Trainers from 3 community organisations are being trained in delivery of the programme which will enable more courses to run concurrently

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	Improve the training and job opportunities to care leavers	CHS	Develop scheme to support care leavers accessing work, experience and job opportunities Scheme drafted by June 2006 and in operation by September 2006	Increase the percentage of care leavers in employment, education and training at 19 to 70% by March 2007 (BYP1161)	Jenny Boyd	GREEN	Youth engagement worker appointed and target exceeded.		
✓	Extend employment opportunities for people with mental health problems and learning disabilities by: -expanding range of employers committing to provide employment to people with learning disabilities. -developing vocational support services within the borough for people with mental health needs. - increasing the number of people with physical disabilities accessing employment or training opportunities via the Day Opportunities Resource Centre	AS	4 significant employers signed up by September 06. 5% increase (March 06 baseline) on numbers of people employed with mental health problems and / or disabilities known to the Council by September 06, and 15% increase by March 07	More people with learning disabilities, mental health needs and physical disabilities in employment	John Goldup	RED	It has not been possible to establish a baseline from which to determine the percentage rise in numbers of disabled people and people with mental health problems helped in to employment, therefore achievement against original target cannot be measured. However, in the disabilities area a number of disabled people have been helped by the various projects as follows: DITO has helped 32 people including 11 volunteers. NRE Next Steps: 'Wish Ahead': 1 person already in work placement. NRE Next Steps: 'Life Begins At 1' person in employment and 1 expected to start in mid Feb 07. Positive East Employment: 25 Tower Hamlets residents have been given an Action Plan. Education / Training: 7	Extended time period to secure NRF funding caused slippage in recruitment of key staff.	Key staff now in place. Revised target to sign up 4 significant employers is December 2007.
	Tackle Youth Hate Crime through media and art by bringing groups of youths from different backgrounds together to challenge stereotypes and help change perceptions	CE	Tendering process through 3rd Sector by September 06 Assist delivering and assess all projects by March 07	There is a reduction in representation of youth hate crimes as both victims and perpetrators	Manara Ahmed	RED	Also SSGF funded project to Alpha Grove Youth Centre to produce a race and faith play with the aim of bringing young people from different backgrounds together. This was completed. Culloden Bangladeshi Project, 17 youths attended and 98% stated the objectives were met well. Chrisp St Idea Store, 12 youths attended and 92% stated the objectives were met well. 2 sessions with Youth Offending Team, 6 perpetrators, 100% stated objectives were met. Alpha Grove Youth Centre, 15 youths, 90% Tower Hamlets College, 118 students who were disaffected youths and had learning difficulties, 100%	Although The Really Big Adventure Play was achieved the evaluation report is not due until 4th June. It will analyse equalities monitoring forms and re-evaluation forms and will state the percentages or view in whether the objectives have been met, confidence in challenging discriminatory behaviour and so forth.	

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	Increase reporting of Homophobic Hate Crime and provide support to LGBT community members through employment of specialist Homophobic Victim Support Case Worker	CE	Worker recruited by May 06 Training for worker produced and delivered by March 07 All LGBT hate Crime victims supported by March 07 Report to partnership members by March 07	% increase in number of Hate Crime reports received from LGBT community 100% victims supported and 95% victims satisfied with service provided	Natalie Ker Watson/Fazal Mairmood	GREEN	Completed		
	Ensure that religious institutions, schools, major businesses, youth groups and voluntary sector are contacted and that option of Hate Crime training support and development needs are provided	CE	Minimum of 20 organisations contacted and assessed for Hate Crime needs by Mar 07 Aim for 30% of organisations to take up Hate Crime awareness training by Mar 07	95% of agencies contacted which take up are satisfied with service/training % increase in reporting of Hate Crime to Council's freephone line	Nazma Begum	GREEN	Over 20 Organisations were contacted and offered training and support. 30% target was exceeded in Training take up 95% agencies satisfied with service/training target has been met		
	<b>OBJECTIVE 12 - To improve services for groups that the Council has found hard to reach and for vulnerable and excluded groups</b>								
	Monitor and track key outcomes for newly-arrived children and young people	CHS	Encourage schools to return data on refugee pupils and languages spoken and analyse the results by December 06	Report produced which informs school planning	George Nyamundanda	GREEN			
	Develop staff awareness of refugee issues through training, website and resources	CHS	On going development with a review in January 07. Training provided by March 07. Key information provided on website by December 07	Schools make appropriate provision for refugee pupils as evaluated by sampling process.	Jane Connolly	GREEN			
>	Disseminate best practice in support for newly-arrived children and young people with English as an additional language in schools	CHS	Ensure all EMA (Ethnic Minority Achievement) Co-ordinators are aware of procedures through briefings and training by March 07	All parental complaints about quality of education for new admissions dealt with satisfactorily. Snapshot visits to schools show good practice strategies adopted.	Jane Connolly	GREEN			
>	Support special schools in their delivery and development of outreach services to mainstream schools	CHS	Feedback each school term on services delivered	Analyse services delivered over a school year with schools	David Carroll	GREEN			
	Commission new women's drug treatment service	CE	Service established and receiving clients by July 06	Increase the number of female problematic drug users engaged and retained in treatment to 27% of all users (20% currently)	Gilly Cottow	RED	The women's drug service opened to service users in November 2006. Numbers of female problematic drug users engaged in treatment has increased to 28.6%.	Service opening was originally planned for July 2006. The service is housed in Hopetown Hostel (a new build site) and due to delays in construction the service was unable to open	The service is now open
	Develop ante-natal clinic for pregnant drug users	CE	Service established by July 06	Increase the number of pregnant drug users identified and engaged by ante-natal services by 10%	Gilly Cottow	GREEN	The PCT, ELCWHT, Barts and the London Hospital and the DAT have worked in partnership to oversee the opening of the Seacole Clinic. This has enabled a greater focus on, and subsequent engagement of pregnant drug users within the specialist midwifery service at the Royal London Hospital.		
	Develop links with Children's Services to ensure drug users are able to access full range of childcare services	CE	Protocol developed by DAT/Children's Services to ensure all eligible drug service clients have access to funded childcare provision, by September 2006	Monitoring shows an increase of the uptake of childcare services by drug service clients by 20%	Gilly Cottow	GREEN	Clear protocols are agreed and in place. Monitoring indicates an increase of the uptake of childcare services by drug service clients.		

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✓	Advise schools on the implementation of the Disability Discrimination Act in relation to access to education for pupils with physical impairment and serious medical conditions	CHS	Expenditure on Access initiative Grant agreed with schools (March 07)	Monitoring shows an increase in the number of schools requesting support	Hilary Maguire/ Lynne Roberts	GREEN			
✓	Braille and fingerspelling alphabet book produced by RNIB for Tower Hamlets and distributed to targeted parents and all Early Years settings	CHS	Launch event (May 06)	Awareness of staff and children in EY settings raised and parents of vision-impaired and hearing-impaired pre-school children welcome and use the publication	Jason Swale Lynne Roberts	GREEN			
	Carry out audit of services provided by Children's Information Service, Parents Advice Centre and Children's Centres to ensure sensitivity to gender differences	CHS	Training provided by Fathers Direct for all staff and areas for development identified (October 06) Action Plan reviewed (March 07)	Increased use of services by fathers, as measured by contact with staff	Sarah Gale	GREEN			
	Promote road safety programmes to vulnerable age groups	EC	1000 pupils to have participated by December 06 An additional 3 schools to have the Junior road safety officers by March 07 Training for 3 elders groups completed by December 06	Evidence of improved road safety awareness	Margaret Cooper	GREEN	Completed		
✓	Review existing programmes and develop a range of new programmes at leisure centres to encourage participation from under-represented groups across the Borough	EC	100 members in 60+ programme by March 07 10,000 women and girls participating by March 07 200 Members with disabilities by March 07	Monitoring shows increased participation	Paul Martinelli	GREEN	Achieved above target - over 144,000 visits by women and girls to leisure centres, 251 disabled members		
	Improve diversity monitoring for a football programme for 7-11s in schools and at the Football Development Centre	EC	Draft system proposals agreed by September 06 Monitoring goes live in October 06	Baseline for ethnicity and gender established	Paul Martinelli	GREEN	Completed		
✓	Increase the profile of disabled sports in the Borough	EC	Host the London Youth Games at Mile End Leisure Complex Organise team entries from disabled people for the London Youth Games	Enter teams for the maximum number of events (6) Established training sessions for boys & girls disability football, disability swimming, athletics, boccia	Paul Martinelli	GREEN	Completed		
✓	Improve access to play for disabled children	EC	4 new inclusive play sessions by March 07	Improve Play facilities for disabled children in Mile End Park	Paul Martinelli	GREEN			
✓	Develop better matching of properties across the social housing sector for disabled households	H	Register of households with a disabled person and accessible properties to be in use by June 06	Evidence of increased satisfaction by households with a disabled person that they can make more informed choices when bidding for properties	John Harkin	GREEN			
✓	Pilot extension of the old age pensioners & disabled tenants decorating scheme to tenants of registered social landlords	H	Start Pilot in April 06 Equality impact assessment of the pilot completed by August 06 Evaluation of the pilot and decision to extend the programme taken by December 06	Joint partnership working ensures comparable service standards and care for vulnerable tenants across social housing providers	Sue Lawrence	GREEN			
✓	Undertake a tenure blind review of the provision of adaptations for disabled residents	H	Report findings of review by January 2008 with a plan for implementation	Review completed and recommendations agreed to ensure best use made of provision of funds to those in need	Jackie Oduoyo	GREEN			

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✓	Market houseproud grants and the Houseproud Scheme to leaseholders and freeholders who are over 60 and/or disabled	H	25 Houseproud grants and referrals to Houseproud private loan scheme by March 06	25 eligible homeowners have received grant assistance to help them access a Houseproud loan to make repairs and adaptations to their property	Alison Thomas	GREEN			
	Sustain and strengthen planning for Supporting People commissioned housing support services	H	Carry out ongoing reviews and monitoring of supporting people funded services by March 07	80% Supporting people service users are supported to establish and maintain independent living 30% supporting people service users have moved on in a planned way from temporary living arrangements	Carrie Kilpatrick	GREEN			
	A Somali Young People's Early Intervention and Outreach Practitioner will ensure services are accessing Somali young people and their families	CE	Development project to be reviewed September 06	Increased number of Somali Young People and families engaged in Tier 2/3 services	Tim Stonebridge	GREEN			
	Young People's Advisory Group Drugs and Alcohol to be formed to identify issues and needs of young people as well as review existing service provision and make recommendations to the Young Persons Substance Misuse Joint Commissioning Group	CE	Young People's Advisory Group convened June 06	Increased number of young people engaged in young people's advisory group	Tim Stonebridge	RED	94 young people were engaged on an outreach basis with the Lifetime service at year end. 5 of whom were provided with tier 3 interventions. Two targeted workshops were delivered in Q4 as part of the Lifetime delivery strategy for this BME group.	The overall target was set up to be achieved in 2006-07 as part of the ongoing training and development 2007/08 including robust initiatives intended to support achievement of equality standard level 5. The programme was slow to get off the ground in 2006/07 and all of the reported activities occurred in quarter 4.	A remedial action plan for this post has been put in place for 2007/08 including robust quarterly DAAT activities monitoring, weekly in service performance management of the postholder with workplans developed and stringent weekly engagement targets to be achieved in place.
	Promote initiatives supporting mental health and well-being of care leavers in partnership with Tower Hamlets College in order to provide counselling service for care leavers	CHS	Review partnership by June 06 and agree continuation/amendment of provision	All care leavers have access to informal source of counselling support	Jenny Boyd	GREEN			
	<b>EMPLOYMENT AND TRAINING</b>								
	<b>OBJECTIVE 13 - To demonstrate movement towards greater equality in the workplace profile and other employment targets</b>								
✓	Implementation of initiatives to support achievement of all Workforce to Reflect the Community Strategy targets; Council wide	CE/HR	Progress report against targets to Cabinet in July 06 and January 07	Reduction in areas highlighted for improvement in Directates during 06/7 compared to 05/6	Catrina Hunt	GREEN	Completed		
	Implement positive actions training recommendations agreed by CMT	CE/HR	Schemes finalised by September 06	Schemes are in place to develop middle managers that will enable the Council to grow its own senior managers of the future	Devora Wolfson	GREEN	Completed		

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✓	✓	Continue to support the staff equality forums and ensure they can meet regularly	CE/HR	Terms of reference and format of forums reviewed by CESH by end of July 06	The forums are all well attended and key issues communicated to the CESH and relevant services	Falima Shuaibu/Corporate Equalities	GREEN	Completed		
		Increase performance against best practice identified in Stonewall Equality Index	CE/HR	LGBT staff forum to recommend action plan to CESH by May 06	LBTI score in Stonewall Equality Index has improved	Falima Shuaibu	GREEN	Completed		
✓		Continue to develop the Employers Forum on Disability Standard	CE/HR	Implement recommendations and action plan from 05 survey by September 06 CESG to consider participation in 07 survey by December 06	Measurable benefits can be demonstrated	Falima Shuaibu	GREEN	Completed		
✓	✓	Establish workforce profiles to ensure we have the appropriate workforce for future needs	AS	Profiling fully completed by September 06	Accurate reporting on workforce profiles enables targeting of positive action.	Marie Rance	GREEN	Completed		
		<b>OBJECTIVE 14 - To ensure that the authority can show that it is paying its staff equally for work of equal value</b>								
		Measure gender pay gap in accordance with the Council's Equal Pay Policy following implementation of Single Status Agreement and job evaluation process	CE/HR	Report on 3rd equal pay audit, by December 06 supported by an appropriate action plan	Audit shows a narrowing of the gender pay gap in the Council compared to January 05 audit	Falima Shuaibu	GREEN	Completed		
✓		<b>OBJECTIVE 15 - To demonstrate that, staff are fully trained in the systems for delivering full range of fair employment and equal pay objectives</b> All staff new to the Council, participate in Council equalities induction training processes.	ALL	Cross directorate snapshot survey of new staff - February 2007. Report to CESH - April 2007	Clear evidence confirms that new staff attend equalities induction training	Devora Wolfson Stephen Wiggett	GREEN	Completed		
		Undertake job evaluation of former manual worker roles.	CE/HR	Identify Human Resources staff and Trade Union Representatives that require training during 06/7 by end of April 06 Complete evaluations by March 07, provided all trade unions have agreed to local implementation of Single Status Agreement	Sufficient staff are available to carry out job evaluations using GLPC scheme and all former manual workers posts have been evaluated before the end of March 07	Catriona Hunt	RED	Relevant people have been identified and trained	The job evaluation scheme has not been implemented pending results of single status consultation	This action will be carried forward
✓		Ensure staff are able to access appropriate training opportunities in regard to different refugee groups and their cultures.	CHS	Specific training events in place from May 06 onwards.	Learning and Development strategy to recruit develop and retain a workforce that reflects the community in place by March 07	Ann Goldsmith	GREEN			
		<b>OBJECTIVE 16 - To develop and deliver equalities and diversity training for managers and front line workers.</b>								
✓	✓	Implement the Council's core approach to equalities learning and development	CE/HR	Revised content of equalities training included in the 06/7 Corporate Learning and Development Programme (April 06)	Minimum attendance level of 75% achieved	Devora Wolfson	RED	Uptake of 06/07 Corporate L&D Programme equally and diversity courses at 62.5%. Disability Equality Course attendance at 83%		
✓	✓	Introduce equalities monitoring for elected members consistent with the approach used for staff	CE	Completion of monitoring & analysis of results by March 07	Monitoring shows evidence that make up of Council reflects local community	John S Williams	AMBER	Discussion held with Members re: the best means of collecting the information at the Member Learning and Development Group in February 07.	Extended discussion re: resolution of issues and sensitivities around collection of data.	Collection and analysis of data now to be undertaken June/July 2007

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✓	Deliver comprehensive and focused induction programme for new members	CE	Completion of programme by March 07	Positive feedback	John S Williams	GREEN	Completed		
✓	To roll-out an equalities training programme for managers	EC	To complete a needs analysis by March 06 To commence roll-out of training by October 06	Managers have an increased understanding of equalities issues and how it affects service delivery	Tim Clayton	GREEN	Completed		
✓	Equalities training for Housing staff to include refresher course on the revised CRE code of practice on rented housing	H	Equalities training to be updated by Mar 07	Proposal for training programme for housing staff over 18 month agreed and in place.	Paul Rouhan	GREEN			
✓	Include equalities training in the programme for members of Tenant Resident Associations and Tenant Compact Groups in line with National Housing Federation equalities best practice	H	Equalities training to be included in the programme by May 06	Take up of the equalities training by representatives by Mar 07.	Vicki Potticary	GREEN			
	<b>OBJECTIVE 17 - To demonstrate that managers mainstream equality objectives in employment practice and are appraised against them</b>								
✓	Review sample of PDRs to ensure that managers are being appraised against equality targets	CE/HR	Review PDRs of 30 Senior Managers and report findings	100% of managers are appraised against equality targets relevant to their service	Devora Wolfson	RED	05/06: 65% of PDRs reviewed indicated effective appraisal against relevant equality targets		
✓	Embed equalities objectives and targets in monitoring and evaluation process	H	Housing Service Plan and Team Plans to include activities from the Equalities Action Plan 06-07 by April 06	Housing business plans include equalities objectives and activities	Meianie Vickers	GREEN			
	<b>OBJECTIVE 18 - To benchmark a full range of equality achievements against other authorities</b>								
✓	Benchmark Workforce to Reflect the Community performance against neighbouring and other top performing London Boroughs	CE/HR	Report to Cabinet in January 06	Council performance is in the top quartile compared to other London Boroughs	Falima Shuaibu	GREEN	Completed		
✓	Benchmark LBTH Bangladeshi staff profile against similar authorities with predominant minority populations	CE/HR	Report to Cabinet in January 07	The Council's workforce profile compares favourably to that of similar authorities	Falima Shuaibu	GREEN	Completed		
✓	To benchmark full range of equality achievements against the national local government equality standard	CE/HR	Evidence gathered by July 06 Audit takes place by November 06	Council maintains level 5 of the equality standard	Michael Keating	GREEN	Achieved		

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	<b>OBJECTIVE 19 - To provide access to employment for local people and to support the Workforce to reflect the Community targets</b>								
✓	Work with Job Centre Plus to recruit local job seekers	CE/HR	Review current pilot initiative with Job Centre Plus and submit recommendations to CHRG in April 06	The Council can demonstrate increased level of recruitment of local people	Falima Shuaibu	GREEN	Completed		
	Provide community groups and those working with Asylum Seekers and Refugees with contact details of the Council's schemes and those of other public sector employers	CE/HR	Provide community groups with contact details for each scheme by September 06	Increased awareness of career paths and opportunities with the Council	Cathiona Hunt	GREEN	Completed		
✓	Provide community groups with details of vacancies and opportunities available and offer advice on the Council's application procedure	CE/HR	Contact community groups and offer advice by September 06	Asylum seekers and Refugees are aware of the opportunities available with the Council	Cathiona Hunt	GREEN	Completed		
✓	Deliver employment training schemes that increase access to career opportunities for local young people.	CE/HR	19 Graduates to complete the programme by September 06 10 trainees to complete the Hamlets Youth Training Scheme by December 06	70% of graduates supported to find employment 75% of trainees to achieve their NVQs	Devora Wolfson	GREEN	Completed		
✓	Develop a package of initiatives to ensure that the Somali Community is better represented in the school workforce	CHS	Recruit Somali residents on a training course leading to paid employment in schools (April 06) 8 trainees are offered jobs (September 06)	The percentage of Somali staff in schools increases by 50% (from 24 to 36 employees)	Sarah Gale	GREEN			
✓	Encourage teaching as a career option for Somali school-leavers and under-graduates	CHS	5 Somali young people are funded to train as teachers (September 06)	Teaching becomes a more attractive career option for Somali school-leavers and undergraduates, resulting in a 100% increase in the number of applications for initial teacher training from Somali students	Sarah Gale	GREEN	7 young Somali people complete training and 3 are supported to gain qualified teacher status. The no. of Somali teachers employed in schools increases from 3 to 5 (Mar 06).		
✓	Support the progression of BME teachers into management roles.	CHS	Complete consultation with schools July 06 Publicise opportunities September 06 March 07 20 BME teachers access programmes	10 more BME teachers move into management roles	Sarah Gale	GREEN	24 BME teachers access professional development programme in preparation for management positions		
✓	Technical services to develop targets with contractor partners for the provision of local labour from diverse groups	H	Targets in place by March 07	Increased local employment evidenced in monitoring over subsequent years	Peter Allen	GREEN			
	<b>OBJECTIVE 20 - To ensure diversity monitoring of workforce and service take-up by our partner organisation</b>								
	Explore the potential for the Local Information System, THIS (TH Info System) borough for providing equalities analysis of local information	CE	By December 06	Potential has been assessed	Alan Steward	GREEN	Completed		
	Implement monitoring arrangements to establish diversity profile of Third Sector groups with a contractual relationship with LBTH	CE/HR	Method of collecting and analysing data agreed by Third Sector Group by September 2006	The Council can demonstrate it actively monitors the diversity of contractors workforces	Falima Shuaibu	RED	We are now recruiting temporary employees through a unique source	Information was not available as we were using several agencies to recruit temporary employees	This can be picked up through the monitoring of Commensura contract
✓	Investigate and share good practice in recruiting and retaining a diverse workforce with public sector partners in the borough, including RSLs	CE/HR	Arrange information sharing event and identify good practices that can be adopted by partners (December 06)	All public sector employers in LBTH are aware of good practices that can increase the diversity of their workforce profiles	Cathiona Hunt	GREEN	Completed		



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✓	<b>OBJECTIVE 21 - Prepare for and implement age discrimination legislation</b> Undertake snapshot policy audit to ensure the council is compliant with legislation	CE	Key policies identified from all directorates September 2006 Policies audited and feedback provided - October 2006 Report to CESC - November 2006	Policy audit shows full compliance with new legislation.	Michael Keating	GREEN	It was recognised that the local labour market has greater diversity and, unlike most boroughs, Tower Hamlets has a surplus of school leavers ideal for developing and		
	Provide advice, training and support to prepare managers for age discrimination legislation	CE/HR	Deliver training through Corporate Learning and Development Programme (on-going) Provide briefings to managers and publicise guidance on age discrimination from July 06	Minimum attendance level of 75% achieved Managers are fully aware of the implications of age legislation when managing staff	Devora Wolfson	RED	Two training sessions were held	Attendance has been poor	There are two training sessions planned next year.
✓	<b>OBJECTIVE 22 - Prepare for and implement employment aspects duties to promote disability, age and gender equality</b> Prepare for and implement employment aspects of Disability Equality Legislation	CE/HR	Implement human resources requirements of positive duty to promote disability equality by October 06	LBTH complies with employment requirements of the duty to promote disability equality	Cathiona Hunt	GREEN	Completed		
	Prepare for and implement employment aspects of Gender Equality Legislation	CE/HR	Implement human resources requirements of duty to promote gender equality by March 07	LBTH complies with employment requirements of the duty to promote gender equality	Cathiona Hunt	GREEN	Completed		
✓	<b>OBJECTIVE 23 - Use results of surveys and monitoring information to improve employment practice</b> Conduct a bi-annual staff survey to measure communication of key priorities to staff	CE/HR	Second staff survey to be undertaken by December 06 and results published by March 07 Implementation of existing staff survey action plan, providing progress reports to CCT in June 06 and October 06	Survey undertaken and rate of participation increased from 04 The Council can demonstrate that it has acted on the findings of the 04 staff survey	Devora Wolfson	RED	The staff survey has been commissioned and will be carried out in April 2007.	It was decided that April/May would be a better time of the year in which to maximise staff participation.	Staff Survey on track - completion date 16/5/07 with response rate 46%
	<b>LEADERSHIP &amp; CORPORATE COMMITMENT</b>								
✓	<b>OBJECTIVE 24 - To demonstrate success in meeting a range of targets across the authority</b> To review Targets and Action Plan Arrange for an independent audit of the Council's progress against the National Equality Standard	CE	Audit carried out by August 06 confirms level 5 maintained	Level 5 is validated with action for further improvement	Michael Keating	GREEN	Completed		
✓	<b>OBJECTIVE 25 - To ensure equalities issues are discussed regularly at Directorate Management Team Meetings</b> All Directorates to ensure that equalities is a standing item at each DMT meeting	ALL	Equalities is a standing item at DMTs and embedded in business processes	Equalities and diversity is embedded in Councils processes	DELOS	GREEN	Completed		

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	<b>OBJECTIVE 26 - To address the needs of communities that Councils have traditionally found hard to reach</b>								
	Deliver a programme agreed between the Partnership support team and the CEN (Community Empowerment Network) to increase engagement of targeted groups	CE	Programme agreed by June 06, reviews October 06 and April 07	Increased attendance for targeted groups	Margaret Liberi	GREEN	Small attendance at LAP events is currently at 3%, indicating that we are attracting the Somali community to events, although attendance is below the target of 5%.	We do not have reliable statistic on the Somali population as a proportion of the Tower Hamlets population, and no baseline for Somali attendance at LAP events. The 2001 census data shows that 3% of the population are 'Black African'. School registration data shows that 2% of the student population in the borough is Somali. The 5% target is an estimate based on data from different sources. The estimate and therefore the target, may be set too high.	The baseline we establish for Somali attendance in 2006-07 will be used to set the 2007-08 target. Publicity for LAP events is targeted at the Somali community through Somali radio and publications. We also commission work through the Community Empowerment Network to engage hard to reach groups, including Somali groups. For 2007-08 we will work directly with the Somali network to target information about events and increase engagement.
	Strengthen the consultation arrangements of external equalities groups such as the external LGBT forum and Faith communities	CE	Summarise and evaluate progress in a report to CESG by December 06	Consultation arrangements are stronger and provide better source of information	Michael Keating	GREEN	In place		
	To increase local employment rates through the Job Brokerage service at Skillsmatch	DR	To continue to work with CSR Departments to raise awareness of cultural diversity in the borough	Clear and transparent progression for clients from registration to engagement in employment	Sue Hinds Access to Employment Manager	GREEN	We do not have reliable statistic on the Somali population as a proportion of the Tower Hamlets	We do not have reliable statistic on the Somali population as a	
	<b>OBJECTIVE 27 - To benchmark the authority's performance against comparable others and share experience in developing good practice</b>								
▼	Benchmark LBTH services with other London boroughs through participation in the ALG (Association of London Government) and other forums or groups	ALL	To carry out benchmarking exercise and attend ALG equalities forums quarterly	Best practice is shared with other London local authorities and being used to inform service improvement activities	DELOS/Corporate Equalities	GREEN	Completed		
	<b>OBJECTIVE 28 - To share and consult on good practice with partners and 3rd sector</b>								
	Better equip youth workers to develop participation work with young people through the use of a Toolkit.	CHS	Toolkit developed and distributed to units (September 06)	Improved youth participation shown during peer inspections and monitoring	Steve Spittle	GREEN			
	Review best practice on funding relationships with the Third Sector	CE	Identify models and case studies on developing more effective partnerships at local level and through LSP and disseminate through local authority network by March 07	The outcome informs review of existing funding arrangements and development of options for future funding arrangements	Sharon McCalchrist	GREEN	Funding review has been undertaken.		
	Youth participation forum (involving young people in decision making) developed to bring together practitioners from around the borough.	CHS	First meeting held (July 06)	Forum established and meeting bi-monthly	Steve Spittle	GREEN	The baseline we establish for Somali attendance in 2006-07 will be used to set	The baseline we establish for Somali attendance in 2006-07 will	
	Increase use of the pan London Landlord Accreditation Scheme to raise equalities issues, offer guidance and best practice advice to private sector landlords	H	Attend quarterly meetings and ensure that equalities issues are raised at least every six months	Evidence that best practice on equalities is being shared through the scheme	Alison Thomas	GREEN			
	<b>OBJECTIVE 29 - To identify and disseminate specific examples of good practice in relation to equalities and community engagement and cohesion</b>								
▼	Support a series of events to encourage community cohesion such as Black History Month, International Day of Disabled People, etc...	CE	Programme agreed by May 06 and review completed by February 07	Programme delivered and good feedback received	Michael Keating	GREEN	Completed and we are piloting new monitoring and evaluation process		

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		Support Refugee Week through the provision of funding to Praxis and through the promotion of events on the Internet and Intranet.	CE	Funding agreed and in budget plan by April 2006 Events planned and promoted: evaluation takes place June 2006	Evaluation of event shows good feedback from users	Michael Keating	GREEN	Completed		

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	Develop the Children and Young People's Participation Strategy	CHS	8 "Hear By Right" assessments undertaken in youth projects in each LAP area with staff and young people by October 06. Children and Young People's Participation Strategy developed by March 07.	Benchmarks established for more advanced levels of participation to be achieved.	Blossom Young	GREEN	Hear By Right assessments in 5 service areas completed by end March 2007. Strategy finalised by end March 2007 as in original schedule.		
	Pilot "Building Bridges" post (Partnership between Children Services and Chief Executive's)	CE	Review project December 06. Proposals for mainstreaming March 07	Measurable outcomes developed to illustrate Community Cohesion	Michael Keating	RED	The Commission for Integration and Cohesion is not reporting until June 07 therefore proposals are on hold until then	The Commission for Integration and Cohesion is not reporting until June 07 therefore proposals are on hold until then	Proposals will be presented to Members in 2007
	To provide assistance with costs of projects that meet identified needs in the borough throughout the Mainstream Grants process	CE	At least 5 Service Agreements in place by March 07	Service Agreements are in place	Michael Keating	GREEN	Completed		
	Support the work of faith groups in increasing parenting support to families and maintain the contribution of the faith groups to the ACP and new safeguarding arrangements	CHS	Local Safeguarding Children Board (LCSB) membership to reflect Tower Hamlets community Membership of Child Protection Committee (CPC) and LCSB sub-committees to continue to reflect Tower Hamlets community LCSB work plan to reflect community concerns and priorities March 2007: Monitor attendance and involvement and demonstrate improvement Presentation to Interfaith Forum - January 07	Continued involvement of faith communities in LCSB and CPC	Ann Roach	GREEN			

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		<b>CONSULTATION, COMMUNITY DEVELOPMENT &amp; SCRUTINY</b>								
		<b>OBJECTIVE 30 - To increase involvement of community and scrutiny bodies in service development and increase satisfaction with services and progress in meeting targets</b>								
		Ensure community engagement in the Local Development Framework consultation process	DR	Consultation in line with the Statement of Community Involvement completed by December 2006	Improved Development Framework	Owen Whalley	GREEN			
		Increase the capacity of the third sector to participate in the planning and delivery of excellent public services	CE	Review the roll out of the Third Sector Strategy by commissioning code of practice across the Partnership by September 06	Evidence of commissioning of Third Sector by Directorates	Sharon McGilchrist	GREEN			
		Develop a Parks and Open Spaces Disability Consultation Group	EC	Group formed by October 06	Improved access arrangements and facilities in line with requirements of the DDA	Paul Martinelli	RED	Incomplete	Staff resources have not been available to complete the required work due to vacancy of key positions.	An analysis of 2006/2007 park user survey was undertaken to determine percentage of users who consider themselves to be disabled. A press release will be going out in Spring 2007 inviting interested parties to join the user group
		Increase the participation of children looked after and care leavers in decision making forums, policy development and practice review	CHS	Employ Participation Officer by July 06 Facilitate up to 2 consultation events per year for children looked after and care leavers September 06	Participation Officer in post Outcomes of participation is informing service development	Jenny Boyd	GREEN			

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	<b>OBJECTIVE 31 - To receive results from consultation groups including staff in order to assess how far targets have been met and were relevant to their needs, requirements or concerns</b>								
	Work with key partners to develop the forward plan of consultation	CE	Review completed and presented to EPS CPAG by July 06 Case study published by September 06	There is a strategic approach across services to consultation with the public	Claire Symonds	GREEN	Completed		
	Develop the consultation calendar to be more user friendly and accessible	CE	Key partner consultations published on the calendar by June 06	The calendar is up to date with relevant information	Claire Symonds	GREEN	Completed		
>	Housing staff and Tenant Compact Group to be involved in considering equalities reports and making recommendations on courses of action to achieve diversity targets specifically on service delivery and customer satisfaction	H	Housing Strategy to co-ordinate a report covering Housing's key service areas by December 06 Report presented to Tenant Compact Group by February 07	Feedback from Compact members is considered and used to inform service improvement activities	Vicki Potticary Jebbi Syeda	GREEN			
	<b>OBJECTIVE 32 - To review empowerment consequences of progress against targets</b>								
>	Analysing Council key plans for evidence of impact/empowerment of local communities	CE	Report on findings by December 06 Make recommendations by February 07	Recommendations inform Year 2 of the new Strategic Plan	Michael Keating	GREEN	Completed		
	Review progress against targets for 3rd Sector team community empowerment role	CE	Review process complete by July 06	Targets amended and actions revised in 3rd sector work plan	Michael Keating	GREEN	Completed		
>	<b>OBJECTIVE 33 - To review methods of consultation and involvement with service users and staff</b>								
	Review of staff forums (LGBT, Disabled Staff and BME) as staff consultation and feedback mechanisms	CE	Review of second year of staff forum completed by April 2007	Recommendations adopted leading to more effective process	Michael Keating	GREEN	Completed, the joint staff forum meeting was held in March and plans are in place to strengthen the roles of the forums		
	Review & relaunch consultation framework to ensure compliance and that all consultation activity is shared via the corporate consultation calendar	AS	Review framework by September 06 Amend toolkit into fact sheets for intranet by August 06 Advertise framework, Processes and toolkit November 06	Increased impact of involvement information and communication strategies	Margot Fonseca	RED	Framework has been reviewed, toolkit and fact sheets have been amended. The framework has not yet been advertised as it is still in development due to the split of Adults and Childrens Services. This will now be rolled over to next year.	Slippage due to split of Social Services into Adult and Children's Services.	Actions now complete.
	Review of present processes for parental feedback	CHS	Begin review July 06	Modified system have been implemented from Autumn 06	David Carroll	GREEN			
>	Implement and monitor the agreed procedure for capturing and meeting the ICT recruitment and support needs of disabled staff	CE	Procedure agreed with all internal parties including HR & Disabled staff forum by July 06 Report to ICT DMT November 06 provides monitoring information on numbers of users enrolled/supported and turnaround times Survey of disabled ICT users conducted January 06	ICT service evaluation shows needs of disabled staff are being significantly met	Jim Roberts	RED	Looking at the procedures that need to be put in place to support this project	Due to slippage of dependent activities such as the new enrolment system and implementation of new service desk tool	New target date is March 08

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	Install BanglaWord (Translation software) onto PCs of all Members who request it	CE	All requested software installed by July 06	Requested installations and training successfully provided for all Members who require it	Jim Roberts	GREEN	Completed		
	Increase resident involvement and wider participation in the Tenant Compact	H	Relaunch Area Resident Panels June 06. Written Tenant Compact Agreement to be revised by March 07	Improved forums for resident representation that meets changing requirements and the impact of Housing Choice	Vicki Potticary	GREEN			
✓	Roll out of Resident Involvement Register to services wishing to consult residents on service specific issues	H	Promotion of use of register to services by June 06. Review use of register and make refinements by September 06	Increases opportunities for residents to give feedback on services and development of improvement activities	Jebbin Syeda	GREEN			
	Undertake consultation on draft reserves policy for community groups	CE	Draft policy May to July 06, launch of consultation September 06, recommendations to grants panel December 06	Improved policy in place	Hilary Hughes	GREEN	Completed		
	<b>OBJECTIVE 34 - To benchmark consultation and scrutiny practice against comparable others and share in developing good practice</b>								
✓	Participate & develop work of Peer Support Project focusing on disseminating effective impact assessment practice with Gravesham & Bristol	CE	Project mapping meeting June 06, launch event September 06	Support provided to 30 local authorities who evaluate support as good or better.	Michael Keating	RED	New meeting dates have been set up and officers identified	Recruitment of mentors in other authorities led to delay in the start date of the project.	Training undertaken and project will be completed in early 08
	Ensure achievements are benchmarked with other Councils through ALG meetings and one to one meetings with other authorities	CE	The Council has been approached by other local authorities	The Council is recognised as using best practice in equalities	Michael Keating	GREEN	A series of meetings/conferences were hosted throughout the year and we received positive feedback		

DES RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	TRAFFIC LIGHT	PROGRESS TO 31 March 07	EXPLANATION OF SLIPPAGE/FAILURE TO MEET TARGET	REMEDIAL ACTION INCLUDING NEW DEADLINES
	<b>OBJECTIVE 35 - To increase integration of social care, education and health services for vulnerable children</b>								
	All childrens workforce staff to be trained in Common Assessment Framework (CAF)	CHS	All staff trained at tier 1,2 or three dependent on skill set by April 07	CAF is fully understood by all staff	Liz Vickerie	GREEN			
	To integrate health, education and social care services for children looked after.	CHS	New management and staffing structure in place by September 07. Integrated children looked after plan in place by April 2007	Clearly identified specific outcomes for children looked after	Liz Vickerie Jenny Boyd	GREEN			
✓	Ensure that needs of refugees are fully considered in development of joint health and social care commissioning strategies within framework of Improving Health and Wellbeing	AS	All commissioning strategies updated and agreed by relevant Partnership Board by March 07	New strategies take into account the needs of refugees	John Goldup	GREEN	Completed		
	<b>OBJECTIVE 36 - To assess the needs of service users and review progress against targets including any significant impact on the rights and opportunities available to disadvantaged groups</b>								
	Establish Parents Advice Centre parent user group to improve user consultation amongst all groups, including disadvantaged groups	CHS	First meeting held followed by quarterly meetings (June 06)	20 parents participate over 12 months. User group feedback results in greater take-up of the service by identified groups	Clare Dorothy	GREEN			
✓	Improve recording and monitoring of equalities data about service users and ensure equalities profiling of all people calling the customer contact centre	AS	All services to achieve 90% ethnicity coding of their service users and monitor service usage or uptake to the Tower Hamlets estimated ethnic populations. Profiling fully completed by September 06	Services planned and designed to fully reflect the needs and aspirations of a diverse community	John Goldup	GREEN	Recording of ethnicity coding on SWIFT now stands at 88.5% of all service users.		
	Develop joint systems for Health and Social care EIAs and diversity monitoring	AS	Agree approach to EIAs of integrated services with the PCT January 07 Map existing systems of diversity monitoring February 07. Progress mapped as basis for developing joint report to CESC - March 07	Joint approach to EIAs Diversity monitoring processes mapped as basis for developing joint protocols	Margot Fonseca	GREEN	EIA of the Interpreting and the language services completed in March 2007.		To be addressed by the Integration Programme Board and Integration and Partnerships Programme Manager when in post - postponed until 2007-8.



DES RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	TRAFFIC LIGHT	PROGRESS TO 31 March 07	EXPLANATION OF SLIPPAGE/FAILURE TO MEET TARGET	REMEDIATION ACTION INCLUDING NEW DEADLINES
	Establish user communications strategy to increase feedback on children's services from service users and partner agencies	CHS	Monitor and Evaluate complaints from children including those from children with a disability. Quarterly basis Consult and liaise with Tower Hamlets Foster Care Association. June 06 Introduction of feedback form for children, parents, staff and partner agencies relating to reviews of children in public care. October 06. Formalised implementation work done in pilot for child protection case conferences to get feedback from service users and partner agencies. October 06	Action identified in response to evaluation Improved fostering and adoption service. Information will be used to improve service for users and partners. Information will be used to improve service for users and partners	Lynne Myers Ann Goldsmith	GREEN			
	To embed equalities within the scoping process for reviews carried out by Overview and Scrutiny	CE	Review scoping processes amended from May 06	All scrutiny reviews to demonstrate equalities considerations during the scoping process.	Michael Keating	GREEN	Completed		
>	To improve local consultation and engagement through Scrutiny	CE	Plan of activities to enhance relationships between OSC councillors and co-optees and for developing better links with external forums and partners by December 06	Increase contribution of OSC co-optees and appointed representatives at OSC and in reviews.	Michael Keating	RED	On hold	The Anglican representative was not elected nor were the parent governor representatives	To be addressed as part of the 2007/08 Overview and Scrutiny work programme
>	To create Health scrutiny work programme around the themes of health inequalities	CE	Work programme agreed by Health Scrutiny Panel and OSC by September 06	Improved health service provision and reduced health inequalities experienced by local people	Michael Keating	GREEN	Completed		
	To raise profile of equalities through Overview and Scrutiny	CE	Undertake review by December 06	Improved service provision with a focus on equalities. Improved engagement of local people in scrutiny reviews.	Michael Keating	GREEN	Completed		
>	Integrate home care contracts and older people's private and voluntary sector administration functions within commissioning activity	AS	Proposals produced for consultation June 06 Implementation achieved by September 06	More efficient commissioning and monitoring of services	Ian Queenan / David Cowell	RED	Restructuring proposals completed	Integration of P&V Team into Older Commissioning (Older people) completed. Ringfenced interviews to be conducted re Placement Officer Posts	Complete ring-fenced interviews for Placement Officers by 30th June 07.
	<b>OBJECTIVE 37 - To aid community development in innovative ways</b>								
	Strengthen partnerships between children and young people and faith institutions by including children and young people in the inter-faith Forum.	CHS	March 07 Pilot one inter-faith Forum event.	Children and young people's views influence the work of the interfaith Forum resulting in a well attended event	Parmjeet Sehmi	GREEN			
	Supporting "WITHIN" groups to develop consortium bids	CE	Support 4 International Women's Day events through the women in Tower Hamlets Inclusive Network Members by March 07	4 well attended events have been held	Hilary Hughes	GREEN	Completed		

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# Agenda Item 11.1

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	5 <sup>th</sup> June 2007	Unrestricted		
<b>Report of:</b> Sara Williams Assistant Chief Executive		<b>Title:</b> Access to GP / Dentistry Services - Report of the Health Scrutiny Panel		
<b>Originating Officer(s):</b> Afazul Hoque Acting Scrutiny Policy Manager		<b>Ward(s) affected:</b> All		

## 1. Summary

- 1.1 This report submits the report and recommendations of the Health Scrutiny Panel review on Access to GP / Dentistry Services for consideration by the Overview and Scrutiny Committee.

## 2. Recommendations

It is recommended that the Overview and Scrutiny Committee:

- 2.1 Endorse the draft report of the Health Scrutiny Panel
- 2.2 The Service Head, Scrutiny & Equalities be authorised to agree the final report before its submission to Cabinet, after consultation with the Chair of Health Scrutiny Panel.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

#### LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Background paper

Scrutiny Review File held in Scrutiny Policy Team

Name and telephone number of and address where open to inspection

Afazul Hoque  
020 7364 4636

### **3. Background**

- 3.1 In September 2006 the Health Scrutiny Panel agreed its work programme for 2006/07 with a focus on health inequalities and to consider possible solutions to ensure all residents are able to access health services as they require. Tackling health inequalities means access to health services needs to be improved. This piece of work would help the Panel develop a better understanding of how local needs are currently addressed and how, its work can help improve residents needs. The Panel visited a GP Practice, a Dental Practice and the Mobile Dental unit. The Panel also meetings with Tower Hamlets Primary Care Trust, Patient and Public Involvement Forums and community organisations. Witten evidence was also submitted by a number of organisations.
- 3.2 The report with recommendations is attached at Appendix 1.
- 3.3 Once agreed, the working group's recommendations will be submitted to Cabinet for a response to their recommendations.

### **4. Concurrent Report of the Assistant Chief Executive (Legal Services)**

- 4.1 There are no direct legal implications arising from this report. Any legal considerations arising from the resultant Action Plan will be addressed at that point.

### **5. Comments of the Chief Financial Officer**

- 5.1 There are no direct financial implications arising from this report.

### **6. Equal Opportunity Implications**

- 6.1 The report makes a number of recommendations to improve access for disabled users and hard to reach communities.

### **7. Anti-Poverty Implications**

- 7.1 The report considers important issues for health inequalities, which is an important aspect of addressing poverty in the borough.

### **8. Sustainable Action for a Greener Environment**

- 8.1 There are no direct actions for a greener environment arising from the report.

### **9. Risk Management**

- 9.1 There are no direct risk management implications arising from the report or recommendations.

**Report of the Health Scrutiny Panel**

**Access to GP / Dentistry Services**

**Tower Hamlets Council**

**May 2007**

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## Acknowledgements

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### **Panel Chair:**

Councillor Mohammed Abdus Salique (Labour)

### **Panel Members:**

Councillor Marc Francis – Vice Chair (Labour)

Councillor Mohammed Shahid Ali (Labour)

Councillor Ann Jackson (Labour)

Councillor Lutfa Begum (Respect)

Councillor Timothy O’Flaherty (Liberal Democrat)

Councillor Emma Jones (Conservative)

Councillor Ahmed Hussain (Deputising for Cllr Lutfa Begum)

### **Co-opted Panel Members**

Kathleen Banks, Chair, Barts and the London NHS Trust Patient and Public Involvement Forum

Nuruz Jaman, Vice-Chair, Tower Hamlets PCT Patient and Public Involvement Forum

John Lee, Vice-Chair, East London and City Mental Health Trust Patient and Public Involvement Forum

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

Natalie Parish – Service Head, Strategy Commissioning and Partnerships

Michael Keating, Service Head, Scrutiny and Equalities

Sue Ritchie, Consultation and Involvement Manager

Margot Fonseca – Policy and Research Manager, Adult Services

### **Scrutiny Policy Officers**

Afazul Hoque, Scrutiny Policy Officer

Alan Steward, Scrutiny Policy Manager

### **External**

#### **Tower Hamlets Primary Care Trust**

Andrew Ridley – Director of Primary and Community Care Commissioning

Vivienne Cencora - Associate Director Primary and Community Care Commissioning

John Wardell – Associate Director Primary and Community Care Commissioning

Ursula Bennett – Head of Dentistry

#### **Social Action for Health**

Shabira Papin – Project Manager Health Guides

#### **Women’s Health & Family Services**

Joyce Grandison – Project Co-ordinator

#### **Shaw Trust**

Ed Baptist – Facilitator

## Chair's foreword

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The Health Scrutiny Panel has started work on developing a four-year work programme. The Induction Sessions held at the beginning of the year provided the Panel with a framework for understanding the current health needs and priority for Tower Hamlets.

Health Inequalities has emerged as the key theme for the Panel's work over the next four years. This is already a key priority for the Council and its partners. In tackling health inequalities three areas of importance have emerged which are health promotion and prevention, integration and partnership and access to services.

As a starting point the Panel have decided to undertake a piece of work looking at how our residents access health services, specifically GP and Dental Services. Helping to address this would provide a useful step to challenging local inequality and also help the Panel develop a better understanding of how local needs are currently addressed and how, or if, its work can help improve access. It will also then enable the Panel to go on to focus on the three health issues identified in the Induction Session, which were mental health, smoking and heart disease.

The Panel conducted a wide-ranging review over five months; it consulted a number of key stakeholders and gathered evidence through a variety of consultation and engagement methods. These sessions were very stimulating, generated lots of good comment and suggestions and I want to thank all those who participated or provided their written comments.

Improving the health of local people is not the responsibility of one agency, it's something that many different organisations can contribute to. We hope that our findings will be seen as the responsibility of all our partners and our recommendations are implemented.

Finally I would like to thank all the officers from Tower Hamlets Primary Care Trust and the Council for their continued support throughout the course of the review.

**Cllr Mohammed Abdus Salique**  
**Chair**  
**Health Scrutiny Panel**



## Chapter 1 - Introduction

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### Background

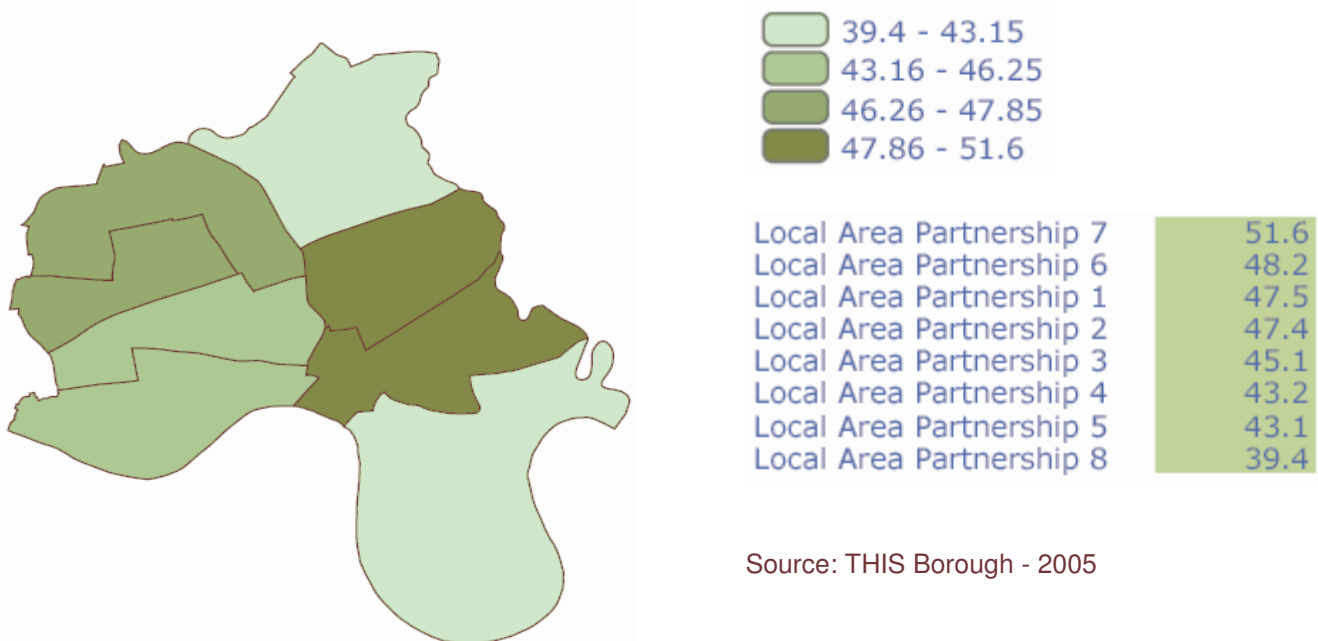
1. In September 2006 the Health Scrutiny Panel agreed its work programme for 2006/07 with a focus on health inequalities and to consider possible solutions and ensure all residents are able to access health services as they require. The Health Scrutiny Panel through its induction programme identified a number of potential areas of work. A key theme that emerged is to address health inequalities in the borough. Tackling health inequalities means access to health services needs to be improved. This piece of work would help the Panel develop a better understanding of how local needs are currently addressed and how, its work can help improve residents needs. It would also then enable the Panel to go on to focus on the three health issues identified in the Induction Session which included smoking, heart disease and mental health. In turn, this can also draw on work which has been carried out in other boroughs. For example, Newham Council has undertaken a wide ranging review of mental health services.
2. To understand how local residents experience the health service, the Panel agreed to look at how our residents access GP and Dentistry Services because of the belief that some of our residents are not accessing the appropriate form of services with consequent effects. Helping to address this would provide a useful first step to challenging local inequality. The new role of the Primary Care Trust (PCT) as the main commissioner for services from the Bart's and the London NHS Trust also highlighted how organisational changes could impact on this issue.
3. Access to high-quality primary health care has a vital role in helping people to live longer and healthier lives. Integration of these services with other community and social care services helps to ensure better co-ordinated support and care for each individual, better management of chronic disease, and reduced need for costly and avoidable hospital care. General practice remains best placed to offer patients their usual point of contact for routine and continuing care, and to help patients to navigate other parts of the system.
4. The Panel agreed the aim of the review was to consider access and availability of local NHS GP and Dental Services, and to evaluate how this affects health inequalities in Tower Hamlets. The Panel agreed the following objectives:
  - To gain an understanding of the distribution of services across the borough;
  - To assess issues around physical access including waiting times;
  - To assess the effectiveness of the hours of operation, out of hours arrangements and management of appointment systems;
  - To develop knowledge of the role of GPs and Dentists in helping patients access other parts of the NHS;
  - To gain an understanding of how different groups within the local population access services;
  - To assess the quality of service being accessed;
  - To gain an understanding of users perspective of GP and dental services;
  - To draw together the evidence and identify gaps and improvement;
  - To use information from the review for further work of the Panel.

5. The Panel's work programme is outlined below:

Stage 1 (Nov 06)	<ul style="list-style-type: none"> <li>• Consideration of national and local policies;</li> <li>• Consideration of data on GP / Dentist numbers;</li> <li>• Consideration of Performance data;</li> <li>• Health and Well Being Strategy;</li> <li>• Oral Health Strategy.</li> </ul>
Stage 2 (Dec 06 - Feb 07)	<ul style="list-style-type: none"> <li>• Visits to GP , Dentist and Mobile Dental Unit</li> <li>• Staff and patients views</li> </ul>
Stage 3 (Feb 07)	<ul style="list-style-type: none"> <li>• Roundtable discussion with PPI Forum Members;</li> <li>• Written evidence from community organisations</li> <li>• GPAQ Survey Analysis</li> </ul>
Stage 4 (Apr 07)	<ul style="list-style-type: none"> <li>• Draft report and consultation</li> </ul>

6. GPs still remain the main health professional residents would consult for advice on minor ailments and medicines with 59% of respondents in the Annual Residents Survey 2006. Concerns about the quality of health services in LAP 3 where there was a dramatic rise, due to the retirement of the GP, have been considered by the Living Well Community Plan Action Group (CPAG) and the Health Scrutiny Panel. Tower Hamlets PCT has outlined its proposal to develop a new health centre in Ryan Yard and move services from the current centre. This has been welcomed by the Health Scrutiny Panel as a positive step to improving quality of service and increase types of services that would be available to residents. The Panel also heard about a Patients Forum that had been set up to engage patients in the service development at this centre. Since then. the clinical indicators of care are much improved for these patients. They receive better care of their long- term conditions and, better prescribing of more appropriate drugs. They now have access to more staff, more services and a brand new building

7. An area of key concern is around oral health and the level of dental decay in young children. There has been a fall in dental decay since 2003 with the exception of Local Area Partnership (LAP) 7. The London rate in 2003 was 33.5% in comparison Tower Hamlets lowest rate in LAP 8 was 39.45 rising to 51.6% in LAP 7. The Graph below illustrates the level of decay within the borough.



Source: THIS Borough - 2005

## Chapter 2 – The National Policy Context

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### GP Services

8. The White Paper *'Our Health, Our Care, Our Say: a new direction for community services'* supports greater personalisation of both health and social care services. It emphasises the importance of access to GP and other services, the provision of greater diversity in service provision and improvements in the supply of up to date and accessible information to help people play a greater role in self-care and in exercising choice of services.
9. A key theme of the White Paper is personal and responsive health and social care services that reflect people's needs and wishes – more personalised care, information and support that is convenient to patients and users. This includes more convenient opening hours at primary care centres, new locations for GPs and more NHS Walk-in Centres. A further key theme is around tackling inequalities and increased partnership working.
10. Primary medical care delivery and the range of primary care services are changing. Primary care can be provided in a wide range of settings including Walk-In Centres, Pharmacies and Accident and Emergency Departments. In addition, Practice Based Commissioning has provided a powerful mechanism to achieve greater clinical and public involvement in the planning and commissioning of services that are responsive to individual and community needs.
11. The *'Choosing Health'* White Paper sets out how people can change their lifestyles to improve their health and reduce the risk of ill-health. The White Paper was the focus of a Scrutiny Review last year which used obesity as a case study.

### Dental Services

12. A new Dental Contract was introduced on 1<sup>st</sup> April 2006 with the intention of providing better access for all to high quality services whilst introducing a new charging system. It changed the previous fee per item system, where dentists' remuneration was based on each individual treatment. The maximum fee for a single course of NHS treatment was £384.
13. From 1<sup>st</sup> April 2006 the maximum charge for a complex course of treatment was reduced to £189 with the introduction of a simplified charging regime for NHS dental treatment. The key points of the new contractual arrangements include patients no longer need to register with a dental practice, 3 standard charges for NHS treatment ranging from £15.50 to £189 with the amount paid depending on the treatment needed. From 1<sup>st</sup> April 2007 there has been a slight increase to the 3 band of charges rising £15.90 to £194.
14. Dentists are no longer monitored on fee per item, but on points per band system instead. The points have been named Units of Dental Activity (UDA) and the band is the new patient charges scheme. Whole courses of treatment are weighted according to their overall complexity and a UDA score is assigned to the course. Therefore a patient could receive a number of different treatments in one visit with the dentist being paid one single fee for the whole course of treatment. UDA make up the overall activity level required by an individual dental contractor in return for an agreed annual contract value, to be agreed between the dentist and the primary care trust.

15. There are some concerns that the new dental contract does not incentivise dentists to take on patients with complex and high treatment needs, e.g. crowns, bridges, endodontics (treatment of gum disease). This clearly represents a risk of increased inequalities.

## Chapter 3 – Local Policy Context

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### GP Services

16. Access to GP Services is a high strategic priority within Tower Hamlets PCT. It is accepted that to reduce health inequalities that exists within the borough access to services must be improved. The Living Well CPAG has also placed reducing health inequalities as a key priority for the borough.
17. Improving access is a challenging agenda due to the growth and transit nature of the local population. Furthermore, population in Tower Hamlets is set to increase faster than the rest of London between now and 2011. Local residents have also reported concerns about accessing services. Demand for services in Tower Hamlets is twice the national average; this places additional pressure on the service. In September 2006 the registered practice population was 234,000 within the 37 practices in the borough. The current access targets are that patients should be able to obtain an appointment with a GP within 48 hours and with a Primary Care Professional within 24 hours.
18. Tower Hamlets Primary Care Trust has introduced a number of initiatives to improve access. This includes Salary GP Scheme to recruit more GPs, Demand and Capacity mapping to identify the demand and availability of appointments over the week. It was noted that some practices in Tower Hamlets see an average 10% of their practice list size per week compared to 6% nationally. Other initiatives include Doctor and Nurse led telephone triage and a pilot text messaging scheme.
19. A key initiative is around extending opening hours with an increase in 32,000 appointments. This has proved to be extremely popular with patients and Members of the Panel saw this when they visited Stepney Medical Practice during its extended opening hours on a Thursday evening. This scheme has been funded by both the Primary Care Trust and the Neighbourhood Renewal Fund. The redevelopment of existing premises and investment in 10 new Health Centres are also a major initiative to improve access. These will lead to both increase in service and also improvements to the quality of service. The development of the Health Centres is also a performance indicator in the Local Area Agreement. A further initiative has been the Pharmacy First scheme which enables residents to consult their Pharmacists for basic health advice. This has proved to be very successful and has seen a steady increase in users, promoting both external and internal team members such as practice nurses, health visitors, pharmacists, benefits advisors as more appropriate alternatives.
20. Other issues identified by the PCT relating to access include patient education which was an important issue raised by health care professionals and will be discussed in more detail later. Also appropriateness of attendance, patient expectations, self management, frequent attendees, DNA Rates, Information and promoting both internal and external

## DRAFT

team members such as practice nurses, health visitors, pharmacists and benefits advisors as more appropriate alternative.

21. Urgent care is provided to patients through the out of hours services from general practices and also through the Whitechapel Walk-in Centre and Canary Wharf Walk-in Centre and the Accident and Emergency Department at Whitechapel Hospital. The Panel held brief discussions about the appropriate use of these facilities and noted that in some cases patients were using these facilities as an alternative to GP services and patient education needed to be improved around the use of these facilities.

### Health and Well being Strategy

22. The Health and Well Being Strategy outlines proposals for the future development of primary and community care services in Tower Hamlets until 2016. The strategy sets out an ambitious programme for developing services across the Council and local NHS to improve the health and well being of the local community. It builds on the Community Plan and has been produced after consultation with local people. A key vision of this strategy is that by 2016 primary care services in Tower Hamlets will be the best in the country and this will be recognised by local people. There are a number of principles which guide decisions about developing services and investing resources.
23. There are a number of key strategic outcomes which have been used to develop longer term indicators to achieve the vision and principles of the strategy. The outcomes are listed below;
  - Reduce inequalities in health and well-being;
  - Improve the experience of people who use services;
  - Develop excellent, integrated and more localised services;
  - Promoting independence, choice and control by service users;
  - Invest resources effectively.
24. Under the outcome of improving the experience of people who use services there are a number of indicators which relate to improving access to services. Long term indicators have been set for the 10-year period until 2016; with short term priorities selected for development over the 3 years until 2009. For short term indicators it includes increased capacity in primary care by expanding existing practises and commissioning new ones including the development of ten new centres and mainstream NRF extended opening hours project. They include 100% extended opening hours and exceeding the national average for health care professionals to patients ratio, for long term indicators.

### Dental Services

25. As of 1<sup>st</sup> April 2006 budget for dental services have been devolved to Tower Hamlets Primary Care Trust. Dental Care services are provided from 36 sites in the borough and include contractor, specialist and Trust site. In addition the Trust manages the Mobile Dental Units which operate in different parts of the borough. Out of hours and emergency services is provided from the Royal London Hospital Dental Clinic.
26. From the data below the Panel noted that dental sites are unequally distributed across the borough. Unlike GPs patients can go to a dentist in any area. The national percentage of patients who visit dentists is 60% in comparison to 22% in Tower Hamlets. The data below covers April 2006 to June 2006. The table also shows that although the



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distribution of dental practices across LAP areas is uneven, this does not necessarily correlate with the proportion of residents in each LAP area who visit a dentist. 23% of residents of each of LAPs 2,3 and 5 visit a dentist; yet the number of dental practices located in these areas is very different.

LAP	1	2	3	4	5	6	7	8
Dentists	7	3	6	1	1	0	5	4
% who visit Dentists	24	23	23	18	23	22	26	18

27. There are limited data available about adults' oral health but is expected to be poor with links to poor nutrition, smoking, paan and tobacco chewing. There are data available for 5 year olds which indicate that at least 50% of all children have had experience of dental decay with at least 5 decayed teeth most of which is untreated. It is an accepted belief that levels of disease in 5-year-old children can be used as marker for disease levels in the adult population. Hence, in areas where 5 year-olds have a lot of decay, adults are likely to also have high levels of disease. A 2003 MORI poll found that some of the reasons why people did not attend an NHS dentist was because they could not find an NHS Dentist, no current oral health problem, poor previous experience, fear and inconvenient opening hours. Studies have also shown that an important reason why people do not access dental services particularly in deprived areas with multi-ethnic communities is due to low perception of need.

### Oral Health Strategy for Tower Hamlets 2006-2009

28. From the reform of NHS dentistry Tower Hamlets PCT has produced an Oral Health Strategy which sets out a programme of work to put modernisation of dentistry on a firm footing locally during the period 2006-2009. The aims of this strategy fit with the aims of the Improving Health and Well-Being Strategy. The Strategy sets out the key oral health priorities under five key themes of the Health and Well-Being Strategy as set out in paragraph 24.

29. The Strategy recognises that there are significant inequalities in disease levels and that oral health shares risk factors with a range of other chronic diseases. It is therefore important to take a generic approach to health promotion and preventative activities. Tower Hamlets PCT has already taken the innovative step of transferring its oral health promotion team to the Directorate of Public Health and Health Improvement. This facilitates joint working on shared risk factors. There are also inequalities in access to services with only 30% of children and 28% of adults in Tower Hamlets attending high street practices regularly. The PCT has been working closely with a network of local organisations and regeneration initiatives to jointly plan initiatives around improving access to dental care and the spread of appropriate information. The main example of this work is the Award winning 'Community Dental Access Project' which uses mobile dental surgeries travelling around the borough, to offer screening and/or treatment services in the LAP areas.

30. The distribution of dentists per head of population is one of many factors affecting access to dental care. At present the distribution of dentists per head of population is unequal across the borough with some areas having plenty of dentists and other areas none at all – e.g. Whitechapel has one dentist for approximately every 1,000 people in comparison

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in St Dunstan's' and Stepney Green, Shadwell and St Katherine's and Wapping where there is a ratio of one dentist for more than 30,000 people. The PCT will consider ways to redistribute service capacity, bearing in mind additional factors such as impact of population growth and the number of practice owners nearing retirement age.

31. Appendix 1 provides a summary of the key priorities for action in the next three years and includes many of the issues identified by the Panel such as oral health promotion and improvement to premises.

### **Improving Access to Dental Care in East London**

32. Professor Ray Croucher and Ratna Sohanpal from Queen Mary's School of Medicine and Dentistry undertook a study to identify barriers to the uptake of primary dental care in East London and report ideas to improve access to primary dental care. The methodology was a qualitative study using 68 volunteers aged 18-40 years from the Bangladeshi, Indian, Black Caribbean communities and general adult.
33. The key findings were around three inter-related themes which influenced views on access: the structure of primary dental care, cost and anxiety. There was little evidence of differences in barriers to access based on ethnicity alone, reflecting the role of factors such as social class. Adult volunteers with young families enabled a wider perspective on barriers to access to be achieved, particularly the impact of cost on family budgets. Areas for improvement included outreach activity and improved communication between dental services and other primary care services.

### **Conclusions**

35. The Panel concluded that despite the various initiatives of Tower Hamlets PCT, access to GPs and Dentists still remains a key concern of local people. The Panel acknowledges that some of the initiatives have had a very positive impact on residents and this includes the Pharmacy First and extended opening hours scheme.
36. The development of the Health and Well Being Strategy has provided a framework for the Council and its partners to work towards a long-term improvement in local health services. The Panel fully supports the aims and objectives of the Strategy and feels that it has identified many of the concerns of local people. The Action Plan sets out a clear timetable for achievement of key targets. The Panel is keen to ensure that monitoring reports for the action plan are brought to future meetings of the Health Scrutiny Panel.
37. The Panel was surprised at the lack of data on oral health for residents other than children. The Panel felt that it is important to gather some data to help in the planning, delivery and monitoring of services. The use of schools and GPs to gather data should be explored.
38. The geographical distribution of Dentists within the borough was of key concern to the Panel. This has been highlighted to the Panel through surveys undertaken as well as during the Panel's visits. The Panel acknowledges that many of the new developments of Health Centres would include a dental practice within this and PCT was looking at the relocation of some of the practices as part of its Capital Investment Strategy.
39. The Panel also welcomed the commitment outlined in the Oral Health Strategy. The dental service being under the control of PCT would help better manage oral health

locally. However, the Panel were keen to see how the good practice and performance from around the country- particularly area that face similar issues with low take-up of dental services and high inequalities – informed the development of the Oral health Strategy. The Panel were also concerned at the impact of the new contract and at the time of the review there was insufficient data available to establish this. The Panel asks that the PCT closely monitor this to ensure that the new charging system does not have a negative impact on local people.

## Chapter 4 – What Local People Think About Access to GPs and Dentists

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### Introduction

40. In undertaking the review the Panel consulted a number of groups to ascertain the views of local people about accessing primary care services. This included the borough's three PPI Forums, community organisations, patients, and the Tower Hamlets Access Group. In this section we outline some of the concerns of local people. A key source of evidence was the Tower Hamlets General Practice Assessment Questionnaire (GPAQ) 2006 Analysis.
41. The Department of Health is also undertaking a national survey to ascertain the views of patients. The GP *patient survey: your doctor, your experience, your say* has been developed as a result of a commitment made in the White Paper *Our health, our care, our say; a new direction for community services*. The survey has been developed to act as nationally consistent tool for eliciting patients' views on primary care services at practice level. The Survey focuses on patients' experience of access and the results will be used by primary care trusts to reward general practices on the basis of their patients' experiences of consulting a GP. A questionnaire was sent to randomly selected patients during January 2007 and reminder letters sent during February and March. The results of the survey are expected to be published after 31<sup>st</sup> May 2007. The Panel is keen to see if the results of this survey are similar to the concerns raised in this review.
42. The Scrutiny Policy Team sent out the terms of review along with some questions to a number of community organisations. Two organisations working closely with residents on accessing health services have provided responses and these are discussed in more detail in paragraphs below. The Panel also considered reports from the Tower Hamlets Patient Advice and Liaison Service (PALS).
43. The Panel also held a meeting with Bart's and London PPI Forum, Tower Hamlets Primary Care PPI Forum and East London and the City Mental Health PPI Forum. A Member of the Panel also attended a meeting of the Tower Hamlets Access Group. The visits to GP and Dental Practice also enabled the Panel to elicit the views of health care professionals.

### Tower Hamlets GPAQ 2006/07 Analysis

44. The GPAQ has been developed at the National Primary Care Research and Development Centre in Manchester for the new GP contract. GPAQ focuses on access, inter-personal aspects of care, and continuity of care.



45. The Survey questionnaire was sent to patients after they had been for a consultation at 36 Practices. Over 4,903 forms were returned. 62.2% of respondents were female although they make up only 50% of the general population in Tower Hamlets and the average age of respondents was 41.5 compared to the average for Tower Hamlets which is 31.8. The table below shows the ethnicity of respondents which is fairly reflective of the population as per the Tower Hamlets 2001 Census.
46. The GPAQ survey used in the PCT is the version used following a consultation (rather than the postal version). Respondents are more likely to be those who consult with their GP more frequently than others, e.g. those with long-term conditions and women.

<b>Ethnic Group</b>	<b>Survey Respondents</b>	<b>Tower Hamlets (2001 census)</b>
White	51.1%	51.4%
Black or Black British	8.4%	6.5%
Asian or Asian British	32.0%	36.6%
Mixed	3.0%	2.5%
Chinese & Other ethnic group	5.5%	3.0%

### **Analysis of Results**

47. The results have been analysed into three main categories which are access to practices, GP consultation and overall satisfaction rating. For access to practices Tower Hamlets average was broadly similar to the GPAQ average for questions relating to satisfaction with receptionists, phoning through to practice and phoning through to doctor for advice. Although the average is broadly similar there remain more than half of the practices which are below the Tower Hamlets as well as GPAQ average. A further concern was particular practices were scoring very highly on all the questions and some were scoring very low on all the questions.
48. The Tower Hamlets average was lower than the GPAQ average for questions relating to satisfaction with opening hours, availability of particular doctor, and availability of any doctor, waiting times at practice and with continuity of care. These issues have highlighted some of the concerns patients have raised about access. With regard to opening times 28.5% of respondents have requested additional opening hours during weekends. In 2006/07 76.6% respondents waited 20 minutes or less for their appointment an increase of 2.7% points from 2005/06.
49. The above analysis and the composite overall satisfaction found that there are a number of GP practices within the borough which are scoring very highly on all the questions asked and also there are a number of practices which are scoring very low on all the questions. It is obvious from this analysis and a discussion the Panel held with the PPI Forum more work was needed to be undertaken with those practices that were performing badly on all the questions.

50. The customer service aspect and the availability of an appointment are key access factors which the PCT needs to consider. The Panel hoped that the analysis of the results would help develop services in the poor scoring practices and lessons can be learnt from the practices performing highly.

### **Discussion with Patients**

51. During the visit to a GP, Dentist and the Mobile Dental Unit the Panel had brief discussions with patients. In regards to GPs some of the concerns raised about accessing GP were highlighted by patients. There were more obvious physical access issues raised during the Panel's visit to the Mobile Dental Unit. The Panel met a disabled user who had raised concerns about the lack of physically accessible dentists within the borough and although the Mobile Dental Unit existed this was not publicised or widely know by GPs.
52. The Panel also saw the physical access issue during their visit to a Dental Practice which was on the first floor with very steep and narrow stairs. Although the staff at the practice helped some patients to get up and down the stairs, many residents would not be able to access this practice.

### **Tower Hamlets PPI Forums**

53. In February 2007 the Panel held a meeting with joint PPI Forum for Tower Hamlets. It was a well attended meeting with 12 Forum Members in attendance as well as the Trust PPI Forum Liaisons Officers. This was a roundtable discussion mainly focused on issues patients have raised with Forum Members about accessing primary care services.
54. A key point of discussion was around the results of the 2006/07 GPAQ Survey. The Forum Members highlighted the huge inequalities that existed within the practices in the borough and also where PCT intervention has resulted in service improvement as well as better engagement with patients. The St Paul's Way Practice was highlighted as an example where a patient forum had been set up as a result of concerns from patients.
55. Forum Members also expressed concerns about trying to phone GPs between 8.30am and 9.30am to book an appointment. Many patients found it impossible to get through to the GP during this time and many of the appointments were taken once they get through.
56. A further area of concern for patients was regarding the role of reception staff booking appointments. It was noted that in some practices reception staff would ask about the nature of their problem before deciding whether or not to offer them an appointment. It was queried whether these staff were qualified or had received adequate training to be able to make such important decisions. Some Forum Members felt this practice needed to be stopped as patients were being put in danger.
57. There were also issues raised about equal treatment of patients and the problems language barriers can cause in accessing services. Furthermore, information for patients needed to be improved. This is a role which should include all the key partners including the use of East End Life.
58. The PCT has contracts with 27 separate dental practices in Tower Hamlets to provide NHS dental care. For Dental Services concerns were raised about the geographical

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locations of dental practices as they were unevenly distributed across the borough. There are a lot private dental practices with few willing to take on NHS patients. The cost of dental services was still unclear and patient education needed to be improved around this. The Forum Members highlighted the very positive comments that were put forward about the Mobile Dental Unit.

### **Tower Hamlets Patient Advice and Liaison Service (PALS)**

59. Patient Advice and Liaison Service (PALS) are central to the new system of patient and public involvement. This is a customer care service which provides advice and information about local NHS services to help patients, their families, carers, and health professionals. PALS help resolve concerns that people may have with NHS services. They talk to patients and to departments and general practices to see what can be done to help. They work closely and liaise with other agencies and Barts and the London PALS to ensure a seamless service for users and staff.
60. Approximately 70% of all cases presented to Tower Hamlets PCT PALS are related to access. The key themes are around lack of communication and poor communication. This included appointments being arranged for patients without notifying patients and also staff not being aware of appointments made for them with patients. As a consequence patients are attending clinics where the health professional is absent or patients have to wait unnecessary and unreasonable length of time to see the health professional.
61. A major issue highlighted by patients is the ability to make an appointment with a GP within a few days. Many practices operate a system where they book appointments on a 48-hour schedule and therefore patients are not able to book appointments beyond 2 days in advance. As a result of this system patients are repeatedly asked to ring back. When patients call back they are told that all the available appointments have been booked and patients are asked to ring back. With many patients this pattern is repeated and can take several weeks before a patient can be successful in obtaining an appointment with a GP.
62. The Panel found this evidence from PALS to be very consistent with some of the issues local residents have raised with Councillors. The Panel noted that in many instances the interventions of PALS have helped reduce patient anxiety and also improve service provided to patients.

### **Tower Hamlets Access Group**

63. Tower Hamlets Access Group advises and consults on all access issues relating to the built environment, street environment and Council policies and services. The Group is a key Council consultation body and represents disabled residents and service users who have a wide range of physical, sensory and mental health impairments.
64. Councillor Ann Jackson attended a meeting of the Access Group in March 2007. The Group were asked three specific questions and their response is provided below:

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What are the 3 key physical barriers do you think local disabled experience when accessing their doctors?	What are the 3 key customer services related barriers do you think local disabled people experience when visiting their doctor or dentist?	What are 3 key things that could improve access to your doctor and dentist for local disabled people?
Transport to surgeries	Refused service at nearest GP surgery	Disabled residents should be referred to Mobile Dental Unit
Height of reception counters	Lack of understanding by receptionist of patients needs	Greater publicity of GP and Dental Services
Equipment used in dental rooms	No assistance to patients with needs	Staff training around disabled patients needs
	GPs resistant to treat disabled patients with neurological conditions	
	Lack of information to patients	

65. The Panel noted the concerns of the group and believed that basic changes such as staff training around disabled patients needs, better information for patients and the location and design of new practices could make a significant contribution to the service level experienced by disabled patients.

**Social Action for Health**

66. Social Action for Health is a community development organisation that works with local people to address issues that affects their health and well-being. A key project the organisation runs is the Health Guides Project. Health Guides are local lay people from marginalised communities who are trained to run community sessions with groups of local people held in community settings and conducted in their 'mother tongue' to facilitate own-language access to information.
67. During October to December 2006 Health Guides held a number of sessions with approximately 85 people from the Bengali and Somali Community in Tower Hamlets. The issues local people raised around accessing GPs included difficulty getting through to GP by phone, lack of translation facilities and lack of understanding or sympathy by GPs toward patients needs. There were concerns also raised about reception staff who residents felt were 'rude, disrespectful and unhelpful'.
68. The issues around dental care included local people not being aware of the pricing bands and the difference between the different dental practices. There is a high percentage of fear around attending dentists, but mostly there is a lack of priority given to dental care because of other chronic illnesses they are trying to manage. Most of the people who had attended these sessions had not heard of the mobile dental units.
69. The Panel noted that many of concerns raised through these sessions are similar to those raised by patients and PPI Forum Members. This demonstrated to the Panel some of the barriers to BME communities gaining access to GP and Dentistry Services.

## **Women's Health and Family Services**

70. Women's Health and Family Services is a multi-ethnic advocacy organisation that aims to address the unmet health and welfare needs of minority ethnic women and their families. The organisation runs a number of projects ranging from maternity services to diabetes project.
71. The Project Co-ordinator provided written submission to the Panel on the key issues raised with them about accessing primary care services. These were around availability of appointments, getting through on the phone, translation facilities and lack of understanding of patients needs.
72. Among the areas of improvements suggested were improving appointment system, evening and weekend services to be available, staff training and improved communication between GP and patients. The Panel noted that these concerns are similar to those already raised.

## **Health Care Professionals Views**

73. The Panel's visit to a GP and Dental Practice gave them an opportunity to discuss the key challenges facing staff in improving access. A key issue that was drawn to the Panel's attention was 'Patient Education'. This was based on the fact that many patients were seeking appointments for basic health problems, benefits and housing advice. This was putting additional pressure on the limited resources. Although most practices undertake work with patients about navigating their way around the health system, because of the mobile population these people move on and new patients come along.
74. All the Health Care Professionals the Panel spoke with were very keen to ensure that all local agencies take responsibilities for educating residents about accessing health care facilities. The role of the Council was discussed including the use of Councillors and the Council's newspaper East End Life.
75. The increasing population of the borough was also putting additional pressure on the services. The Panel's visit to Stepney Medical Practice highlighted how the regeneration of this area was impacting on local health services. With the current patient list of 9,000 and development of new homes it is expected to rise to more than 10,000. The practice also has an annual turnover of 1,500 patients joining and leaving. Stepney Medical Practice is one of the practices that are heavily engaged in one of the capital development schemes. The practice will be moving into a new building June 2008 and will have the capacity to increase their list size to 10,000
76. Resource implications were also drawn to the Panel's attention. The funding for the extended opening hours scheme was for a limited period only and this would have a huge impact on the practices once this scheme finished. The Panel noted that this was one of the targets of the Health and Well being Strategy and by 2016 all practices would have extended opening hours. The Panel is keen to ensure that practices with high demand are still funded for extended opening hours.
77. The Panel explored the possibility of using the Mobile Dental Unit at schools to improve the uptake of dental services. The Panel felt that this would be an extremely useful way of encouraging parents and kids to have their teeth checked and then refer patients onto a dental practice.

## Conclusions

78. The Health Scrutiny Panel found the results from the GPAQ Survey very useful. The Panel is keen to see if these results are similar to the survey undertaken by MORI on behalf of the Department of Health. The Panel noted that although there were some areas where Tower Hamlets practices were scoring near to the GPAQ average, there were a number of practices that were scoring very poorly.
79. The Panel was concerned that it was the same practices that were scoring very highly and also the same practices that were scoring very poorly. The Panel feels that this is an issue the PCT needs to look at urgently and ensure the systems of the better scoring practices are shared with those scoring poorly.
80. Information about new services and initiatives need to be sent more widely to Health Care Professionals. The rota for the Mobile Dental Unit needs to be sent to all GPs and other organisations working with disabled people.
81. The Panel noted that patient engagement was the key way forward in improving services. The establishment of a Patients Forum in St Paul's Way has alleviated many of the patients concerns as they are now able to feed into the planning and delivery of services. The Panel suggests that the PCT works closely with all the practices to improve patient engagement in service planning and delivery.
82. The role of reception staff in determining whether or not to offer patients appointments was raised with the Panel. The Panel feels that although this practice may help reduce some of the 'unnecessary' appointments with GPs, it would also risk patients who may have serious conditions but cannot communicate this to staff. The Panel suggests that patients should be able to at least speak to a Health Care Professional before a decision is made on whether or not to offer them an appointment.
83. The role of the Council and its partners in educating patients and providing information was also highlighted to the Panel. Information about how to find a GP / Dental Practice or the location of the Mobile Dental Unit needs to be widely publicised and shared with community organisations. The use of East End Life to publicise these information has been widely discussed and the Panel has discussed this with Council Media Officers who are also keen to develop this.
84. The Panel noted that staff training around various aspects needs to be improved. In particular customer services, how to deal with disabled and BME patients and basic medical knowledge needs to be considered. Receptionists as the first point of contact for sometime very concerned residents need to be able to be polite, calm and reassuring.
85. The Panel suggest that all disabled patients should be offered the option to be referred to the Mobile Dental Unit. This is an extremely popular service with local people and would provide extremely useful convenient service for disabled users.
86. The Panel noted that many of concerns of patients highlighted by the various groups are very similar. These include allocation of appointment, getting through on the phone, advocacy services and lack of understanding of patients needs. The Panel suggests that the PCT focus on these issues as a priority in their service development.



## Chapter 5 – Conclusions and Recommendations

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87. This section draws the key findings of the review together and makes a number of recommendations that we feel will contribute to improving local access for primary care services.
88. Tower Hamlets residents experience more ill health and higher rates of death from diseases such as cancer, heart, circulatory and respiratory disease, than other areas of the country. Thirteen of the 17 wards have life expectancy significantly below the England average, and none have life expectancy significantly above. Health inequalities within the borough are rife and addressing this is a key priority for the Council and its partners. The need and subsequent demand for health care in Tower Hamlets is high and this makes access to limited primary care services all the more important.
89. The White Paper *'Our Health, Our Care, Our Say: a new direction for community services'* will shape much of the policy in relation to Access to GP and Dentistry Services. The *'Choosing Health'* White Paper also encourages people to change their lifestyles to improve their health and reduce the risk of ill-health. The introduction of the new dental contract will also impact on future access to dental services.
90. The Health and Well Being Strategy and the Oral Health Strategy will provide the context within which services are developed and delivered over the next 10 years in Tower Hamlets. This sets out an ambitious plan not only to improve access to services but also improve the quality of service making it one of the best primary care services in the country.
91. GP and Dental practices need good quality and accessible accommodation from where they can develop and expand high quality services. The proposals in the Health and Well Being Strategy to develop 10 new Health Centres in the borough and improve existing practices will help improve services and also bring a range of services together in particular GPs and Dentists.

### GP Services

92. The doctor to patient ratio in the PCT has been recently verified at practice level and is 1WTE (whole time equivalent) to 1685 patients, or 59.3 WTE per 100,000. This actually compares well to the national range of 40.6 to 83.5, an average of 57.88. The Demand and Capacity Mapping exercise in Tower Hamlets however, showed that Tower Hamlets GPs have to cope with 10% of GP patients being seen on a weekly basis in comparison to a national average of 6%. This means that there is still a greater burden upon GP practices in Tower Hamlets.
93. The GPAQ survey highlighted the inequality that exists within GP practices in the borough. The level of inequality between the top scoring practices and poorest scoring practices is huge and unacceptable. With the level of health inequalities that exist within the borough the PCT needs to ensure that all residents of the borough are able to experience a good quality of service. The Panel therefore felt by sharing ideas the poor performing practices would be able to identify ways they could improve services.

**Recommendation 1**

That the PCT supports GP practices in developing a mechanism to share models of good practise especially so that GPs that are performing poorly work with GPs that are performing well.

94. The Panel is also keen to see the results of the MORI survey which the Department of Health has commissioned and has been undertaken during the course of the review. This survey will provide more information about residents' perception of local health services. The Panel requests that the Primary Care Trust present this information to a future Health Scrutiny Panel meeting.

**Recommendation 2**

That the PCT provide the Health Scrutiny Panel with a comparative analysis of the results of the 'Your Doctor, Your Experience, Your Say' with the General Practitioners Assessment Questionnaire Survey results. Furthermore, the PCT use the results of both surveys to identify areas of improvement and improve performance monitoring of services.

95. The role of reception staff in deciding whether or not to offer an appointment was discussed widely and the Panel supports the view that patients should be able to speak to a Health Care Professional before being refused an appointment. Furthermore, training for reception staff needs to be improved particularly around customer services and patient needs especially disabled patients and those from BME communities. In addition the Panel felt that the PCT should look at the development of guidance for all staff around dealing with disabled patients.

**Recommendation 3**

That the PCT reviews the training and guidance provided to GPs and Dental Practice reception staff in particular focusing on Customer Services and understanding the needs of disabled and BME patients.

**Dental Services**

96. The Panel was keen that data around local people's oral health be developed as this would help greatly in service planning and delivery. Although the geographical distribution of Dentists within the borough is very uneven, the PCT is addressing this through the Health and Well Being Strategy and its Capital Investment Strategy.

**Recommendation 4**

That the Primary Care Trust works with local schools, GDPs and community organisations to begin compilation of data about local peoples oral health and improve uptake of dental services.

97. The impact of the new dental charging system is still unclear and the Panel is keen that the PCT monitor this closely and report any changes to the Health Scrutiny Panel. The new dental charging system for NHS patients has meant that dentists maybe reluctant to take on patients with high or complex needs. This could lead to a worsening of the borough's oral health. The Panel was keen that the PCT monitors this closely and reports their findings to the Panel.

**Recommendation 5**

That the Primary Care Trust undertakes a comprehensive review of the impact of the new dental contract and charging system and reports the finding to the Health Scrutiny Panel. In



particular the Trust is asked to work with Dental Practices that do not work with NHS patients and are currently just working with private patients.

98. The Mobile Dental Unit has proved extremely popular with residents and provides a key way of reaching out to hard to reach communities. Furthermore, the current physical infrastructure of many of the Dental Practices is very challenging especially for disabled patients. The Panel suggests that all disabled patients should be offered the option to be referred to the Mobile Dental Unit especially where there are no accessible practices close by.

**Recommendation 6**

That all disabled patients without an accessible dental practice near their home be offered the option to be referred to the Mobile Dental Unit.

99. The Panel particularly supported the idea of using the Mobile Dental Unit at schools to encourage patients from a young age to use dental services and feels that the PCT should seek additional funding to undertake this. It would also make the service more visible to parents and the wider community.

**Recommendation 7**

That the Mobile Dental Unit visits schools and local community events to make this service more visible and target residents from a young age.

100. The Panel supported the commitment outlined in the Oral Health Strategy developed by the PCT. However, due to low registered population and uptake of dental services the Panel was keen to see what benchmarking exercises the PCT has undertaken in developing the Oral Health Strategy. In particular looking at areas which have similar issues such as low take up of dental services and huge health inequalities.

**Recommendation 8**

That the PCT reports to the Health Scrutiny Panel on how good practice and performance from around the country - particularly areas that face similar issues as the borough - informed the development of the Oral Health Strategy.

**GP and Dental Services**

101. The Panel found that information about Primary Care Services and in particular new initiatives such as Pharmacy First and the Mobile Dental Unit is not shared widely amongst the community. The Panel felt that the PCT needs to work more closely with the Council and voluntary sector to disseminate this information across the borough.

**Recommendation 9**

That Tower Hamlets PCT develops a major publicity campaign that explains the role of GPs, Dentists and other primary care professionals and also increases awareness of the availability of additional primary care services including Pharmacy First and the Walk-In Centres. The PCT should work closely with the Council and voluntary sector in undertaking this campaign. The Working Group suggests that East End Life is used to publicise information about how to join a GP and Dental Practice and also the rota for the Mobile Dental Unit. The Mobile Dental Unit rota should also be provided to all GPs, Dental Practices, and community organisations working in the field of health as well as local Councillors.

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102. The Panel noted that patient engagement was the key to developing services that better meet the needs of local people. The development of the Local Involvement Network (LINKs) and practice patient forums provide further opportunities for the involvement of local people. This would make the service more accountable to local people and would also provide opportunities to design and deliver services according to local needs.

**Recommendation 10**

That the PCT works closely with 'LINKs' and the Health Scrutiny Panel to monitor primary care services including asking LINKs Members to make service visits to GPs and Dental Practices.

103. Patient education was a key issue many of the Health Care Professionals raised with the Panel. This includes how local people navigate the health care system and how they make effective use of the various services available. The Panel noted that this is a long term issue which the Council, health partners and the local voluntary organisations need to work jointly on to develop. The role of Health Trainers in linking up local organisations with the community would be key in educating patients.

**Recommendation 11**

That the PCT works closely with the Council and voluntary sector to improve patient education. In particular using Health Trainers to link up residents with local community organisations, PCT and the Council.

104. The Panel concluded that access to primary care services in Tower Hamlets is a key issue. Although the PCT and its partners have introduced a number of initiatives and have developed two key strategies to improve primary care services, the Panel notes that this will take time to materialise. The Panel feels that in order to address the issue of health inequalities in the borough, access to services must be improved. The Panel's review has highlighted that is a long term issue which the PCT needs to continue to work with the Council and other partners to address.

**ORAL HEALTH STRATEGY FOR TOWER HAMLETS****PRIORITIES FOR ACTION 2006 - 2009**

The following list summarises key priority areas for action in the next 3 years:

1. Establish evidence-based oral health promotion programmes, clearly integrated with generic health promotion activities.
2. Develop an approach to access that clearly targets people who are not using existing services. The model of service should include the use of mobile dental surgeries, which can travel out to communities. These are popular with local people and have been shown to improve access for people not using other services.
3. Ensure that information on services, treatments and costs, is widely disseminated to patients and that mechanisms exist in all services for patients' views to be heard.
4. Develop Clinical Governance activities in high street practices in the same way that these are now developed in PCT-provided services.
5. Improve translation support to dental practices.
6. Address gaps in service provision by bringing enough dentists into poorly served areas – this should involve redistribution of existing services from over-provided areas, as well as considering additional capacity. It should also include building greater flexibility into service models – for example, greater availability of evening and weekend appointments.
7. Increase capacity in special care services, to address the wide range of needs of excluded groups, including expanding the provision of outreach.
8. Ensure OOH dentistry fully integrated with other out-of-hours services.
9. Establish Dental Outreach Teaching Centre at Barkantine.
10. Ensure all health planning for local communities includes consideration of oral health needs.
11. Develop dental specialities in the community setting.
12. Recruit dental workforce, where possible, from local communities.
13. Develop appropriate IT systems.
14. Work to improve premises.

## Scrutiny in Tower Hamlets

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To find out more about Scrutiny in Tower Hamlets

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