

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 March 2008 at 7.00 p.m.

A G E N D A

VENUE

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

Members:	Deputies (if any):
Chair: Councillor Marc Francis Vice-Chair: Councillor Alexander Heslop	
Councillor Shahed Ali Councillor Alibor Choudhury Councillor Stephanie Eaton Councillor Peter Golds Councillor Ahmed Hussain Councillor Mohammed Abdus Salique Councillor Salim Ullah	Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton) Councillor Tim Archer, (Designated Deputy representing Councillor Peter Golds) Councillor Lutfa Begum, (Designated Deputy representing Councillor Ahmed Hussain) Councillor Abjol Miah, (Designated Deputy representing Councillor Shahed Ali) Councillor Fozol Miah, (Designated Deputy representing Councillor Shahed Ali) Councillor Oliur Rahman, (Designated Deputy representing Councillor Ahmed Hussain) Councillor M. Mamun Rashid, (Designated Deputy representing Councillor Shahed Ali) 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)

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

Co-opted Members:

Mr Azad Ali	– Parent Governor Representative
Terry Bennett	– Church of England Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative
Mr H Mueenuddin	– Muslim Community Representative

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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 March 2008

7.00 p.m.

SECTION ONE

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. 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. See attached note from the Chief Executive.

3. UNRESTRICTED MINUTES

3 - 16

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 5th of February 2008.

4. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

5. REQUESTS FOR DEPUTATIONS

To be notified at the meeting.

6. SECTION ONE REPORTS 'CALLED IN'

There were no Section One reports 'Called in' from the meeting of Cabinet held on Wednesday 5th February 2008.

7. SCRUTINY SPOTLIGHT: LEADER OF THE COUNCIL

(Time allocated 60 Minutes)

The leader of the Council, Councillor Denise Jones will attend to report on her portfolio.

8. PERFORMANCE MANAGEMENT

No items to consider.

9. BUDGET AND POLICY FRAMEWORK

(30 Minutes)

9.1 Youth Justice Plan 17 - 74

Overview and Scrutiny Committee is asked to submit comments on the attached report to the Cabinet.

10. SCRUTINY MANAGEMENT

(30 minutes)

10.1 Use of Consultants Scrutiny Review Report 75 - 96

10.2 Revisiting Youth Services Scrutiny Review Challenge Session 97 - 104

10.3 Overview and Scrutiny Committee Recommendation Tracking Report 105 - 212

11. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 15 minutes)

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. SECTION TWO REPORTS 'CALLED IN'

There were no Section Two reports 'called in' from the meeting of Cabinet held on 5th February 2008

16. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS

(Time allocated 15 minutes).

17. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE CHIEF EXECUTIVE FOR MEMBERS OF THE OVERVIEW & SCRUTINY COMMITTEE

This note is guidance only. Members should consult the Council's Code of Conduct for further details. Note: Only Members can decide if they have an interest therefore they must make their own decision. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending at a meeting.

Declaration of interests for Members

Where Members have a personal interest in any business of the authority as described in paragraph 4 of the Council's Code of Conduct (contained in part 5 of the Council's Constitution) then s/he must disclose this personal interest as in accordance with paragraph 5 of the Code. Members must disclose the existence and nature of the interest at the start of the meeting and certainly no later than the commencement of the item or where the interest becomes apparent.

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- (a) An interest that you must **register**
- (b) An interest that is not on the register, but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of your authority more than it would affect the majority of inhabitants of the ward affected by the decision.

Where a personal interest is declared a Member may stay and take part in the debate and decision on that item.

What constitutes a prejudicial interest? - Please refer to paragraph 6 of the adopted Code of Conduct.

Your personal interest will also be a prejudicial interest in a matter if (a), (b) and either (c) or (d) below apply:-

- (a) A member of the public, who knows the relevant facts, would reasonably think that your personal interests are so significant that it is likely to prejudice your judgment of the public interests; AND
- (b) The matter does not fall within one of the exempt categories of decision listed in paragraph 6.2 of the Code; AND EITHER
- (c) The matter affects your financial position or the financial interest of a body with which you are associated; or
- (d) The matter relates to the determination of a licensing or regulatory application

The key points to remember if you have a prejudicial interest in a matter being discussed at a meeting:-

- i. You must declare that you have a prejudicial interest, and the nature of that interest, as soon as that interest becomes apparent to you; and
- ii. You must leave the room for the duration of consideration and decision on the item and not seek to influence the debate or decision unless (iv) below applies; and

- iii. You must not seek to improperly influence a decision in which you have a prejudicial interest.
- iv. If Members of the public are allowed to speak or make representations at the meeting, give evidence or answer questions about the matter, by statutory right or otherwise (e.g. planning or licensing committees), you can declare your prejudicial interest but make representations. However, you must immediately leave the room once you have finished your representations and answered questions (if any). You cannot remain in the meeting or in the public gallery during the debate or decision on the matter.

There are particular rules relating to a prejudicial interest arising in relation to Overview and Scrutiny Committees

- You will have a prejudicial interest in any business before an Overview & Scrutiny Committee or sub committee meeting where both of the following requirements are met:-
 - (i) That business relates to a decision made (whether implemented or not) or action taken by the Council's Executive (Cabinet) or another of the Council's committees, sub committees, joint committees or joint sub committees
 - (ii) You were a Member of that decision making body at the time and you were present at the time the decision was made or action taken.
- If the Overview & Scrutiny Committee is conducting a review of the decision which you were involved in making or if there is a 'call-in' you may be invited by the Committee to attend that meeting to answer questions on the matter in which case you must attend the meeting to answer questions and then leave the room before the debate or decision.
- If you are not called to attend you should not attend the meeting in relation to the matter in which you participated in the decision unless the authority's constitution allows members of the public to attend the Overview & Scrutiny for the same purpose. If you do attend then you must declare a prejudicial interest even if you are not called to speak on the matter and you must leave the debate before the decision.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.00 P.M. ON TUESDAY, 5 FEBRUARY 2008

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

Members Present:

Councillor Marc Francis (Chair)
Councillor Shahed Ali
Councillor Alibor Choudhury
Councillor Stephanie Eaton
Councillor Peter Golds
Councillor Alexander Heslop (Vice-Chair)
Councillor Ahmed Hussain
Councillor Mohammed Abdus Salique
Councillor Salim Ullah

Other Councillors Present:

Councillor Shiria Khatun
Councillor Joshua Peck
Councillor Abdal Ullah

Co-opted Members Present:

Mr H Mueenuddin – Muslim Community Representative

Officers Present:

Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)
Afazul Hoque – (Acting Scrutiny Policy Manager, Scrutiny and Equalities, Chief Executive's)
Sara Williams – (Assistant Chief Executive)
John Williams – (Service Head, Democratic Services)
Kweku Quagraine – (Democratic Services)
Edmund Wildish – (Scrutiny Policy Officer, Scrutiny and Equalities, Chief Executive's)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Co-opted member Mr Terry Bennett and Michael Keating, Service Head Scrutiny and Equalities.

2. DECLARATIONS OF INTEREST

Councillor Alex Heslop declared a personal interest in relation to item 5: 'Deputation made by Tower Hamlets Unison' as he is a member of Unison.

Councillor Shiria Khatun declared a personal and prejudicial interest in relation to item 6.1 'Call-In: Review of Street Market Fees and Charges 2008/2009' as an Executive Councillor who had participated in the Cabinet's decision on this matter.

Councillor Joshua Peck declared a personal and prejudicial interest in relation to item 6.1 'Call-In: Review of Street Market Fees and Charges 2008/2009' as an Executive Councillor who had participated in the Cabinet's decision on this matter.

Councillor Abdal Ullah declared a personal and prejudicial interest in relation to item 6.1 'Call-In: Review of Street Market Fees and Charges 2008/2009' as an Executive Councillor who had participated in the Cabinet's decision on this matter.

3. UNRESTRICTED MINUTES

The minutes of the Meeting held on 8th January 2008 were confirmed as a true and accurate record subject to the following amendments being made:

Councillor Tim O'Flaherty to be included in the list of attendees at the meeting.

Page 10, Minute 7 (Scrutiny Spotlight, Lead Member)

A new first paragraph to be added:

'Councillor Stephanie Eaton enquired as to progress made regarding the identification of young carers within the borough. Councillor Hawkins explained that this issue would be addressed in the near future through the process of commissioning. Councillor Eaton asked further questions regarding respite care for children with disabilities in the borough; young people as secondary victims of domestic violence and young people in police custody. Councillor Hawkins confirmed that these were issues high on the agenda adding that Tower Hamlets had recently signed up to the Charter of Every Disabled Child Matters'.

4. REQUESTS TO SUBMIT PETITIONS

No petitions were received.

5. REQUESTS FOR DEPUTATIONS

5.1 DEPUTATION REGARDING AGENDA ITEM 9.1-GENERAL FUND REVENUE BUDGET:BUDGET REQUIREMENT AND COUNCIL TAX 2008/09

John Davies on behalf of Unison presented his case in relation to item 9.1 on the agenda (General Fund Revenue Budget: Budget Requirement and Council Tax 2008/09) regarding the implications of proposals for Adult Services. He explained that Unison viewed the cuts as part of a nationwide series of attacks on adult social care services, with services for older people being the most severely affected. He added that the cuts would have a great affect on the quality of service provided by Tower Hamlets Adult Social Services.

Mr Davies stated that Unison were particularly concerned with the restructuring of the in house Home Care Service into two teams, stating that the deletion of supervisors and management posts in the service would lead to a reduction in the quality of supervision of home care staff. He further expressed his concern in relation to the job cuts in the Royal London Hospital social work team.

Mr Davies understood that the proposed reduction of 12.5 posts cuts are based on the assumption that apart from the City of London, Tower Hamlets were the only local authority in London that carries out assessments on out of borough patients. He stated that Unison had found this assumption to be incorrect from their liaison with other Unison branches across London.

Questions were then posed to Mr Davies from the Committee. Councillor Stephanie Eaton enquired whether the proposed move from higher qualified staff to lower would increase staff turnover. Mr Davies informed her that Tower Hamlets provides a high level of service and across the country adult services funding was in decline. He added that the borough currently has a high number of qualified staff therefore the service would suffer.

Councillor Ahmed Hussain sought further information on the assumption that two social workers were responsible for the entire out of borough assessments, carried out on behalf Tower Hamlets Council. Mr Davies explained that this had been the case and the social workers were unqualified. He added that In house homecare provides a higher level of service, as quality is provided through supervision of untrained home carers. He explained that supervising would become harder and more problematic as all new care packages have gone out to agencies.

Councillor Marc Francis referred to the analysis that showed a three month period that 115 out of 310 assessments were out of borough cases and asked whether this was typical. Mr Davies explained that the analysis was taken over the period of summer 2007. Summer was a period where more surgical work was planned; and the time of year would have an affect but other factors were also relevant.

5.2 DEPUTATION REGARDING AGENDA ITEM 6.1 'CALL IN' REVIEW OF MARKET FEES AND CHARGES 2008/09

George Gladwell on behalf of Columbia Market Residents Traders and Shopkeepers association presented his case in relation to item 6.1 on the agenda (Call in Review of Market Fees and Charges 2008/09) in connection with the proposed fees and charges increase. He requested that the proposal to increase the Fees and Charges at Columbia Road Market be postponed until a later date in order that all consultation and consideration could take place.

In informing the Committee of the increases Mr Gladwell stated that an increase of a 25% charge per market pitch was proposed for Columbia Road Market, a 39% increase charge per isolated pitch and an administration charge of £25.00 for refunds of unused purchased pitch vouchers. There was a disparity between the markets and the traders saw the refund charge as especially.

Mr Gladwell additionally expressed his concern at what he felt was a lack of consultation the market traders had received from the Head of Markets and other Council officers. As a result he has been unable to keep track of the street trading account along with other issues concerning the market. Access to the account was only granted (after a number of requests), at a Finance Meeting in November 07 at which he was informed of the proposal to increase the pitch charges.

Questions were then posed to Mr Gladwell from the Committee. Councillor Ahmed Hussain asked when the last increase of fees occurred. Mr Gladwell informed him that this occurred in July 2007 from £32 to £36. Councillor Hussain further requested to know the amount of consultation traders have had in the past three years. Mr Gladwell stated that only three meetings had occurred in this period.

Councillor Stephanie Eaton asked Mr Gladwell, if it was proven that the additional income raised from the increase charges, would be spent on direct services beneficial to the local traders, examples being street cleaning and trading enforcement, would the charges be justified? Mr Gladwell responded that he was currently satisfied with the cleanliness of the area, and that enforcement could be increased at no extra cost. He did not feel that market

administrators were currently supporting market inspectors in the fight against illegal traders.

6. SECTION ONE REPORTS 'CALLED IN'

6.1 Review of Street Markets Fees and Charges 2008/2009

The Chair invited Councillor Ahmed Hussain on behalf of the Call in Members to present his reasons for the Call in. He outlined the key issues that they held against the recommendations of the report.

Councillor Hussain expressed concern at the Council's perceived failure to consult market stakeholders adequately. This was coupled with the sixty six per cent increases in fees for Whitechapel weekday traders, agreed by the Cabinet (though not recommended in the report); he viewed that as excessive and not based on factual evidence members could review. Councillor Hussain also highlighted the potential outcome of discouraging market trading if the fees were not meaningfully assessed. He further requested on behalf of the Call In members, that the Council outline a clear strategy for advertising and promotion of all markets subject to be affected by the increases.

Committee members put their questions to Councillor Ahmed Hussain. Councillor Alex Heslop queried whether he was concerned that a uniform pricing policy for all markets in the borough, would lead to a decline in the use of the markets. He additionally asked if Councillor Hussain was concerned market traders would pass on the additional cost to the consumers. Councillor Ahmed responded that these were matter of concern but he did not believe flat rate fees would have a detrimental effect as a problem, as it occurs frequently in business.

Councillor Salim Ullah endorsed the rise in fees. He commented that Whitechapel Market in his ward had become a very busy market and he did not believe that a raise in charges would see a downturn in traders. He further referred to the level paid in fines by illegal traders. Councillor Hussain responded arguing that the fines should be at a high level to discourage people from trading illegally.

In response to the Call-In Councillor Abdal Ullah, accompanied by the Head of Markets David Saunders, outlined the reasons for the proposed increase of the fees. Councillor Ullah explained that income was reviewed on a monthly basis. Some Markets were doing well in others there was a pattern of decline in the number of market traders, which in turn led to a reduction in income to the street traders account. In regards to the fees increase in Whitechapel David Saunders remarked it would bring an additional 40k a year for re-investment in Whitechapel Market.

Questions were then posed to Councillor Abdul Ullah and Mr Saunders. Councillor Mohammed Abdus Salique asked why Petticoat Lane Market had seen a decline and what was being done to combat illegal trading within the area. Councillor Ullah explained the success of Spitalfields market and the congestion charge were possible reasons. He advised that work was currently being done to kick start the markets fortunes again. In relation to policing Councillor Ullah explained that there was an ongoing operation, but further work with Councillors and the police was required.

Councillor Peter Golds asked how often market fees. Mr Saunders informed him that the charges are reviewed annually, adding that the money raised from the fees were transferred into the traders account. Councillor Golds did not feel that the proposed New Market of Billingsgate would have a positive affect on the existing markets.

Councillor Stephanie Eaton enquired if Councillor Abdul Ullah disagreed with any of the points made in the alternative course of action. She additionally endorsed the need for further enforcement in the marker areas. Councillor Ullah accepted that the frequency of meetings with traders had not been as he would have liked it to be, but explained in 2007 frequent meetings had been held and that a 28 day consultation period would take place on the new proposals.

Councillor Marc Francis requested clarification on whether the post of Market Custodian would be a paid post; he additionally as to the position regarding parking income around the Columbia Road Market. Councillor Ullah explained that the position of the Market Custodian was to be a champion of markets and that consultation was still ongoing as to its status. In regards to parking that the council was in the process of an ongoing review.

Following the debate the Committee voted on whether to refer the item back to the Cabinet for further consideration. It was **RESOLVED:**

That the alternative course of action proposed in the Call-In be not pursued and the item not referred back to Cabinet.

After considerable discussion the Committee agreed to confirm the decision of the Cabinet. However, there were a number of points of concerns which the Committee hoped the Cabinet would consider and address. These included:

- That the Market Services should establish regular and standard consultation with the traders;
- That the service should look at how enforcement could be improved to push out illegal traders;
- That proposed increases need to be justified clearly. For example the Cabinet report does not outline what the increase in Columbia Road market fees will be used for.

It is felt that Cabinet should take ownership of this decision rather than delegating this to officers. In particular Cabinet should received a further report outlining the results of the consultation with traders and then make a decision based on that.

7. SCRUTINY SPOTLIGHT:LEAD MEMBER

Councillor Shiria Khatun, Lead Member for Culture opened her presentation informing the Committee of what her Portfolio entailed. This included; Idea Stores and Libraries, sports and physical activities as well as arts and events. The Committee were then made aware of The National Outcome and Indicator legislation, which guided the work of the Council in this area.

Councillor Khatun explained that this was found under the heading Creating Stronger Communities. She informed the panel of the key areas in which work was being carried out, these included; adult participation in sport, use of public libraries, visits to Museums and Galleries and Engagement of the Arts. The presentation was concluded with Councillor Khatun outlining the key challenges for her Culture portfolio in 2008. These included reviewing the Idea Stores Strategy, the creation of a CSPAN to support the Obesity Strategy, the Delivery of a Playing Pitch Strategy, the Commissioning of a new Leisure Facility Strategy as well as Delivering a 5 borough Cultural Olympiad programme and the Delivery of a Public Art Strategy.

The Committee then posed questions to Councillor Khatun. Councillor Ahmed Hussain asked what was being done to stem the decline in the use of the Canary Wharf Idea store. Councillor Khatun explained that there were no plans to Change the Canary Wharf Idea Store and added that it was currently doing well. Councillor Hussain further enquired about the five boroughs Olympiad. Councillor Khatun explained that it was a celebration of all cultural festivals that go on within the five boroughs. She advised that more information would be publicised in the forthcoming weeks.

Councillor Alex Heslop asked about the likely effect of the Olympic Aquatic Centre proposed on the plans for Poplar Baths. Councillor Khatun informed him that in the coming years Tower Hamlets and Greenwich Leisure would be monitoring population growth and supply facilities, she added that Greenwich Leisure were doing well in terms of measurement on the national benchmarking exercise.

Councillor Shahed Ali inquired about the current position regarding the Mela. Councillor Khatun stated that the previous service level agreement had been terminated and interested Community groups had until 11th February to register their interest in staging the 2008 event.

Councillor Stephanie Eaton sought more information on the links between Councillor Khatun's portfolio and those of other Lead Members, as well as the

progression with the anti-obesity strategy. She also referred to the Public Arts Strategy. Councillor Khatun reported that an audit would be carried out on all public art in the borough and the strategy would seek to maximise section 106 funding.

Councillor Peter Golds expressed his concern that 500 year old borough archives rich in local history could be effectively destroyed and dispersed around London. He requested information from Councillor Khatun on what was being done to prevent this. Councillor Khatun assured Councillor Golds that the archives would not be destroyed and reported that discussions were under way with a number of interested bodies to safe guard the collection.

Councillor Alibor Choudhury queried how Tower Hamlets were progressing on the usage of leisure facilities by older and younger members of the public. Councillor Khatun explained that children's targets had been set and all targets had been achieved apart from the target of increasing the usage of Ideas stores by younger people at the rate of 5%.

The Chair thanked Councillor Shiria Khatun for her attendance and for her responses to the questions raised by members of the Committee.

8. PERFORMANCE MANAGEMENT

8.1 Tower Hamlets Index - Monitoring Report October-November 2007

Councillor Joshua Peck introduced the end of November Tower Hamlets Index 2007/08 monitoring report. He explained that the set of indicators that constituted the Index reflected the strategic plan 2006 to 11, along with the Local Area Agreement. He highlighted that appendix one provided an overview of performance and comments on each indicator, with appendix two providing charts for a better overview of the performance trends overtime. In relation to the performance indicated in the report Councillor Peck explained that of the possible 39 applicable indicators, 16 were on track to achieve their end of year target and a further 17 had actions in place to ensure they get back on track to meet that target.

Councillor Peck drew particular attention to Indicator SP306 where the number of young people within education, employment or training had now reduced to 437; and SP111 where although the challenging target of 22% would not be achieved, Performance in January had increased to 15.8%.

Questions were then posed to Councillor Peck regarding the index. Councillor Stephanie Eaton enquired who the Performance Review Group were and when they met. Councillor Peck informed her that they met on a monthly basis to discuss performance issues; the next meeting was due to take place on the 6th of February 2008. He added that the group was made up

of the Tower Hamlets Chief Executive Officer, a corporate director and himself. Councillor Eaton also sought clarification on the preferred outcome column which was provided.

Councillor Ahmed Hussain asked in relation to the PI reference number SP212 (Percentage of Adult and older clients receiving a review), why the target was not 100 per cent. Councillor Peck explained that Targets were based on out turn last year what was known about need, in the population Tower Hamlets 86% target placed the council in the top band respectively.

Councillor Ahmed Hussain referred to SP516 and felt this should monitor the percentage of the top 1% of council staff who were from an ethnic minority. Councillor Peck considered that 5% was a more useful measure.

Councillor Heslop sought further information on PI reference numbers SP404 A and B (Improved overall attendance rates at primary school and secondary schools). Councillor Peck explained that persistent absence was the current focus and Tower Hamlets was doing well in regards to this.

RESOLVED

That subject to the comments above the performance information highlighted in the report be noted.

MOVED by Councillor Marc Francis and duly **AGREED** by the Committee:

That in accordance with Council procedure Rule 9, the meeting be extended by up to 30 minutes to enable the completion of remaining business.

9. BUDGET AND POLICY FRAMEWORK

9.1 General Fund Revenue Budget: Budget Requirement and Council Tax 2008/09

The Committee were presented with the 2008/09 budget proposals Councillor Joshua Peck highlighted the proposed Council tax increase of 3.5%, the equivalent of 50p more a week.

Committee members posed questions to Councillor Peck in relation to figures set out in the document.

Councillor Ahmed Hussain enquired if the Adult Health and Wellbeing Directorate could make its 5% saving through any other means than by cutting the 12.5 jobs, for example reducing senior salaries on consulting costs. Councillor Hussain felt that residents would suffer the affects of the proposed job cuts. The Committee discussed the proposed savings within

Adult Health and Well Being and the matters raised by the deputation earlier in the meeting.

Councillor Stephanie Eaton enquired in relation to the consultation summary, the number of residents that participated in the budget consultation process. Councillor Peck responded stating that it was desired that more members of the public participated in the process as well as detailing their responses, in acknowledgement that the process was not highly representative, he explained that a lot of work during the year went towards addressing it. Councillor Eaton felt that the poor response from members of the public were a result of poorly structured questions, and requested further information into the process that lead members are involved. Councillor Peck explained that the process goes to discussion at Cabinet in August, there directors are given objectives to convey to Budget sub-groups; this period takes two to three months and lead members are involved throughout.

Councillor Marc Francis welcomed the Budget report and stated that it was a very good budget overall. He commended the extra investment on the Environment and additional investment on CCTV for estates.

After discussion and a vote, the Committee

RESOLVED

To welcome the budget proposals, in particular the proposal that the level of Council Tax would increase by only 3.5% the efficient savings and additional investments proposed.

9.2 Capital Programme 2008/09 to 2010/11

This item was considered together with item 9.1

10. SCRUTINY MONITORING AND MANAGEMENT

10.1 Scrutiny Challenge Session Report - Determination of Major Planning Applications

RESOLVED

That the outcome of the Scrutiny Challenge Session on determination of Major Planning applications be noted.

11. VERBAL UPDATES FROM SCRUTINY LEADS

Scrutiny Lead members submitted there updates on paper as time had run in the allocated meeting time.

Councillor Alex Heslop's statement reported on the progress made at the Choice Based Lettings Review. It stated that the session was attended well by members, with a presentation by Capital Moves on Pan London Lettings. Members raised their concerns in particular at the 30% allocation of new builds into the scheme. The next review session will take place on the 6th of February 2008, where members will be visiting the East London Lettings Company which advertises social housing available for rent in East London for Redbridge, Newham, Waltham Forest, Hackney and Havering Councils.

Councillor Mohammed Abdus Salique's statement reported on the progress of the Use of Consultants Review. It stated that the final meeting of the review was held on the 17th of January 2008, with the meeting producing some useful suggestions for the final recommendations. A final report is expected to come to the March Overview and Scrutiny Committee. Councillor Salique's statement further explained the provision for Translation and Interpreting services in the borough. This is in light of new local authorities' guidance, on publishing translated materials and supporting more people to take up English. Tower Hamlets will be working with the London Borough of Hackney on some aspects of the new guidance, to consider methods to communicate with the respective Communities in the borough.

Councillor Alibor Choudhury's statement reported on the evaluation of NRF Funding. It explained that the first review session had successfully taken place on the 23rd of January 2008, where members were given a brief overview of the NRF and the partnership role. The next review session is scheduled for Thursday 14th February with Anna Kavalla invited from the Government Office for London (GOL) to give members a briefing on what GOL expected the NRF funding to be spent on. In relation to the determination of major planning applications challenge session, the scrutiny Team are working with the department to draw up an action plan. This is set to be monitored through the Overview and Scrutiny tracking report on a six month basis.

Councillor Salim Ullah statement reported on the evaluation of tackling Anti Social Behaviour(ASB). It explained that the draft scoping document had now been finalised. A very successful review session had taken place on Thursday 10th January 2008, which looked at what Tower Hamlets was doing to combat ASB. The next review session had been scheduled for Thursday 7th February 2008, with the agenda focusing on the youth service, the police, Tower Hamlets Partnership with RSLs working together to combat ASB. In response to the effectiveness of Safer Neighbourhood Teams Challenge Session, an action plan had now been sent for officers to implement. This would be monitored through an Overview and Scrutiny Committee tracking report.

Councillor Ahmed Hussain's statement reported back on the Youth Service Challenge session. It explained that the final report from the scrutiny challenge session was currently being commented on, with the subsequent report being presented at the next Overview and Scrutiny meeting. In relation the Scrutiny Review of Young Peoples participation in sports leading up to the

Olympics, it was revealed that two sessions had taken place. The first looked strategies and partnership working and the second session the Working Group visited Mile End Park Leisure centre and York Hall. Councillor Hussain stated that he had attended the Boccia competition at Mile End Leisure centre to observe young disabled people young disabled people take part in Paralympics sports. He iterated the point that young people were consulted through surveys, but the desired feedback was currently less than encouraging. Schools of the borough had been invited to engage in the consultation and a visit to Marion Richardson School was scheduled to film a consultation.

Councillor Eaton's statement reported on the progress of her review on Tobacco Cessation. It was noted that work was underway on the final report and this would be reported to the Committee soon. There were two planned sessions to be held on for Members of the Health Scrutiny Panel. On 19th February the Panel will undertake a Challenge Session on revisiting the progress on implementing the recommendations from last year's scrutiny review on Access to GP/Dentistry Services. This will also be an opportunity for Members to tour the new Barkantine Centre. A workshop will also be held on 28th February 2008 to prepare Members for the forthcoming Annual Health Check for our local health trusts. Finally, it was noted that the next Joint Overview and Scrutiny Committee will be hosted by Tower Hamlets on 22nd February 2008.

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

The Committee considered thoroughly the proposed questions to submit to Cabinet and agreed that the following will be referred:

Agenda Item 6.1 Reviews of Parking Services' Fees and Charges (CAB 117/078)

1. Will the Cabinet consider the creation of a consumer co-operative to run a possible Community Car Club in Tower Hamlets? What is the likely cost of establishing a Community Car Club?

Agenda Item 10.5 Housing Revenue Account 2008/09 Second Budget Report(CAB 127/078)

1. What representations has the Cabinet made to the Department of Communities & Local Government about the impact of its rent restructuring regime leading to above-inflation rent increases on tenants on low fixed incomes?

2. What is the total amount held in the Housing Choice Reserve and how much has been placed in it in each year since its creation?

Agenda Item 12.1 Annual Performance Assessment of Adult Social Care 2006/07 (CAB 129/078)

1. What is the timescale for delivering the planned improvements in telecare and extra care housing?
2. What steps are being taken to reduce waiting times for major adaptations?
3. What actions are planned to increase the percentage of assessments for older people completed within two weeks?
4. What measures are being taken to improve the quality of commissioned homecare services?

13. EXCLUSION OF THE PRESS AND PUBLIC

Nil Items

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

The Chair Councillor Marc Francis took the opportunity on behalf of the Overview and Scrutiny Committee to thank the departing Assistant Chief Executive Sara Williams, for her contribution and hard work over the past few years with the Committee, other Committee members echoed these sentiments.

15. SECTION TWO REPORTS 'CALLED IN'

Nil Items

16. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS (IF ANY)

Nil Items

17. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

The meeting ended
At 10.45pm

Agenda Item 9.1

Committee: CABINET	Date: 5 th March 2008	Classification: Unrestricted	Report No:	Agenda Item: 9.1
Report of: Corporate Director: Kevan Collins, Corporate Director Children's Services Originating officer(s): Mary Durkin, Service Head Youth and Community Learning, Children's Services, Stuart Johnson, YOT manager		Title: Youth Justice Plan 2008 –2009: Key Proposals Wards Affected: All		

1. SUMMARY

- 1.1 The annual Youth Justice Plan (YJ Plan) must be submitted to the Youth Justice Board for England and Wales at the end of April 2008. The Council is required by statute to produce an annual YJ Plan, setting out how youth justice services are to be provided and funded. The Plan is written to a template provided by the national Youth Justice Board (YJB). The template for 2008-9 has not yet been made available, but is not expected to change significantly from last year.
- 1.2 The YJ Plan is based around the (current) 15 performance areas and 21 Key Performance Indicators against which the Youth Offending Service (YOS) is assessed. In developing the plan we will seek to focus on:
- Local priorities for tackling youth offending
 - Areas for improvement as identified through the Youth Offending Team (YOT) inspection 2005 the Joint Area Review and benchmarking against our previous years performance.

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

Brief description	Name and telephone number of holder and address where open to inspection.
Strategic Plan and Community Plan Year 7 – 2007-08	Alan Steward x4981
Children and Young People's Plan	Kevan Collins x4953
Crime and Drugs Reduction Strategy	Andy Bamber x6061
Youth Justice Plan 2007/08	Stuart Johnson, x1144

2. RECOMMENDATIONS

Cabinet is recommended to:

- 2.1 Endorse the key proposals for the 2008/09 Youth Justice Plan, set out in the body of the report, and the associated Delivery Plan, attached at Appendix C to this report, as the basis for improved performance in relation to reducing youth offending in Tower Hamlets, and recommend that Council approve these.
- 2.2 Authorise the Corporate Director of Children's Services to make amendments to the 2008/09 Youth Justice Plan and associated delivery plan, prior to submission to Council for approval in April, to reflect additional performance information and funding guidance, as these become available.

3. BACKGROUND

- 3.1 The YOT is a statutory multi-agency body set up by the Crime and Disorder Act 1998. Its primary aim is to prevent offending by young people, and it has responsibility for the delivery of all sentences imposed by the youth court, as well as preventative and rehabilitative work with young people between the ages of 10 and 17. The YOS has jurisdiction over Tower Hamlets and the City of London and works with between 390 and 630 young people each year, out of a total 10 – 17 year old population of 21,761 (2001 Census). The YOS is part of Children's Services and comprises 36 staff, including secondees from Children's Services, Police, Health, Probation, Connexions, Drug Action Team and "Lifeline". Among the 36 staff are grant funded project workers. In addition, the Youth Offending service deploys around 50 sessional workers and volunteers.
- 3.2 The work of the YOS is overseen by a cross-agency YOS Management Board. The Board is a fully accountable sub-group of the Living Safely CPAG. It has expanded its statutory remit beyond overseeing the direct work of the YOT to look at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. (See Appendix A for targets) This widening of scope was reflected in the 2005-6 YJ Plan which sought to align the planned work of the YOT with wider partnership work (including the Children and Young People's Plan - CYPP) and the Local Area Agreement (LAA) on local priorities. The Management Board also sought to ensure that the YOS's priorities were reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work with parents and families.
- 3.3 The YOS's priorities for action will be set in the light of:
 - Areas for improvement identified by the 2005 joint inspection of the YOT. This included strengthened performance management, victim and restorative justice work, and equality issues.
 - Areas for improvement identified by assessment of performance. In 2007-8 this highlighted as strategic issues parenting interventions, victim work, education,

employment and training and over-use of custody (in addition to the operational issues identified below).

- The outcomes for Children outlined in Every Child Matters, emerging agendas under Care Matters, Targeted Youth Support, and the forthcoming legislation related to children, young people and crime
- Partnership priorities in tackling youth offending, as identified by Members in the discussion of the previous year's YJ Plan, and through consultation on the YJ plan with CPAG, the YOT Management Board and more widely with partners, including the third sector, through YOS development sessions. This is set against a predicted large increase of young people resident in the Borough.
- GLA population predictions of increases of over 14,000 14-18 year olds by 2010 across the borough. Since 2003-4 the numbers of young people receiving a conviction, or admitting guilt and receiving a reprimand or final warning has risen from 435 to 543 in 2004-5, 573 in 2005-6 and 586 in 2006-7.

3.4 Accordingly, the YOS Management Board will identify key priorities for the delivery plan. Last year's priorities were:

- Early intervention
- Strengthening families with a focus on parenting
- Working with victims
- Supporting partnership action on ASB and the government's respect agenda
- Tackling disproportionate representation of some ethnic groups in the Youth Justice System – a new objective set in 2005 by the YJB.
- In addition, we continued to develop the structures for planning, management, delivery and evaluation of work on this agenda to ensure the activity of the YOT is effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the localisation agenda: ensuring that services respond to local needs.

3.5 The YJ Plan, in addition to the 16 YJB performance areas, will contribute to the delivery of the following strategic objectives:

- All of the CYPP priority outcomes, but particularly: Staying Safe, Making a Positive Contribution and Achieving Economic Wellbeing
- Emerging Partnership priorities on a Safer, more Supportive Tower Hamlets, a Prosperous Tower Hamlets, and One Tower Hamlets.
- The Crime and Drugs Reduction Strategy

4. OVERVIEW OF PERFORMANCE

4.1 The performance of the YOT is measured annually against 21 key performance indicators (KPIs) set by the YJB. The table below gives a summary of:

- The 2007/08 YOS performance data which relates to the first nine month period of the current financial year (1st April to 31st December) on which the 2008-9 Plan will be based. A comparison with YOT family borough areas will not be available until the third week of February 2008.

- The 'traffic lights' in the table are allocated by the YJB on a points basis. The table will illustrate some areas where performance improved or worsened in the first nine months compared to the previous year

PERFORMANCE DATA

Key Performance Indicator	Preferred Outcome	2006 - 2007			Apr - Dec 2007			
		LBTH YOT		Target	LBTH YOT			YOT Family %
		%	No.		%	No.	Target	
Reduction in First Time Entrants to the youth justice system: target 5% lower than 2005/06	Lower	1.7% (red)	357	-2%	7.7% (red and worse)	260	-5%	n/a
Final Warnings with interventions as % of number of final warnings where young person meets national standards defined risk	Higher	100.0% (green)	46	95%	100.0% (green and better)	25	95%	n/a
Custodial remands as % of all remands excluding conditional and unconditional bail	Lower	41.7% (amber)	50	<30%	20.9% (red and better)	38	<9%	n/a
Custodial sentences as % of all disposals	Lower	8.0% (amber)	47	<5%	5.6% (amber and better)	23	<5%	n/a
2006/07: Victims offered restorative justice as % of all victims identified. 2007/08: Victims participating in a restorative process as % of closed offender interventions	Higher	96.3% (green)	183	75%	13.2% red (change in indicator)	32	25%	n/a
Victims satisfied with restorative justice process as % of all victims commenting on process	Higher	90.9% (green)	10	75%	100.0% (green and better)	8	85%	n/a
YOT disposals ending and supported by parenting programmes as % of all disposals ending	Higher	1.9% (red)	7	10%	9.5% (red and better)	16	20%	n/a
2006/07: Parents satisfied with programme as % of all parents commenting on programme. 2007/08: Prevention programmes ending and supported by parenting programmes as % of all programmes ending	Higher	100.0% (green)	9	75%	20% (green and better)	5	20%	n/a
DTO plans completed within national standard timescales as % of all DTO plans required	Higher	69.2% (red)	27	95%	85.7% (amber and better)	18	95%	n/a
Young people in suitable ETE at the end of their order as % of all young people ending orders	Higher	72.5% (red)	256	90%	81.7% (amber and better)	181	90%	n/a
Young people in suitable accommodation at the end of their order as % of all young people ending orders	Higher	95.5% (green)	362	95%	95.5% (green and better)	235	95%	n/a
Young people with acute mental health concerns assessed by CAMHS within national standard timescales as % of all young people with acute mental health concerns referred to CAMHS	Higher	100.0% (green)	1	95%	None	0	95%	n/a
Young people with non-acute mental health concerns assessed by CAMHS within national standard timescales as % of all young people with non-acute mental health concerns referred to CAMHS	Higher	100.0% (green)	39	95%	100.0% (green and better)	24	95%	n/a

Key Performance Indicator	Preferred Outcome	2006 - 2007		Apr - Dec 2007				
		LBTH YOT		85%	LBTH YOT		90%	YOT Family
Young people assessed for substance misuse within national standard timescales as % of all young people screened for substance misuse who required an assessment	Higher	100.0% (green)	83		85%	100.0% (green)		59
Young people receiving treatment for substance misuse within national standard timescales as % of all young people assessed as requiring treatment	Higher	98.9%	92	85%	96.6% B	57	90%	n/a

4.2 COMMENTARY ON PERFORMANCE

Of most concern are the areas in which the service is showing red, or failing against the KPI targets: First Time Entrants (FTE), Custodial Remands, Victims Participating in Restorative Justice and Parenting Support. With the exception of FTE, our performance against all KPI targets has improved from 2006-7.

Analysis of performance and actions for improvement

- As an overall issue, the rapidly rising youth population is very significant. According to GLA population predictions, increases of over 14,000 14-18 year olds are predicted by 2010 across the borough.
- In response to the increase of First Time Entrants (FTE) to the Youth Justice System, we are undertaking detailed examination of the data. The pattern so far for the year is:
 Apr-Jun 07 FTE = 112.
 Jul-Sep 07 FTE = 68.
 Oct-Dec 07 FTE = 80.
 No single reason has been established with certainty as to the cause of the large Quarter 1 figure. There has been national press coverage on police outcome and reduction targets and the effect of this on the numbers of young people arrested. We are collating information on the young people themselves and on the offences, to see if patterns emerge.
- Custodial Remands: A new target of under 9% of all remand episodes was introduced in April 2007 (from under 30% in the previous year), following a change in the YJB Counting Rules. The percentage figures for 2007-08 and 2006-07 are not therefore directly comparable with one another. Analysis of those remanded to custody show some indications of an increase in serious cases (for example, alleged murder, rape, robbery at knife point, repeat violent offending, possession of drugs with intent to supply, breach of order and absconding) Nevertheless, the trend over the last year is down quarter by quarter:
 - Apr-Jun 07 = 17 - 23.94% of total remands
 - Jul-Sep 07 = 13 – 23.64% of total remands
 - Oct-Dec 07 = 8 – 14.29% of total remands
- Victims participating in Restorative Justice: A new target of 20% was introduced in April 2007, following a change in the YJB Counting Rules. The percentage figures

for 2007-08 and 2006-07 are not therefore directly comparable with one another. The preferred outcome is higher.

Apr-Jun 07 = 5 – 5.6% of interventions closed

Jul – Sep 07 = 8 – 10.1% of interventions closed

Oct – Dec 07 = 19 – 25.7% of interventions closed

The direction of travel is positive. The target was met in the third quarter, and robust systems are in place to ensure that this target is met in the fourth quarter. However, due to the poor performance earlier in the year, the full year cumulative figure may not meet the 20% target.

Parenting Support: Plans to improve this area of performance are in place and involve a concerted corporate approach, outlined in section 5 of this plan, and centre around working with the families of offenders, the “Think Family” initiative and our efforts in respect of the prevention of re-offending. This indicator replaced the previous indicator which measured parental satisfaction with parenting interventions. The target of 20% was introduced in April 2007. The percentage figures for the measure for 2007-08 and 2006-07 cannot be compared with one another. Nevertheless an upward trend can be seen, especially in the figures for prevention work.

- 4.3 The YJB sets performance targets for YOTs on an annual basis. The targets set for next year will be reviewed to ensure they reflect our local objectives and where necessary, more ambitious targets will be set locally to reflect the priorities assigned to work with children and young people in Tower Hamlets.

5. LOCAL PRIORITY INITIATIVES

- 5.1 The priorities outlined in this plan are part of a new thrust from Youth Offending Services to engage with the families of offenders and to expand our targeted early intervention work in partnership with other areas of Children’s Services and our statutory partners. It is an approach that will have some immediate effect but the impact on youth crime will be realised over the medium and long term. In order to achieve our aims we need interventions for children and young people of all ages which clearly cannot be provided by the YOS alone.

A high rate of criminalisation not only damages victims and community life, it is deeply detrimental to the welfare of the offender, threatening family breakdown, disrupting education and damaging prospects of employment and weakening positive factors in a young person’s life. We aim to establish a referral system for the children in offenders’ families, the siblings of young offenders, parenting support for their parents, and for the children of adult prisoners. We are developing closer links with inclusion work in Children’s Services, broadening our early identification capacity, for example through assessment and referral of the children of adult prisoners, and aim to establish localised initiatives in conjunction with the LAP co-ordinators.

5.2 Priority initiatives for this year's Youth Justice Plan have been drawn from those of the Police, The Youth Justice Board, an extraordinary YOT management Board focussed on developing the Youth Offending Service, and consultation with members and partners. They have been aligned to the emerging Tower Hamlets Community Plan Refresh themes. The work of Youth Justice services and the partnership working around the priorities set out in the annual will make a particular contribution to: **“A Supportive and Safe Community”**, **“One Tower Hamlets”**, and **“A Prosperous Community”**. Some of the YJ Plan priorities will cut across these themes

6. A SUPPORTIVE AND SAFE COMMUNITY

6.1 The vision is of a borough that fosters supportive and safe communities across Tower Hamlets, providing a responsive approach to support the most vulnerable people with targeted services of the highest quality. This will include the provision of holistic services, jointly across organisations in the public and third sector. Services which will provide choice to empower vulnerable people to take control of their lives and those of their families, by investment in the capacity of residents to avoid the causes of vulnerability and to remove the causes of crime, prevent re-offending and make people feel safer by using an early intervention, preventative approach.

Key priorities:

- Ensuring an effective response to the diverse needs of all key groups, including older people, ex-offenders, people with a disability, carers, refugees and asylum seekers, children at risk, victims of domestic violence, those with long term conditions, homeless people and victims of crime
- Recognising and addressing multiple needs such as health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt, benefits etc.
- Addressing the needs of the family rather than just the individual and recognising intergenerational issues
- Building preventative services with a focus on addressing issues before they become problematic
- Delivering effective and value for money services which address root causes and not just effects
- Removing the causes of crime, bringing offenders to justice, preventing re-offending and making people feel safer
- Delivering appropriate, proportional and holistic approaches to preventing crime based on the Offender – Victim – Location problem analysis triangle
- Challenging perceptions and promoting successes effectively to reduce debilitating fear of crime
- Mainstreaming crime prevention across all agencies in the partnership so it is a natural consideration in all strategic planning
- Addressing the causes of crime through early intervention with at-risk groups
- Reducing re-offending through holistic intervention with all who become involved with the criminal justice system

The Youth Offending Services two main initiatives to support this theme are work with the families of offenders and the focus on offending and re-offending. Actions in support of these priorities are set out below.

- 6.2 The YOT is currently managing work with families engaged in anti-social behaviour (ASB), nuisance and harassment with significant social problems, and where statutory agencies are failing to have an impact or secure engagement. This is showing promising success with the majority of over 40 family cases accepted, many of which have included young people known to the YOS.

We aim to link with work across services building on the parenting agenda – ranging from the Family Nurse partnership, Family Welfare Association and Family Support Workers in Children’s Centres, Strengthening Families Strengthening Communities programmes through extended schools, to more intensive work supported by Coram Families and our social care teams. FISP work provides an additional tool for intensive work with chaotic families. DCSF have announced a Family Pathfinders scheme following on from the Families at Risk Review and the “Think Family” report. This has the scope for 13 Local Authorities to bid for 3 year funding in order to deliver services to excluded groups and to review their delivery around family. We intend to bid, in conjunction with the Community Safety Service to expand the work of the FISP with the families of offenders.

- 6.3 The Social Exclusion Unit’s figures produced in 'Reducing the Risk of Re-offending by Ex-prisoners', 2002, show that a staggering 65% of children of the adult prison population go on to offend themselves, and further to that, boys with a convicted father are 3.3 times more at risk of being convicted of a crime than those with a non-convicted father. As a result, we intend to target these families for preventative services, and also to make referrals on the families of youth offenders where the YJB assessment tool ASSETT shows family issues as significant in causing them to offend.
- 6.4 The Council has launched a bid for Beacon Status for Reducing Re-offending and over the coming year we will work closely with the “Looking Out” initiative by Community Safety to work with adults being released from prison and their re-settlement into the Borough, the family work enabled under FISP will be key, but also a focus on Prevention and on reducing the use of Custody, which often results in escalated offending rates and dislocation of individuals from their family and community.
- 6.5 Actions planned in respect of improving KPI performance in respect of Custodial Remand figures:
- The spot purchase of Remand Fostering [and Police and Criminal Evidence Act beds] is now established and the in house Remand Fostering Scheme is in an advanced stage of development with the first recruitment drive for carers launched in January 2008. This resource, particularly in targeting more vulnerable young people, will assist in reducing remands into custody as it becomes embedded into practice and through publicising it with the Courts.

- The Race Audit is raising the profile of the over-representation of BME young people in certain stages of the Criminal Justice System among the agencies involved at Thames Youth Court. Implementation of the Race Audit Action Plan is progressing well and the agenda will be pushed ahead during the coming months. Tasks include highlighting the profile of over-representation with sentencers and encouraging other agencies e.g. the Police, to use their resources in identifying in more detail why there is an over-representation and how this might be addressed at different points in the system including in Court and in relation to remands in custody.
- A new protocol between YOT and Children's Social Care [CSC] has been completed and will be fully implemented in the coming year. This will ensure smoother working processes particularly in relation to the interface between services in relation to remand/custody.
- A Transition protocol for young people will be fully implemented in the coming year, and the YOS has inputted to its creation.
- The remand management/bail support scheme has been rewritten and awaits approval and implementation.

Returns indicate a trend of a significant number of custodial remands happening in other Borough Courts at Thames Magistrates Court and at Highbury Corner Magistrates on Saturdays and Bank Holidays. Remedial actions will include having a duty Bail/Remand worker in the office on a daily basis and improving attendance at Court to ensure a hands-on approach. In relation to Highbury Corner there will be a renewed drive with our cluster colleagues to improve the exchange of information outside office hours.

- 6.6 We wish to build upon our effective rates of crime reduction via Preventative and Early intervention work. The YISP has expanded the cohort of young people it works with and of the 316 referrals 82% have not re-offended. Our Referral Order Panel is also producing good reduced re-offending rates, of the 2005 cohort, after 12 months tracking 61% did not re-offend at all, of the remaining 39%, 35% re-offended less seriously, and 61% re-offended less frequently. We aim to introduce work with the Local Area Partnerships to ensure there is an even geographical spread of referrals across the Borough and a much more joined up approach across the laps on identifying vulnerable young people.
- 6.7 A new post of Police Inspector for Youth is to work with the Head of Youth Offending Services to achieve this and to establish strong links between YOT, Safer Schools and Safer Neighbourhood Police officers and staff, we hope to therefore improve enforcement and intelligence sharing on those youth offenders returning to the

community and also those who are Youth Prolific Priority Offenders, subject to ISSP and curfew, with face to face contact with their community policing team

- 6.8 Police and YOS will develop project work to focus on those young people that are vulnerable to radical views, and Project Nicole work will be run in 2008, engaging key members of the Islamic community in an interactive session to discuss terrorism and the impact it has on communities, the police and the government .We will evaluate the event to explore the organisation of a similar event for youths

7 ONE TOWER HAMLETS

- 7.1 The vision is of a Borough of diverse, dynamic communities, with a history of welcoming new communities and a place where no-one is isolated and where people from all backgrounds choose to live. The vision acknowledges that inequalities and deprivation still exist, and are to be tackled.

Key priorities:

- Reducing inequalities focusing on both priority issues (e.g. employment, education) and their dimensions (e.g. geographic area, age, socio-economic group, ethnicity, etc.)
- Building community cohesion. Understanding the contribution that all make to cohesion, mainstream services, businesses, faith and community groups, and individuals
- Fostering shared values – respect, responsibility, ambition, working together
- Breaking down territorialism – targeted action in areas and with groups
- Creating stronger relationships between young people and the wider community – building bridges, intergenerational understanding and mutual respect

The main contribution to this theme will be delivered by the YOS and its partners focusing on youth gangs and violence. Most of the victims of these crimes are other young people, and they are territorial and divisive.

- 7.2 Relationships with other children's service areas are to be developed to ensure that the PSHE, Citizenship and emotional health programmes in schools address these key issues. We have made further progress in meeting the health needs of young people receiving our service, maintaining excellent performance against the YJB targets in relation to mental health, and extending the physical health screening offered to young people attending the Pupil Referral Unit to those within the Youth Offending service.
- 7.3 We will establish a commission to explore what can be done to improve the public safety of young people in Tower Hamlets. It will sit for a three month period and hear information from all agencies with information to give, and services to provide, it will consult with young people themselves via the Youth Parliament and other youth forums, and produce a plan for the way forward which will secure the commitment and

engagement of all concerned.

7.4 In partnership with the Police and the Community Safety Unit, we will seek to reduce serious youth violence linked to gang activity or group association by:

- The effective management by all agencies of those young people vulnerable to escalating offending by rejuvenating and strengthening the Youth Prolific Priority Offenders scheme.
- Effective support and diversionary activity for vulnerable young people through supportive work by youth workers and the voluntary sector around culture, association and citizenship

7.5 With regard to youth violence we will:

- Work with a range of organisations to support mediation and challenge pre-conceived ideas and to divert young people away from violence and gang culture.
- Work with LB of Hackney in respect of vulnerable youths entering Tower Hamlets - to develop a cross border information sharing partnership meeting to ensure that youths entering Tower Hamlets for schooling do so in the safest environment and that those most vulnerable and those that offend are identified and appropriately supported or targeted.
- Work with schools on crime reduction and Good Citizenship, following the successes of Operation Curb
- Involve and engage schools by planning safety zones around them, and through the joined up schools programme, ensuring that the delivery of key messages to young people about their safety is timely and strategically planned. Youth crime statistics show that robbery talk programmes will be most effective in the Autumn, and those on ASB in the Spring, we aim to work with school improvement teams and the Humanities Education Centre to support the school curriculum.
- Follow any serious incident of violence in/around a school, we will convene a strategy meeting with key leads to minimise risk, provide reassurance and target the young people involved.
- Use the extended school cluster change teams to emphasise and discuss the needs of targeted young people including ex-offenders and those considered vulnerable to entering the youth justice system. Within the broad programme of extended services delivered in and around schools, diversionary activities can be established and provided within each of the four cluster localities.
- Work with the borough's 14-19 Partnership and Youth and Community Services who are currently undertaking a project with schools, Transport for London, young people and other stakeholders in developing a strategy and recommendations for safe travel around the borough.

8 PROSPEROUS COMMUNITY

8.1 The Vision is of a borough of immense opportunities with young people skilled and ready to access the employment opportunities that are available, where all of our young people make use of the leisure, cultural and community assets of the community

to widen their horizons and lead healthy and fulfilled lives. Our wealth in terms of opportunity, diversity and location on the City Fringe, housing Canary Wharf, hosting the Olympics and as part of Thames Gateway should be fully exploited.

Key priorities:

- Establishing a continuous learning offer including second, and third chances for those who don't achieve the basics in education by 16 to do so later in life and for adults to "retrain" and enhance skills for future labour market
- Better workforce planning that aligns learning (skills etc) to current and future business structures and trends and the needs of vulnerable young people
- High quality flexible childcare so those that want to work can work
- Working with the 14-19 partnership to provide flexible and personalised curriculum pathways including better access to vocational education
- Using the opportunity of the Building Schools of the Future investment to raise standards of achievement and promote active and engaged learning
- Incentives to encourage entrepreneurship, social entrepreneurship and business relocation into our most deprived communities

YOS initiatives in support of this theme are set out below.

8.2 The borough is currently developing its arrangements for establishing an Integrated Youth Support Service. The YOT is an integral part of the Targeted Youth Support arrangements and the Head of Youth Offending Services sits on the Integrated Youth Support Board. A key element of the delivery will be Targeted Youth Support and the development of area based teams to focus on young people at risk of not achieving the five Every Child Matters outcomes (including those at risk of falling into crime or anti-social behaviour). They will provide:

- A single point of contact to support and challenge - a lead professional;
- A support package that draws on mainstream and specialist services of sufficient quality and quantity;
- A single route of referral to extra support from different agencies as soon as risks emerge;
- Help to access support earlier on; and

Support to live in a stronger family environment.

8.3 We will target young people in the Youth Justice System for youth work from Positive Activities for Young People (PAYP) which is being re-orientated to a year- round service rather than one for school holidays, and provide a PAYP link worker to target those in the YJ system. Integrated Youth Support will be offered to ensure that offenders' leisure time is used constructively and a young person's interests are developed. Building on success with volunteers in the Referral Order Panels and subsequent effective re-offending reduction rates above, the YOS is to establish a Volunteering Co-Coordinator to recruit, train and deploy volunteer adults to mentor and

assist offenders. It is our experience that young people often respond better to unpaid workers from their community than to trained professionals.

- 8.4 Our target to ensure 90% of young people ending their order with the Youth Offending Team are in Education Training and Employment will also make a major contribution to this theme, and we will, under the FISP Extension work, connect adult members of their families to regeneration initiatives on workless families and to Lifelong Learning. We will work with other areas of Children's Services and parenting support services to target the parents of those less than 5 years of age considered vulnerable. Tower Hamlets partnership has a Parental Engagement and Family Support Strategy and Board which co-ordinates the commissioning of work with parents. The YOT links with this and is therefore able to support families to access the full range of parenting programmes available across the Borough.
- 8.5 The YOT is an active member of the SIP panel, both receiving and making referrals to other agencies, and agreeing lead professional and team around the child arrangements for each young person.
- 8.6 We will work with the 14 19 strategy to help those who do not achieve the basics in education by age 16, using New Start, Connexions and the services of the YOS Keeping Young People in Education (KYPE) worker, funded by the Youth Justice Board to help young offenders become "job ready".

9 DELIVERY PLAN PROPOSALS FOR COMMENT

- 9.1 The Delivery Plan attached as appendix B provides an overview of:
- Performance in the previous year; and
 - How we will meet the KPI targets set by the YJB for 2008/09 (Revisions to the targets are awaited).

Underpinning the Delivery Plan is a detailed action plan setting out the activities the partnership will undertake under each of the 16 YJB themes.

- 9.2 The draft Delivery Plan and action plan will be developed by the YOT Management Board in consultation with internal and external partners and stakeholders. Officers will further develop the plan in the light of comments before submission to Full Council in 2008. In addition, we continue working on the Race Audit Action Plan, which will set out activities to meet the new YJB objective to reduce disproportionate representation of certain ethnic groups in the youth justice system. We have established a multi-agency Race Audit Action Group which is currently finalising a multi-agency action plan arising from the audit and two subsequent statistical and analysis reports that have been commissioned.
- 9.3 Under each theme, Cabinet is requested to consider whether the proposed activities reflect the partnership's priorities for tackling youth offending.

10 OVERVIEW OF RESOURCING

- 10.1 It is currently anticipated that all the delivery plan proposals listed above will be catered for within the 2008/09 budget. A number of historical grants have been incorporated into the new Area based Grant (ABG) and the level and scope of some activities will be determined following the distribution of the new grant. A risk assessment has been completed to evaluate the impact of different options and this will be used to inform discussions, as the allocation of the grant is determined.

The 2007/08 budget for the YOT consisted of the following*: (* National YJB Template)

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	96,900		6,489	103,389
Probation (from Table A2c)	30,982		10,300	41,282
Children's Services	307,734			307,734
Education	96,516			96,516
Health (from Table A2b)	35,020	20,600	5,279	60,899
Local Authority Chief Executive	320,330	187,460		507,790
Additional Funding (from Table A2a)			1,040,289	1,040,289
Total:	887,483	208,060	1,062,357	2,157,900

11. TIMETABLE FOR SUBMISSION OF THE YOUTH JUSTICE PLAN

- 11.1 The YJB in 2007 brought forward the timescale for the submission of this statutory plan to align it with the Children and Young People's Plan and the Annual Performance Assessment. The revised timetable means that only three-quarters of performance information are available to inform planning.
- 11.2 The ambitious submission timetable aims to secure full Council agreement of the draft plan in time to incorporate any agreed additions or amendments before the YJB deadline for submission at the end of April 2008.

12.. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 12.1 The Youth Justice Plan detailed in this report is to be funded from a number of sources such as central government grants and funding from partners. In 2007-08 the Council's contribution is fully funded from the Children's Services Directorate. Please note that the table at paragraph 6.2 indicates separate elements for Council funding as Children's Services and Education, this is not a reference to the source of funding but a differentiation in the national YJB template, with the latter element indicating the educational nature of the expenditure.

- 12.2 In 2008-09, the Council's contribution will be contained within the Children's Services Directorate on the basis of the continuation of the external funding sources that are to be included in the Area Based Grant. If funding via these sources are not forthcoming then the activity currently funded will cease.
- 12.3 All funding sources are cash limited. The Service must ensure that all funding streams are fully and correctly utilised in achieving the Plan.

13. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (Legal)

- 13.1 Pursuant to Section 40 of the Crime and Disorder Act 1998 the Council is required to submit the Youth Justice Plan to The Youth Justice Board for England and Wales on an annual basis. The plan is prepared in accordance with a template provided by the Youth Justice Board and is prepared in partnership with the Police, Probation and Health Service. This report is asking Cabinet to consider, comment and endorse the draft Youth Justice Plan for 2007/2008 and also asks for Cabinet to recommend the plan to Full Council.
- 13.2 Under Article 4 of the Council's Constitution the plan is a Policy Framework document and subject to the procedure set out in the Budget and Policy Framework Procedure Rules. It is for the Cabinet to take account of the responses to consultation, including any response from the Overview and Scrutiny Committee and to submit recommendations to Council.

14. ANTI-POVERTY IMPLICATIONS

- 14.1 Evidence shows that young people from impoverished backgrounds are more likely to be both victims and perpetrators of youth crime. By ensuring effective partnership working between agencies to provide a holistic response to young people at risk, the Youth Justice Plan seeks to address that discrepancy.

15. EQUAL OPPORTUNITY IMPLICATIONS

- 15.1 The Youth Justice Board recognises that nationally, black and minority ethnic (BME) children and young people continue to be disproportionately represented throughout the youth justice system. The YOT has undertaken a full Race Audit to identify differences between the YOT cohort and the youth demographic of the Borough. This has identified over-representation by certain groups. A Race Audit Action Group has been set up to respond to this and this work has been incorporated into the attached draft 2006/07 Delivery Plan. The Group will conclude with a multi-agency (Court Clerks, Youth Court sentencers, Police, Crown Court Prosecution Service, YOT) action plan and will meet quarterly in 2008-9 to monitor progress. An amended in-depth report on key issues arising from the audit, commissioned from Social information Systems Ltd, who amalgamated all Race Audits into a national paper on behalf of the YJB, was appended to the Youth Justice Plan 2007-8, and the work of the Group was informed by an in-house report on local issues for the Borough.

- 15.2 An Equalities Impact Assessment of the Crime and Drugs Reduction Partnership Strategy was undertaken in 2006 which identified a number of activities to be undertaken by the YOT including:
- Production of a standard protocol to ensure appropriate race equality policies are in place when working in partnership with external organisations
 - Provision of gender appropriate support packages to truly reflect the offending rate of each gender group. With regard to this requirement, the YOT provides group work and one-to-one programmes using support packages such as “Pathways” (Cognitive behavioural programme) , “Teen-Talk” and the Violent Offender Programme, which cater to the requirements of both genders and which can be adapted for gender specific group or one-to-one sessions. A male only group of young offenders has completed a 12 week “Pathways” programme. Gender specific work is also delivered on a one-to-one basis, especially with female young offenders who often require work which is personalised to their individual requirements. Prevention work delivered by the YISP Team via programmes such as the ongoing Health Defence programme, “Green Visions”, which comprises both a taster programme and a full 4 session programme, and PAYP school holiday activities cater for both sexes, with gender specific activities for the young people where appropriate. A 5 session “Staying Cool” violent offender programme for girls was run in a local school in January 2007.

16. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 16.1 The Youth Justice Plan is not expected to have major implications in this area. However, community reparation schemes contribute to partnership work on the environment, including the “Re-Cycle” scheme which receives unclaimed stolen bicycles from the Tower Hamlets Police Service and old or unwanted bicycles from the community, repairing and rebuilding them for shipping to Health and Charity workers in Africa, and will also help children’s projects in the Borough. This scheme runs from Lea-side wood recycling project at no rental cost from the operators from two converted shipping containers. Its electricity is also free, being generated from used cooking oil from restaurants in Canary Wharf.
- 16.2 Several other schemes involve offenders in work on community farms and in cleaning, clearing and replanting neglected or disused parts of the Borough.

17. RISK MANAGEMENT IMPLICATIONS

- 17.1 A number of risks to the delivery of the 2008/09 Youth Justice Plan have been identified, including loss of funding and failure to meet targets. As such, a risk analysis is to be undertaken on each action contained within the action plan.

18 EFFICIENCY STATEMENT

- 18.1 The process of developing the YJ Plan has included reviewing the current allocation of resources across the Crime Reduction Partnership and Children’s Services to

tackle youth crime. This has identified scope for streamlining and coordination which will result in more effective and efficient services. Example of how this has been included in the Delivery Plan include the proposal for a single parenting charter for the partnership and the alignment of assessment and referral processes, both of which avoid duplication and have the potential to deliver economies of scale.

List of Appendices

Appendix A – YOT Management Board TH Partnership Targets

Appendix B – YOS Management Board Chair's Overview

Appendix C – YJ Plan 2008-9 Delivery Plan (as a separate document)

Appendix A: YOT Management Board TH Partnership Targets

No.	Indicator	In LAA?	In 3 Year Plan?	Baseline (06/07 unless specified)	Target			Lead Officer
					08/09	09/10	10/11	
NI 16	Serious acquisitive crime rate – where there is a sanctioned detection for a perpetrator under 18	Yes	Yes	To be confirmed	-1.5%	-1%	-1%	Steve Bending
AC4	Robbery Combined – where there is a sanctioned detection for a perpetrator under 18	No	Yes	To be confirmed	-7.5%	-2.5%	-2.5%	
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	No	Yes	77% (06/07 Outturn), 73% (07/08 target)	71%	69%	67%	
NI 15	Serious violent crime rate – where there is a sanctioned detection for a perpetrator under 18	Yes	Yes	1.39 per 1000 population (highest in London)	6%	3%	2%	Sandra Looby
NI 28	Knife crime rate – where there is a sanctioned detection for a perpetrator under 18	No	Yes	2.16 Per 1000 Population	-5%	-2%	-1%	
NI 29	Gun crime rate – where there is a sanctioned detection for a perpetrator under 18	No	Yes	Awaiting definition				
NI 20	Assault with injury crime rate – where there is a sanctioned detection for a perpetrator under 18	No	Yes	Awaiting definition	-6%	-3%	-2%	
NI 19	Rate of proven re-offending by young offenders	Yes	Yes	Baseline Mar. 08 (New Indicator)				Stuart Johnson
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Yes	Yes	8%(06/07 Outturn), 5% (07/08 target)				Stuart Johnson
NI 44	Ethnic composition of offenders on Youth Justice System disposals	No	Yes	Baseline Mar 08 (New Indicator)				Stuart Johnson
NI 45	Young offenders engagement in suitable education, employment or training	Yes	Yes	72.5% (06/07 outturn), 90% (07/08 Target)				Stuart Johnson
NI 46	Young offenders access to suitable accommodation	Yes	Yes	95.5% (06/07 Outturn) 95.5% (07/08 Target)				Stuart Johnson
NI 111	First time entrants to the Youth Justice System aged 10 – 17	Yes	Yes	334 (06/07 actuals), 318 (07/08 targets)				Stuart Johnson
LAAS101	Serious Youth Crime	No	TBC	644 (07/08 Outturn), 570 (07/08 target)	5%	3%	2%	

YOS MANAGEMENT BOARD CHAIR'S Overview:

This is the second year in which the Youth Offending Service (YOS) Management Board has formally been a fully accountable sub-group of the statutory Crime and Disorder Partnership (known locally as the Living Safely CPAG). It has expanded its statutory remit beyond overseeing the direct work of the Youth Offending Team, to look at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's Youth Justice Plan, which seeks to align the planned work of the YOS with wider partnership work on local priorities (including through the Children and Young People's Plan (CYPP) the Community Plan refresh and the Local Area Agreement (LAA)). The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example Children's Service's work with parents and families. There have also been positive learning and developmental aspects of the YOS being fully involved in our preparations for the Joint Area Review (JAR) The Local Area Agreement has given a strong boost to this work by identifying all six Youth Justice Board proposed youth justice targets as objectives.

The Youth Justice Plan for 2008/09 assesses the YOT's performance in 2007/08 and details its plans for the next financial year to meet the targets for the 15 priority themes set by the Youth Justice Board (YJB).

The performance table in the report gives a summary of performance against the 15 KPIs:

- The 2007/08 YOS performance data which relates to the first nine month period of the current financial year (1st April to 31st December) on which the 2008-9 Plan is based. A comparison with YOT family borough areas will not be available until the third week of February 2008.
- The 'traffic lights' in the table are allocated by the YJB on a points basis.

The table illustrates progress on performance in the first nine months compared to the previous year. With the exception of First Time Entrants (FTEs) KPI, our performance against all KPI targets has improved from 2006-7. Of most concern are the areas in which the service is showing red, or failing against the KPI targets namely; FTEs, Custodial Remands, Victims participating in Restorative Justice and Parenting support.

Analysis of performance and actions for improvement are as follows;

As an overall issue, the rapidly rising youth population is very significant with the largest growth in youth population in London predicted in the next five years. (According to GLA population predictions, increases of over 14,000 14-18 year olds are predicted by 2010 across the borough)

- It is evident that where the service targets weak performance year on year, although those areas of performance improve, other KPI areas can become vulnerable
- Nowhere in Youth Justice Services is this more evident than in the increase of First Time Entrants (FTE) to the Youth Justice System, and in response we are undertaking detailed examination of the data we have, to determine whether this is as a result of inadequate targeting of young people vulnerable to offending, or poor results of intervention with those that have been identified for preventative or diversionary services thus far. Initial findings suggest that good systems are in place, and good interventions too, but that the wider services of the Local Authority, its statutory partners and those of the voluntary and private

sector need to be better aligned in order to ensure that performance improves

- Custodial Remands: A new target of under 9% of all remand episodes was introduced in April 2007 (from under 30% in the previous year), following a change in the YJB Counting Rules. The percentage figures for 2007-08 and 2006-07 are not therefore directly comparable with one another. Nevertheless the trend over the last year is down quarter by quarter (see Delivery Plan)
- Victims participating in Restorative Justice: A new target of 25% was introduced in April 2007, following a change in the YJB Counting Rules. The percentage figures for 2007-08 and 2006-07 are not therefore directly comparable with one another. The direction of travel over the three quarters from April to December 2007 is positive. Achievement of the target was narrowly missed in the third quarter, and robust systems are in place to ensure that this target is met in the fourth quarter. However, due to the poor performance earlier in the year, the full year cumulative figure may not meet the 25% target.
- Parenting Support: Action to improve this area of performance are in place and involve a concerted corporate approach, outlined in the Delivery Plan for Parenting in Section D of this plan, and centred around working with the families of offenders, the "Think Family" initiative and our efforts in respect of the prevention of re-offending. Again this indicator replaced the previous indicator which measured parental satisfaction with parenting interventions. The target of 20% was introduced in April 2007. The percentage figures for the measure for 2007-08 and 2006-07 cannot be compared with one another. Nevertheless an upward trend can be seen, especially in the figures for prevention work.

SUMMARY OF PERFORMANCE

Apart from the four KPIs discussed above, seven KPIs have been met; one was not applicable and three were amber indicators which all represent an improvement on last year's performance.

The YJB sets performance targets for YOTs on an annual basis. The targets set for next year will be reviewed to ensure they reflect our local objectives and where necessary, more ambitious targets will be set locally to reflect the priorities assigned to work with children and young people in Tower Hamlets.

We continue to demonstrate improvement in the quality and effectiveness of our practice in the ratings achieved in the first four areas to be assessed through the Effective Practice Quality Assurance (EPQA) process. The implementation of our improvement plans has resulted in an improved rating of '3' for Resettlement. Of the EPQA areas inspected in 2006, Substance Misuse and Remand management, we achieved a rating of 3 and 2 respectively. In relation to the Substance Misuse area, the London Regional Monitor commented as follows "The service provided by the YOT to young people with SM needs is of a very good level." In respect of the Remand management area, the London regional monitor said, "The validation visit confirmed both the positive work already delivered by the YOT for young people on bail/remand as well as areas for development already identified by the team. The plan proposed by the YOT is quite detailed and consistent with the identified areas for further development."

The delivery plan proposals will be catered for within the 2008/09 budget, which is anticipated to grow slightly with inflation from the 2007/08 budget. However, some areas of work will be determined following the allocation of the new Area Based Grant, which replaces many current funding streams, Children's Fund, Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU), Neighbourhood Renewal Fund, or other grant streams. Those areas have been prioritised.

Key Objectives for 2008/09

The YOT's priorities for action next year have been set following consideration of:

- Areas for improvement identified by assessment of performance. This highlights as strategic issues parenting interventions, victim work, education, employment and training and over-use of custody
- Strategic Partnership priorities, in particular the Community Plan Refresh, LAA objectives CYPP priority outcomes; and
- Partnership priorities in tackling youth offending, as identified through consultation on the YJ plan with CPAG, the YOT Management Board and more widely with partners, including the third sector.

Accordingly, the YOT Management Board has identified key priorities for the delivery plan (outlined in Section 5 of the report)

We will continue to develop the structures for planning, management, delivery and evaluation of work on the coming year's agenda to ensure the activity of the YOT is effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs, and contributing to the Council's Local Priority Initiatives.

The priorities outlined in this plan are part of a new thrust from Youth Offending Services to engage with the families of offenders and to expand our targeted early intervention work in partnership with other areas of Children's Services and our statutory partners. It is an approach that will have some immediate effect but the impact on youth crime is expected to only be fully realised over a ten year period. In order to achieve our aims we need interventions for children and young people of all ages which clearly cannot be provided by the YOS alone.

As part of the Local Priority Initiatives, in order to reduce and decrease this rate of criminalisation which apart from the damage to victims and community life, is deeply detrimental to the welfare of the offender, threatening family breakdown, disrupting education and damaging prospects of employment and weakening positive factors in a young person's life, we aim to establish a priority referral system for the children in offenders families, the siblings of young offenders, parenting support for their parents, and for the children of adult prisoners. We are developing closer links with inclusion work in Children's Services, broadening our early identification capacity, for example through assessment and referral of the children of adult prisoners, and aim to establish localised initiatives in conjunction with the Local Area Partnership co-ordinators.

We will establish a Commission to explore what can be done to improve the public safety of young people in Tower Hamlets. It will sit for a three month period and hear information from all agencies with information to give, and services to provide, it will consult with young people themselves via the Youth Parliament and other youth fora, and produce a plan for the way forward which will secure the commitment and engagement of all concerned. This will help the YOS and its partners focus on youth gangs and violence. Most of the victims of these crimes are other young people, and they are territorial and divisive.

The YJ Plan therefore, in addition to the performance indicators for the 15 YJB performance areas, will contribute to the delivery of the following strategic objectives:

- All of the CYPP priority outcomes, but in particular: Staying Safe, Making a Positive Contribution and Achieving Economic Wellbeing
- LAA priority outcomes, especially those of the Safer Stronger Communities block, in particular

Reducing Youth Violence, Tackling ASB and the associated LPSA targets.

- The Community and Strategic Plans, in particular the following key themes of Tower Hamlet's Community Plan: "A Supportive and Safe Community", "One Tower Hamlets", and "A Prosperous Community".
- The Crime and Drugs Reduction Strategy

Overall, partnership and strategic planning for all aspects of work with vulnerable children and young people in the Borough have never been stronger, and we anticipate that the YOT's performance will benefit from the strong preventative partnerships in place during the coming year.

**Dr Kevan Collins, Chair of Tower Hamlets and City of London YOS Management Board,
Corporate Director of Children's Services**



DELIVERY PLAN

Overview

The first time entrant (FTE) figure of 260 for the first three quarters of 2007/08 is 7.75% higher than the adjusted 2005/06 baseline figure, against a target of 5% reduction. During the three quarters April to December 2007 the following pattern was Apr-Jun 07 FTE = 112; Jul-Sep 07 FTE = 68; Oct-Dec 07 FTE = 80. No single reason has been established with certainty as to the cause of the large Quarter 1 figure. There has been national press coverage on police outcome targets and the effect of this on the numbers of young people arrested. However, whether this is a factor that has affected the LBTH figures is doubted. The rising youth population mentioned in the summary is a contributory factor.

In response to this increase, we are undertaking detailed examination of the data we have, to determine whether this is as a result of inadequate targeting of young people vulnerable to offending, or poor results of intervention with those that have been identified for preventative or diversionary services thus far. Initial findings suggest that good systems are in place and good interventions too, but that the wider services of the Local Authority, its statutory partners and those of the voluntary and private sector need to be brought to bear in order to ensure that performance improves. The Youth Inclusion and Support Panel's (YISP) performance is noteworthy – it has expanded the cohort of young people it works with and, out of the 316 referrals, 82% have not offended/re-offended. Moreover, out of the 150 young people supported by the YIPs from April to December 2007 85% did not offend during their programme. Further information on the YISP's and YIPs' workload is provided in the Early Intervention Delivery Plan

The multi-agency YISP oversees this work with young people aged between 8 and 16 who are identified as being at risk of offending, but who have not yet entered the formal youth justice system, and who are engaged voluntarily. They were referred to the Panel from a range of sources including Children's Services, Police, and the AS Control team, Schools, the Social Inclusion Panel, third sector agencies and self-referrals by parents. The YISP has developed its capacity to work with young people at risk, especially those involved in ASB and those young people receiving reprimands (the YOT is not required to take any action in respect of those reprimanded, we do so of our own volition). The YISP will continue to work closely alongside the youth service, education, and third sector providers, on the wider preventative agenda. A key development last year was the introduction of a further Youth Inclusion Panel, which is working with the 50 most at risk young people in its paired LAP area in addition to the two previously established YIPS We have delivered the YIPs through the youth service as part of local multi-agency teams, ensuring coordination with the wider preventative and community safety agenda. Through our Local Area Agreement, we progressed wider partnership work to strengthen preventative work in schools and through mainstream youth service provision. Another key part of the preventative agenda is building the capacity

of the partnership to support parenting and families, under the Government's "Respect" agenda and through the use of the YJB prevention grant to support that work under the parenting theme. We intend to bid through the DCSF Family Pathfinders scheme, in conjunction with the Community Safety Service to expand the work of the FISP with the families of offenders. We aim to establish a priority referral system for the children in offenders' families, the siblings of young offenders, parenting support for their parents, and for the children of adult prisoners. The intended YOS involvement with the "Looking Out" initiative by Community Safety to work with adults being released from prison and their re-settlement into the Borough, will have a prevention perspective and the family work enabled under FISP will be key to this project. We are also developing closer links with inclusion work in Children's Services, broadening our early identification capacity, for example through assessment and referral of the children of adult prisoners, and aim to establish localised initiatives in conjunction with the LAP co-ordinators.

Currently the YOT youth work resource is made up of one Senior Youth Worker, who sits within the Diversion Team. The main focus of youth work has, with the advent of the YISP, become solely targeted at early intervention and prevention, for children and young people at risk of offending and who are not involved in the YJS.

In 2008-09 we propose to reinforce YOT Youth work, engaging extended Positive Activities for Young People (PAYP) to deliver 1:1 Youth Work programmes incorporating and promoting "Every Child Matters" outcomes for young people already involved in the Youth Justice System. We hope to have the capacity to assess, develop and attach individual Youth Work Action Plans (YWAP's) at the Pre-Sentence Report stage, to strengthen community penalty proposals to the courts, thus helping to reduce custodial sentences. Increased youth work resource will allow us to attach YWAP's to existing statutory orders, in order to reduce offending, and serve as a transition support plan for those being released from custody and ending statutory interventions.

Data:

	07/08 Target	07/08 ¾ Year Adjusted Target	07/08 ¾ Year Actual	07/08 ¾ Year Variation from Target
Number of first time entrants into the youth justice system	5% reduction on 05/06 performance = 318	241	260	7.75%
<p>Performance Indicator: 07/08 target 2005/06 Actual = 335 5% reduction on 2005/06 performance = 318</p> <p>Reduce the number of first-time entrants to the youth justice system by 5% by March 2008, compared to the 2005/06 baseline, by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based, targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by Onset or other effective means of assessment and monitoring.</p>				

Overview

The 100% performance achieved during 2006/07, which represented a major improvement in performance compared to the 77% performance in 2005/6, has been maintained during the period from April to December 2007. All warnings are delivered at the YOT premises by officers fully trained to deliver restorative warnings.

YISP and YIP workloads and case numbers are not subject to a KPI. However we have produced a table below which shows the numbers of young people supported by the YISP and YIP teams in the first nine months of 2007/08. The workload has continued to increase during this period. YJB funding for the work has been confirmed, and further funding under the Area Based Grant has been prioritised and awaits approval. Interventions and support offered to children and young people have a particular focus on the Every Child Matters Outcomes. In addition, a number of targeted activities were developed to support the LAA targets, which included reducing violent crime and criminal damage, as well as anti-social-social behaviour. Programmes such “Health Defence” and “Staying Cool” violence prevention programmes, “Green Vision” Environment Project, the Good Citizen’s Programme, and “Understanding Antisocial Behaviour” workshops enabled us to offer young people a range of constructive opportunities. In the coming year we aim to introduce work with the Local Area Partnerships (LAPs) to ensure there is an even geographical spread of referrals across the Borough and a much more joined up approach across the LAPs on identifying vulnerable young people.

Police and YOS will also develop project work to focus on those young people that are vulnerable to radical views, and Project Nicole work will be run in 2008, engaging key members of the Islamic community in an interactive session to discuss terrorism and the impact it has on communities, the police and the government .We will evaluate the event to explore the organisation of a similar event for youths

As part of the localisation agenda, we will strengthen links with Registered Social Landlords and Safer Neighbourhood Teams, so that children and young people can be identified for support at the earliest opportunity when concerns are raised within the community and we aim to increase the take up of services by young people receiving Police Reprimands, despite there being no statutory requirement for us to do so.

A partnership protocol in place requires the YOT to be consulted in all cases where the partnership is considering applying for an ASB intervention on a young person, and for any young person subject to an ABC, ASBO or ASB injunction to be referred to the YOT and assessed for voluntary or statutory (in the case of Individual Support Orders) intervention. The Crime and Disorder Reduction partnership has significantly increased its use of ABCs and ASBOs as preventative tools. The availability of parenting

support is now highlighted during the assessment process. The YOT will continue to support the partnership's provision of an intervention to every young person subject to an ABC or ASBO. The ASBCU and police are to adopt the good practice in South Wales of issuing a warning letter to parents of young people whose behaviour is of concern in the first instance, before considering an ABC; the letter will include a leaflet on the parenting support programmes available.

Data: Final Warnings

	07/08 ³ / ₄ Year Actual	07/08 ³ / ₄ Year %	07/08 Target	EPQA 2003 rating	EPQA 2005 result
Final Warnings supported by an intervention	26	100%	95%	2	2.87

Performance Indicator: 07/08 target	<p>Ensure that 100% of young people on a Final Warning are supported by an intervention if:</p> <ul style="list-style-type: none"> • their Asset score is greater than or equal to 12, or • there are any concerns of risk of serious harm to others, or • their score is less than 12 but any sections score 4
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	No. young people
YISP Team April – Dec 2007	
Young people identified and targeted for support April 2007- Dec 2007	195
Young People who declined to access the service April 2007- Dec 2007	92
Young people supported between April 2007- Dec 2007	103
Source of Referral of young people who were supported	

Young people supported who were on Acceptable behaviour Contracts	35
Young people who were issued with Police Reprimands	39
Young people identified by Education's Social Inclusion Panel and other partner agencies and self referrals	29
Young people who went on to offend whilst being supported April 2007- Dec 2007	2

YIP Team Apr - Dec 2007	3/4 year 07/08
Number of young people supported by the YIP team	150
Percentage who did not offend during their programme	85%

Overview **This section awaits a data update**

A sample of the Prevent and Deter tactical group taken on 31st December 2006 is shown below. All but one of the groups had an initial Asset score of 17 or more. The data indicates that the White, Black and Mixed ethnic groups are disproportionately represented in the group. The White ethnic group comprises 34.4% of the PPO group, compared to 26.1 % of the 10 – 17 year old population. The Black ethnic group comprises 20.6% of the group, compared to 7.6% of the 10 – 17 year old population. The mixed ethnic group comprises 10.3% of the group, compared to 3.6% of the 10 -17 year old population. In contrast, the Asian ethnic group makes up only 34.4% of the group, compared to its 60.5% proportion of the 10 – 17 year old population.

The ISSP data demonstrates the continued increase by the YOT in the use of this service in the first nine months of 2007/08. The number of ISSPs ending in breaches in the period demonstrates the YOT's robust practice in the area of community penalty enforcement.

The ISSP recidivism data is for the last period for which a full 2 year re-offending rates are currently available. The Prevent and Deter (P&D) tactical group works with an average of 30 offenders at any time. The multi-agency group meets monthly and comprises the YOT, Police, Connexions, Children's Services, YAP UK (Intensive Supervision and Surveillance-ISSP provider) Anti-Social Behaviour Control Unit and the Youth Service. It is chaired jointly by the YOT Manager and Detective Chief Inspector (Intelligence and Operations).

We develop a multi-agency action plan for every young offender on the Prevent and Deter list and ensure added value through the P&D tactical group to existing YOT interventions for that client group

We will build capacity and partnership engagement in targeting prolific offenders through this initiative by engaging with the Police Safer Neighbourhood Teams.

Tower Hamlets is a part of Thames Intensive Supervision and Surveillance Programme consortium, with Camden as lead authority, and Hackney and Islington as partners. Actions in relation to monitoring ISSP outputs and linkages to YOT have been completed; the format of group supervision of YAP advocates by the YOT operational manager has been reviewed, and the written presentation of bail ISSP proposals to the Courts has been agreed and is in place.

The consortium has ended its arrangements with YAP UK as ISSP provider and under a formal tender process NACRO has been appointed as the new provider in preparation for ISSP becoming a formal sentence of the Courts in 2008, following the successful

pilot period and arrangements will be made to cope with the increased demand for places on the scheme that this will produce. We will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

Our initiative to ensure that information on all young people made subject to ISSP is passed to the Police Prolific and Priority Offender office, for dissemination to Police Safer Neighbourhood Teams continues to enable increased surveillance to be brought to this group of offenders. Subsequent Police contacts with the young people are reported to the YOT. Work planned between the Police Inspector and Police Sergeant for Youth (new posts) and the Head of Youth Offending Services should reinforce this information exchange by establishing stronger links between YOT, Safer Schools and Safer Neighbourhood Police officers and staff, we hope to therefore improve enforcement and intelligence sharing on those youth offenders returning from custody to the community and also those who are Youth Prolific Priority Offenders, subject to ISSP and curfew, with face to face contact with their community policing team

Prolific and Priority Offender Data

% of 10 – 17 year old population figures are from the 2001 Census

Number of cases	Ethnicity %			Age %					Gender %		
	White	Asian or Asian British	Black or Black British	14	15	16	17	18	19	Male	Female
29	34.4	34.4	20.6	6.8	0	24.1	48.2	17.2	3.4	100	0

Number of PPO cases	Age %			Gender %				
	14	15	16	17	18	19	Male	Female
	14	15	16	17	18	19		

29	6.80%	0%	24.10%	48.20%	17.20%	3.40%	100%	0
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Intensive Supervision and Surveillance Data

Starting, Ending, Breached

ISSPs 3/4 Year 2007/08	Number Starting	Number Ending	Number Ending in Breach
	24	12	6

ISSP Recidivism

ISSP Re-offending after 24 months	No. in cohort	No. re-offending	No. re-offending with less seriousness	No. re-offending with same or greater seriousness	No. re-offending less frequently	No. re-offending as frequently or more frequently
Oct - Dec 2002 Cohort	3	1	0	1	1	0
Oct - Dec 2003 Cohort	5	3	1	2	2	1

REDUCE RE-OFFENDING

Overview Updated figures not available until full year figures are completed

We achieved reduced re-offending in three of the four recidivism categories in 2005/6 compared to 2004/05 (see Appendix B), and achieved the target of a 5% reduction in respect of Community Penalties. The Pre-Court re-offending rate was only two percentage points above the target and the First Tier penalty rate was even closer to the target. With regard to the Custodial cohort, whose re-offending was 100%, it is important to note that this was only in respect of four individuals. We are hopeful that our early intervention plans and post-custodial support including RAP will reduce these re-offending rates further next year.

Our Referral Order Panel is also producing good reduced re-offending rates, of the 2005 cohort, after 12 months tracking 61% did not re-offend at all, of the remaining 39%, 35% re-offended less seriously, and 61% re-offended less frequently

We have delivered on actions in respect of increasing the quality and quantity of restorative justice interventions to bring home to young people the impact of their actions; increasing Police resources for the Prevent and Deter group (2 researchers have joined the unit, one PC has been assigned to the scheme and a dedicated advocate is in place); establishing a protocol for improved Police response to YOT notification of arrestable matters and arranging for SNT's to provide surveillance to offenders on ISSP.

A multi-faceted approach was implemented in 2006/07 to reduce re-offending - improvement in restorative justice interventions, an extended and varied group work programme was made available throughout the year, and the use of evidence based practice work with individual offenders. All of these actions are to continue in 2008/9 and are to be monitored with regard to outcomes.

We will continue to develop the use of evidence-based practice work with individual offenders including "Pathways" and "Teentalk", and cognitive - behavioural programmes.

SNT's are to report their contacts with offenders on ISSP to the YOT

These actions should also improve our National Standard performance in relation to the timeliness of contacts with the young people. The action to achieve a faster response to breaches, and work in relation to ABCs and ASBOs, the ISSP cohort and the Prevent and Deter group (see Delivery plans above) will all contribute to improved performance against this KPI.

We have both extended and focussed Positive Activities for Young People (PAYP) in order to:

- Engage young people in mainstream Youth work activities to reduce the risk of offending or re-offending by providing opportunities that will encourage positive lifestyles and the constructive use of leisure time.
- Undertake 1:1 youth work programmes incorporating and promoting "Every Child Matters" outcomes for young people already involved in the youth justice system.
- Assess, develop and attach individual Youth Work Action Plans (YWAP) at the PSR stage, to strengthen Community penalty

and supervisory proposals to the Courts, thus helping to reduce custodial sentences

- Assess, develop and attach individual YWAP's to existing statutory orders to reduce re-offending and serve as a transition support plan for those being released from custody and ending statutory intervention
- Deliver accredited activity programmes to provide a range of foundation and level one opportunities for structured learning within an informal setting, aimed at facilitating transfer into mainstream community based learning.
- Provide targeted work in the community with offenders and their peers where it is assessed that the underlying risk factor for offending behaviour is strongly connected to peer group and neighbourhood factors

In partnership with the Police and the Community Safety Unit, we will seek to impact upon serious youth violence linked to gang activity or group association by:

- Establishing a commission into the public safety of young people in Tower Hamlets
- The effective management by all agencies of those young people vulnerable to escalating offending by rejuvenating and strengthening the Youth Prolific Priority Offenders scheme
- Effective support and diversionary activity for vulnerable young people, through supportive work by youth workers and the voluntary sector around culture, association and citizenship

Youth violence will also be tackled by:

- Mediation and gang focus by local non-government- organisations to challenge pre-conceived ideas and to divert young people away from violence and gang culture.
- Proactive work with LB of Hackney in respect of vulnerable youths entering Tower Hamlets - to develop a cross border information sharing partnership meeting to ensure that youths entering Tower Hamlets for schooling do so in the safest environment and that those most vulnerable and those that offend are identified and appropriately supported or targeted.

We want to continue to work with schools on crime reduction and Good Citizenship, following the successes of Operation Curb

- Involvement in Schools by planning safety zones around them, and through the joined up schools programme, which will ensure that the delivery of key messages to young people about their safety is timely and strategically planned
- Following any serious incident of violence in/around a school we will convene a strategy meeting with key leads to minimise risk, provide reassurance and target the young people involved.

- Use the extended school cluster change teams to emphasise and discuss the needs of targeted young people including ex-offenders and those considered vulnerable to entering the youth justice system. Within the broad programme of extended services delivered in and around schools, diversionary activities can be established and provided within each of the four cluster localities
- The plans described in the Prevention, Early Intervention and the Intensive Community Supervision Delivery Plans for the extension of FISP and improved intelligence sharing will also contribute to reduction of re-offending

Data:

YJ Plan 2007/08 Data

Re-offending rates for the 2003 cohort after 24 months compared to the 2002 cohort after 24 months	05/06 Actual %	05/06 Target %	06/07 Target %
Pre-Court	32.73	30.23	31.08
First Tier Penalties	61.40	59.89	58.33
Community Penalties	69.70	76.73	66.21
Custody	100	95	95

<p>Performance Indicator: 07/08 target</p>	<p>Achieve a 5% reduction in the re-offending rate for 2007/08, when compared with the 2002/03 cohort with respect to pre-court decisions, first-tier penalties, community penalties, and custodial sentences, and reduce the seriousness and frequency of re-offending.</p>
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Overview

A new target of under 9% of all remand episodes was introduced in April 2007 (from under 30% in the previous year), following a change in the YJB Counting Rules. The percentage figures for 2007-08 and 2006-07 are not therefore directly comparable with one another. Analysis of those remanded to custody show some very serious cases (Alleged Murder, Rape, Robbery at knife point, repeat violent offending, possession of drugs with intent to supply, breach of order and absconding) which even the new remand fostering provision or the Intensive Supervision and Surveillance schemes might not secure a non-custodial outcome, given the risk to the public. Nevertheless the trend over the last year is down quarter by quarter, as follows; Apr-Jun 07 = 17 - 23.94% of total remands; Jul-Sep 07 = 13 – 23.64% of total remands; and Oct-Dec 07 = 8 – 13.79% of total remand

Planned developments implemented during 2007 have resulted in an improved performance in relation to the use of custody. Custodial sentences as % of all disposals have reduced from 8% in 2006/07 to 5.6% for the period April to December 2007, against a target of 5%

YOT managers will continue to review all cases where a custodial sentence is imposed to improve the YOT's recommendations of non- custodial options. We plan to a more proactive approach to communicating with sentencers to ensure that they are aware of all alternatives to custody and their effectiveness, and that we are addressing their concerns about using those alternatives.

Actions planned in respect of improving KPI performance in respect of Custodial Remand figures are:

- The spot purchase of Remand Fostering [and Police and Criminal Evidence Act beds] is now established and the in house Remand Fostering Scheme is in an advanced stage of development with a recruitment drive for carers commencing in January 2008
- The Race Audit is raising the profile of the over-representation of BME young people in certain stages of the Criminal Justice System among the agencies involved at Thames Youth Court. Implementation of the Race Audit Action Plan is progressing well and the agenda will be pushed ahead during the coming months. Tasks include highlighting the profile of over-representation with sentencers and encouraging other agencies e.g. the Police, to use their resources in identifying in more detail why there is an over-representation
- A new protocol between YOT and Children's Social Care [CSC] has been completed and will be fully implemented in the coming year. This will ensure smoother working processes particularly in relation to the interface between services in relation to

remand/custody.

- A Transition protocol for young people will be fully implemented in the coming year, and the YOS has inputted to its creation
- The remand management/bail support scheme has been rewritten and awaits approval and implementation.

Returns indicate a trend of a significant number of custodial remands happening in other Borough Courts at Thames Magistrates Court and at Highbury Corner Magistrates on Saturdays and Bank Holidays. Remedial actions will include having a duty Bail/Remand worker in the office on a daily basis and improving attendance at Court to ensure a “hands on” approach. In relation to Highbury Corner there will be a renewed drive with our cluster colleagues to improve the exchange of information outside office hours.

Data:

Proportion of Secure Remands against all Remands (excl. conditional and unconditional remands)	07/08 ^{3/4} Year Actual	07/08 ^{3/4} Year Actual %	07/08 Target %	EPQA: 05 or 06 rating
Secure Remands	38	20.65%	9%	2.06

Proportion of Custodial Sentences against all sentences	07/08 ^{3/4} Year Actual	07/08 ^{3/4} Year Actual %	07/08 Target %
Custodial Sentences	23	5.58%	5%

Performance Indicator: 07/08 target (new performance indicator)

Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail, and for custodial sentences to no more than 5% of all sentences imposed.

Overview : An audit of compliance and enforcement will be held in January 2007

Data for 2005/6 revealed a high number of young people among our caseload who unacceptably failed to comply with the requirements of their order, with the National Standards Audit indicating a breach level of 88%. Upon analysis of the data, it was clear that caseworkers were not always seeking the approval of Operational Team Managers to deviate from National Standards in deciding not to breach orders, which is a requirement of National Standards. Action has been taken to ensure that correct procedure is followed.

We aim to improve our performance relating to compliance, including the timeliness of breach action. However, breach rates for ISSP (above) at 23% indicate that a robust approach towards enforcement is already built into practice for the group of offenders most vulnerable to custodial sentences. In 2006 a letter was received by the Head of Youth Offending Services from a District Judge sitting at Thames Youth Court commending the team's integrity in providing information to the Courts, and indicating that he felt confident in accepting our proposals to the court for community penalties as a result.

We have reviewed arrangements with the Courts for breach matters to be listed as a priority in the light of the National Enforcement Delivery Board's measures and implemented recommendations arising from the analysis of breaches undertaken as part of the race audit, in order to address potential discriminatory practice in respect of race.

Through the Prevent and Deter initiative, we have engaged the resources of Safer Neighbourhood Police teams to provide additional enforcement and surveillance for persistent offenders, and all young people on ISSP's and ASBO's are referred to the local teams in order to support enforcement.

Feedback from the SNT's to YOT case-managers, and monitoring of performance in that respect, is to be established and will be reported to the YOT Management Board.

DTO TRAINING PLANS

Overview

The constant improvement in this area since 2002 has continued in 2007 with 86% of DTO Plans completed within national standard timescales.
 Our agreement of protocols with the secure estate for drawing up initial training plans within National Standards will hopefully continue to further improve our performance in 2008/09, but performance is mainly down to the secure establishments

Data:

Ensure that all initial training plans are drawn up within 10 working days of sentences being passed.	07/08 ³ / ₄ Year Actual	07/08 ³ / ₄ Year Actual %	07/08 Target %
Initial Training Plans Completed within target	18	85.71%	95%

Performance Indicator: 07/08 target

Ensure that all initial training plans for young people subject to Detention and Training Orders (DTOs) are developed within the time scales prescribed by the National Standards for Youth Justice Services 2004 i.e. within 10 working days of sentences being passed.

Overview

The performance against the ETE KPI for the period from April to December 2007 has improved significantly to 82% against a target of 90%.

The inclusion of the YOT into integrated Children's Services has facilitated this improvement. Full time education for offenders at the PRU is being provided

Progress has been made against all the actions contained in last years Youth Justice Plan. The protocol between the YOT and schools is place, however both PSR authors and Referral Order Panelists report difficulties in obtaining information from Schools regarding attendance and performance on individuals in the short timescales allowed for Court or Panel sittings, and this is to be improved.

The EPQA Improvement plan is in place and subject to ongoing monitoring, negotiations are in place to provide YOT specific Positive Activities for Young People (PAYP) and summer University courses. The second roll out of the NRF funded TH College "Step up" course is underway, providing potential additional pre- E2E support for 16+ young people.

Work is ongoing with LEAP Confronting Conflict, LEA, the Children's Fund and Schools to develop Tower Hamlets Restorative Justice in Schools programme. Also ongoing in respect of Key Skills 4 is work with schools to extend their provision to YOT, and to access facilities through NEET Working Group meetings, i.e. new Princes Trust and 3rd Dimension Music programme.

We aim to provide a Connexions PA for every young person on the Prevent and Deter list. A literacy support programme is available via the GAP project, and Shannon Trust peer support materials are available to the advocates from ISSP and mentors from the RAP scheme.

Appraisals of YOT seconded staff, including education secondees, are now undertaken jointly between the YOT and parent agency. Training in relation to ETE and YJB Inset motivational interviews has been provided for staff to support them to deal with disaffected young people. We shall also ensure that there is a range of good training providers.

The YOT Connexions worker has strong links with New Start, and they meet on a monthly basis to discuss referrals, there are also strong links with LSC training providers. The YOT Education Worker attends various meetings that focus on skills development training.

A further Connexions worker is now seconded part time to YOT, though not all young people on the Prevent and Deter list receive the service, and this position must be improved.

We will utilise the Education Improvement Programme to help those who do not achieve the basics in education by age 16, using New Start, Connexions and the services of the YOS Keeping Young People in Education (KYPE) worker, funded by the Youth Justice Board

We will help young offenders become “job ready” in conjunction with Lifelong Learning, and Tower Hamlets College, and to provide entitlement to ESOL

Data:

	07/08 ³ / ₄ Year Actual (Adjusted for weighting)	07/08 ³ / ₄ Year Actual %	07/08 Target %	EPQA: 03 rating	EPQA: 05 result
Offenders in ETE	186.5	81.8%	90%	1	2.56

Performance Indicator: 07/08 target Ensure that 90% of young offenders supervised by YOTs are in suitable full-time education, training or employment

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview:

In the first two quarters of the 2006/07 year, the YOT achieved the target of placing 95% of young people in appropriate accommodation at the conclusion of their orders. However, in the third quarter only 89.77% of young people were accommodated appropriately. As a result the three quarter year accumulated figure was 94.55%, and the target was narrowly missed.

Performance against the KPI has improved in relation to numbers of young people in appropriate accommodation, from 88% in 2004/05 to 92% in 2005-6, and our performance now meets the new 95%% target.

Access to two places in a hostel commissioned via the housing departments “Supporting people” strategy was established in the past year, and provides an invaluable local resource. The support needs of those placed has been reviewed, and negotiations are underway to increase the YOT allocation of two beds

The provision of remand fostering, currently through spot purchase arrangements is in place, and this resource will include provision for transfer of young people from police station custody suites to Local Authority Accommodation under the Police and Criminal Evidence Act 1984 (PACE).

The YOT has access to the YJB pilot London wide Intensive fostering service. A protocol has been finalised between the YOT and Children’s Services Social Care on young people remanded into Local Authority accommodation. The role of the YOT accommodation officer will be developed to increase the range of accommodation resources available to the team and the YOT will work closely with key accommodation providers to offer consistent support to young people offered placements.

A protocol between with HPU and YOT is in place. The YOT is to explore the possibility of commissioning 'Broad Options' by Access to Resources Team/HPU as brokers of supported lodgings remand placements.

Data:

A named accommodation officer is in place	07/08 ³ / ₄ Year Actual	07/08 ³ / ₄ Year Actual %	07/08 Target %
Young people in suitable accommodation	240	95.62%	95%

Performance Indicator: 07/08 target

Ensure that all YOTs have a named accommodation officer, and all young people completing community interventions, or on release from the secure estate have suitable accommodation to go to.

Overview

There was one acute case in the first nine months of 2006/07; typically there might be only one or two such cases in a whole year. The number of Non-Acute cases (33) compares to 30 in same period in 2005/06, and 39 in total for the whole of 2005/06.

Performance against the KPI is consistently strong with referrals for both acute and non acute cases achieving a 100% performance against a target of 95% of cases referred within timescales. In 2007/08 we shall continue to work with CAMHS to maintain this excellent performance in relation to timescales for assessment.

Training in mental health awareness has been delivered by the YOT Forensic Adolescent Community Psychiatric nurse and the senior nurse in CAMHS. A rolling programme will commence in 2007. The CAMHS Foundation course is also available.

The YOT nurse maintains links with specialist forensic services to ensure a breadth of mental health resources are available to YOT service users, and will deliver training within the CAMHS service to ensure continued ease of take-up of CAMHS services for YOT clients.

CAMHS are to develop a system of recording YOT mental health practitioners work.

The YOT nurse provides specialist risk assessments to the Court to ensure clients' needs are understood and supported at the point of sentencing.

A service level agreement with the Mental Health Trust is in place, including cover in the absence of the YOT mental health nurse and arrangements for YISP referrals to CAMHS.

The EPQA process highlighted areas for qualitative improvement and the improvement plan had been implemented ahead of schedule. Health are currently reviewing procedures in order that appraisals of the YOT seconded health workers will be undertaken jointly between the YOT and health in 2007/08.

The Primary Care Trust has identified resources to scope and deliver primary health screening to YOT service users, with the aim of improving access to and take-up of primary health care by that group.

Data:

Refer to CAHMS for assessment: within 5 working days for acute cases; within 15 working days for non-acute cases	07/08 ³/₄ Year Actual	07/08 ³/₄ Year Actual %	07/08 Target %	EPQA: 05 or 06 rating
Acute cases	0	n/a	95%	2.31
Non-acute cases	24	100%	95%	2.31

<p>Performance Indicator: 07/08 target</p>	<p>Ensure that all young people, who are assessed by Asset or the Mental Health Assessment Framework as manifesting:</p> <ul style="list-style-type: none"> • acute mental health difficulties, are referred by YOTs to the Child and Adolescent Mental Health Service (CAMHS) for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a Tier 3 or other appropriate CAMHS tier service based on this assessment • non-acute mental health concerns, are referred by the YOT for an assessment and engagement by the appropriate CAMHS Tiers 1-3 service commenced within 15 working days of referral.
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SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview: The number of young people screened for substance misuse was 259 compared to 220 in the same period in 2005/06 and is the highest number of young people ever screened by the YOT in a nine monthly period. The 64 young people who, as a result of screening by the YOT, were identified as requiring Tier 2, 3, or 4 treatment is also historically the highest number of such young people in a nine monthly period since April 2005.

Targets in relation to this performance measure continue to be broadly met, and this area of work has benefited from the resources for direct work with young people with substance misuse problems under the Resettlement and Aftercare Programme (RAP). The Borough wide young people's substance misuse service (delivered by "Lifeline") went operational at the end of 2005 and a link worker is based in the YOT two days per week. In 2007/078 we shall continue to develop and maintain strong links between the YOT and this service and embed practice arising from working with this new provider.

RAP volunteer mentor training, is established, with mentors available and deployed.

Family group conferences have not taken place as expected and this aspect of RAP provision has been reviewed although the provision of the service in future has not yet been decided.

Although there have only been a small number of cases where named accommodation has not been available to young people on release from custody we aim to eradicate this problem altogether.

Engaging support programmes are being developed in partnership with Connexions and Lifeline. Good arrangements are in place for referral to Tier 3 and 4 services via Lifeline and CAMHS. Training for YOT staff to implement the new Borough Tier 2 Initial Assessment tool is complete, and actions for improving ASSET completions (see Assessment Delivery Plan above) have helped achieve 100% screening for substance misuse in 2006/07.

We shall ensure that all young people with tier 3 or 4 substance misuse needs are referred to RAP.

Establish and maintain strong links between the YOT and the newly established Life Line young person's substance misuse service

A wizard is regularly run on the YOT database to ensure that all eligible and suitable young people have been referred.

Data:

	07/08 ³ / ₄ Year Actual	07/08 ³ / ₄ Year Actual %	07/08 Target %	EPQA: 05 or 06 rating
Screening (number of start Assets completed)	255	97.33%	None	3
Specialist Assessment within 5 days	61	100%	90%	3
Early Access to Intervention within 10 days	59	96.72%	90%	3

Performance Indicator: 07/08 target	Ensure that all young people are screened for substance misuse, that those that are identified with needs receive appropriate specialist assessment within five working days and, following the assessment, access the early intervention and treatment services they require within ten working days.
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SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview

The YOT Management Board helped shape and fully signed up to, the London-wide Re-Settlement Pledge. The Head of Service worked closely with staff in the Community Safety Service to design and establish the “Looking Out” service for adult prisoners, and this work resulted in the Authority reaching the final stage of Beacon Status award for Reducing Re-offending

Data: Resettlement

EPQA: 05 rating	2	EPQA: 07 target	3
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview

A new target of 25% of victims participating in Restorative Justice was introduced in April 2007, following a change in the YJB Counting Rules. The percentage figures for 2007-08 and 2006-07 are not therefore directly comparable with one another.

The quarterly figures for victims participating in restorative justice are: Apr-Jun 07 = 5 – 5.6% of interventions closed; Jul – Sep 07 = 8 – 10.1% of interventions closed; Oct – Dec 07 = 19 – 23.75% of interventions closed

The direction of travel is positive. The target was narrowly missed in the third quarter, and robust systems are in place to ensure that this target is met in the fourth quarter. However, due to the poor performance earlier in the year, the full year cumulative figure may not meet the 25% target.

While victim satisfaction is high, the number of victims satisfied with the restorative justice services received in the first nine months of the year, numerically low, which reflects the difficulty of engaging victims in restorative justice work, and corresponds closely with previous performance for this measure over recent years.

The plan for 2008/09 is therefore one of consolidation. Work to engage victims have been developed with the appointment of a Restorative Justice co-ordinator. The proportion of victims who have engaged and who were satisfied was 100% against the target of 75%.

The RJ forum has met regularly throughout the year, YOT police officers are delivering restorative Final Warnings and a strategy for the use of RJ in anti-social behaviour work has been implemented. New community reparation schemes are created each year, and we plan to link the work that young offenders undertake to local community safety priorities through the Safer Neighbourhood Teams.

Although monitoring systems are in place for contacting victims and assessing their needs, further work is to be done in providing them information in respect of offenders' progress through the youth justice system. Additional resources for victim support to vulnerable victims and witnesses are to be provided.

We have implemented and monitored the restorative justice improvement plan.

Linking reparation activities to community priorities through closer work with the safer neighbourhoods teams is ongoing

We ensure community reparation schemes are engaging and appropriate for young people. The RJ Coordinator continues to

identify new reparation schemes, the latest being with Marnar Primary School garden.

The RJ Coordinator needs to undertake more face- to- face victim-offender mediation, although this is improving and depends largely upon our ability to motivate and engage victims. Work continues with Tower Hamlets Victim Support and case- workers to further build on this area.

We are endeavouring to link community reparation to the offender's local area but this remains a longer- term target. Increased publicity of schemes is intended. The Re-Cycle project is to feature in the local newspaper.

Most of the victims of youth gangs and violence are other young people, and they are territorial and divisive. Relationships with other children's service areas are to be developed to ensure that the PSHE, Citizenship and emotional health programmes in schools address these key issues. We will also establish a Commission to explore what can be done to improve the public safety of young people in Tower Hamlets. It will sit for a three month period and hear information from all agencies with information to give, and services to provide, it will consult with young people themselves via the Youth Partnership and other youth fora, and produce a plan for the way forward which will secure the commitment and engagement of all concerned.

Data:

Ensure that 25% of victims of youth crime participate in a restorative justice process; and that 85% of victims who participate and comment are satisfied with the restorative process	07/08 ^{3/4} Year Actual	07/08 ^{3/4} Year Actual %	07/08 Target %	EPQA: 04 rating	EPQA: 05 result
Victims participating	32	12.9%	25%		
Victims commenting and satisfied	8	100%	85%		

<p>Performance Indicator: 07/08 target (new performance indicator)</p>	<p>Ensure that victims participate in restorative justice processes in 25% of relevant disposals referred to the YOT, and 85% of victims participating are satisfied.</p>
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SUPPORT PARENTING INTERVENTIONS

Overview

Performance in relation to this performance is mixed; YOT disposals ending and supported by parenting programmes for the first three quarters of 2007/08 was 9% compared with a target of 20%. The target for parenting programmes in relation to prevention programmes, however, was achieved. These indicators replaced the previous indicator which measured parental satisfaction with parenting interventions. The target of 20% was introduced in April 2007. The percentage figures for the measure for 2007-08 and 2006-07 cannot be compared with one another. Nevertheless an upward trend can be seen, especially in the figures for prevention work.

The capacity on parenting was flagged through the Inspection as a risk factor in relation to introducing a more systematic referral system for parenting support. Accordingly, we used the YJB Prevention grant to build capacity in this area, specifically providing 25 additional parenting interventions by funding an additional Family Support worker to join the Coram Family Team at the Mary Hughes Centre, costing £42,835 (25.4% of total grant). This has helped meet growing demand for parental support from the work of the YISP in dealing with young people subject to ABCs, reprimand cases referred by YOT Police to the YISP, and YOT assessments of ASB cases. Parenting assessments are also triggered by the Prevent and Deter Tactical Group.

The increased provision is prioritised for those young people in the stages of early intervention by anti social behaviour, preventative and youth justice services, though more Parenting Orders are expected to be generated via YOT proposals to the Court, and referrals are being closely monitored, with weekly reports to the Director of Children's Services and Head of Youth and Community Learning

Practitioner training in respect of parental assessments has taken place.

A borough wide parenting strategy has been established for children's services which will ensure a seamless service from universal support to crisis intervention.

YOT workers are required to assess all parents at ASSET stage and offer voluntary interventions or recommend parenting orders if necessary

A seconded parenting worker from Coram Family is now based in the YOT 3 days per week. This person is boosting parenting referrals by the following means:

- Attend team meetings
- Meeting with all staff individually to discuss cases regarding any parenting issues or possible referrals and to support staff in

completing the referral form.

- Meeting with parents and carers to discuss the programme , or to do so via telephone contact
- Attend police Final Warnings
- Collate a parenting pack to be sent to parent/carers
- Organise and deliver a taster session of the parenting programme model 'Strengthening families strengthening Communities'.
- Devise an information leaflet to be included in the letter to be sent to all parents of young people coming to notice for Anti-Social Behaviour

Plans to improve this area of performance are in place and involve a concerted corporate approach, centred on working with the families of offenders, the "Think Family" initiative and our efforts in respect of the prevention of re-offending. We aim to link with work across services building on the parenting agenda – ranging from the Family Nurse partnership, Family Welfare Association and Family Support Workers in Children's Centres, Strengthening Families Strengthening Communities programmes through extended schools, to more intensive work supported by Coram Families and our social care teams. FISP work provides an additional tool for intensive work with chaotic families.

We will work with other areas of Children's Services and parenting support services to target the parents of those less than 5 years of age considered vulnerable. Tower Hamlets partnership has a Parental Engagement and Family Support Strategy and Board which co-ordinates the commissioning of work with parents. The YOT links with this and is therefore able to support families to access the full range of parenting programmes available across the Borough.

Our Early Years Service ensures that Parenting Support is targeted towards supporting vulnerable families, intervening before children are 5. The YOT links closely with Children's Centres to ensure that information is provided about vulnerable families in their area. A range of support is provided including Family Nurse partnership work for young first time parents, family support worker outreach support, parenting courses and intensive support from the Family Welfare Association.

A development programme to support the work of schools in respect of parent and family support as part of the progress to a local extended schools programme has trained large numbers of school staff in parenting programmes, and social care links have been established in each of the 4 extended school cluster links.

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Data:

	07/08 ³ / ₄ Year Actual	07/08 ³ / ₄ Year Actual %	07/08 Target %	EPQA: 04 rating	EPQA: 05 result
Number of YOT interventions supported by parenting programmes	22	8.87%	20%	2.69	2.75
Number of Prevention programmes supported by parenting programmes	5	20%	20%		

Performance Indicator: 07/08 target (community interventions) (new performance indicator)

Ensure that for 20% of young people with a Final Warning with intervention, relevant community-based penalty, or DTO, and for 20% of young people on prevention programmes, their parent/carer(s) receive a parenting intervention.

Action plan: Parenting

Please enter the details of your actions in the Action Planning Tool

Overview:

A CEN representative is now part of the YOT MB

The Race Audit Action Group will conclude with a multi-agency (Court Clerks, Youth Court sentencers, Police, Crown Court Prosecution Service, YOT) action plan and will meet quarterly in 2008-9 to monitor progress. An amended in-depth report on key issues arising from the audit, commissioned from Social Information Systems Ltd, who amalgamated all Race Audits into a national paper on behalf of the YJB, was appended to the Youth Justice Plan 2007-8, and the work of the Group was informed by an in-house report on local issues for the Borough and the Government's select committee report's recommendations on the matter.

An Equalities Impact Assessment of the Crime and Drugs Reduction Partnership Strategy was undertaken in 2006 which identified a number of activities to be undertaken by the YOT including:

- Production of a standard protocol to ensure appropriate race equality policies are in place when working in partnership with external organisations
- Provision of gender appropriate support packages to truly reflect the offending rate of each gender group. With regard to this requirement, the YOT provides group work and one-to-one programmes using support packages such as "Pathways" (Cognitive behavioural programme), "Teen-Talk" and the Violent Offender Programme, which cater to the requirements of both genders and which can be adapted for gender specific group or one-to-one sessions. A male only group of young offenders has completed a 12 week "Pathways" programme. Gender specific work is also delivered on a one-to-one basis, especially with female young offenders who often require work which is personalised to their individual requirements. Prevention work delivered by the YISP Team via programmes such as the ongoing Health Defence programme, "Green Visions", which comprises both a taster programme and a full 4 session programme, and PAYP school holiday activities cater for both sexes, with gender specific activities for the young people where appropriate. A 5 session "Staying Cool" violent offender programme for girls was run in a local school in January 2007.

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Agenda Item 10.1

Committee: Overview and Scrutiny	Date: 4th March 2008	Classification: Unrestricted	Report No.	Agenda Item No.
Report of: Sara Williams, Assistant Chief Executive		Title: Use of Consultants – Report of the Scrutiny Working Group for Excellent Public Services		
Originating Officer(s): Shanara Matin, Scrutiny Policy Officer				

1. Summary

- 1.1 This report submits the report and recommendations of the Excellent Public Services Scrutiny Working Group Review on the Use of Consultants for consideration by the Overview and Scrutiny Committee.

2. Recommendations

It is recommended that Overview and Scrutiny Committee:

- 2.1 Endorse the draft report.
- 2.2 The Service Head, Scrutiny and Equalities be authorised to agree the final report before its submission to Cabinet, after consultation with the Scrutiny Lead for Excellent Public Services.

Local Government Act 1972 (as amended) Section 100D

LOST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Background paper

Name and telephone of and address where open to inspection

Scrutiny Review File held in Scrutiny Policy Team

Shanara Matin
020 7364 4548

3. Background

- 3.1 The Working Group was established in September 2007 to investigate the use of consultants within the Council.
- 3.2 The objectives of the review were to:
- investigate the reasons for the use of consultants
 - evaluate the effectiveness of the work undertaken by consultants within the authority using case studies
 - consider the costs involved in using consultants and to compare these costs with other similar local authorities
 - use the findings as the basis for recommendations on further developing policies on use of consultants
 - consider the improvement in this area of procurement being implemented by the Council and identify any further areas of improvement
- 3.3 The working group met three times to review financial reports, procurement policies and procedures and the results of research into other local authority and public sector experiences of using consultants.
- 3.4 The report with recommendations is attached at Appendix 1.
- 3.4 Once agreed, the working group's report and action plan 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.

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 There are no direct equal opportunity implications arising from this report.

7. Anti-Poverty Implications

- 7.1 There are no direct Anti-Poverty implications arising from this report.

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 Working Group's report or recommendations.

Appendix 1 Use of Consultants – report of the Scrutiny Working Group for Excellent Public Services

Appendix 1

Use of Consultants

Report of the Scrutiny Working Group for Excellent Public Services

Tower Hamlets Council
February 2008



TOWER HAMLETS

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Acknowledgements

The Working Group would like to thank officers and colleagues for taking part and supporting the review.

Working Group chair

Cllr Mohammed Abdus Salique (Labour)

Working Group

Cllr Helal U. Abbas (Labour)

Cllr Anwara Ali (Labour)

Cllr Stephanie Eaton (Liberal Democrats)

Cllr Abjol Miah (Respect)

Cllr Lutfur Rahman (Labour)

Cllr Simon Rouse (Conservative)

Councillors who took part in the Review

Cllr Alibor Choudhury (Labour)

Cllr Marc Francis (Labour)

Cllr Alex Heslop (Labour)

Cllr Joshua Peck (Labour) – Lead Member for Performance and Resources

Cllr Salim Ullah (Labour)

Council Officers

Sara Williams – Assistant Chief Executive

Finance & Procurement

Alan Finch – Service Head, Corporate Finance

Nick Walker – Interim Service Head, Procurement

Richard Parsons – Service Head, Procurement & Corporate Programmes

Imran Yasin – Strategic Procurement Manager

Strategy & Performance

Alan Steward – Interim Service Head, Strategy & Performance

Stephanie Ford – Performance Officer

Development & Renewal

Anne-Marie Berni - Acting Team Leader, Development Schemes

Lisa Durban - Major Development Project Planner

Scrutiny and Equalities:

Michael Keating – Service Head, Scrutiny & Equalities

Afazul Hoque – Scrutiny Policy Manager

Shanara Matin – Scrutiny Policy Officer

Chair's foreword

I am pleased to present the Excellent Public Services Scrutiny Working Group's report on the Use of Consultants by Tower Hamlets Council.

The use of consultants by local authorities is an area of local government which is controversial and much debated. There is a need, however, to balance public scepticism about the use of resources on consultants against the value external skills and expertise can bring to in-house capacity in improving public services. The Council will continue to need and use consultants as and when appropriate, but it is important to ensure consultants are procured and managed well.

Council officers need to have flexibility over when and how to use consultants to best meet service needs. There are for example areas where consultants are required to provide independence and objective oversight on issues such as senior levels of recruitment or to carry out sustainability appraisals of Local Development Documents. The case studies considered as part of this review also highlighted areas where consultants are used to lever in specialist skills and services that bring in innovation and techniques that the Council does not currently have. The key objective of this review has been to ensure that use of consultants is appropriate but also that there is robust procurement and management of these contracts and that we can demonstrate value for money. The working group were pleased to find that there is no evidence of inappropriate use of resources or that spending on consultants in LBTH is out of step with other authorities.

This report outlines the review process the findings and discussion undertaken by Members. It concludes with the recommendations which will be put to Cabinet. I believe that the recommendations the working group have made will further improve the way that consultants are engaged and managed by the Council.

I would like to thank all those who have been involved and my colleagues on the review working group for the way in which they have contributed to the findings in this report.

I would also like to thank Officers for their help and assistance.

**Cllr Mohammed Abdus-Salique
Scrutiny Lead, Excellent Public Services**

Recommendations

The working group recommendations set out the areas requiring consideration and action by the Council to ensure consultants are used more effectively and where possible to reduce their use by considering in-house capacity and scope for developing skills amongst existing staff first. The working group recognise that there is ongoing work to improve policies and procedures around procuring consultants and have developed recommendations that add to existing work streams on the area. The key areas covered by the recommendations are developing a corporate approach to procuring consultants, reducing dependency and capacity-building existing staff to take on project work wherever possible.

Based on the findings of the review the working group recommend:

R1 That the following criteria and definition of a consultant to be adopted across the Council.

Consultants:

- Have a defined work scope with deliverables
- Often provide a report as an output that provides recommendations for further action but the consultant is not contracted to deliver at that time.
- Have payment contingent upon completion of staged completion of the work
- Do not act as staff members i.e. do not have Tower Hamlets e-mail addresses, phone numbers or desks.
- May be able to provide a substitute to undertake the work
- Are not in a templated position for the purposes of the Comensura contract – i.e. they do not relate to standard jobs within the Council, which could be provided by either permanent or temporary staff
- Are contractually responsible for their outputs
- Are liable for their own performance and the content of their work

R 2 That future work on the procurement strategy to include programme of activities to help disseminate and embed procurement related policies within the organisation, e.g. presentations at all Directorate Management Team meetings and officer training.

R 3 That financial reporting on procurement of consultancy services should clearly identify source of funding and ring-fenced funding such as Section 106 or Lottery Funds.

R4 That targets for reducing expenditure on consultants should be highlighted as an objective in the Tower Hamlets Strategic Plan. The Corporate Management Team to set indicative targets and for progress to be reported back.

R5 That directorates review expenditure on consultants to assess the extent to which they are used and to establish a baseline for reviewing their use of consultants. Directorates should identify areas and set targets for reducing future spend in alignment with the Council's horizontal savings exercise.

R 6 That directorates should increasingly use internal secondments and graduate trainees for one-off projects, tying in with the corporate approach to developing staff.

R 7 That options should be explored to enable the corporate Consultation and Involvement team to become a gatekeeper for procuring external consultation services.

Introduction

1. The use of consultants by the public sector is often treated with suspicion and criticised as wasteful of public funds. It is also an area of interest and concern amongst elected Members and local people because of a perceived lack of transparency about how expenditure on consultants is prioritised and seen as taking funding away from service provision. Nevertheless, in the right circumstances, consultants provide an invaluable service to local authorities, allowing specialist skills to be brought in for projects where existing staff might not have the capacity or skills to undertake. Thus consultants can offer value for money if used appropriately.
2. The working group to review the use of consultants by the Tower Hamlets Council was set up in September 2007. The intention was to review the context in which consultants are engaged, the extent to which they are used within the Council and the policies in place to ensure value for money during the commissioning and management of work delivered by consultants.
3. It was agreed that this review would not be looking into the use of interim or agency staff and professional services used by the Council for example for legal or planning work.
4. The working group agreed the following review objectives:
 - To investigate the reasons for the use of consultants
 - To evaluate the effectiveness of the work undertaken by consultants within the authority using case studies
 - To consider the costs involved in using consultants and to compare these costs with other similar local authorities
 - To use the findings as the basis for recommendations on further developing policies on use of consultants
 - To identify and consider the areas for improvement in procurement and how it should be implemented by the Council.
5. The working group recognised that consultants need to be used to lever in additional skills and expertise to help improve and deliver the best possible services for local people. They felt however that there needed to be a better understanding of the extent to which consultants are used within the council and investigate alternative options to bringing in external resources.
6. Members also agreed that the review was an opportunity to further develop Member involvement to achieve efficiency targets as part of the efficiency agenda and support it to be embedded across the Council.
7. The strategic responsibility for how and when consultants are engaged falls within the remit of the Procurement Team within the Council. Given the introspective nature of the review into operational issues within the Council Members were keen to look at regional comparisons and wider good practice.

8. With these objectives in mind the working group agreed the following schedule of work for carrying out the review:

Introductory Review Meeting (October 2007)

- Introduction to Review topic and focus (agree scope)
- 'Setting the context' discussion with Officers
 - Definition of consultants;
 - Existing policy on use of consultants
 - Results of desk based research on best practice guidance from Audit Commission, Officers, London Centre of Excellence, professional bodies such as CIPFA

Second Meeting (November 2007)

- National evidence on use of consultants and trends, including benchmarking opportunities.
- Case Study - Master Planning and Business Process Improvement
- Cost of Consultants: Analysis

Final meeting (January 2008)

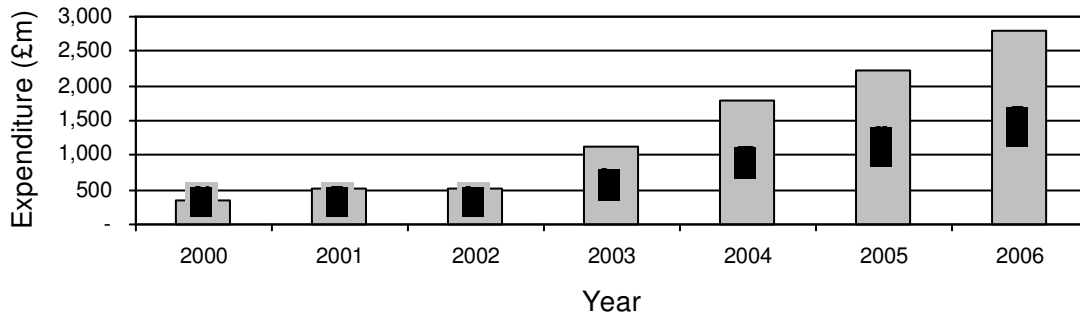
- Focused discussion with working group Members and key officers on issues arising during review
- Capture learning points and recommendations

9. The Overview and Scrutiny Committee will consider the working group's report and recommendations. The Council's Cabinet will then respond to the report and its recommendations and the action plan response which sets out how the recommendations will be addressed.

Literature Review and Desktop Research

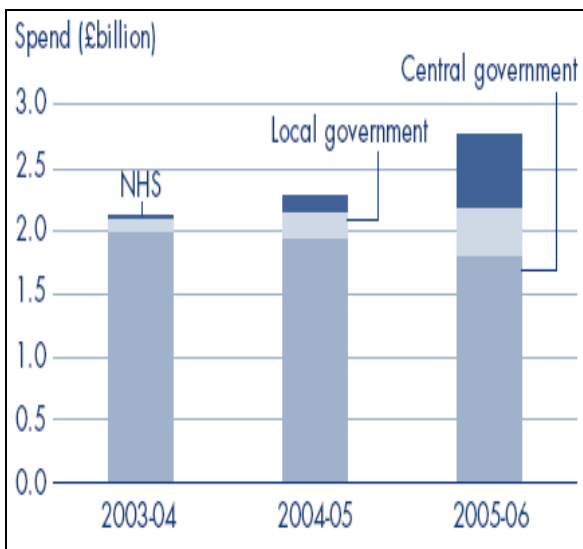
10. In 2005/06 estimated expenditure on consultants across London local authorities was £105m an average of £3m per authority. These figures are from the London Centre of Excellence (LCE) local authority expenditure analysis for 2006/07, but the LCE believe that this is likely to be an underestimate of the true level of expenditure on consultants. The largest areas of spend are property, construction and IT. With such high-levels of spend there is a responsibility on local authorities to improve outcomes and ensure that value for money is achieved.
11. The London Centre of Excellence is one of nine regional centres set up by Government to deliver the National Procurement Strategy and Gershon Review. The centre recently produced a Commissioning Toolkit for the procurement of consultancy and professional services. The toolkit was used within the scope of the review to provide a comparison to Tower Hamlets procedures for engaging consultants as well as being considered more generally by the review working group as a toolkit and guide in its own right. Members welcomed the similarities in approach between the procurement procedures within the commissioning toolkit and those used by the Council. The working group felt that it was important however, that the Council should develop its own programme of work to support the way the Tower Hamlets procurement strategy and policies are disseminated within the Council. Members were keen that any potential toolkit should reflect local needs and context and enable and empower officers to make better-informed choices when engaging consultants.
12. The National Audit Office Report, 'Central Governments Use of Consultants' in December 2006 offers a strategic comparison for this review. The report estimated the extent of public sector use of consultants in 2006 at £2.8bn, a figure heavily criticised by the media and public sector trade unions. Much of the debate that followed has contributed to a perception of consultancy services as being high cost and low return with little to demonstrate the impact of such high levels of expenditure over a period of time when satisfaction with public sector services has continued to fall.
13. Although the focus of the report was on central government departments, the review includes estimates of expenditure within local government based on figures from the consultancy trade association MCA (Management Consultancies Association) and industry sources. These estimates put local government spend on consultants in 2006/07 at £400m. This would equate to 14% of all total public sector expenditure which is very high compared to figures from other local authorities considered later in this report. This suggests that the MCA figures need to be read with some caution as well as the need for a more comprehensive analysis of expenditure on consultants across local government.
14. The graph below sets out the increases in public sector use of consultants over the last seven years taken from the National Audit Office report.

Public Sectors Use of consultants

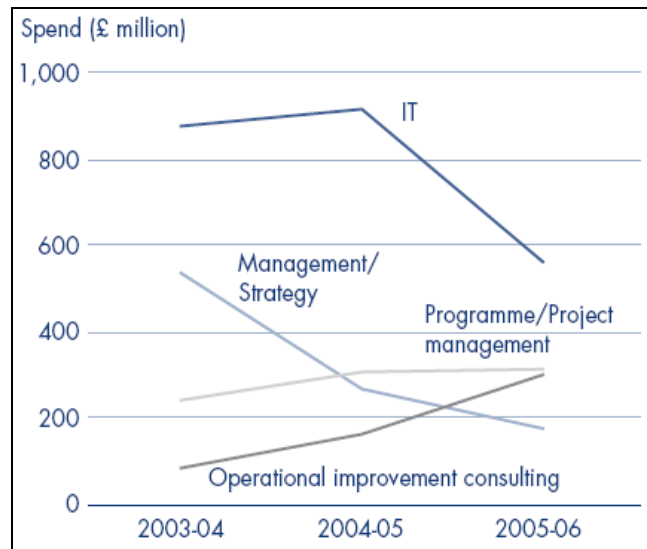


15. The tables below further highlight both the increase and proportion of spend between public sector bodies between 2003/04 and 2005/06, with central government departments and the NHS making up the majority of expenditure but with significant and steady increases in local government expenditure over the last three years. There have also been significant changes in the type of services consultants are providing within the public sector with a move away from management and strategy roles to programme and project management work. These changes reflect the increasing complexity of service provision for example aims to provide a seamless experience for service users across Health and Social care.

Public sector spend on consultants



Changes in demand for services



16. The report recommendations were on balance less about driving down daily rates or price and more about how to improve the way consultants are commissioned and managed to ensure they add value to public sector work. It highlighted the difficulties in equating savings to this area of spend and recognised that there would be a continuing need to buy in external expertise to improve services. The key challenges for public sector bodies were around planning and project managing consultant contracts, evaluating the learning and factoring in the role of existing staff both in terms of being the

first choice for carrying out the work on projects but also around building in scope for skills transfer and capacity building internal resources for future work.

17. Findings from the literature review and desktop research helped to further expand the scope of the review and to set the context for investigating local practices.

Use of Consultants by other Local Authorities

18. During the development of the scope for the review it was agreed that it would be useful to look at other local authority experiences of using consultancy services and other scrutiny reviews on the subject. A short research exercise found that the “Use of Consultants” is a popular scrutiny review topic with more than twenty recent or ongoing reviews currently listed online. Working group members received a briefing on the findings and analysis from seven recent scrutiny reviews on the topic. The key points from the briefing and Member discussion on the issues raised are set out below.
19. Other local authority scrutiny working groups found the most useful approach to a review of this kind tended to be where it was possible to frame the investigation within wider objectives such as to:
 - redress the lack of trust in why and how consultants are engaged
 - develop a coherent strategy for engaging consultants
 - ensure use of consultants led to value for money.
20. The scope of investigations varied from short reviews assessing the suitability of procurement procedures in engaging consultants, to organisation-wide reviews on how each directorate had engaged consultants over a number of years.
21. The most common terms of reference across reviews were to:
 - identify the context of when and why consultants are used
 - investigate the procedures used to engage consultants
 - assess the procurement procedures and the performance management of consultants
 - investigate the extent of use or cost of consultants; year on year trends, as a proportion of total expenditure and in benchmarking against other local authorities
22. Members welcomed the opportunity to use the learning from other local authorities in carrying out the review in Tower Hamlets. The key themes and recommendations from the other local authority reviews are summarised below.
23. Scrutiny reviews on the use of consultants can risk becoming reviews of management. The working groups which focused on promoting public confidence and developing more transparent procedures reported a more collaborative Member-Officer approach to the investigation. It was also important to define the term “Consultant” early on in the review process to distinguish between consultants who provide management support, advice and guidance, as opposed to professional services such as lawyers and engineers contracted to provide advice or support on for example capital build projects.
24. Working group members agreed that there was a need to agree a criteria that defined the role of a ‘consultant’ within Tower Hamlets. This would provide greater clarity to officers and members and promote transparency and knowledge of how the organisation uses consultants in a way that would build public confidence and trust.

25. All but one of the other local authority scrutiny reviews found that the reasons for engaging a consultant, were essentially sound in principle and in the right circumstances. In most cases the contract had resulted in securing additional funding or awards. The one instance where the scrutiny review found use of consultants to be excessive was where the authority was a poorly performing Council and subject to Voluntary Engagement, which are emergency measures where a council seeks support from Government to recover from weak performance.
26. A number of the reports identified problems with cost codes and distinguishing between expenditure on consultants and on professional fees. Recommendations included ensuring expenditure on consultants was noted by a unique cost code and to improve officer training on financial procedures. Some of the reviews explored how expenditure on consultants was budgeted for and found that the source of expenditure was often unclear or not noted. This would be important in the case of S106 contributions or for example Lottery Funding which are often ring-fenced.
27. In many authorities there were no specific policies to guide officers on the use of consultants. Often the procurement strategies fell short of relevant advice such as the level of management sign-off required to engage consultants. Officers at two authorities referred to the "Approved Officers Register" in Contract Standing orders which provide guidance on the tendering procedures depending on the financial scale of the contract. However, these exclude mechanisms for performance management or evaluation of the contracts once they are in progress.
28. In discussing the briefing on other local authority experiences of using consultants working group members asked questions about the current policies and procedures in place in Tower Hamlets and were informed that officers follow financial regulations and the procurement policy to engage consultants. A fuller presentation on current policies and procedures would be provided at a future meeting.
29. The briefing also identified that a vacuum in policies and procedures to deal with consultants resulted in poor value for money in the longer term. Thus, whilst the contract may have delivered the right outputs and outcomes, the skills and experience gained from delivering a project was lost by the organisation. This highlighted the importance of a taking strategic approach to the way consultants are used across an organisation.
30. Most reviews recommended that authorities should develop a corporate approach and have approved mechanisms for engaging consultants, including Member notification or sign-off in the case of significant contracts. This would ensure uniformity across the Council and develop transparent systems better suited to withstand any public questions over the use of consultants.
31. All of the scrutiny reviews put forward recommendations to encourage the use of alternatives before considering consultants, in particular by developing internal staff and their skills. Specific recommendations included a review of policies to give greater flexibility to use existing employees and resources for special projects across the Council and for procurers to consider in-house capacity ahead of putting a contract out to consultants. Contracts were to include and define the role of existing staff to ensure skills and knowledge transfer beyond the life of a project.
32. There was limited comparable information on the cost of consultants within the reports with considerable variations in the types of expenditure included in the figures. Wide differences in level of expenditure and in procurement and financial reporting practices

make further meaningful comparison between authorities difficult. The table below uses the data from the reviews to provide some insight into the scale and trends behind the use of consultants in local government. Most working groups were surprised however at the low proportion of spend on Consultants.

Local Authority	Financial Year(s)	Expenditure on Consultants	
		Total (m)	As % of total expenditure**
Solihull Council	2004/05	£2.304*	>1%
North Lincolnshire Council	1999/2000 1998/1999	£0.500 £0.500	Unavailable
Worcestershire County Council	2003/04	£1.062	0.2%
Hastings Borough Council	2005/06 2004/05 2003/04	£0.050 £0.019 £0.073	0.3% 0.1% 0.4%
Torbay Council	2003/04 2002/03 2001/02	£2.260 £1.798 £1.559	1.7% 1.5% 1.3%
North East Lincolnshire Council	2006/07	£1.249m	1.1%
London Borough of Tower Hamlets.	2005/06 2006/07 2007/08 (1 Apr – 31 October)	£0.836 £1.290 £0.703	0.1% 0.49%

*96 separate payments, excludes contracts worth less than £10,000

**% Some of these figures have been worked out retrospectively and were not included in the original Scrutiny report. Please allow for a margin of error as these were calculated using a range of online sources on Council budgets.

33. The information that is available suggests that there is no evidence that spending on consultants in Tower Hamlets is out of step with other authorities. Whilst Members welcomed the information on expenditure on consultants by other local authorities they felt that it was difficult to draw appropriate comparisons with authorities of such different profiles. The fact that the figures are drawn from other scrutiny reviews on the use of consultants further suggests that in carrying out the reviews these Councils may have been responding to an area facing performance challenges or public concern. Working group Members felt that information from other similar authorities to Tower Hamlets may highlight different issues.
34. The literature review and research exercise highlighted that even at a wider or regional level there is very limited public data on the use of consultants by other local authorities with only the London Centre of Excellence carrying out a regional project on the issue, and with restrictions on sharing information with authorities outside of the programme. Members suggested that benchmarking opportunities should be explored in the future to help drive through improvements in this area.

Defining Consultants

35. Members used the findings from the research to develop the next stages of the review. The scope of the review had been focused on looking into operational issues around commissioning, managing and evaluating consultants to undertake projects within the Council. Early discussion revealed however, that there were differences between directorates and teams on what constituted a 'use of a consultant', and therefore differences in how expenditure was recorded. This meant that financial data did not

always accurately differentiate between spend on consultants and other expenditure such as professional fees for legal or planning services. Members felt that this was a basic but important first step towards clarifying the role of consultants in the Council.

Recommendation

R1 That an agreed criteria or definition of a consultant to be adopted across the Council.

Consultants:

- **Have a defined work scope with deliverables**
- **Often provide a report as an output that provides recommendations for further action but the consultant is not contracted to deliver at that time.**
- **Have payment contingent upon completion of staged completion of the work**
- **Do not act as staff members i.e. do not have Tower Hamlets e-mail addresses, phone numbers or desks.**
- **May be able to provide a substitute to undertake the work**
- **Are not in a templated position for the purposes of the Comensura contract – i.e. they do not relate to standard jobs within the Council, which could be provided by either permanent or temporary staff**
- **Are contractually responsible for their outputs**
- **Are liable for their own performance and the content of their work**

36. During the discussion on draft recommendations Members emphasised the importance of highlighting the differences between internal staff and consultancy staff to maintain a distance in the client – consultant relationship and that this was important to the management role required of officers in using consultants. Members also raised questions about the length of time consultants stayed on in the organisation and a need to monitor this carefully. Officers explained that this was more likely to be an issue with interim or agency staff and that extension of contracts beyond the first six-months require corporate director sign-off in order to continue to employ staff in this way and would still be subject to regular reviews. In reviewing the definition set out above Members welcomed the separation of internal and external staff and that this would help to ensure consultants are not used to fill interim vacancies.
37. Working group members were keen that the review should also help to clarify the areas where consultants are required for specific roles. This is true for example for recruitment to senior posts where consultants are used because of a need for independent and objective advice and to ensure processes are transparent and fair. Similarly Government legislation requires for example sustainability appraisals of Local Development Documents to be carried out by independent specialists. Members requested that a list of areas where consultants are needed to be developed as part of the action plan in response to the recommendations.

Procurement and Commissioning

38. Working group members received a presentation from officers on the existing procurement policies and procedures. Officers identified a number of key areas for

action to improve how the Council engages and manages consultants as part of the work to update the procurement policy.

These are to:

- ensure that there is no duplication of energy and cost
- provide VFM with leverage
- understand success
- skills transfer to bridge knowledge gap
- greater knowledge about cost and not just price
- greater internal capacity
- ensure that consultancy spend is effectively managed going forward.

39. The Scrutiny Review working group members recognised that use of consultants is important in some circumstances to achieve local priorities. In disseminating updated procurement procedures, Members requested that directorates should also be tasked to consider targets and measures for reducing dependency on consultants. Most importantly in all instances of engaging consultants procedures should be transparent explaining the business case for using consultants and there should be a uniformity of approach across the Council. Members requested that an officer guide or toolkit on how to engage consultants should be developed as part of the action plan in response to the recommendations.

Recommendations

R 2 That future work on the procurement strategy to include programme of activities to help disseminate and embed procurement related policies within the organisation, for example presentations at all Directorate Management Team meetings and officer training.

R 3 That financial reporting on procurement of consultancy services should clearly identify source of funding and ring-fenced funding such as Section 106 or Lottery Funds.

Use of Consultants in Tower Hamlets

40. The extent to which Consultants are used in Tower Hamlets was assessed in two ways. Working group members received financial reports on expenditure across directorates from 2005/06 through to mid-year results for 2007/08. Members also requested two case studies to explore specific examples of how consultants had been used to improve services.

41. Members received the financial reports on use of consultants by the Council at the second review meeting. The reports included information on the type of projects where consultants were used, the name of the consultancies used and the cost of the contracts. A summary of total expenditure on consultants is included in the table below. Expenditure on consultants has therefore been consistently around 0.1% of annual expenditure in LBTH for the last few years

Year	LBTH Total expenditure on Consultants
------	---------------------------------------

2005/06	£ 836,246.52
2006/07	£ 1,290,929.89
2007/08 (1 Apr – 31 October)	£ 703,918.96

42. The working group were joined by Cllr Josh Peck, Lead Member for Resources and Performance who introduced the Officer presentation and outlined the current work streams for improving procurement processes. The member led discussion was broadly exploratory with requests for further information. Members' questions and officer responses are summarised below in a table for ease of reference.

Question	Response
Members raised concern over increased expenditure in Development And Renewal, and the reasons behind it?	Some of the increases in expenditure from 05/06 to 06/07 has been because of ad hoc and new work requirements. The Development and Renewal spend on consultants is largely on Masterplanning, which requires specific skills and qualifications and for which there is not sufficient capacity in house at the point in time when it is required. The Olympics are also generating a lot of additional work.
What the options were for employing staff in house instead on a contractual basis?	
What are the barriers to exploiting skills amongst existing staff?	
What the options were for reducing the amount spent on consultants and on tackling a culture of using consultants?	
How is success measured in terms of procurement? What are the levels of success and or non-delivery? Are our target setting measures robust enough?	Measuring success – In addition to delivery against targets, procurement of consultants is assessed for value for money which include arrangements for vetting suppliers and only procuring services from the EXOR accredited supplier database. Compliance with financial regulations is also an important measure of success in procurement.
How is the equalities policy applied in procuring consultants?	The top 100 suppliers provide equalities data and equalities issues are explicit within the terms and conditions.
What happens when the use of a consultant goes wrong?	Experience with consultants does vary and the key issue is to ensure poor consultancy organisations are not used again. The EXOR framework agreement is there to ensure that the Council can select organisations with a positive track record.
Are there any penalty or get out clauses included in contracts for consultants?	Contracts include regular reporting mechanisms and there are contractual sanctions where failure to deliver results in

	non-payment. Contractual arrangements are all output based and include specific terms and conditions
Further clarification sought on the procedures for recruiting consultants?	The key added elements in addition to those outlined in the presentation are: <ul style="list-style-type: none"> • Pre-qualification questionnaire • Tender process itself

43. The financial reports were revisited at the final review meeting alongside the two case studies of how consultants had been used in different service areas. Reviewing the full set of financial reports Members felt that it was important for directorates to be able to take a more strategic view of skills gaps and needs in medium to long-term projects to help reduce unnecessary and ad-hoc use of consultants. They welcomed the overall figures indicating that the proportion of spend on consultants was low but were concerned that the trend was for a year on year increase. Members emphasised the need to set targets to reduce current levels of use to in order to achieve efficiency gains and also because of a sense that it is a public priority for resources to be used differently.

Recommendation

R4 That targets for reducing expenditure on consultants should be highlighted as an objective in the Tower Hamlets Strategic Plan under the Excellent Public Services Community Plan theme. The Corporate Management Team to set indicative targets to reduce expenditure on consultants and for progress to be reported back.

44. Members reviewed two case studies of how consultants were being used within the Council. The first case study looked at how the Council was looking to embed business process improvement (BPI) techniques to help improve services that faced challenges in meeting their performance targets. The technique itself is a management tool widely used in the private sector and increasingly in the public sector to turn around areas of poor performance. In discussing the case study Members noted the good practice around ensuring the work with consultants led to the development of an internal staff resource to carry out future BPI exercises. The working group suggested that there were areas for improvement and more should be done to assess the value added from engaging consultants and the impact it had on the service itself. This had the potential to add to any business case that might need to be made for future projects.
45. The second case study focused on the use of consultants to develop Masterplans, which are spatial planning documents that set out a holistic vision for local areas. The Council agreed to test out different approaches to producing Masterplans, retaining one in house and using a mix of consultant services and in-house officer support for two others. As a result this case study enabled working group members to make some direct comparisons between using internal and external resources to deliver projects.
46. A direct cost comparison suggests that it was more cost effective to use internal staff to produce a Masterplan. However, the evaluation of all three of the different approaches adopted by the Council highlight very different costs and benefits which have made a

strong case for contracting out all future Masterplan work, retaining only the project management and community engagement and consultation work for Masterplans within the Council. In particular the range and complexity of the number of professionals needed to produce a Masterplan make a strong business case for using consultants that specialise in this area and are able to lever in additional resources and achieve economies of scale based on their wider portfolio of work. The costs of delivering the Masterplan in-house also underestimate the cost in terms of staff resources which has been difficult to capture whilst the team project managed all three Masterplans and other Major project developments within the borough.

47. Working group members raised questions about the overall high levels of expenditure across the Development & Renewal directorate and the need to monitor and plan resource requirements in the medium to long-term. Members also recognised that the 2012 Olympics were generating a greater demand for planning services, noting that it could also be an opportunity to involve local people and further develop existing staff resources.
48. Members agreed that it was appropriate to try and achieve efficiency gains that they would like to achieve in this area through existing work-streams such as the horizontal savings exercise but that there also needed to be a specific focus on reducing reliance on and a culture of using consultants. Members suggested a higher profile of the issue was required within key council documents such as the Strategic Plan. It was agreed that Directorates should retain autonomy and flexibility in procuring consultants but that the issue needed to be reviewed at the Directorate level.

Recommendation

R5 That directorates review expenditure on consultants to assess the extent to which they are used and to establish a baseline for reviewing their use of consultants. Directorates should identify areas and set targets for reducing future spend in alignment with the Council's horizontal savings exercise.

Reducing Dependency and Using Alternatives

49. Throughout the review working group members have stressed the importance of considering internal capacity and resources first before thinking about using consultants. Members are keen to see the Council develop methods for auditing and understanding the skills amongst existing staff and the possibilities around using these skills to meet needs across the organisation. Members recognised that as a local authority, the Council needs to respond to policy developments that take place all the time and sometimes deliver unplanned work which may require the use of consultants in the short term. However, improved planning and knowledge of skills sets amongst staff and greater flexibility around the use of internal secondments and trainees could help to achieve much wider benefits for the Council and employees.

Recommendation

R 6 That directorates should increasingly use internal secondments and graduate trainees for one-off projects for example to meet research needs, tying in with the corporate approach to developing

staff.

50. The financial reports showed that there is a significant level of expenditure on using consultants to deliver and facilitate consultation work. As the Council has its own Consultation and Involvement Team, options should be explored around rationalising the way consultants are used for this type of work and how this can be more effectively procured in the future. This would support the development of good practice and provide teams with advice and support on how to get effective consultation services.

Recommendation

R 7 That options should be explored to enable the Corporate Consultation and Involvement team to become a gatekeeper for procuring external consultation services.

Conclusion

51. The working group welcomes the commitment of the Council to improving processes and procedures around engaging consultants to ensure value for money and to reduce dependency on using consultants.
52. The working group also welcomes the findings which demonstrate that there is no evidence of inappropriate use of resources and that expenditure on consultants within Tower Hamlets is in line with other authorities and analysis of wider trends.
53. At a strategic level, the Council needs to help coordinate efforts to understand the full extent of how and when consultants are used and to improve the levels and type of data held on work carried out by consultants. This would allow sharing of information across the organisation and help officers to make informed choices when the use of a consultant is required.
54. There are quicker opportunities for reducing use of consultants in some areas more than others. The recommendations have highlighted the potential for using the Consultation and Involvement team and the working group would recommend that further similar opportunities for collaborative work across directorates are sought out in the future.
55. There are good support services available to officers procuring consultants but more needs to be done to systematically embed good practice across the organisation.
56. The working group is particularly keen to see better use of existing staff to meet wider organisational needs. More internal secondments and use of trainees will help to achieve 'Workforce to Reflect the Community' priorities and has the potential to offer skills development and greater job satisfaction for employees.

Scrutiny and Equalities in Tower Hamlets

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Agenda Item 10.2

Committee: Overview and Scrutiny	Date: 4th March 2008	Classification: Unrestricted	Report No.	Agenda Item No.
Report of: Assistant Chief Executive Originating Officer(s): Jebin Syeda Scrutiny Policy Officer		Title: Scrutiny Challenge Session – Revisiting the Youth Services Plan Scrutiny review Ward(s) affected: All		

1. Summary

- 1.1 This report updates the Overview and Scrutiny Committee on the outcome of the scrutiny challenge session held on 11th of December 2007 where the Youth Services Plan scrutiny review (undertaken in 2005) was revisited.

2. Recommendation

- 2.1 Overview and Scrutiny is asked to note the outcomes of the scrutiny challenge session and consider the recommendations put forward in this paper.

Local Government Act 1972 (as amended) Section 100D

LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Background paper

Scrutiny Review of Youth Services

Name and telephone number of and address where
open to inspection

Jebin Syeda
020 7364 0941

2. Introduction

- 2.1 This report provides a summary of the Scrutiny Challenge Session which considered the effectiveness of London Borough of Tower Hamlets Youth Service Plan scrutiny review.
- 2.2 The session was attended by a group of 6 Members led by the Scrutiny Lead for Learning Achievement and Leisure. In addition to the members, Co-optee Hasan Mueenuddin attended, he was also involved in the original scrutiny review. The Lead Member for the challenge session invited one of the contracted youth service providers to attend and they were able to make useful contributions.

3. Purpose

- 3.1 Challenge sessions are designed as a quick way for a group of members to get to grips with key policy issues and ensure a robust check on the Council's policies. The purpose of these sessions are for members to consider the effectiveness of a scrutiny review by looking at progress made against the recommendations. The challenge session also aimed to reflect on the review and consider what worked well for the review. The purpose of the scrutiny challenge session was to:

- Assess how well the review on Youth Service worked and what specific aspects worked.
- Enable members to be informed of work developed by Youth Services following the review

- 3.2 At the end of the challenge session it was expected that there would be:

- Increased member understanding and awareness of Youth Service Plan and service provision;
- Member awareness and input in monitoring of progress against the recommendations from a previous scrutiny review;
- Reflection and evaluation of a previous review and capturing key lessons around what works and what can be done better on reviews;
- Member led recommendations for service improvements.

4. Background

- 4.1 Tower Hamlets is ethnically diverse and has a rich cultural heritage, this sits cheek by jowl with the borough featuring some of the most economically disadvantaged parts of the country with high levels of unemployment. The young people of the borough are no exception to this. Young people make up a significantly high percentage of the population with a high number aged between 13 and 19 living in one of the most densely populated part of Britain. The Youth Service has a challenging role to play in ensuring equality of access to high quality services and to play its role in fostering community cohesion.
- 4.2 During May 2005, a scrutiny review was undertaken and an OFSTED inspection at the time graded the service as 'adequate'. There were some local concerns about youth service provision and a decision was made to undertake a review of the Youth Service Plan to be headed by the Lead for Learning, Achievement and Leisure. This review

was to produce a number of service improvement recommendations as part of its findings.

4.3 The Challenge Session was an opportunity for members and staff involved in the review to reflect on and evaluate how the review has worked, looking in particular at what has worked well as points for consideration in improving the scrutiny process. The Session enabled members to challenge the service on the progress it has made against the recommendations from the review as a way of evaluating the impact the review has made, focusing on outcomes.

4.4 For effective scrutiny purposes, there is an increased expectation for Members to reflect on reviews undertaken and to consider the impact of these reviews. In addition to this, one of the recommendations of the review was for increased member involvement in monitoring outcomes of the review on Youth Service Plan.

5. Policy Context

5.1 The vision within the Tower Hamlets Children and Young People's Strategic Plan sets out the following:

'The children and young people of Tower Hamlets should get off to a flying start and should continue to learn in a safe, healthy and stimulating environment. These foundations will give them the grounding they need for a happy, prosperous life so that they can shape their own futures and become creative responsible adults.'

5.2 The service delivers this vision with provisions of a range of informal education opportunities for young people aged between 11-25 years, it has a particular emphasis on 13- 19 year olds in Tower Hamlets.

5.3 The service is subject to Ofsted inspection and the next Joint Area Review is due in March 2008. The service is monitored through a number of Best Value indicators, these being:

- Reach – number of young people who register and use the facilities once
- Participation - the number of young people who attend 5 or more sessions
- Recorded Outcomes – number of young people who develop set skills contributing to national outcomes
- Accredited outcomes – attainment of national certificates

6. Youth Service Plan Scrutiny Review

6.1 The scrutiny review took place during 2005 on the Council's Youth Service Plan, led by a cross-party Working Group of Councillors and Co-opted Members. The review also involved the youth service contracted providers. At the time, the Working Group visited some of the facilities and spoke to young people as service users and youth workers delivering the service.

6.2 Given the context in Tower Hamlets- a borough which has the highest proportion of young people in the country and many families living in economically disadvantaged circumstances, the need for quality youth service provision is key. The importance of youth service provision given this context is recognised in the review.

6.3 The Working Group made a number of recommendations to improve accommodation (5), partnership working with contracted service providers (4) and the Third Sector (4). Recommendations were also made around Member engagement (4)

7. Effective scrutiny reviews – what works?

7.1 Overview and Scrutiny tracks progress against review recommendations every 6 months. This is to embed the scrutiny process and ensure that the recommendations for service improvements can demonstrate progress; and is reported to the Overview and Scrutiny committee. It is one way of demonstrating the effectiveness of scrutiny. The reflections and discussions on the effectiveness of the scrutiny process on this particular review from the Working Group point of view concluded with the following areas for consideration as what worked well. It is suggested that these points are noted as forms of good practice in scrutiny and be considered for improving the scrutiny process.

7.2 What worked well:

- Preparing well and having agreed clear expectations
- Engaging all stakeholders
- Meetings that take place at local venues
- Members are interested and are pro-active
- Members receiving detailed information packs
- Members meeting service providers, stakeholders/service users and key council officers
- Members visiting facilities to inform knowledge and understanding through the users perspective
- Having the right level of challenge and support
- Good working relationship with those involved with active contributions from all
- Officers under scrutiny being helpful and open about areas for improvement.

8 Key discussion points and recommendations

8.1 Members were presented with policy and background information on youth services and illustrated outcomes against some key recommendations from the scrutiny review. Members found the information to be very useful, and there was acknowledgment that good progress had been made in some of the areas. However, Members raised a number of additional issues from their direct experience as Councillors, demonstrating the changing nature of youth service provision and the challenges it brings.

9 Recommendations

9.1 Following the session, the Members who attended the challenge session identified areas for further action and the following recommendations are made:

9.2 The need for further information emerged from the discussions that took place and in light of the forthcoming Joint Area Review and Members desire to be further informed, the service offered to hold a Members seminar where the information listed below could be disseminated. Members would like LAP directors and contractors to be in attendance at the seminar. Although the challenge session served its purpose, members felt the following information would be useful:

- Funding levered in by contractors
- Contracting and monitoring arrangements
- Performance information and comparative data across the LAP areas

- Accessibility for disabled people and what is being done to encourage participation
- Future developments of youth provision and accommodation across LAP areas
- Provisions made for girls

R1 That a Members seminar be organised to inform Members about the JAR, giving consideration to information request made in 9.2.

9.3 A discussion took place about quality and investment in youth provision, where some concerns were raised about this and the monitoring undertaken against the value of contracts. In light of the information provided on the different levels of funding to different contractors, Members were keen to meet with service providers and users, to raise their understanding and knowledge.

R2 That Members be given an opportunity to visit contractor facilities.

9.4 Members would like to see further involvement of the voluntary sector on issues around detached youth service provision to ensure that the provision is informed by local knowledge. In particular Members felt that mother tongue groups would have good knowledge and contact with the local community to inform the service on reaching out to specific communities.

R3 That the Service should involve and consult local voluntary groups including mother tongue groups on issues around detached youth service provision.

9.5 Members raised concerns about access to youth service by disabled young people. Some concerns were raised about barriers faced by this group and Members felt that an audit of facilities and information on service take-up by this group would assure Members and the wider community that the provisions in the contracts were meeting the needs of disabled young people.

R4 That the Service explores ways an audit can be undertaken of disabled users of youth service and how these services are publicised to the public and Members.

9.6 Members recognised that work that had gone in to engage the Somali community but want to ensure that provisions are going to be made to ensure that the Chinese community and any new emerging communities are actively engaged and access youth services.

R5 That the Service continues working to put in place a mechanism to engage the Chinese and any new emerging communities

9.7 A discussion took place about appropriate provisions for those who practice faith; it was felt that more could be done to give consideration to religious and cultural needs to ensure that those who practice their faith can have access to mainstream youth service provision/facilities. Some concerns were raised that provisions need to be made for young women and that this required understanding of religious and cultural needs.

R6 That in consultation with the Inter-Faith Forum, service users and staff, the Service explores how religious needs could be incorporated in youth service curriculum.

9.8 Members were keen that the service maximised opportunities for securing youth service provision, it is felt that the stock transfer process is a missed opportunity to secure youth provision to date. The members asked for a proactive approach in identifying need for new facilities/provisions and advising developers and planners to include such provisions/facilities within the developing and planning structures and the stock transfer process.

R7 That the Council and the youth service maximises opportunities during stock-transfer and master planning process to secure adequate youth provision.

9.9 Members recognise the important role that youth service plays in the life of the young people of Tower Hamlets. The review was undertaken in 2005, there have been some rapid changes and Members were keen to be continuously involved in the improvement and development of the service.

R8 That Members be involved in the development of the ‘Aiming high for young people: a ten year strategy for positive activities’ in Tower Hamlets.

10 Conclusion

10.1 Members felt that the review was effective in scrutinising the Youth Service Plan and coming up with recommendations which were effective and pushed for change. They acknowledge that the service took well to implementing the recommendations and recognise the work that has been put into making good progress. Given the changing nature of youth services, Members have put forward a number of recommendations which would add to the current positive achievements.

11. Concurrent Report of the Assistant Chief Executive (Legal)

11.1 There are no immediate legal implications arising from this report

12. Comments of the Chief Financial Officer

12.1 Any financial implications directly arising from this report will be met from within existing resources.

13. Equal Opportunity Implications

13.1 Issues were raised in the session around provision for disabled people, young women and faith based youth service provision. The information provided to Members at the seminar and the implementation of recommendations 4 and 5 would address some of the concerns raised.

14. Anti-Poverty Implications

14.1 Tower Hamlets is a very diverse community and has a very young population. Given the strengths and the challenges of this, and the changing nature of youth services, we must continue to provide an accessible service for all members of the community.

15. Sustainable Action for a Greener Environment

15.1 There are no direct risk management implications arising from this report.

16. Risk Management

16.1 There are no direct risk management implications arising from this report.

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Agenda Item 10.3

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	4 March 2008	Unrestricted		
Report of: Assistant Chief Executive Originating Officer(s): Afazul Hoque, Acting Scrutiny Policy Manager Hannah Bailey, Scrutiny & Equalities Support Officer	Title: Overview and Scrutiny Recommendation Tracking Report: Update Ward(s) affected: All			

1. Summary

- 1.1 This report provides a progress report on Overview and Scrutiny Committee's recommendations.

2. Recommendations

- 2.1 Overview and Scrutiny Committee is asked to note the progress in implementing its recommendations.

LOCAL GOVERNMENT ACT, 1972 (AS AMENDED) SECTION 100D

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

Background paper

Name and telephone number of and address where open to inspection

Recommendation Tracking Report – March 2007

Kweku Quagraine
020 7364 4877

3 Report

- 3.1 As part of its regular work programme, Overview and Scrutiny Committee (OSC) receives a regular, 6-monthly, recommendation tracking report to monitor progress in implementing past recommendations. This covers all its recommendations since 2003/04, including those from the Committee and Working Group reviews.
- 3.2 In considering the monitoring and tracking of scrutiny recommendations it was suggested that it may be useful for Members to consider revisiting a review to look at progress, its impact and the potential lessons for future reviews.
- 3.3 In November 2007, it was reported that the Scrutiny Lead Member for Learning Achievement and Leisure would revisit the Scrutiny Review on the Youth Services Plan. The Challenge Session took place on 11th December 2007. The report on this session is attached as a separate item on this agenda for Members' consideration. To summarise, Members found the information presented useful, and there was acknowledgment that good progress had been made in some of the areas. However, a number of additional issues were raised from their direct experience as Ward Councillors in the community, demonstrating the changing nature of youth service provision and the challenges it brings. Following the session, Members identified areas for further action and made a number of additional recommendations for the directorate to take forward to bolster the work of the review.
- 3.4 Similarly, a Health Scrutiny Challenge Session with the PCT on the Access to GP and Dentistry Services review was recently held at the Barkantine Centre. Productive discussions were held with the PCT and a number of local GPs about the implementation of the recommendations to date and the effectiveness of initiatives to cut waiting times and improve customer experience. The results of this session will be reported to the next Health Scrutiny Panel in March.
- 3.5 The tracking report shows that overall services are implementing many of the recommendations made by Overview and Scrutiny. This takes a number of forms from being mainstreamed into ongoing service development through to specific initiatives.
- 3.6 Appendix 1 provides an update of the tracking system. It is organised by the broad themes from the Strategic Plan with the additional area of health for the Health Scrutiny Panel. Where there are changes since the last update, they are highlighted like [this](#).
- 3.7 As noted in the report of 6 November 2007 meeting, many of the updates will not change significantly from one tracking report to the next given the nature of the recommendations. For each recommendation there is an indication of whether monitoring should continue and, if so, when a detailed update will be sought.
- 3.8 Appendix 1 shows those recommendations that are either outstanding or ongoing. Appendices 2, 5, 7, 9 and 13 show recent review and Challenge Session recommendations which have been recently agreed by Cabinet and are still in the early stages of implementation. For this reason, only the action plan has been attached. A full progress report on the reviews and Challenge Session will be given in November 2008. A number of the reviews are now monitored on an annual basis and were last considered at the March 2007 meeting. Reviews completed before June 2004 only provide an update as these were produced under the previous scrutiny arrangements.
- 3.9 As with other corporate monitoring reports, a traffic light system is used to indicate progress. Red highlights an area where there has been no progress or there is

significant delay in implementing the recommendations. Yellow indicates that the recommendation is in the planning stage or that, although there is some progress, this is less than satisfactory. Green shows that the recommendation has been achieved or progress in its implementation is satisfactory.

- 3.10 The report shows that in terms of the 13 issues monitored, 7 are at green with 6 currently at yellow, due to these reviews being in the early stages of implementation. Furthermore, in undertaking the tracking at this stage we are able to identify that with many of the recent reviews the Cabinet has responded positively to all the recommendations by agreeing to implement the recommendations from the scrutiny review.

4 Concurrent Report of the Assistant Chief Executive (Legal)

- 4.1 Under Section 21 of the Local Government Act 2000, the Council has a duty to deliver an effective and robust Overview and Scrutiny function. Monitoring the progress and impact of recommendations made by Overview and Scrutiny ensures that this duty is discharged effectively.

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 Equal opportunities are central to the work of the Overview and Scrutiny Committee. A number of reports and reviews have specific equalities themes including the access to GP and dentistry services review, which sought to respond to local health inequalities through the issue of local residents' access to services.

7 Anti Poverty Implications

- 7.1 Anti-poverty is central to some aspects of the work of the Overview and Scrutiny Committee, particularly within the theme of Creating and Sharing Prosperity, such as that on the Fair Shares review, looking into how the local community has benefited from high levels of economic development within the Borough. This theme is also reflected in the Graduate Unemployment review, which is still in the early stages of implementation at present.

8 Sustainable Action for a Greener Environment

- 8.1 The Committee has considered sustainable action for a greener environment through the Improving Recycling review action plan. A full update on progress made in implementing the recommendations will be reported to Members in November 2008.

9 Risk Management

- 9.1 There are no direct risk management implications arising from this report. Monitoring of the implementation of the Committee's recommendations is important to make sure that the Council responds to the suggestions and findings of Overview and Scrutiny's work.

- Appendix 1 Overview and Scrutiny Recommendation Tracking Update
- Appendix 2 Improving Recycling (Action Plan)
- Appendix 3 Domestic Violence
- Appendix 4 Urban Junk or Urban Funk – Street De-clutter – (To be tabled at the meeting)
- Appendix 5 Determination of Major Planning Applications (Action Plan)
- Appendix 6 Fair Shares Review
- Appendix 7 Graduate Unemployment (Action Plan)
- Appendix 8 School Exclusions
- Appendix 9 Tower Hamlets Hostel Strategy (Action Plan)
- Appendix 10 Leaseholders – A Study of Customer Care
- Appendix 11 The role of Ward Councillors in the Tower Hamlets Partnership
- Appendix 12 Access to Services
- Appendix 13 Access to GP and Dentistry Services (Action Plan)
- Appendix 14 Delivering Choosing Health: A Case Study of Obesity

Overview and Scrutiny Recommendation Tracking Update

Living Safely

Issue Improving Recycling	Recommendation Date 7 November 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review examined the issue of recycling to investigate the measures the Council has introduced and may introduce in the future and feed into the introduction of a new integrated waste contract in 2008. The final report made 11 recommendations for implementation.	Response / Progress The report was submitted to Cabinet in December 2007. All 11 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 2 for Members' information. A full update will be reported in November 2008.	

Issue Review – Domestic Violence	Recommendation Date 4 April 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review considered domestic violence in Tower Hamlets and the multi-agency response to the issue. The report made 12 recommendations for action.	Response / Progress An update on implementation of the recommendations was provided in March 2007. All the recommendations have now been implemented and a full update is attached at appendix 3.	

Issue Urban Junk or Urban Funk – Street De-clutter	Recommendation Date 7 June 2005	Green
Monitoring Status – No further monitoring		
Recommendation This review considered the issue of street de-clutter in the borough and how it could be reduced. The Working Group made 16 recommendations to Cabinet.	Response / Progress An update on implementation of the recommendations was provided in March 2007. A further update on the current status of the recommendations will be tabled at the meeting as a late item.	

Creating and Sharing Prosperity

Issue The Determination of Major Planning Applications	Recommendation Date 8 th January 2008	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This recent Challenge Session examined how the Council determines major planning applications, with a particular focus on new arrangements to increase public consultation around the pre-application planning process. The session resulted in 7 recommendations.	Response / Progress An action plan showing the 7 agreed recommendations is attached at appendix 5 for Members' information. A full update on the progress made in implementing the recommendations will be given in November 2008.	

Issue Fair Shares Review	Recommendation Date 10 May 2005	Green
Monitoring Status – No further monitoring		
Recommendation This review considered how local communities benefited from the borough's high levels of economic development and regeneration. The Working Group made 10 recommendations to Cabinet.	Response / Progress An update report showing progress on the implementation of the recommendations was submitted to the March 2007 meeting. A further update is attached at appendix 6 for Members' information. As all the recommendations have been implemented it is proposed that there be no further monitoring of these recommendations.	

Learning Achievement and Leisure

Issue Graduate Unemployment	Recommendation Date 5 December 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This recent review examined the issue of the transition from education to employment amongst young people in the borough. Seven resulting recommendations were presented to Cabinet.	Response / Progress The report was submitted to Cabinet in December 2007. All 7 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 7 for Members' information. A full update will be reported in November 2008	

Issue School Exclusions	Recommendation Date 4 April 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review looked at school exclusions within the borough to increase understanding of the issues, the support available and action being taken to deal with them. It made 10 recommendations to Cabinet.	Response / Progress An update report showing progress on the implementation of the recommendations was submitted to the March 2007 meeting. A number of the recommendations were due for completion after the last update and these are shown in the latest update, attached as appendix 8 . The majority of recommendations have now been implemented.	

Living Well

Issue Tower Hamlets Hostel Strategy	Recommendation Date 7 November 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review was conducted in order to review the draft Tower Hamlets Hostels and Move-On Strategy. Twelve recommendations in total were presented to Cabinet arising out of the review.	Response / Progress The report was submitted to Cabinet in November 2007. All 12 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 9 for Members' information. A full update will be reported in November 2008	

Excellent Public Services

Issue Leaseholders – A Study of Customer Care	Recommendation Date 3 October 2007	Yellow
Monitoring Status – Maintain annual monitoring		
Recommendation This recent review was designed as a case study of the customer care received by people using Council services. In total 19 recommendations were made as a result, with 15 of these specifically for the leaseholder.	Response / Progress The report was submitted to Cabinet in October 2007. All 19 of the recommendations were accepted. An action sheet detailing the recommendations was submitted in November 2007 for Members' information. The information attached as appendix 10 gives the latest update on progress made implementing the recommendations.	

Issue The role of Ward Councillors in the Tower Hamlets Partnership	Recommendation Date 7 February 2006	Green
Monitoring Status – No further monitoring		
Recommendation This review was conducted in 2005/06 and considered the role of councillors in the Partnership. It resulted in a report with 11 recommendations for action.	Response / Progress A full update on implementation of the recommendations has been provided at appendix 11. As all the recommendations have now been implemented it is proposed that these recommendations are no longer subject to monitoring.	

Issue Review - Access to Services	Recommendation Date 1 April 2004	Green
Monitoring Status – No further monitoring		
Recommendation This major review conducted by the Excellent Public Services Scrutiny Panel in 2003/04 resulted in a report with 13 recommendations for action.	Response / Progress A full update on implementation of the recommendations as of March 2008 is attached as appendix 12. It is now proposed to Members that there be no further monitoring of these recommendations.	

Health

Issue Access to GP and Dentistry Services	Recommendation Date 5 December 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review was conducted by the Health Scrutiny Panel and examined what level of access residents in the borough have to GP and dentistry services. Consequently 11 recommendations were made to the PCT.	Response / Progress The report was submitted to Cabinet in December 2007. All 11 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 13 for Members' information. A full update will be reported in November 2008. A Challenge Session held on 19 th February 2008 examined the implementation of the recommendations to date. The outcome of this will be reported to Overview and Scrutiny Committee in due course.	

Issue Delivering Choosing Health: A Case Study of Obesity	Recommendation Date 26 September 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review considered the Government's Delivering Choosing Health initiative through a case study of services and initiatives aimed at tackling obesity. It made 12 recommendations to the Council and Tower Hamlets PCT.	Response / Progress An initial update was submitted to the Health Scrutiny Panel in April 2007. The latest update from March 2008 charting the progress made in implementing the recommendations is attached at appendix 14 for Members' information.	

Appendix 2

Response to Scrutiny Working Group Report on Improving Recycling

Recommendation	Response / Comments	Responsibility	Date
<p>R1 The review commends the work being undertaken with the private sector to reduce the amount of waste entering the municipal waste stream. Increasing recycling of market waste must be a priority, including food waste.</p>	<p>Waste recycling of the same materials covered by the household co-mingled re-cycling service has been available since April 2007 to all trade waste customers. The Veolia sales force promote recycling on every visit. Trade recycling costs the same as residual waste but there is an advantage to smaller customers as there is no minimum quantity for a recycling sacks contract. Commence full co-mingled recycling collection pilot Whitechapel Market</p> <p>Evaluate pilot and produce roll out strategy for other markets</p>	<p>John Palmer, Service Head, Street Management</p>	<p>Oct 2007 Jan 2008</p>
<p>R2 The Group welcomes the planned work to increase recycling within hospitals, and other institutions, and suggests that the Tower Hamlets Partnership is a good channel to deliver these changes through. All efforts should be made to ensure that the necessary funding is secured for the expansion of the service to take place. The Group would also</p>	<p>Evaluate food waste collection in markets post tender of food waste lot in integrated re-cycling procurement</p> <p>Engage temporary outreach staff to implement the programme of bringing recycling to hospitals, charities and other institutions eligible for free of charge recycling.</p> <p>Engage Tower Hamlets Partnership to assist with the programme.</p> <p>Negotiate and provide service to Mild May, Mile End and the Dental Hospitals</p> <p>Contact and offer service to 35 new organisations a month</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>April 2008 August 2007 Completed Completed Completed On-going</p>

Recommendation	Response / Comments	Responsibility	Date
<p>suggest that all Council buildings, including the Idea Stores and leisure centres are doing their best to minimise waste.</p>	<p>Complete roll out of co-mingled recycling service to remaining administrative buildings and Idea Stores</p> <p>Install co-mingled recycling in all Leisure Centres York Hall, Mile End Leisure Centre, Mile End Stadium, St George's Pool, Tiller Leisure Centre, Whitechapel, John Orwell.</p> <p>Langdon Park</p> <p>Implement waste minimisation plan developed by London Remade Anchorage House and Mulberry Place</p>		<p>Dec 2007</p> <p>August 2007 Completed</p> <p>Dec 2007</p> <p>Oct 2007</p>
<p>R3 Whilst the group understands the importance of recycling plastic in order to achieve targets, there is concern about the pollution of China with these recycled plastics and the wider issue of excessive packaging. The review group would therefore support the Local Government Association's calls for tougher laws and serious fines for excessive packaging. At a local level, the group would like to raise the awareness of this issue locally,</p>	<p>Include requirement in the specification for the new integrated re-cycling contract requiring contractors bidding for the Materials Re-cycling Facility (MRF) element of the contract to make efforts to use domestic markets wherever possible.</p> <p>Incorporate criteria in tender evaluation</p> <p>Support London Councils proposals for a ban or levy on 'throw out' shopping bags for inclusion in the proposed 10th London Local Authorities Bill</p> <p>Respond to consultation</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>Sep 2007</p> <p>Sep 2007</p> <p>Oct 2007</p>

Recommendation	Response / Comments	Responsibility	Date
<p>including the merits of buying products in alternative containers and recycling their plastic bags. It is suggested that this should be pursued through the Tower Hamlets Partnership.</p>	<p>Bill deposited</p> <p>Tesco, Waitrose, ASDA, Sainsbury and Sommerfield have all signed up to Governments Voluntary Code of Practice on Carrier Bags in Feb 07 and are running a variety of schemes in the borough.</p> <p>Include packaging and e.g. 'Bag for Life' schemes as an issue in campaigns and activities</p>		Nov 2007
<p>R4 A key concern for the review is the current state of the bring sites. More work needs to be done to make sure that these sites are well managed and are a more attractive part of the local landscape. Improvements would need to include making the sites more attractive, that they are emptied more frequently and that they are in the best location. Improvements should also be made to the signage of the bring sites.</p>	<p>Complete upgrade of all 54 on street bring sites to co-mingled 1280 litre containers. Ensure recycling message is displayed clearly on bins.</p> <p>Increase street cleaning around sites</p> <p>Increase frequency all sites are emptied to twice weekly</p> <p>Facilitate new public recycling point at Virginia Quay (opposite Budgens) via Section 106 agreement with Barratt Homes</p> <p>Install new textile recycling banks in partnership with SCOPE at Kelsey Street/Chester Street, Old Bethnal Green</p>	<p>Fiona Heyland, Head of Waste Management</p> <p>Kevin Crook, Waste Policy and Development Manager</p>	<p>Sept 2007 Complete</p> <p>Sept 2007 Complete</p> <p>Oct 2007</p> <p>Nov 2007</p> <p>Aug 2007</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Road/Canrobert Street and Cephas</p> <p>Assess all additional sites and pass information to SCOPE</p> <p>Install new media recycling banks in partnership with SCOPE at Northumberland Wharf, ASDA on the Isle of Dogs, Sainsbury's Whitechapel and Tesco's Bromley by Bow</p> <p>Commuter re-cycling scheme at Bethnal Green and Tower Hill Tube stations</p>		<p>Complete</p> <p>Dec 2007</p> <p>June 2007 Complete</p> <p>Oct 2007</p>
<p>R5 Whilst the review commends the service offered at Northumberland Wharf reuse and recycle centre, it also notes that it is only accessible by car, which excludes the majority of Tower Hamlets residents. The group would therefore like to see the introduction of smaller collection points across the borough to compliment some of the services offered at Northumberland Wharf.</p>	<p>Despite feasibility studies there is no site in Tower Hamlets which has been identified as suitable for licensing for the transfer of waste. The implications of a "mini-tip" anywhere other than Northumberland Wharf are: traffic movements, both domestic and lorries, potential noise, dust dirt and odours and cost.</p> <p>Include options for additional facilities in strategic review of waste disposal options</p> <p>Review arrangements for collection and disposal of bulky waste</p>	<p>Fiona Heyland Head of Waste Management</p> <p>John Palmer Service Head Street Management Terry Damiano Service Head Housing</p>	<p>Jan 2008</p> <p>Jan 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R6 An area of grave concern for the group is the lack of appropriate recycling facilities and access to facilities in new housing developments. The group understands that planning is able to penalise developers via a breach of condition notice. It therefore recommends that there should be a more joined up approach, between the recycling team and planning to monitor new developments and enforce action. The working group expresses concern that the Council does not have the resources to check new housing developments for breach of contract (including for recycling facilities) and sign them off as compliant, especially with the large number of developments under construction. Additional resources need to be considered to make sure that enforcement is given greater priority. This is vital in safeguarding the quality of the borough's environment.</p>	<p>Review and implement process for joint working and enforcement.</p> <p>Conditions are attached to planning permissions requiring the provision and approval of appropriate waste and recycling facilities prior to the occupation or completion of the development. At both the pre-application and formal application stages Waste Management officers give guidance on the plans for waste and recycling facilities proposed This includes access for collection vehicles, capacity of containers and maintenance of the bins and stores.</p> <p>Once either a certificate of occupation or a final completion certificate arrives at the Council a Waste Management officer visits the premises to ensure that accessible bins for recycling and residual rubbish are in place, of adequate capacity and kept clean and tidy. If facilities are found to be in breach of the planning conditions the Recycling Officer immediately refers the case to a Planning Officer for appropriate enforcement action.</p>	<p>Management Owen Whalley, Service Head, Major Project Development /John Palmer, Service Head, Street Management</p>	<p>August 2007 Complete</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R7 This review recognises the decision for the new contract to cease door to door collections in high rise accommodation, based on the increased value for money of the near entry approach, and suggests the following provisos:</p> <ul style="list-style-type: none"> i a wide range of consultation is undertaken to ensure that the majority of high rise residents are supportive of adopting the near entry approach. ii If the consultation is positive and the near entry approach is adopted that effective communication is undertaken to explain why it has been introduced and the benefits of the changes iii That this change must not make it harder for people living in high rise accommodation to recycle, with particular emphasis on how the recycling is moved from the home to the communal facility. 	<p>Detailed inventory and assessment of recycling facilities high rise stock including assessment of compliance with London Fire Brigade guidance in respect of Regulatory Reform (Fire Safety) Order in October 2006 (funded by ROTATE and conducted by SNU and London Remade)</p> <p>One third of stock (c.700 blocks)</p> <p>Complete Phase 1 consultation and conversion</p> <p>Complete Phase 2 inventory, consultation and conversion</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>Sep 2007 Complete</p> <p>March 2008</p> <p>March 2009</p>
<p>R8 The review group would expect the</p>	<p>Include separate food waste 'lot' for street based properties in</p>	<p>Fiona Heyland,</p>	<p>Sept 2007</p>

Recommendation	Response / Comments	Responsibility	Date
<p>new contractor to use the results of recent waste analysis to help develop a service based on the recycling needs particular to Tower Hamlets. The Review would therefore welcome the re-investigation of the option to introduce food waste recycling. Whilst the group is aware that the majority of London Authorities providing this service only do so for street level properties, the review would welcome an innovative approach as to how food waste recycling could be rolled out to all properties.</p>	<p>tender for integrated recycling contract to assess affordability Evaluate potential for high rise food waste service with recycling contractor</p>	<p>Head of Waste Management</p>	<p>Oct 2008</p>
<p>R9 The review would encourage the contract proposal to make reference to the recent national policy guidance on recycling and regional London-wide changes that might be introduced. Based on the evidence of this review, the group would welcome any changes that would stream line the approach to recycling and develop a more co-ordinated approach to waste</p>	<p>Although there have been proposals for a single waste authority by the GLA this has not progressed. The government is considering legislation to allow waste authorities to enter into voluntary consortia and this will be considered as part of the strategic review of waste disposal options. In the meantime officers will continue to work closely with other London boroughs to share best practise and resources wherever possible.</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>ongoing</p>

Recommendation	Response / Comments	Responsibility	Date
<p>minimisation across the capital, including the proposed London Single Waste Authority.</p> <p>R10 The group would support increasing publicity around recycling, particularly around what happens to the recycling when it is picked up. The group commends the new pamphlet explaining recycling in a range of community languages but would propose that other methods of communication are also utilised using a range of media. The Recycling team should have a presence at the boroughs wide range of festivals and community events to provide information and recycling facilities to residents. A regular page or column in East End Life, highlighting some of the more innovative approaches to recycling should also be considered. An estate recycling road show may be another option.</p>	<p>Tender for comprehensive “door stepping” awareness raising campaign of all properties in the borough, canvassers to include Sylheti and Somali speakers. (WRAP funded) Contractor appointed</p> <p>Phase 1 Door stepping 21,234 low rise properties completed</p> <p>Revisit non contact properties completed</p> <p>Re run participation survey (baseline March 2007) and evaluate</p> <p>Phase 2 High Rise properties completed Evaluation</p> <p>Recycling facilities to be available at all major events in the Borough. (9 major festivals serviced in summer period)</p> <p>Continuing programme of publicity including Ease End Life, EID and Christmas campaigns</p> <p>Muslim Women’s Environmental Collective established in partnership with the LSP programme includes:</p>	<p>Kevin Crook, Waste Policy and Development Manager</p>	<p>May 2007 - Completed</p> <p>Aug 2007 Completed</p> <p>Sep 2007</p> <p>Oct 2007</p> <p>Feb 2008</p> <p>Mach 2008</p> <p>On-going</p> <p>On-going</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Befriending scheme targeting 80 families and monitoring behaviour change regarding recycling and sustainable living.</p> <p>Community outreach activities involving community radio and an address to 400 women on the purpose of the collective and sustainable living.</p> <p>The Waste Education Project has a series of films and publications encouraging recycling and waste minimisation widely available.</p> <p>Waste Education pack distributed to all schools</p> <p>All major RSLs include recycling booklet in new tenant packs</p>	<p>Robin Beattie Strategy & Programmes Manager</p> <p>RSLs</p>	<p>Jan 2008</p> <p>Oct 2007</p> <p>Sept Completed</p> <p>On-going</p>
<p>R11 Schemes such as the community composting should be rolled out to all residents living in high rise accommodation, as well as schools. The Council should look at further ways to incentivise residents to recycle.</p>	<p>Roll out community composting : Scheme is very labour intensive and not suitable for all high-rise blocks. It requires enthusiastic co-ordinators living at each block where a scheme is introduced. Schemes have already been implemented at: Mullet Gardens, Evelyn House, Cinnabar Wharf and Spelman Street, (Spitalfields HA)</p> <p>Matilda House</p>	<p>Kevin Crook, Waste Policy and Development Manager</p>	<p>June 2007 Completed</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Jubilee Crescent</p> <p>Develop financial incentive scheme for consideration by Members. (Subject to outcome of central government consultation and necessary legislation).</p>		<p>Sept 2007 Completed</p>

Response to Scrutiny Working Group Report on Domestic Violence

Recommendation	Comments	Date	Update: February 2008
<p>R1 The Council considers further opportunities for improving the ability of victims to report domestic violence. For example through the use of the Council's internet, I-kiosks and one stop shops.</p>	<p>The Domestic Violence (DV) Team continues to promote domestic violence services in partnership with the Domestic Violence Forum. This includes provision of information in community languages at a range of outlets and events. 25 outreach stalls have been held at community venues across the borough with approx. 2,000 information packs distributed to members of the public. Advertisements have been included in the Schools Menu Guide which is distributed to all parents every term, and the Council's Domestic Violence web-pages have been updated. We have continued to promote awareness of DV issues and services through the local media, with regular news items in East End Life in particular.</p> <p>Work is also underway with mainstream service providers so that staff are able to address DV proactively with their service users if they have concerns. 2 projects are underway to develop these approaches:</p> <ul style="list-style-type: none"> • NCH Barika Project: is currently working with 9 schools, and pupil referral units providing staff training, parents' workshops and information sessions and workshops for pupils. 	<p>March 2007</p>	<p>This programme of work has continued with new domestic violence awareness materials launched in November 2007 and a complete revision of the Council's website information on domestic violence. The DV Team is working with advertising agency AMV BBDO to produce a short cinema advertisement raising awareness of the seriousness of domestic violence, and has recently taken campaign materials on to the street with a valentine's day campaign reported in East End Life.</p> <p>Outreach stalls at community events and festivals continues, with the DV team having a presence at 20 events so far this year – reaching over 2,000 members of the public.</p> <p>The Warrior Women holistic personal safety programme has been successful in engaging women from migrant, refugees and homeless communities, as well as working with young women and women in refugees.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R2 The Council should regularly assess that the balance of services provided matches the profile of victims of domestic violence. This will ensure those of different gender, ethnicity and age are given the help they need.</p>	<ul style="list-style-type: none"> • THPCT has secured NRF funding to develop policy and practice on DV. Training for Health Visitors has been prioritised to equip them with the skills to identify and assess the needs of families with young children where DV is occurring. <p>An LAA target has been adopted to measure performance on improved access to services: LAAs 103 “Reduction in the average amount of time victims experience domestic violence before seeking help from a specialist service”, 2004-05 baseline 4.6 years. The outturn on this indicator in April to December 2006 was 3.2 years, a far greater improvement than anticipated.</p>	<p>March 2007</p>	<p>The profile of victims coming to the attention of the DV Team from 1/04/07 18/02/08 was:</p> <p>Number of cases: 580</p> <p>Gender: 548 female victims (94%) 32 male victims (6%)</p> <p>Ethnicity: Asian 287 (49%)</p>

Recommendation	Comments	Date	Update: February 2008
	<p>gender.</p> <p>The profile of victims coming to the attention of the DV Team from April-December 2006 was as follows:</p> <p>Number of victims: 399</p> <p>Gender: Male: 29 (7%) Female: 370 (93%)</p> <p>Tower Hamlets Victim Support Scheme has secured funding for a part-time LGBT worker who primarily provides support to victims of homophobic crime. This worker has also been trained to support victims of same-sex DV and is able to support male victims of DV.</p> <p>Age: 18-25: 104 (26%) 26-40: 173 (43%) 41-60: 76 (20%) 60+: 8 (2%) Unknown: 34 (8%)</p> <p>Disabled: Yes: 25 (6%) No: 374 (94%)</p> <p>Language support needed: Yes: 88 (22%) No: 311 (78%)</p>		<p>White 193 (33%) Black 52 (9%) Other 23 (4%) Not given (3%) Somali 5 (1%)</p> <p>Disability: Yes 39 (7%) No 541 (93%)</p> <p>Age range: u19 (28) – 65+ (11) largest age group 26-34 yrs (219) (37%) Language support needed: Yes: 126 (22%) No: 454 (78%)</p> <p>The number of cases coming to the DV team's attention has increased, but the profile of service users remains quite consistent, with a small number of male victims seeking help, a slight increase in the numbers of disabled victims, and a significant proportion of victims requiring language support. This suggests that the Council's work to reach migrant women, in particular, is proving successful.</p>

Recommendation	Comments	Date	Update: February 2008
R3 The Council's Corporate Policy on Domestic Violence be revised and updated to reflect changes nationally, across London and locally to domestic violence.	<p>Unfortunately data on ethnicity is not available at present because of a database problem – this is being resolved with the database developers.</p> <p>A preliminary paper review of the policy has been completed, but progress on this work has been delayed due to departmental restructure and relocation. It is proposed that a Members' working group focused on Domestic Violence be established to progress this recommendation, with a revised milestone to re-launch the policy by November 2007.</p>	December 2006	This has proved difficult to progress due to the rapid pace of change in domestic violence policy nationally and in London, combined with key staff changes in the DV Team. For example, new All London procedures on safeguarding children at risk due to DV were due to be published in November 2007, but the consultation period was extended and a new publication date has not been set so far. All new information and training materials have been updated in line with the current government definition of DV. In May 2007 the DV Forum launched new multi-agency guidance on responding to victims of DV who have no recourse to public funds (subject to immigration control). This adds to the wide range of local policy and practice guidance on DV issues which includes guidelines for schools on responding to DV (cited as an example of best practice by the Local Government

Recommendation	Comments	Date	Update: February 2008 Association) and guidelines for Housing Staff.
R4 The Council's Corporate Policy be developed in consultation with the Domestic Violence Forum and the Living Safely Community Plan Action Group.	As above R3	December 2006	See above
R5 The Council's definition of domestic violence reflects the national definition of domestic violence.	As above R3 The national definition has been incorporated into the new DV web pages and all new public information materials.	December 2006	See above
R6 The Council consider further how it can improve and monitor the consistency of the response given to domestic violence victims. This should also be discussed through the Violent Crime Action Group.	The Violent Crime Action Group has discussed the issue and key partners have provided information on how they manage DV cases to ensure consistent standards, however, as practice is continually evolving and new services are developing, victims who have used services over a period of time may notice changes. It is proposed to address the issue of consistency in Council services as part of the Corporate DV policy review (see R3, R4,R5).	September 2006	Systematic approaches to customer feedback have now been embedded within the Sanctuary project, with service users invited to give structured feedback 3 months after the work has been completed. The DV team is piloting a spot check process, making follow up calls to a small sample of victims whose cases have been referred via the DV1 process. This is providing useful information on service users

Recommendation	Comments	Date	Update: February 2008
<p>R7 A scheme, modelled on the Safety Net Scheme in Camden, be developed. This should involve and consult service users in its development.</p>	<p>The Living Safely CPAG rejected a proposal to set up such a scheme in 2004. Without support at this level it is not possible to progress this recommendation.</p>		<p>experience of DV services. Feedback is forwarded to relevant agencies as appropriate.</p> <p>The Council's Co-ordinated Community Response to DV model has been adopted by the Home Office for roll out nationally. Rather than focussing on co-location of services, this model seeks to establish a co-ordinated response across different agencies including universal, mainstream, specialist and targeted services. The development of "one stop shop" approach will be costly and it is important to assess the cost benefits of such an approach.</p>
<p>R8 The Council recognises that peer support is important in recovery from domestic violence and secures sustainable funding for the Warrior Women project.</p>	<p>6 courses have been completed so far this year, with a further 6 to be completed by end March 2007.</p> <p>This programme received a Mayor of London's Domestic Violence Award in November 2006.</p> <p>Funding has been secured to continue the programme in 2007-2008 with a target to deliver 15 courses, including at least 3 courses for young women (16-18).</p>	<p>March 2007</p>	<p>11 courses have been completed so far this year, with 145 women participating. A further 4 courses will be completed by March 2008.</p> <p>Funding for the project ends in March 2008.</p> <p>Funding to continue the project is being sought through the Living Safely CPAG. The possibility of developing formal accreditation for the training, and extending to programme to address</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9 The Council recognises that supporting women to choose to stay in their own home safely is immensely valued by those recovering from domestic violence and secures sustainable funding for the Sanctuary project.</p>	<p>Funding has been secured for the Sanctuary Project through the Homelessness Prevention Fund for 2006-2007 and 2007-2008.</p> <p>32 cases were accepted on to the Sanctuary project to end January 2007, with a target of 40 to end March 2007.</p> <p>The services offered by the Sanctuary project have been enhanced with the provision of care alarms, mobile phones and one-to-one safety planning sessions.</p>	<p>March 2007</p>	<p>issues of financial exclusion and access to education, employment and training is also being explored.</p> <p>The Sanctuary project has continued with a total of 89 households now receiving this support since the scheme started in 2005. Feedback from service users has been overwhelmingly positive, with only 1 service user subsequently having to move home because of DV, and 94% saying they feel safer as a result of the project.</p>
<p>R10 When victims of domestic violence are re-housed outside of Tower Hamlets, the Council should ensure that receive information about the domestic violence services they can access.</p>	<p>NRF funding for floating support to support victims of DV placed in temporary accommodation by the LBTH Homelessness Service has been secured for 2006-2008.</p> <p>The project is being delivered by Tower Hamlets Women's Aid. Service provision includes completion of a risk and needs assessment and a support plan, with weekly home visits to support victims to build safe, independent lives for</p>	<p>March 2007</p>	<p>The pilot project delivered by THWA came to an early end because of funding issues within THWA. However, the pilot was able to demonstrate the need for such a service, and the Supporting People Commissioning bod is considering how to address this with the commissioning of Floating Support services.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R11 The Council develops an Action Plan to deal with the perpetrators of domestic violence. This should recognise the need to improve the way perpetrators are dealt with by the police and criminal justice system and outline action to rehabilitate perpetrators to ensure re-offending does not occur.</p>	<p>themselves and their children. The service has capacity to work with 40 households a year.</p> <p>A report "Getting away with it?" Domestic Violence Perpetrators in Tower Hamlets" was presented to the Living Safely CPAG in November 2006. This report made several recommendations. The agreed priorities for action are</p> <ol style="list-style-type: none"> 1. To provide specialist training in working with DV perpetrators to key staff (funding has been secured to train 32 key professionals in 2007-2008) 2. To work towards establishing a specialist DV Court at Thames Magistrates Court. This is a more challenging area of work as it requires a high level of partnership co-ordination between the key criminal justice agencies (Police, Crown Prosecution Service, Thames Court and Probation) there are issues of capacity in all agencies to progress this. <p>In addition to the above, the terms of reference of the multi-agency DV Safety Planning Panel have been revised so that the panel now deals with identified prolific and persistent DV perpetrators – the membership of the Panel has been expanded to include offender focussed services including the Drugs Intervention Programme and Community safety Operations who can offer interventions</p>	<p>December 2006</p>	<p>Training on working with DV perpetrators has been commissioned and is being delivered to 25 participants, including social workers, counsellors, psychologists and drugs workers from a range of local agencies. Funding is now being sought through the LSCPAG to commission a perpetrator programme that works to national standards of good practice, to provide access to perpetrator services for men on a voluntary basis (that is, those not convicted through the courts who have access to Probation programmes).</p>

Recommendation	Comments	Date	Update: February 2008
<p>R12 Information be developed across services and provided to domestic violence victims about the services that are available to them and the standards of service they should expect.</p>	<p>focussed on the offender.</p> <p>A consultation session has been held with the borough Domestic Violence Forum to review the Forum's agreed good practice guidelines, with a view to using this as the basis for a DV services "customer promise" that would be promoted to the public. It is proposed to include these standards within the DV services directory (due to be updated in April 2007).</p> <p>It is further proposed that the revised corporate policy would also include standards that Council services will adhere to in DV cases.</p>	<p>December 2006</p>	<p>A new DV information directory is due to be published which includes updated best practice standards, and has new material on risk assessment in DV cases.</p> <p>The new "spot check" system in place to follow up on DV1 forms provides opportunity to quickly identify if best practice standards are being maintained across council departments and in partner agencies.</p>

Appendix 5

Action Plan - Response to Scrutiny Challenge Session on Determination of Major Planning Applications

Recommendation	Response / Comments	Responsibility	Date
<p>R1 That Development and Renewal seek to improve resident involvement through holding sessions that help support and give guidance about proposed developments. This would give residents the confidence to exercise and extend involvement to its fullest potential.</p>	<p>Planning process training sessions to be offered through the LAP network to local residents.</p>	<p>Jerry Bell</p>	<p>During 2008/9</p>
<p>R2 Public meetings on Pre-Planning Applications should be held during daytime at weekends to maximise community participation.</p>	<p>Community Forum Customer Feedback forms to include a question on preferred times for holding public meetings. Future Community Forum meetings to be arranged in accordance with customer's wishes.</p>	<p>Stephen Irvine</p>	<p>View taken over next 6 months</p>
<p>R3 An external facilitator should be asked to chair public meetings to ensure its smooth running and avoid accusations of bias.</p>	<p>Applicants to be requested to provide and finance an independent facilitator from list provided by officers. It must be noted that applicants cannot be compelled to do this and in the absence of an independent facilitator these meetings will be chaired by officers.</p>	<p>Officer leading on pre-application to initiate in each case</p>	<p>On-going – reviewed December 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R4 Lists of current and forthcoming Major Planning Applications to be circulated to all Councillors.</p>	<p>Many early discussions on developments do not result in an application. Generally these discussions are also commercially sensitive and have to be treated confidentially. Once a Community Forum is proposed, pre-application developments can be circulated to members in the form of a period list. Current applications can be included in this list.</p>	<p>Stephen Irvine</p>	<p>From April 2008</p>
<p>R5 That documents should be prepared to guide local residents confronted with the complexity of planning applications and legislation, with advice and practical support to enable them to support or object to applications that affect them. This would include guidance in simple language on what is a material planning consideration, how to comment on planning applications, how the council determines applications etc. Members' suggestions on what type of guidance might assist constituents could be considered.</p>	<p>A suite of such documents is being prepared and will be published on the web site in the next few months. When published, members will be informed via the Members' Bulletin and requested to advise on what other material may help their constituents.</p>	<p>Michael Kiely</p>	<p>Advice notes published on web April 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R6 Research into other Local Authorities should take place to see best practice when consulting with residents. This might help develop and improve the delivery of service.</p>	<p>The Service Head Development Decisions, as Chair of the Association of London borough Planning Officers, will undertake an audit of other London Boroughs' practice and explore further any examples of best practise.</p>	<p>Michael Kiely</p>	<p>Audit by April 2009</p>
<p>R7 Support with any training needs that may help Members become involved more.</p>	<p>The current programme of compulsory "core" training in planning and probity each May will continue, and be supplemented with 3-monthly courses on other planning issues. Section 106 and Development Finance has already taken place and a session on the LDF process is planned for April. Future ideas for sessions are Urban Design and Secure by Design.</p>	<p>Michael Kiely</p>	<p>On-going – reviewed April 2009</p>

Progress on Fair Shares Recommendations

Recommendation	Response	Date	Update: February 2008
<p>R1. The Regeneration Strategy should be explicit in how it intends to target specific groups of people who require support to enable them to gain access to employment.</p>	<p>The Regeneration Strategy is necessarily written at a broad level. It does contain however, a commitment to increase access to employment for target groups: young people, ethnic minority communities, women, disabled people and people aged over 50.</p> <p>The Regeneration Strategy submitted to Cabinet in June 2005 included an action plan for each of the priorities. This detailed the activity to achieve this including setting up community hubs to draw people into employment in a structured way and a joint team between Skillsmatch, Tower Hamlets College and the Council to target long term unemployed people. It also proposes to evaluate existing and new projects so that practice is improved continually.</p>	<p>Achieved</p>	
<p>R2. Any future amendments to the strategy should also be consulted upon widely through the Creating and Sharing Prosperity CPAG.</p>	<p>It is intended that the Regeneration Strategy is updated every three years with the Creating and Sharing Prosperity CPAG. In addition, the CPAG will take a lead role in the maintenance and implementation of the</p>	<p>Mar 06</p>	<p>The Employment Task Group (sub group of the CPAG) have had ongoing discussion in response to the high number of Government papers and reviews that are affecting the employment, skills and</p>

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<p>R3. Further consideration is given to the title of the strategy.</p>	<p>Strategy on an annual basis. This is an essential part of the process to maintain the relevance and coherence of the Strategy. This is particularly important given that London is now hosting the 2012 Olympics.</p> <p>The Strategy is called "Creating and Sharing Prosperity in Tower Hamlets." This reflects the two important aspects of economic development to both create and then share opportunities and prosperity. It also connects directly the Regeneration Strategy to the Vision for the borough agreed in the Community Plan and particularly, the Community Plan theme Creating and Sharing prosperity.</p> <p>It is also important to stress that in promoting the Strategy - locally, regionally, nationally and internationally – the Council will use key messages that directly connect to target audiences. Further information on this is outlined in the Action Plan under Priority Four: Develop Marketing.</p>	<p>Achieved</p>	<p>worklessness agenda. The Task Group have a regular report on each C&SP CPAG agenda. The Leitch review, Freud paper, and all green and white papers on Welfare Reform have been taken into account in the decisions to update the Regeneration Strategy.</p>
<p>R4. Overview and Scrutiny Committee should closely</p>	<p>Overview and Scrutiny Committee considers the Tower Hamlets Index every two months.</p>	<p>Every two</p>	<p>Refer to improvement in payments performance as set out in bi-monthly</p>

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<p>monitor BVPI 8 – undisputed invoices paid within 30 days - as part of its work programme for 2005/2006.</p>	<p>This includes BVPI 8. The Committee is aware of the recommendation made by the Fair Shares Scrutiny Working Group.</p> <p>In addition the Director of Resources, Martin Smith will be informed of the concerns of the scrutiny working group in the performance of the Council in making payments promptly.</p>	<p>months</p>	<p>indicators monitoring</p>
<p>R5. Further consideration is required on the linkages with some of the other key strategic policies of the Council.</p>	<p>The Community Plan is the overarching Strategy that guides the activity of all agencies in the borough. For the Council's contribution to the regeneration and economic renewal of the borough – brought together under the Creating and Sharing Prosperity theme – the Regeneration Strategy is the guiding strategy.</p> <p>It is recognised that the Regeneration Strategy will have implications for other key strategies such as the Third Sector Strategy, Asset-Base Management and the Employment Consortium. This will be considered as part of the implementation of the Action Plan and the further updates of the Strategy.</p> <p>As highlighted earlier it is also proposed that the CPAG consider regularly the progress on</p>	<p>Ongoing</p>	<p>Following Government guidance and the Council's approach to 'place shaping' there has been a great deal of work in bringing together the spatial strategies of the Council with the Community Plan priorities. This work has been taken forward through the refresh of the Community plan and the work to set the 35 LAA priorities.</p> <p>As the Council is now a major player in the City Strategy initiative with the other 4 Olympic host boroughs the priorities and opportunities of this approach will be incorporated into key strategic policies affecting the workless agenda including parental engagement strategy, children and young person plan, and the Olympic delivery plan.</p> <p>In view of the emphasis on tackling</p>

Recommendation	Response	Date	Update: February 2008
	<p>implementing the Regeneration Strategy. This will provide a further opportunity to explore the key links between the Council's – and other partner's – strategic policies.</p>		<p>worklessness through family engagement the refresh of the Regeneration Strategy is leading to review of the document to create an employment, skills and enterprise strategy, incorporating the guidance to link economic development more strongly to spatial strategies.</p>
<p>R6. Consideration is given to develop an approved list of local artists with the Cultural Industries Development Agency that could be used for Planning Contributions.</p>	<p>The potential of providing a directory of local artists will be explored as part of the rollout of the "Develop the Economy" priority in the Regeneration Strategy Action Plan. Agencies - such as the Cultural Industries Development Agency – will be consulted as part of this.</p>	<p>Mar 06</p>	<p>Refer to previous comments</p>
<p>R7. Further efforts are made to develop networks of voluntary sector groups where both formal and informal sharing of ideas can be made.</p>	<p>Stronger and more productive networks for the Third Sector are being developed through the recently established Community Empowerment Network.</p>	<p>Ongoing</p>	<p>Tower Hamlets Partnership issue. Deputy Chair of CPAG is from CEN</p>
<p>R8. Further research be carried out to examine in detail the low employment in the borough among Bangladeshi women and economically</p>	<p>The Regeneration Strategy Action Plan promotes a range of initiatives designed to maximise input and achieve a structural shift in the pattern of employment.</p>	<p>Mar 06</p>	<p>Some work has been undertaken to identify datasets available to inform our priorities. In some areas the information is held by Jobcentre plus and not available for interrogation.</p>

Recommendation	Response	Date	Update: February 2008
<p>active residents holding little or no qualifications.</p>	<p>As a result, the Action Plan focuses on these groups in Years 4-6. This will include research to identify the barriers and other access issues facing these groups before specific initiatives or projects are developed.</p> <p>The Strategy and Action Plan also identifies that evaluation and review are critical to producing a Strategy that is evidence-based. As the Strategy and Action Plan progresses, this will ensure that the lessons and information from previous activity inform new initiatives and projects.</p>		<p>Through the City Strategy pilot the 5 boroughs are exploring better ways to share the essential research and analysis of databases which require high level DWP agreement.</p>
<p>R9. The Scrutiny Lead for Creating and Sharing Prosperity should examine the employment sector strategies in conjunction the Development and Renewal Directorate when formulating the Overview and Scrutiny work programme for 2005/2006.</p>	<p>The information and issues were used to inform the work programme for 2005/06. This includes work to assess the impact of the Skillsmatch project on employment opportunities for local people.</p>	<p>Achieved</p>	
<p>R10. Overview and Scrutiny and councillors broadly should be kept regularly informed of progress being made in</p>	<p>As part of the implementation of the Regeneration Strategy, a progress report produced via the Creating and Sharing Prosperity CPAG will be made available</p>	<p>Ongoing</p>	<p>The progress on the refresh of the Regeneration Strategy and its formation into a more strategic approach to worklessness will be reported on and</p>

Recommendation	Response	Date	Update: February 2008
<p>realising the Regeneration Strategy.</p>	<p>each year. This may be undertaken as part of the annual updating of the overall Community Plan.</p> <p>An Overview and Scrutiny Challenge Session to monitor the impact of the Regeneration Strategy is planned for later in the Municipal Year.</p> <p>During 2005/06, the Lead Member and Director will attend Overview and Scrutiny Committee. This provides an opportunity for members to request an update on progress.</p> <p>These different opportunities will ensure that Overview and Scrutiny and councillors more widely are advised of progress in implementing the Regeneration Strategy.</p>		<p>consulted on through the C&SP CPAG.</p> <p>The progress on the City Strategy pilot will also be reported to the CPAG and used to inform future policies.</p> <p>Both sources will ensure that allocation of Working Neighbourhood Fund and other external funding available for workless initiatives is informed by the C&SP CPAG.</p>

Appendix 7

Response to Scrutiny Working Group Report on Graduate Unemployment

The Working Group recommendations focus on areas requiring consideration and action by the Council and other organisations working to support local graduates into appropriate employment and training. It is important to stress that improving the opportunities for local graduates to develop their employment skills and enter appropriate level roles is not the responsibility of one agency, it's something that many different organisations can help contribute to. That's why we're directing our report and recommendations to the Tower Hamlet Partnership's Community Plan Action Groups (CPAGs).

Recommendation	Response / Comments	Responsibility	Date
<p>R1 The Employment Task Group commissions research to establish the extent and nature of graduate unemployment and underemployment in the borough to provide a baseline to inform future action.</p>	<p>There is no funding currently available to resource this research. Approach to be made to Metropolitan University representative on Creating and Sharing Prosperity CPAG (Jenny Sommerville) to determine if there are any resources or funding routes available to universities for this type of research.</p>	<p>Sue Hinds – Employment and Enterprise Manager D&R LBTH</p>	<p>Nov 07</p>
<p>R2 The Council expands in-house graduate training to maximise opportunities for graduates to gain skills, experience and professional qualifications in a public sector workplace setting, regardless of their ethnic background.</p>	<p>The council has recently agreed a revised and enhanced graduate training scheme which has been recruited to for 07/08. The council is adopting a more cohesive approach to training and work experience generally and including graduates and is working closely with the PCT on this. It is also intended to develop a competency and qualification framework that will be used in recruitment and training which will, amongst other things, identify graduates who have not entered the workforce via a particular scheme, and develop their skills and knowledge. Progress on the scheme will be reported to C&SP CPAG every 6 months.</p>	<p>Deb Clarke – Joint Director of Human Resources LBTH and Tower Hamlets Primary Care Trust</p>	<p>Oct 07</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R3 A Task Group is established to champion employment opportunities for local graduates, and to coordinate initiatives to achieve this. This should include Council officers, employers, universities and graduates.</p>	<p>The Employment and Employability Task Group will take on this role. A small task group will be formed to include Tower Hamlets College, LBTH, ELBA and Connexions. ELBA have facilitated the successful CAT scheme and local graduates from that programme will be included as well as local employers identified through ELBA. Task group will report to the wider Employment and Employability task group and from there to C&SP CPAG</p>	<p>Sally Roberts - ELBA</p>	<p>Task Group established Sept 07</p>
<p>R4 The Task Group explores:</p> <ul style="list-style-type: none"> • using Skillsmatch to develop volunteering or secondment opportunities for graduates to gain experience of working in local companies and organisations • developing a mentoring scheme for local graduates. 	<p>These tasks will be explored by the Task Group and progress and outcomes reported back to the C&SP CPAG.</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Quarterly reports to CPAG</p>
<p>R5 The Task Group explores:</p> <ul style="list-style-type: none"> • how to identify the key employment skills shortages now and in the future based on the likely development of the local labour market projected in the Tower Hamlets Regeneration Strategy • the best means of improving 	<p>The evidence base of the refresh of the Regeneration Strategy will identify skills shortages and potential areas of employment as well as the recent Learning and Skills Council research. However the advice to graduates provided locally is based on current job vacancies, the career aspirations of graduates and the work experience essential to gain access to appropriate career pathways.</p> <p>This information will be co-ordinated and made available to all local agencies working with graduates</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Evidence base available January 08</p> <p>Advice information available in leaflet form</p>

Recommendation	Response / Comments	Responsibility	Date
<p>the range and relevance of careers advice to the local labour market.</p>			by March 08.
<p>R6 The Task Group support and monitor the proposed East London Business Alliance (ELBA) and Queen Mary University Graduate Network pilot to increase the opportunities for local graduates to meet local employers and to consider how this can be extended across the borough.</p>	<p>To be considered by Task Group following presentation by ELBA and QM University</p>	<p>Sally Roberts - ELBA</p>	<p>Feb 08</p>
<p>R7 The Task Group develop further the links between schools and employers by coordinating and facilitating careers workshops / advice sessions between all agencies.</p>	<p>Timetable of activity to be determined</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Feb 08</p>

Note: All activity and progress against action plan will be monitored and minuted by the Task Group and reported back to CPAG in quarterly reports.

Response to the Scrutiny Working Group Report on School Exclusions

Recommendation	Comments	Date	Update: February 2008
<p>R1 As part of continuing to monitor the reasons for exclusion, The Council should commission a specific piece of work looking at how different schools interpret verbal abuse to adults and pupils. The LEA, in consultation with the Schools Forum (or appropriate body) should draw up guidance for schools.</p>	<p>Annual reports to secondary schools on exclusions are produced which include the reasons for exclusions and highlight differences in approach between schools. Where the practice of one school significantly varies from other schools this is discussed with the Head, SLT and governors by the social inclusion lead, head of behaviour support and the school development advisor. For example this has been an issue in one school, which following its discussion with the school SLT, is now reviewing its short term exclusion policy and considering the option of an internal alternative to exclusion.</p> <p>Training in conflict resolution has been promoted with schools to demonstrate how people within the school environment can model appropriate behaviour by employing the language of choice, rights and responsibilities. A conference led by young people on Conflict Resolution was held in the Autumn term.</p> <p>The secondary school statistics for 2005/06 were analysed at the end of the year: the number of fixed term exclusions increased slightly but because of an increase in the school population the rate of fixed term exclusion per thousand actually decreased slightly.</p>	<p>March 2007</p>	<p>This action was superseded as a result of a significant increase in weapons related exclusion in the figures for 05/06. In 04/05 there were 5 weapons related exclusions. In 05/06 there were 25. Given the severity of the risk that this figure seemed to imply, this was deemed to be the priority issue for tackling with regard to reasons for exclusion.</p> <p>A targeted intervention was agreed which included the police working in partnership with us and commissioning a DVD based on the work of a local youth theatre group. The pupils worked with a writer to produce a film about bullying, phone theft and the potential consequences of carrying knives for protection. This was circulated to schools with teaching notes and police officers also worked in classrooms on the issue.</p>

Recommendation	Comments	Date	Update: February 2008
	<p>There were small decreases in exclusions for physical and verbal abuse to both other pupils and to adults. Exclusions for bullying, racist offences, sexual misconduct and drug related offences remained rare and either reduced or remained at a similar level to the previous year. However, exclusions for weapons related offences went up significantly. Because of the concern about the increase in weapons related offences, which was also apparent in the permanent exclusions, the priority for remedial action has moved away from verbal abuse.</p>		<p>INCOs were also advised to undertake direct work with late and midterm admissions and to be more overt in their tackling of the weapons issue as part of their induction process, particularly for students resident in other boroughs as there was a clear correlation between this group and the rise in weapons related exclusions. Some schools also explored the use of weapon detection “wands”. Knife arches were used at Tower Hamlets college.</p> <p>In 06/07 weapons related exclusions dropped to 5. Overall permanent exclusions dropped from 62 to 51.</p>
<p>R2 All schools should be encouraged to develop the active involvement of parents and local communities in behaviour management. The LEA should develop a framework with case</p>	<p>Parental engagement is at the heart of our Local Area Agreement. Parental and local communities’ involvement is vital in behaviour management of young people within and outside school. The Council supports all schools in developing active involvement of parents and the local community in reviewing behaviour policies, in line with the DfES guidance on</p>	<p>March 2007</p>	<p>The Education and Inspection Act 2006 which came into force in April 2007 requires governors to consult on a statement of principles about behaviour, with parents and, for the first time as a legal requirement, with pupils, as well as other stakeholders</p>

Recommendation	Comments	Date	Update: February 2008
<p>studies that demonstrates the tools, techniques and advantages of this approach.</p>	<p>behaviour policy development. The Authority has developed a Family Support and Parental Engagement Strategy with 24 projects aimed at improving parental engagement including</p> <ul style="list-style-type: none"> ➤ an annual parents conference, ➤ a DfES Early Intervention Pathfinder project which significantly expands access to parenting courses using the Race Equality Unit's "Strengthening Families, Strengthening Communities" programme, focussing particularly on families with children at risk of anti-social behaviour. ➤ A Family Intensive Support Programme and Home Office Respect Agenda Family Intervention Project targeted on the most challenging and needy families. <p>A pilot Safety Zone has been established around St Paul's Way Community School which is engaging local services and agencies in collaboration with the police and the school to reduce poor behaviour.</p>		<p>such as the local community and other schools in their partnership. Head teachers must then base the school behaviour policy on these principles.</p> <p>There is new and very clear statutory guidance for governors on how they should engage parents in this process. The principles must be understood and agreed by those consulted. It is based on a "rights and responsibilities" approach to the management of behaviour. Training for Governors on this change to procedures and on how parents should be fully consulted and engaged in the process is underway.</p>
<p>R3.1 It is essential to have robust and timely information to identify trends and respond effectively.</p>	<p>The Council is keen to ensure exclusions are kept to a minimum. Therefore identification of trends will enable the local authority to take action before exclusion measures are taken. In addition, support can be directed to both the school and vulnerable group pupils at an early stage. The Behaviour</p>	<p>March 2007</p>	<p>Exclusions are reported to the LA and both LA level and individual secondary school reports are produced to identify trends and respond effectively: see example re: weapons</p>

Recommendation	Comments	Date	Update: February 2008
<p>R3.2 The Council should explore the potential of THIS Child to support this and evaluate whether additional resources are required to support timely exchange of information and holistic evaluation of outcomes for children and young people.</p>	<p>Strategy Group will consider termly reports from the borough exclusion database.</p> <p>Fixed term exclusions from primary and special schools dropped in 2005/2006 and there were no permanent exclusions from these schools.</p> <p>The number of fixed term exclusions from secondary school increased slightly but because of an increase in the school population the rate of fixed term exclusion per thousand decreased slightly.</p> <p>There was a significant increase in permanent exclusions.</p> <p>Weekly reports are now circulated by the police to schools and key authority officers summarising anti-social activity and crime in and around schools for awareness raising and early warning.</p> <p>In line with the National Every Child Matters agenda, the Common Assessment Framework (CAF) is in the process of being rolled out across the borough to all the children's workforce within the partnership. To date 600 practitioners have been trained in assessing children's additional needs in partnership with them and their parents. The target date for implementation is July 2007. Initial work on "team around the child" integrated working protocols and training on the role of the Lead Professional is underway following DfES Guidance in January 2007</p>		<p>related exclusion above.</p> <p>Tower Hamlets participated in a DCSF eCAF pilot (locally known as THIS Child). The DCSF has recently made a decision to roll out a national eCAF system in which the LA will be required to participate. This is however unlikely to come on stream for two years at a minimum and taking advice from DCSF we have decided to proceed with our local eCAF scheme in the interim as this length of delay is untenable. The local scheme will need to dovetail with the national development and we are in a strong position to contribute to this process. Training with two lead professional teams on THIS Child will start in the Autumn with a view to rolling out more broadly from April 2008.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R4 The LEA should take the opportunity of the Schools White Paper proposals on discipline, exclusion and alternative education to revisit the arrangements and facilitate debate between schools to participate in behaviour management, accepting pupils that have previously been excluded and encourage mutually supportive solutions.</p>	<p>and national training events in February 2007.</p> <p>THIS Child online (a secure web based system) will be used to share information and provide a means of supporting collaborative work across agencies with children that are vulnerable or at risk. It will go live in April 2007.</p> <p>The local version of the CAF form includes a scoring for each element of the assessment which will enable holistic monitoring of outcomes for children.</p>	<p>March 2007</p>	<p>As a result in changes arising from the Education and Inspection Act 2006, from September 2007 secondary schools have to be in partnerships to improve behaviour and attendance. This includes having a shared vision and taking collective responsibility for pupils in their area, arrangements for managed moves and “hard to place” pupils and the provision of alternative education from the 6th day of exclusion.</p>

Recommendation	Comments	Date	Update: February 2008
	after 15 days of exclusion.)		<p>Locally secondary heads have decided to be in one collective Partnership (with the PRU and LA) and have signed an initial COMPACT outlining their responsibilities, which includes purchasing alternative provision from the 6th day of any exclusion from the PRU.</p> <p>They intend to review further the arrangements for "hard to place" and managed moves and revise the COMPACT later in the Autumn term to try to agree a more mutually supportive approach to the placement of pupils.</p> <p>The partnership is likely to be extended to the 14-19 HUB and involve training and FE providers. They are working on a shared statement of principles to support school governing bodies and other institutions in devising their own principles and policies to support behaviour.</p>
R5 The Council recognises the success of the BIP	The lessons learnt are being used to roll out good	March 2007	Areas of rollout of strategies piloted through BIP to date

Recommendation	Comments	Date	Update: February 2008
<p>and examines how key effective elements can be rolled out to all schools and mainstreamed when the programme comes to an end in 2008.</p>	<p>practice from BIP across other schools in addition to the continued development of the Social Inclusion Panel (the multi-agency element of BIP) and early intervention strategies. The development of School Partnerships will build on some of the BIP good practice in this borough.</p>		<p>include:</p> <ul style="list-style-type: none"> • Common Assessment Framework to assess the needs of children holistically. • The role of the Team Around the Child and Lead Professional to support vulnerable children • Movement of the requirement for alternative provision from the 16th day to the 6th day of any exclusion. • Training and development for Behaviour and Attendance co-ordinators in schools. • National training programmes to support behaviour improvement. <p>Funding is being sought through the ECM element of the council grant post March 2008 (end of BIP):</p> <ul style="list-style-type: none"> • Anti-Bullying advice,

Recommendation	Comments	Date	Update: February 2008
<p>R6 As a priority, the Council should invest further in the roll out of the Transition Worker project to target the most vulnerable children in the borough and use the good practice lessons from the project to inform general practice at transition.</p>	<p>The Transition Worker DVD for schools and other agencies on good practice to support schools improve transition for vulnerable pupils was launched in the Autumn term and this work was also promoted nationally through a workshop as part of the borough's Early Intervention Beacon Council day in January.</p> <p>At present the Transition Worker Project is funded through BIP and once the evaluation of BIP is completed the roll out of this project will be looked into. Good practice activities are being promoted with Learning Mentors in schools.</p>	<p>March 2007</p>	<p>monitoring, guidance and training</p> <ul style="list-style-type: none"> • Truancy patrols • SIP / CAF / eCAF management and administration • Leadership for the roll out of national training in behaviour management Transition Workers
<p>R7 The Council should ensure that the</p>	<p>The role of Lead Professional is part of the development of the Common Assessment</p>	<p>March 2007</p>	<p>See above – proposals agreed for one Transition Worker to be allocated to each paired LAP area, subject to confirmation of funding</p> <p>Wide consultation on a protocol to support the work of multi-</p>

Recommendation	Comments	Date	Update: February 2008
<p>development of the role of Lead Professional builds on existing good practice such as the transition worker project and monitor closely the impact for the most vulnerable children in the borough.</p>	<p>Framework. (see above) The Council is a pilot authority for the DfES Budget Holding Lead Professional pilot and this has enabled us to appoint a project manager (from April 2007) to lead the development and consultation on protocols across the children's workforce on "team around the child" integrated work and Lead Professionals. This will build on the guidance issued by DfES in January 2007.</p>		<p>agency Teams Around the Children and the role of the Lead Professional was completed in August 2007. The protocol has now been agreed and distributed.</p> <p>Multi-agency training on the protocol and effective practice, including the monitoring of outcomes, starts in October 2007. This training on integrated working is for practitioners and their managers.</p> <p>Outcomes of the work of multi-agency teams are tracked through the CAF review form which requires a re-score of the initial assessment to assess impact. Project to devise evaluation tool and evaluate outcomes of interventions of early CAFs starting January 2008.</p>
<p>R8 The good practice in behaviour management</p>	<p>Best practise information is disseminated through the schools newsletter "BEHAVE!".</p>	<p>March 2007</p>	<p>The re-appointment of a Behaviour and Attendance</p>

Recommendation	Comments	Date	Update: February 2008
<p>is shared across other schools. In particular, the LEA should consider how the leadership teams in schools that are managing school behaviour effectively can assist, advise or mentor other schools within the borough.</p>	<p>There are termly meetings of behaviour / attendance co-ordinators. Inclusion conferences are held once a term where information and good practice will be shared.</p> <p>Termly reviews of schools identify those schools where exclusions and behaviour are of concern and targets appropriate support to them, including the offer of mentoring or other support from best practice schools in the borough.</p> <p>Borough training is provided for governors on their role in monitoring exclusions and behaviour improvement</p> <p>Training is provided for clerks to discipline committees and independent appeal panels to share good practice.</p>		<p>Consultant in the borough has enabled local Behaviour and Attendance Co-ordinator meetings to be re-established on a regular basis from July 2007. These are a forum for the sharing of good practice and are supported in turn by the National and Regional B&A meetings which enable us to access and share good practice with a wider group of B&A leaders both at school and strategic level.</p>
<p>R9 The Council encourages schools to invest in conflict resolution programmes as a part of their strategies for behaviour management.</p>	<p>A conference for young people involved as conflict resolution peer mediators was delivered in Autumn 2006 to share good practice. A similar conference for schools was held in summer 2005.</p> <p>Schools are generally encouraged to invest in conflict resolution solutions. Schools attached police officers have been trained in conflict resolution methods and regularly employ</p>	<p>March 2007</p>	<p>A number of schools run such schemes from their delegated budget and school attached police officers are trained in the use of conflict resolution and reparative justice.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R10 As part of its response to Government consultation and through its participation in the Behaviour Improvement Programme pilot, the Council should stress that exclusions can have a part to play in effective behaviour management strategies within schools.</p>	<p>these to resolve or diffuse issues in schools.</p> <p>The Council acknowledges that exclusion can have a part to play in behaviour management, and that children must feel safe and able to learn in school. In this context schools are encouraged to have a wide range of sanctions in place with exclusion as a last resort. Monitoring of exclusions by the Local Authority includes ensuring all the necessary support had been given to both the school and pupil prior to the exclusion, and all alternatives to exclusion have been explored. Schools are encouraged to develop internal alternative provision in schools, managed moves to another school and the use of the PRU to provide a period of respite and rehabilitation.</p> <p>The increase in permanent exclusions in 2005/2006 largely reflected a growing concern in schools about the carrying of weapons, especially in the light of recent events reported in the national press. Schools felt there was a need to send out a clear message about this issue. There is a current focus on preventative action to reduce weapons related exclusions involving joint work with the police. A joint video on this issue was produced and launched in the summer 2006 for use in schools.</p> <p>Keeping exclusions to an appropriate minimum is</p>	<p>March 2007</p>	<p>A programme of training with governors is underway to ensure they understand their role in monitoring and ensuring that the management of behaviour and use of exclusions is appropriate. In particular that governor discipline committees ensure they take appropriate action to uphold or overturn exclusion in the light of a judicial reviews that stated:</p> <p>'A discipline committee is a statutory committee, not a token committee. It is not there to rubber stamp the head teacher's decision. Unless it acts as an independent review body, unless it acts fairly and unless it appears to act fairly, it serves no purpose whatsoever'</p>

Recommendation	Comments	Date	Update: February 2008
	<p>key priority for the Council. Furthermore, it is essential that exclusion does not mean pupils should be without education and the white paper requires schools to make arrangements through School Partnerships to continue to provide education support while pupils are excluded and to collaborate to provide alternative provision after the 6th day of any exclusion. Negotiations to ensure this provision is in place by Sept 2007 are in process. The Partnerships also have to agree arrangements for securing education for "hard to Place" pupils taking collective responsibility for the education of all pupils in their partnership.</p>		

Appendix 9

Response to Scrutiny Working Group Report on the Hostels Strategy

Recommendation	Response / Comments	Responsibility	Date
<p>R1 That the Supporting People Team work with all the hostels to explore the potential for further infrastructure improvement. Specifically the Council should work with Look Ahead Housing Association to develop proposals for improving the Aldgate hostel with the minimum possible loss of bed spaces and consequent funding.</p>	<p><i>Key stages and milestones:</i></p> <ol style="list-style-type: none"> Dialogue and meeting to take place with Look Ahead linked to the Housing Corporation bidding round 08 – 2011. Publicise aim to continue to improve infrastructure to hostels sector more widely. Discuss options and prioritise bids (if not possible to submit all of them to the Housing Corporation), through SPCB. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), with Look Ahead Housing (Mark Phillippo)</p>	<p><i>(The numbers in this column below refer to the stages/ milestones in the response/ comments column in each row).</i></p> <ol style="list-style-type: none"> July (completed) August November
<p>R2 That the Providence Road Housing Association (PRHA) Hackney Road service should be opened up to achieve direct local access by LBTH based agencies. In partnership with PRHA the Council's Cabinet should make representations to DCLG to this effect.</p>	<p><i>Key stages and milestones:</i></p> <ol style="list-style-type: none"> Meet with PRHA and LBTH Homelessness, to confirm how to present and approach the CLG. Draft letter and agree with the parties above outlining request. Submit letter to November Cabinet <p>Draft letter attached.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> August September October
<p>R3 That research should be</p>	<p>Key stages and milestones:</p>	<p>SPTM (Paul)</p>	<ol style="list-style-type: none"> Sept

Recommendation	Response / Comments	Responsibility	Date
<p>undertaken to understand the perception and cultural issues affecting BME residents around accessing hostels leading to an Action Plan being developed to improve BME access.</p>	<ol style="list-style-type: none"> 1. Revisit the information in Hostel and Move on strategy and update data to gain accurate picture of current position. 2. Consult with key partners, particularly BME groups and draw on work completed for Homelessness Strategy review of levels of homelessness in the borough 3. Draw up an action plan, with targets for different BME groups, for the Hostels sector in LBTH, drawing on good practice elsewhere. 	<p>Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 2. October 3. November
<p>R4 That the HOST team works in partnership with local agencies to deliver a more joined up services, centred on delivering a personalised service tailored to individual clients.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Hold a stakeholder event to consult widely on the HOST model 2. Continue to proactively ask for feedback from all partners as HOST is implemented. Carry out a formal review 3 months after HOST up and running. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> 1. July (completed) 2. February 2008 (based on Nov 07 HOST start up).
<p>R5 That the Council should publicly back the Foyer Federation's campaign to persuade the Department of Work & Pensions to waive the 16-hour rule for residents of foyers.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Draw up a letter to the DWP, for amendment and approval at November Cabinet, backing the campaign – draft attached for comment. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. September.

Recommendation	Response / Comments	Responsibility	Date
<p>R6 That the Council should support Citizens Advice and Shelter's campaign to scrap the Single Room Rent Restriction and Shared Room rate of LHA.</p>	<p>Key stages and milestones: 1. Draw up a letter to the DWP, for amendment and approval at November Cabinet, backing the campaign - draft attached for comment.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick),</p>	<p>1. September</p>
<p>R7 That the Supporting People Team develops in partnership with service providers a strategic response to work with clients to reduce evictions and abandonments. That the response ensures that referral and assessment work is undertaken, support needs are accurately identified and assessed, there is some choice for clients in terms of hostels allocated and that hostel staff have detailed plans to support clients.</p>	<p>Key stages and milestones: 1. Collate and analyse the current data for all hostel services linked to evictions and abandonments. 2. Benchmark with other areas in and outside of London. 3. Set targets with individual services 4. Review progress against targets and address any poor performance 5. Though contract monitoring and visits to individual services ensure that referral, assessment and support plans and processes are all in place in a hostels quality report, pulling together a summary of all the feedback from service users and service visits. 6. Include choice in the design and operation of HOST so that people have some influence of the supported housing they are offered.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<p>1. September 2. October 3. November 4. January and April 08 5. January 08. 6. September 07</p>
<p>R8 That the Supporting People Team work with hostel providers to explore the potential for further expansion of second stage accommodation.</p>	<p>Key stages and milestones: 1. Include this specific objective in the work with providers in Recommendation 1 above, including taking forward the redevelopment of Daniel Gilbert House (PRHA).</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick)</p>	<p>As Recommended in 1 above.</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R9 That the Supporting People Team work with service providers to ensure clients are not forced to move into private rented sector and are adequately prepared to live in private rented accommodation, including providing help with Rent Deposits, Housing Benefit / Local Housing Allowance, and if necessary, Discretionary Housing Payments to cover benefit shortfalls.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Set up a dedicated short term project through appointing a project worker, to work through the detailed procedures and safe guards that need to be in place for successful moves into the PRS. 2. Draw detailed policies, based on feedback from service users, providers and other rent deposit schemes. Focus on detailing scenarios of how the move would work and all the ongoing short and long term financial implications, including links with HB. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> 1. August (completed). 2. January 08.
<p>R10 That the Supporting People Team explore the potential for specific floating support service be made available to clients moved from hostels to private tenancies.</p>	<p>Key stages and milestones</p> <ol style="list-style-type: none"> 1. Propose the extension of support to the PRS by existing Floating Support providers to ensure support available to people moving from hostels to the PRS 2. Establish formal links between hostel providers and rent deposit services. 3. Feed this recommendation into the strategic review of Floating Support services (due for completion in November). 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. July (Completed) 2. July (Completed) 3 August (Completed).
<p>R11 That the Living Well CPAG reviews the decision to withdraw the HHELP service from</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Collate feedback from Hostel providers on the previous HHELP service and detail any key issues to feed into current service development. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. October 2. November 3. January.

Recommendation	Response / Comments	Responsibility	Date
<p>hostels and specifically examines the effectiveness of its proposed replacement service in reaching hostel residents. Furthermore the Living Well CPAG considers how the Supporting People Programme can be incorporated into the wider partnership so that they are consulted and involved about important changes to service delivery and development.</p>	<ol style="list-style-type: none"> 2. Discuss issues with the ELMHCT. 3. Based on the above, produce a final report for Living Well CPAG that maps out a way forward and explores any proposals to develop services in partnership. 		
<p>R12 That the Council should examine the possibility of increasing its support for the Drug Action Team to ensure it has the capacity to provide satellite services in local hostels.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Together with the DAT, review the range of DAT funded services that currently work with local hostels. 2. Together with the DAT and local hostels, identify any local good practice and any gaps in the current range of services, including any different ways of working in either Hostels or DAT services to meet any gaps or operational issues. 3. Draw the feedback and analysis from the steps above, into a final report, with a set of key proposals for consideration by the DAT and SPCB. 4. Discuss the effectiveness of a small drugs and hostel half day conference, endorsed and chaired jointly by the DAT and SP (will arrange practicalities), involving hostels and key stakeholders to help work through the 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. October 2. November 3. January 08 4. September 07

Recommendation	Response / Comments	Responsibility	Date
	above.		

Abbreviations:

- SP = Supporting People
- SPTM = Supporting People Team Manager
- CLG = Communities and Local Government (pay SP Grant to local authorities and determine the regulations under which SP operates, as well as monitoring the programme).
- SPCB = Supporting People Commissioning Body (SPCB), the partnership group which oversees and has formal responsibility for the SP programme in LBTH. It is chaired by John Goldup.
- PRHA = Providence Row Housing Association.
- PRS = Private Rented Sector
- ELMHCT = East London Mental Health Care Trust

Response to Scrutiny Working Group Report on Leaseholders and Customer Care

Recommendation	Response / Comments	Date	Update: February 2008
<p>R1 Housing should explore the potential merit of establishing a new borough-wide leaseholder's forum. The Working Group would suggest that any new forum should see a balanced range of representation including: Council officers, Councillors, Leaseholder Representative Bodies. Functions of this forum might include; interalia,</p> <ul style="list-style-type: none"> • User test service charges • User test all future communications • Measure performance against an agreed set of performance indicators. • Review all communications with leaseholders in an effort to reduce the number of complaints and minimise the number of leaseholders withholding payment. This would include more detailed 	<p>The housing service will investigate the potential merit of establishing a new borough-wide leaseholders forum. In doing this the service will look at the role of existing mechanisms for consulting with tenants and leaseholders and look at those issues which are common to both tenants and leaseholders eg performance standards and monitoring, and those which are specific to leaseholders eg service charges, leaseholder communications etc.</p> <p>Existing mechanisms which will be considered in the review include the role of the leaseholders sub-group of the Borough-wide Compact Group as well as the Resident Involvement Register where recent workshops have been held with tenants and leaseholders on resident involvement and estate management, including standards.</p> <p>The review will also take into account the proposed establishment of Tower Hamlets Homes and the arrangements for</p>		<p>Three working groups of tenants and leaseholders have been established to look at: Repairs and Investment; Resident Involvement and Service Improvement. The group addressing resident involvement is considering involvement methods and future structures for resident involvement including any arrangements for separate leaseholder structures.</p> <p>Two leaseholders have been appointed to the Board of THH to give a direct input into decision making when THH goes live.</p> <p>A series of focus groups have been put in place with leaseholders to initially look at service standards, service charge information and communications.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>explanation of service charges including the differences and reasons for estimated and actual bills and why leaseholders in the same block may be paying different levels of charge</p>	<p>leaseholder and Councillor board members as well as the current review of the Tenant Compact.</p> <p>It is proposed that a specific leaseholder workshop of the resident involvement register is held to discuss current arrangements for leaseholder consultation and develop proposals for consideration.</p> <p>The issues to be discussed will include service charges, communications and performance indicators, however it will also be important to ensure that those issues that equally affect both tenants and leaseholders are also addressed.</p>		<p>A resident group has also been established to look at the caretaking service and future proposals. THLA have also been invited to participate in this group.</p> <p>A further resident group is looking at access to services.</p> <p>A newsletter to leaseholders currently being developed for consultation with leaseholders and an editorial panel of leaseholders is planned.</p> <p>The home ownership team has recently been restructured and a post of Consultation and Participation Officer has been created and recruitment is currently being carried out. This post will be responsible for developing a communication strategy, leaseholder profile, reviewing</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R2 Housing should deliver greater transparency on the deliberations and decisions of Due Regard Panels (for Major Works) including giving leaseholder representatives an opportunity to present their case against works to the panel, providing feedback to local leaseholders on the outcomes and reasons for its decisions.</p>	<p>The Due Regard Panels are an innovative area of leaseholder engagement in major works schemes, creating a forum where leaseholders views or concerns on any major works proposal can be considered.</p> <p>This area of work can be developed further and the proposals made will be addressed as part of this process.</p> <p>Increased transparency will be provided by setting out further information regarding the due regard panels, incorporating</p>	<p>September 2007</p>	<p>information provided to leaseholders, setting up themed focus groups, providing performance information and carry out satisfaction surveys.</p> <p>Arrangements are being put in place to ensure feedback from the current focus groups is provided in 'Reporting Back' a newsletter issued to those on the Resident Involvement Register.</p> <p>Information regarding how due regard is made in relation to comments received by leaseholders has now been incorporated in the major works pack issued to residents when major works are proposed.</p> <p>The resident Repair and Investment Panel is further developing resident involvement in major works</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R3 Housing should implement a key lessee system, seeking maximum estate coverage, similar to the one delivered by City West Homes.</p>	<p>circumstances in which they will be held, arrangements for making representations and feedback mechanisms to leaseholders.</p>		<p>including the function of the due regard panels.</p> <p>Where leaseholder representation exists observation and speaking rights to a Panel meeting will normally be facilitated.</p>
<p>R3 Housing should implement a key lessee system, seeking maximum estate coverage, similar to the one delivered by City West Homes.</p>	<p>The housing service is keen to explore further ways of engaging leaseholders in all aspects of the service.</p> <p>We will explore this potential initiative further with City West Homes in order to gain a better understanding of how the key lessee system operates, the resources needed to service and support this, and its effectiveness.</p> <p>The housing service will also explore the extent to which this initiative can be linked to current leaseholder involvement through the Resident Involvement Register.</p> <p>It is intended to develop recommendations for action by November 2007.</p>	<p>November 2007</p>	<p>This initiative has been explored further with City West Homes and a report produced which has been considered by the working group put in place to oversee the implementation of the recommendations of Overview and Scrutiny Committee.</p> <p>Proposals to put in place a key lessee system are currently being developed with leaseholder representatives on the Getting Involved Register being asked to participate. As in the Westminster system participants will be provided</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R4 The key elements of service provision at a local level, such as cleaning, need to be subject to greater independent quality review and that the involvement of leaseholders in estate inspections needs to be enhanced. The Working Group believes the key lessee</p>			<p>with preliminary information on block repairs in order to raise any queries before general issue.</p> <p>The resident involvement group in January agreed to set up separate working group of residents including tenants, to agree scope of a key lessee role and to discuss models of how the proposal could be implemented, extending the Westminster model. Examples given, included attending estate inspections. Further meetings to progress, proposals are planned.</p>
<p>R4 The key elements of service provision at a local level, such as cleaning, need to be subject to greater independent quality review and that the involvement of leaseholders in estate inspections needs to be enhanced. The Working Group believes the key lessee</p>	<p>The current process of estate inspections is currently being reviewed to increase effectiveness and improve resident involvement. This includes looking at who attends estate inspections, what is looked at as part of estate inspections, what services are involved and how feedback is provided. This recommendation will be incorporated as part of this work.</p>	<p>November 2007</p>	<p>An ongoing resident working group has been established to look at caretaking and estate services.</p> <p>Leaseholder involvement in estate inspections is being specifically addressed as part of this process.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>system would support this.</p>	<p>Resident Involvement in Estate Inspections is now monitored through the LHO performance returns.</p> <p>The resident involvement register workshop recently considered this area and made a number of proposals for enhancing estate inspections which will also be incorporated.</p> <p>The estate inspection process is being reviewed as part of the Housing Management Improvement Project, this is intended to improve the gathering and recording of information, such as caretaking/cleaning standards; horticulture; communal repairs. Estate inspection reports will be recorded using mobile technology enabling repairs to be issued on site.</p> <p>A relaunch of the estate inspections is planned for later in the year. This recommendation will be incorporated in this relaunch.</p>		<p>Proposals have been discussed with residents and work is ongoing to develop a resident inspection group to monitor the level of estate standards including cleaning, communal repairs, bulk rubbish etc. Scope of the work and the pilot of inspection programmes, is scheduled for discussion at the March 2008 Resident Involvement Group.</p> <p>The estate Inspections process is under review as part of the housing improvement plan. Inspection schedules and a new procedure are scheduled for consultation at the March 2008 Resident Involvement Group.</p> <p>Consultation on methods of feedback/reporting are also programmed for March.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R5 Housing should conduct a review of its leaseholder communications, and guidance pack with a view to increasing accessibility and penetration of leaseholders.</p>	<p>The housing service is proposing to issue a regular leaseholders newsletter similar to the arrangements currently in place for tenants.</p> <p>It is proposed that the leaseholder workshop drawn from the resident involvement register be asked to consider current and proposed communications, to prioritise the areas for review and take an active role in this process.</p>	<p>Commence review November 2007</p>	<p>Estate Inspections will also be discussed as part of the Key Lessee proposals (R3).</p> <p>A specific focus group has been established to look at existing communications.</p> <p>The leaseholders guide is to be updated, reprinted and reissued to leaseholders.</p> <p>A leaseholders newsletter is currently being developed together with an editorial panel.</p> <p>A detailed leaseholder Communication Plan has been scoped and will be developed in conjunction with the focus group.</p>
<p>R6 Housing must publish the "apportionment of time" data that informed the Housemark benchmarking exercise. Housing should undertake, in partnership with leaseholders, a review programme focused</p>	<p>The apportionment of time data that informed the housemark benchmarking exercise has been placed in the public domain. The apportionment of time data will be regularly and routinely collected from relevant services and the housing service will look at the best way of</p>	<p>Commence November 2007</p>	<p>The time apportionment exercise is being reviewed and updated for 07/08 to inform the Housemark definition of management costs as it relates to leasehold properties.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>on improving service charge transparency and data provision.</p>	<p>routinely reporting on this. The leaseholder workshop will incorporate work on identifying the key areas where service charge data provision can be improved and a programme of work developed to achieve this.</p>		<p>Further work is currently being carried out with THLA in respect of apportionment of caretaking costs.</p> <p>The time apportionment system used by Westminster has been identified for further analysis.</p> <p>The leaseholder focus group on service charges is identifying areas of service charge information to be targeted in terms of content, how much explanation or background information should be made available, in what format, as well as how easy it is to understand.</p>
<p>R7 Housing should send all leaseholders – and tenants – the caretaking schedule for their block, details of the annual horticultural maintenance programme, and clarify which other blocks are</p>	<p>Many leaseholders will already have a copy of the current caretaking schedule for their block, however we will further extend this to be accessible to all residents and cover further areas including horticulture and map site areas.</p>	<p>January 2008 September 2008</p>	<p>Notice boards are currently being erected on all estates to provide details of caretaking schedules and estate inspections.</p> <p>The caretaking review has</p>

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<p>included in the estate cleaning service charge. The Working Group would also encourage Housing to consider including full details of the works covered by the block maintenance charge in the 'Actual'.</p>	<p>We will therefore develop information that can be made available at all offices and on the Tower Hamlets/Tower Hamlets Homes website and provide further information on these issues in the proposed leaseholder newsletter.</p> <p>We will also improve the detail of the information provided regarding block maintenance charges including use of the Council's website and explore the potential to include this information with the actual bills.</p>		<p>now been completed and restructuring proposals are to be progressed including revised work schedules; and agreed standards of cleaning. These new arrangements will be accompanied by further information on schedules on the website and in the leaseholders newsletter and in the block notice boards.</p> <p>Arrangements are being put in place to ensure that maintenance works to blocks which make up the actual charge are posted on the website to enable leaseholders to easily see the make up of charges. In the interim hard copies will be provided when queries are received.</p>
<p>R8 The Working Group welcome the steps being taken to improve staff training and Leaseholder open days.</p>	<p>The housing service is continuing its programme of leaseholder open days and are looking to develop this to provide leaseholder surgeries linked to the</p>	<p>Annual review 31.03.08</p>	<p>The staff training programme for 2008/09 includes customer care and ongoing training for staff on</p>

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<p>These actions should be maintained and embedded further to improve leaseholder engagement.</p>	<p>production of estimated and actual bills.</p> <p>A schedule of Open Days for 2008/09 will be developed.</p> <p>Staff training programmes on leasehold issues now form a core part of the housing training plan.</p>		<p>leaseholder issues.</p> <p>Changes in the home ownership structures are aimed at enhancing customer access arrangements.</p> <p>A programme of leaseholder open days and surgeries for 2008/09 is being developed to promote services to leaseholders attended by staff within Home Ownership, Finance as well as Technical Services and management staff to ensure that most queries can be dealt with. Those leaseholders attending the open days will be encouraged to join the GIR. These events will be publicised through EEL, Housing Matters, block notice boards and letters.</p>
<p>R9 Housing should ensure that it implements and embeds fully all aspects of the Council's Customer Promise, in both</p>	<p>Specific training has been carried out in recent months on the Council's core values and this work will continue.</p>	<p>Annual review 31.03.08</p>	<p>Customer promise standards are incorporated within staff customer care training.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>process and culture.</p> <p>R10 There is clear evidence that a significant number of leaseholders lack confidence in the current Alternative Dispute Resolution (ADR) scheme's independence and fairness. The Working Group believe that 3 options should be considered by Housing and Cabinet, following consultation with leaseholders and their representatives:</p>	<p>A specific customer care element of the cross service leaseholder training has been put in place providing training for all front line staff including caretakers, housing officers and technical staff. A further training and staff development programme is being developed.</p> <p>Monitoring systems are in place to monitor the extent to which each area of service meets the requirements of the Customer Promise and this needs to be extended to ensure all services can be monitored in all areas of the promise. The move to consolidated service locations will assist in this process.</p> <p>The three options put forward will be evaluated and consultation carried out.</p> <p>We will also use the Leaseholder Workshop to explore how to make information on the scheme clearer, provide a more streamlined process and use the corporate complaints procedure for stage 1 and 2 complaints with the potential for the ADR independent mechanisms to replace the stage 3 process.</p>	<p>Commence November 2007</p>	<p>The newly created Quality and Improvement team in Home Ownership will be responsible for driving performance in customer care.</p> <p>Staff have been provided with frequently asked questions for addressing billing enquiries, to ensure speed and consistency of response.</p> <p>Further cross service training is being put in place.</p> <p>A review of the ADR process has commenced involving THLA.</p> <p>Consultation to date suggests there is a strong desire to retain a Dispute Resolution Scheme but that some revisions are needed. THLA are seeking that any revised scheme is managed at arms length from the Council.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>i. Relaunch the current ADR scheme. There would need to be clear communication to leaseholders that the system had changed and what the improvements were intended to achieve. This would include: clearer information about the new transparent ADR process including;</p> <ul style="list-style-type: none"> - That the ADR is one option and clearly set out the different options, and when each one is most appropriate. - Clearer guidelines around the specifics of the process, including the rights and responsibilities of both parties. <p>ii. Disband the ADR process and make all complaints go through the corporate complaints procedure. If this option was taken it would be necessary for an option of arbitration/ mediation to take place between stage two and three of the complaints procedure.</p> <p>iii. Develop a new ADR scheme</p>	<p>Information from other Local Authorities does however suggest that the principles of the current scheme are good practice in that it:</p> <ul style="list-style-type: none"> - is available for any dispute affecting service charges - offers a three stage resolution process - provides a range of independent routes for resolution administered by the Chartered Institute of Arbitrators. <p>It Any revised scheme or replacement proposals will be accompanied by clear information on how the scheme works and the roles of all parties.</p>		<p>Consultation will also be carried out with:-</p> <ul style="list-style-type: none"> - Leaseholders through the Getting Involved Register. - RSL Forum - DCLG - Law Commission <p>A project Plan to undertake the review was agreed with the THLA in January 2008.</p> <p>Further consultation meetings are being arranged with members of the Overview and Scrutiny Sub Group regarding the overall project plan and timescale for completing the review in February 2008.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>reflecting current industry best practice</p> <p>R11 The current relationship between the ADR scheme, the use of a Leaseholder Valuation Tribunal and Corporate Complaints Process is not clear. As a matter of urgency, Housing should, in consultation with key leaseholder groups, provide clear guidance to staff and leaseholders on the role of each process.</p>	<p>It is agreed that further clarity should be provided on the current routes, and further development of this will be linked to recommendation 10.</p> <p>Clear guidance for staff and leaseholders will be produced.</p>	November 2007	<p>The review of the ADR scheme will address concerns about routes to problem resolution.</p> <p>Any revised proposals will seek to simplify the process and provide clear guidance.</p> <p>The customer services team within home ownership will actively assist residents in resolving complaints, through the most appropriate channels.</p>
<p>R12 The Working Group would encourage Housing to adopt a model which includes:</p> <ul style="list-style-type: none"> • officers within the central team being given geographical patches to provide a more cohesive service • Specific Leaseholder Officers within the Local Housing Office, proportionate to the number of leaseholder 	<p>The housing service will explore the recommendation of Overview and Scrutiny.</p> <p>The first stage of the Local Housing Office reconfiguration to provide four customer access centres concentrates on consolidating existing services. A further phase of work is planned following the reconfiguration to look at what other services could be provided from the customer access centres and this element</p>	April 2008	<p>The reorganisation of Home Ownership services has enabled patch based teams to be developed for both Customer Services and Revenues teams. These patches have been aligned to the proposed Local Service Centres. This will enable named officers to be responsible for given</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>properties</p> <ul style="list-style-type: none"> • More leaseholder services to be provided at the Local Housing Office. 	<p>of the recommendation will be considered as part of this second stage assessment.</p> <p>The proposed future structures for the home ownership service are currently being reassessed and a customer services team with a geographical focus is being proposed as part of this process.</p> <p>The potential to provide more information to leaseholders and answer a broader range of queries on leaseholder issues accessing centrally maintained databases will be developed as part of the move to customer access centres and particularly the proposed co-location with one stop shops enabling a broad range of enquiries to be answered at the first point of access.</p>		<p>geographical areas linked to housing management services to improve liaison and co-ordination.</p>
<p>R13 Housing should review the current contract with Citizens Advice Bureau (CAB) so that it provides a service that deals specifically with managing the financial issues faced by leaseholders.</p>	<p>The current contract with the Citizens Advice Bureau does provide leaseholders with access to specific workers to address the financial issues faced by leaseholders.</p> <p>This contract is due for renewal next year and therefore a re-tendering process will be carried out with a reviewed specification to ensure an effective, value for money service is provided.</p>	<p>April 2008</p>	<p>An initial meeting has been held with the CAB on current service provision.</p> <p>An initial review of CAB performance has been undertaken setting out achievements to date.</p> <p>The contract is currently</p>

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			<p>being reviewed in line with Audit Commission guidelines and best practice SLAs from other boroughs.</p> <p>A sample survey is being undertaken with leaseholders who use the CAB service to ascertain cost benefits for leaseholders and the Council.</p>
<p>R14 Housing should meet with Tower Hamlets Community Credit Union to explore developing specific support for leaseholders so that they can access affordable loans.</p>	<p>Arrangements will be made to meet with Tower Hamlets Community Credit Union to explore the options that the credit union can offer in respect of providing assistance to leaseholders.</p> <p>The housing service will also explore whether standard information on advice agencies can be incorporated with all relevant correspondence to leaseholders.</p>	<p>November 2007</p>	<p>Research is currently being undertaken into the Credit Union in Tower Hamlets and other boroughs for best practice.</p>
<p>R15 Housing should provide clear guidance to leaseholders on the law surrounding statute barred debt.</p>	<p>It is anticipated that issues around statute barred debt should be a relatively short term issue as old disputes are resolved.</p> <p>The extent to which any debt may be statute barred is dependent on the date the debt was incurred, the terms of the</p>	<p>April 2008</p>	<p>Detailed information to individuals on their individual debt is provided by the specialist revenues team.</p> <p>General information will be provided through the</p>

Recommendation	Response / Comments	Date	Update: February 2008
	<p>debt, as well as the dates on which residents were alerted and reminded of the debt.</p> <p>The housing service will review the information it provides to leaseholders in respect of arrears to address the issue raised in this recommendation.</p>		<p>proposed leaseholders newsletters.</p>
<p>R16 Communication underpins how the Council deals with local residents. In improving the responsiveness of services, the Council needs to invest further so that communication is clear, accessible and appropriate to services. This is particularly important in explaining the reasons for the way that services are delivered, particularly where individual charges are being raised.</p>	<p>Communications team will review with Housing their current communications channels and materials to ensure that future work is properly targeted, accessible, clear and concise.</p>	<p>By early Autumn 2007</p>	<p>The restructure of the home ownership team enables clearer communication and access.</p> <p>The current focus groups are aimed at identifying key issues for leaseholders and how they can be best addressed and communicated.</p> <p>The review of publications including the leaseholders guide and the establishment of a readers panel is aimed at improving communications.</p>
<p>R17 The Council needs to explore further how it can get closer to customers. For front-line high</p>	<p>The Council's current proposals for access to front line services will integrate the provision of housing services with other</p>	<p>April 2008</p>	<p>The proposals for Local Service Centres, the revised caretaking proposals and the</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>volume services such as housing, it would seem beneficial to have a strong connection between service providers and localities. This seems to provide the greatest potential to build a strong customer relationship based around both ownership and accountability.</p>	<p>front line services accessed through One Stop Shops as well as expand the range of services accessed through the Council's call centre. By 01.04.08 It is recognised that there can be benefits from having a strong connection between service providers and localities and the Council is therefore looking at what services can be located in the local centres proposed including caretaking and ASB. In addition where physical location is not proposed the Council is looking at whether central teams can be patch based to give geographical alignment.</p>		<p>revised structures for the Home Ownership service are all aimed at strengthening links with residents.</p>
<p>R18 The Corporate Complaints Process is a crucial part of the Council's delivery of the customer promise. The Council should ensure that its relationship with any other statutory or non-statutory processes that directorates may use is clear to both staff and residents.</p>	<p>Leaflets on the various complaints processes are promoted. The leaflet and publicity on Corporate Complaints, available to customers and staff, clearly states this procedure does not replace any formal appeal process or other statutory complaint processes. This leaflet and accompanying publicity will be reviewed by the end of the year with an opportunity to check and improve clarity. The Corporate Complaints team passes on any complaint that has to be dealt with by any other process to the appropriate person/team. Regular training for staff on</p>	<p>February 2008</p>	<p>Any revised arrangements or linkages between the complaints process and the dispute resolution process will be addressed through the current review of the dispute resolution process.</p> <p>The corporate complaints leaflet is currently being reviewed and dispute resolution will be incorporated within the leaflet as a current exemption.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R19 The Customer Promise is a vital statement of the Council's culture and delivery of Excellent Public Services. The Council should develop clearer mechanisms for ensuring both the spirit and content of the Customer Promise are being delivered in Directorates.</p>	<p>complaints is held, in which the different statutory procedures are described. Each Directorate has a designated complaints officer who advises staff on complaint matters and can identify appropriate procedures to be used. The effectiveness/reach of this training and the information on the Council's website will be reviewed</p>	<p>April 2008</p>	<p>The Customer Promise is to be reviewed in April 2008 with indicators which better reflect customer experience, eg % calls answered, first contact resolution, satisfaction.</p> <p>Automated customer satisfaction surveys for Contact Centre introduced in Jan 08, One Stop Shops to follow in Feb 08.</p> <p>External mystery shopping of phone calls, using recorded calls, in place.</p>

Recommendation	Response / Comments	Date	Update: February 2008
	<p>services delivered through the Customer Access division, allowing these services to benefit from the quality control processes already in place and being continually developed within the division.</p>		<p>Contact centre is fully engaged with Varney transformational process.</p>

Appendix 11
Response to Scrutiny Working Group report on the Role of Ward Councillors in the Tower Hamlets Partnership

Recommendation	Comments	Date	Update: February 2008
<p>R1 A job description for 'councillors as community leaders' should be formulated with the involvement of both councillors and the wider Partnership. This would include the community leadership councillors provide through different partnership forums, cabinet, overview and scrutiny and casework.</p>	<p>A role description has been developed and agreed with the Member Training and Development Group. It covers Member responsibilities, activities and sets out the different duties in their role as community leaders, on Cabinet, on Overview and Scrutiny and on external bodies.</p> <p>It will be provided to all councillors in the new Council and is being used as the framework for the Members Induction programme following the May elections.</p> <p>The Job Description includes that Councillors will:</p> <ul style="list-style-type: none"> • Attend LAP and LAP Steering Group and other Partnership meetings to which they are invited • Lead and mediate between issues of concern within their LAP • Encourage and develop relationships to make people in the partnership valued, trusted and included, recognising people from different backgrounds. Empowering others to take responsibility. 	<p>February 2007</p>	<p>Implemented for Induction programme following May 2006 elections. Since then the enactment of the Local Government and Public Involvement in Health Act 2007, and government consultation or (i) the Councillor Call for Action and (ii) Petitions provide the opportunity for an enhanced role both for ward Members and the LAPs. Councillor Job Descriptions to be revised in the light of this once statutory guidance has been published (indicative timescale April 2008 onwards).</p>

Recommendation	Comments	Date	Update: February 2008
<p>R2 The role of councillors should be recognised in the Tower Hamlets Partnership Charter.</p>	<p>The Tower Hamlets Partnership Charter is agreed for all partners and is seen to apply to all regardless of the agency or sector they represent. To include specific elements of the Charter for councillors may suggest special privilege and this runs counter to a fundamental principle of partnership working generally and the Tower Hamlets Partnership specifically.</p> <p>Importantly, the principles contained in the Charter echo those set out in the role description for councillors for partnership working.</p>	<p>February 2007</p>	<p>Implemented</p>
<p>Developing the capacity, skills, expertise and knowledge of ward councillors</p>			
<p>R3 Learning and development should include greater emphasis on the skills of councillors to engage with their local wards. This would include developing an understanding of accountability, community leadership, public and stakeholder engagement and service improvement.</p>	<p>This was achieved through LAP induction events in June/July 2006. The purpose of the ward based induction was to provide Members with:</p> <ul style="list-style-type: none"> • An opportunity to meet with key ward representatives from the Safer Neighbourhood Team, PCT, and voluntary sector, plus Area Directors, Partnership Support Officers and LAP Steering Group Members • An overview of the LAP including priorities and key issues for local residents • Key facts and data about the ward • Information about LAP action plans; and • An understanding of Members' role in the 	<p>February 2007</p>	<p>The Member Learning and Development Programme continues to address these issues and deliver training opportunities in response to needs identified in the Members L&D Working Group and individual Councillors. The Learning and Development Programme remains under review in response to the developing requirements of ward councillors. There is a programme of Councillors attending IDEa leadership academy courses and Capital</p>

Recommendation	Comments	Date	Update: February 2008
	LAP		Ambition funding has been secured for development activity for both executive and backbenched councillors.
R4 Support to councillors should include a greater emphasis on how to develop their role at LAP level as community leaders – beyond administrative support.	The new organisational structure in Members Services and the review of member's enquiries should improve support to ward councillors. This needs further discussion and exploration with councillors however, particularly with the proposed new powers for ward members proposed in the Local Government White Paper.	February 2007	The new Members' Support structure is now in place and the Members' Enquiries Business process improvement action plan is being implemented. Support services for Councillors are however subject to further review following the enactment of the Local Government and Public Involvement in Health Act 2007 and associated development of the ward councillor role and the Councillor Call for Action.
R5 Ward performance data should be provided regularly to Councillors in an accessible format to enable them to formulate evidence-based judgments.	THIS Borough has now been implemented and is accessible to all. Ward-based performance information and data is available through the system. We are currently setting a date within the Members' Learning and Development programme for training around this system. Presentations of ward based information were developed for each LAP Steering Group to inform Local Area Action planning. These are available via the THIS Borough system. The ward data	February 2007	

Recommendation	Comments	Date	Update: February 2008
Improving linkages between the Partnership and ward councillors			
R6 The five scrutiny leads should have a standing invitation to the relevant Community Plan Action Groups and be encouraged to attend and participate.	CPAG papers are circulated to the relevant Scrutiny Leads to inform their work. The CPAG meetings are open meetings and the Scrutiny Policy Team incorporates the CPAGs into the activities of the Scrutiny Leads.	February 2007	This has been implemented and Scrutiny Leads are active in engaging the CPAGs in their work. The Scrutiny Lead for Learning Achievement and Leisure has engaged the CPAG on his review this year.
R7 The accountability arrangements for Area Directors should be clarified to enhance the working arrangements of LAP steering groups.	<p>The Local Management Team, which the Area Directors form a part, is accountable to the Excellent Public Services Community Plan Action Group, with management reporting currently through Chief Executive Directorate of the Council.</p> <p>Following the Partnership Review, we need to further promote the links between the different parts of the Partnership. As part of this, we will clarify the role of the Area Directors and how they can act as a bridge between the LAPs and the wider partnership structures.</p> <p>We have been awaiting the publication of the Local Government white paper to consider how best to link area based working with the wider</p>	October 2006	<p><i>Partially implemented</i></p> <p>Area Directors have developed stronger working relationships with local Councillors across all LAPs and supported their increased community leadership role.</p> <p>This increased role, and the development of relationships between the different strands of the THP will be addressed through the governance restructure and relevant legislative requirements (Local</p>

Recommendation	Comments	Date	Update: February 2008
	Partnership within the latest policy framework. This will now be considered as part of the Council's and Partnership response to the white paper and its implementation.		Government and Public Involvement in Health Act 2007, April 2008
R8 The Partnership Support Team should play a key part in the Member induction programme.	The Partnership Support Team was part of the Corporate team that planned and delivered the Member Induction programme. This included LAP induction sessions and information on the partnership role of being a councillor.	February 2007	This element will also be built in the planning process for the Induction programme of Members following the 2010 Council elections.
R9 A major role of the Partnership Support Team should be to enhance the skills and capacity of LAPs, including councillors. This would develop their ability to make the links between their work as ward councillors with the work of the wider Partnership.	<p>The Partnership Support Team is continuing to support and provide development opportunities for the LAPs (including councillors). The new role description places considerable emphasis on the councillors duties to not only attend Partnership events but to act as an advocate for the Partnership within their wards and other work.</p> <p>The Partnership Support Team organises four development sessions a year. These are informed by both the Partnership awaydays and discussions with LAPs. For example training on advocacy and questioning has been provided.</p> <p>It is important to deepen all councillors understanding of both the Partnership and the different agencies and organisations that</p>	February 2007	<p>The new governance arrangements of the THP will enable the partnership support team to adopt redefined roles which will address the strengthening of links between policy and community leadership</p> <p>Members have been involved in shaping the governance structures.</p>

Recommendation	Comments	Date	Update: February 2008
	<p>contribute within it, so that they can maximise their contribution to the Partnership and act as advocates for the Partnership within their ward and other work.</p> <p>The formation of the Communities and Localities Directorate will help to increase the responsiveness of services with place, as outlined in the Local Government White Paper, and will strengthen the links between the Local Area Agreement and the wider Partnership.</p>		
Developing the involvement of ward councillors in the Partnership through Overview and Scrutiny			
R10 A LAP based scrutiny project should be piloted which could include how 'choice and personalisation' of public services is being delivered in a local area.	The Local Government White Paper has changed the context for this recommendation. There are significant new powers for Scrutiny including the Community Call for Action. This is being explored, including a planned session with Scrutiny members, to consider how best this can be implemented.	February 2007	As part of this year's Scrutiny Work programme the Scrutiny Lead for Living Well is undertaking a review on tackling anti-social behaviour focusing on specific ward based data as well as piloting the 'Councillor Call for Action' model. This could be used as model to roll out ward based scrutiny projects.
R11 The monitoring of the Local Area Agreement through LAP-based performance indicators by the Overview and Scrutiny Committee should be developed.	A progress report on the Local Area Agreement was considered by Overview and Scrutiny Committee in December 2006. This will be developed further as part of the consideration of first year's performance.	February 2007	The Health Scrutiny Panel has monitored the health outcomes from the Local Area Agreement for last year. Work is underway to further develop the role of OSC

Recommendation	Comments	Date	Update: February 2008
			monitoring targets in Local Area Agreements in line with the new national indicators.

Excellent Public Services Scrutiny Panel: Access to Services

Recommendation	Comments	Date	Update: February 2008
<p>R1. The Excellent Public Services Scrutiny Panel should continue to monitor progress on delivering the e-government strategy with particular emphasis on increasing access to services. (Note: Work of EPS now subsumed into Overview and Scrutiny Committee with EPS Scrutiny Lead holding monitoring role).</p>	<p>No response required</p>	<p>February 2007</p>	
<p>R2. IT solutions to promote the reduction of double keying of information should be prioritised.</p>	<p>This has been improved through the Customer Access programme including the workflow tools and CRM system.</p>	<p>February 2007</p>	<p>Customer Access IT systems have removed the need for double-entering of data or service requests.</p>
<p>R3. The development of the Council's Language and Translation Policy and Third Sector Strategy should include consideration of how they might help improve access generally (as well as specifically to a</p>	<p>The Third Sector Strategy (TSS) is currently being updated to ensure Tower Hamlets remain at the forefront in this area of work. One of the strategy's 5 key aims has been developed as follows: 'Promote equity, equality, diversity and fair access for</p>	<p>February 2007</p>	<p>The contract with Newham Language Shop remains in place and in use.</p>

Recommendation	Comments	Date	Update: February 2008
<p>Customer Access Policy).</p> <p>R4. A Telephone number policy should be developed to improve access to services and information for residents.</p>	<p>Black and Minority Ethnic organisations, those representing disabled people, women and other socially excluded groups; and for the people they represent.'</p> <p>The Council established alternative arrangements for Interpretation and Translation following performance issues under the previous contract. The service is now provided by Newham Language Shop and this arrangement is working satisfactory. Interpretation is available by phone and language cards will be distributed to all frontline service points to assist in language identification.</p>	<p>February 2007</p>	<p>The Hot Line policy remains successful in promoting ease of access via easily-memorable single service numbers. New Hot Line services for Tower Hamlets Homes ALMO and the Primary Care Trust are currently in development for implementation in spring 2008.</p>

Recommendation	Comments	Date	Update: February 2008
R5. Both the One Stop Shops and Call Centres service should have the same single corporate and political lead.	<p>The Hotlines and freephone numbers currently deal with just over 100,000 calls each month. Continued expansion into additional services is planned.</p> <p>The creation of the Customer Access division in October 2005 brought the One Stop Shops, CCC, Housing Repairs Help Centre and Social Care Team together, along with a number of other customer facing teams. Subsequently the Social Services Complaints Team, Care Alarm service and Facilities Management teams have been brought into Customer Access to create a single service, within the remit of the Head of Customer Access and the Deputy Leader, to manage all aspects of the public's contacts with the Council, including the physical environment.</p>	February 2007	Integration of services complete.
R6. Options for home visits and surgeries could be more fully explored, although the resource implications for such developments would have to be tested for value for money.	<p>There are significant resource implications regarding the use of home visits as a way of providing information though benefit may be obtained by briefing staff who do visit as part of their day to day role on broad council issues.</p>	February 2007	Service departments would be exploring this.
R7. Any future One Stop Shops	The development of a multi agency	February	The principle of joint location for future

Recommendation	Comments	Date	Update: February 2008
<p>should be cognisant of the shop environment and market research might be conducted to inform location, typology, décor, etc., on a similar basis as that carried out with the Idea Stores.</p>	<p>approach to One Stop Shops continues to progress, with agreement in principle that work on location, physical design and service development needs to be in close association with both the Idea Stores and Local Housing Offices. Initial contact has also been made with the PCT regarding some degree of co-location, and this strand will continue with other appropriate external organisations. Final decisions on location will be made in conjunction with the Council's Accommodation Strategy.</p>	<p>2007</p>	<p>One Stop Shops and Idea Stores is now established and will be implemented in future developments, including the proposed Rushmead/Bethnal Green site development.</p>
<p>R8. The Council strengthens the use of policy development, research and best practice from outside Tower Hamlets in developing Customer Access services locally.</p>	<p>The Customer Access division continues to take a leading role in the national Call Centre Benchmark Group which focuses on both performance and best practice through quarterly KPI benchmarking and discussion/presentation forums. Current initiatives being examined through the Group include customer satisfaction measurement and call recording and quality monitoring. The division is also actively represented on the Customer Services for London Group which holds regular best</p>	<p>February 2007</p>	<p>Customer Access staff remain active in running both the LA Contact Centre Benchmark Group and the Customer Services for London Group, and have been involved with the Cabinet Office in the development and implementation of the Varney Report and associated Performance Management Framework for contact centres.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9. The Council prioritises customer needs in developing improved access to services by ensuring effective staff training and well co-ordinated links between all Council services. This would include a range of practical steps (including the implementation of a corporate script, enabling staff to obtain the Institute of Customer Services training, dissemination of relevant contact numbers within the organisation) and more strategic issues (including improved long-term links between services).</p>	<p>practice seminars and is currently working on new initiatives for out-of-hours service provision.</p> <p>Putting customers first is the cornerstone of the Customer Access Strategy and the Strategic Plan for the coming year includes improved measurement of customer satisfaction and of service delivery. The division continues to train staff towards more generic working across multiple services, as well as continuing to promote the Institute of Customer Services awards. Information systems continue to be reviewed and renewed, and the forthcoming development of the Corporate intranet will continue this work. Regular liaison between Customer Access and back office service providers is in place and will continue to be developed to ensure improved services at the point of delivery.</p>	<p>February 2007</p>	<p>Work on all these strands continues to be developed. Regular satisfaction surveys for both telephone and face-to-face customers were implemented in January 2008, generic working is now the standard for front-line staff and a growing number of staff are now accredited by the Institute of Customer Services. The new intranet was successfully launched in 2007 and the new external-facing Council web site, with enhanced service access, will follow in 2008. Regular service feedback and liaison with back office providers continues as a key element in service improvement.</p>
<p>R10. The Council ensures that targets set for improved access to services are both realistic and challenging. These should balance the need for the</p>	<p>The Council's Customer Promise is now well established and creates a firm performance framework for the Customer Access division and the Council's Hotlines. Performance within</p>	<p>February 2007</p>	<p>The Customer Promise will be reviewed and relaunched for April 2008 to ensure alignment with latest thinking on customer access targets promoted by the Varney Report and Performance</p>

Recommendation	Comments	Date	Update: February 2008
<p>Council to meet both national and local targets as well as delivering improved access, which is clearly apparent to the wider community.</p>	<p>Customer Access is monitored against the Customer Promise standards and reported through the Council's BVPI monitoring framework. Performance is also benchmarked quarterly against a wide range of public sector contact centres nationally. At the same time, development work is planned to fine tune the performance indicators and to extend these to other areas of the customer experience including quality of contact and customer satisfaction.</p>		<p>Management Framework and the latest National Indicators.</p>
<p>R11. The Panel welcomes proposals for a Customer Access Policy. The following must however be considered within its formulation to ensure effectiveness:</p> <ul style="list-style-type: none"> • The recognition of the growing shift in the Council's role from 'service deliverer' to 'enabler' and the potential for innovation practice that this creates • The growth of the 24/7 economy and the extent to which Council services could or should follow suit • The needs of the whole 	<p>The Customer Access Strategy is currently at the internal consultation stage. The Strategy focuses on three key strands governing the customer's access to and experience of the Council's services;</p> <p>Choice - the customer chooses how and when to access services through a range of access channels, ie face to face, telephone, internet and including self-service options.</p> <p>Quality – the same high-quality, 'first time fix' services delivered through all access channels and at all available times.</p> <p>Efficiency to ensure the Council is</p>	<p>February 2007</p>	<p>The Strategy, with its key drivers of <i>Choice/Quality/Efficiency</i>, was subsequently agreed by Members and formed the basis of the Action Plan currently being implemented. This work will continue into 2008/09 with a refreshed Action Plan for the coming year. Customer Access continues to work closely in partnership with external service providers to ensure seamless service delivery to residents. A major review of 24/7 service is planned for 2008/09 to ensure efficiency and high levels of service are maintained and improved. Further closer integration with housing and parking services is planned</p>

Recommendation	Comments	Date	Update: February 2008
<p>community, i.e. multilingual services, disability needs etc.</p> <ul style="list-style-type: none"> • Balancing the existing high demand for Housing information with information and access to other services • Determining where the responsibility for One-Stop Shops should be located, especially if they become multi-agency access points • Ensuring improvements in customer satisfaction ratings • Monitoring staff skills and training needs and developing appropriately 	<p>working in line with the efficiency agendas set out in the Gershon and Varney Reports, eliminating unnecessary calls through improved self-back office performance, improved service and improved service signposting.</p> <p>The Council's enabling role is embedded into the strategy to reflect the fact that many services are now provided by external partners rather than directly by the Council itself.</p>		<p>for 2008 which will continue to build on the principles set out in the Strategy. Customer satisfaction is now monitored systematically for both telephone and face-to-face contact, enabling trends and improvements to be identified.</p>
<p>R12. The Council should lead discussion via the Local Strategic Partnership and the Excellent Public Services CPAG to ensure the development of improved customer access is multi-agency and maximises service improvement to the whole community</p>	<p>As referred to above, the drive towards a multi-agency approach to Customer Access, particularly in delivering face-to-face services, is continuing and is integral to the future decisions on the proposed location of One Stop Shops.</p>	<p>February 2007</p>	<p>Customer Access now works closely with TH PCT to present joint access to services. A joint information and service kiosk has been established at Barkantine Health Centre, and a PCT health Hot Line is currently being jointly developed for the Tower Hamlets Contact Centre.</p>
<p>R13. The Scrutiny Lead for Excellent</p>	<p>This will be considered further as part</p>	<p>February</p>	<p>Monitoring of the Strategy and Action</p>

Recommendation	Comments	Date	Update: February 2008
Public Services should be used as a key link with all Members to ensure effective monitoring of the development of the Customer Access Policy.	of the Scrutiny Work Programme for 2007/08. The current review looking at Leaseholders as a Customer Care Case Study will assist with this. This is scheduled to report in April 2007.	2007	Plan should continue through 2008/09.

Response to Scrutiny Working Group Report on Access to GP / Dentistry Services

Recommendation	Comments	Lead	Date
<p>Recommendation 1 That the PCT supports GP practices in developing a mechanism to share models of good practice especially so that GPs that are performing poorly work with GPs that are performing well.</p>	<p>The PCT recognises that there is a wide variability of GPAQ scores across Practices. Some Practices which have scored below average, have already contacted other practices which have received higher ratings and which have similar practice and population characteristics. They have identified the actions that these practices have taken and begun to apply these in their practices. The PCT actively encourages this sharing of good practice, by ensuring that comparative results are made available across all practices. PCT Managers review each Practice's GPAQ action plan at regular practice visits.</p>	<p>Lucy Gittins, Quality Manager & Primary Care Development TH PCT</p>	<p>March 2008</p>
	<p>The PCT will invite practices which received above average scores in the GPAQ survey to describe the methods and processes that exist in the practice which they feel contribute to this positive rating, and if they would be happy to support other practices. Information from these practices will be collated by the PCT into a</p>	<p>Lucy Gittins, Quality Manager & Primary Care Development TH PCT</p>	<p>March 2008</p>

Recommendation	Comments	Lead	Date
<p>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.</p>	<p>written guide which will be sent to all practices.</p> <p>The PCT will provide a comparative analysis of the results of both surveys to the Health Scrutiny Panel – GPAQ (results were available in January 2007) and the Ipsos-Mori Survey "Your doctor, your experience, your say" (results were released end July 2007).</p> <p>The results of the Ipsos-Mori survey have now been analysed by the PCT and a Primary Care Access Strategy and action plan for improvement have been developed. An Access Steering Group has been established which will monitor performance of the PCT against the milestones in the action plan.</p> <p>The PCT will provide a progress report to the Health Scrutiny Panel.</p> <p>The Primary Care Commissioning Managers will ask Individual practices to provide an update on their progress with their action plans in response to the results of their GPAQ surveys. Results will be collated into a progress report.</p> <p>The 2007 GPAQ survey is being distributed to patients during August, September and</p>	<p>David Groom, Access Re- Design Manager, TH PCT</p> <p>David Groom, Access Re- Design Manager, TH PCT</p> <p>Vivienne Cencora Associate Director, TH PCT</p> <p>Lucy Gittins Quality</p>	<p>November 2007</p> <p>January 2008</p> <p>April 2008</p> <p>April 2008</p>

Recommendation	Comments	Lead	Date
	<p>October. Results will be available by February 2008. A summary report comparing these results with the previous year will be made available to the Health Scrutiny Panel.</p>	<p>Manager & Primary Care Development TH PCT</p>	
<p>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.</p>	<p>The PCT is commissioning training for all front of house staff in General Practice in relation to:</p> <ul style="list-style-type: none"> • Customer care • Dealing effectively with conflict • Valuing and understanding diversity • Cultural competence <p>For Dental Practices:</p> <p>The PCT will conduct a baseline assessment of training undertaken by reception staff in all General Dental practices in relation to customer care, disability and cultural awareness.</p> <p>The training modules commissioned for General Practice staff, as described above, will then be made available to dental reception staff.</p> <p>A directory of dental practices is currently being developed which will identify for each dental practice, the languages spoken by staff, and whether the clinical rooms and toilets are</p>	<p>David Groom Access Re-Design Manager, TH PCT</p>	<p>October 2007</p>
		<p>Sajid Shah, Dental Development Manager, TH PCT</p>	<p>November 2007</p> <p>November 2007 – March 2008</p> <p>October 2007</p>
		<p>Sajid Shah, Dental Development Manager, TH</p>	

Recommendation	Comments	Lead	Date
<p>Recommendation 4 That the Primary Care Trust works with local schools, GPs and community organisations to begin compilation of data about local peoples oral health and improve uptake of dental services.</p>	<p>accessible for wheelchair users.</p> <p>The PCT already has information about children's oral health at ages 5 years and 12 years. The PCT Community Dental Service provides dental inspections for children in primary and secondary schools, where parents have given consent, as part of the national epidemiological study into children's dental health.</p> <p>The Community Dental Service is also piloting a new service in September in two primary schools with the highest numbers of children identified with levels of dental decay. This pilot will involve the dentists and link workers from the Community Dental Access Project working closely with each school to develop parental understanding of the role of the screening in identifying children with disease and what they need to do to access suitable care. It will also offer application of fluoride varnish 2-3 times per year, to all children aged 5 or under, whose parents consent to this treatment. Following the school screening, the team will work with families to make sure they are fully supported in getting treatment.</p>	<p>PCT</p> <p>Ursula Bennett Head of Dentistry, TH PCT</p> <p>Ursula Bennett Head of Dentistry, TH PCT</p>	<p>Ongoing</p> <p>Sept 2007 – March 2008</p>

Recommendation	Comments	Lead	Date
	<p>The PCT Dental Public Health Department is collecting data on the proportion of residents in each LAP who access dental care and will analyse trends in uptake, reporting in March 2008.</p> <p>The PCT does not have a comprehensive oral health screening programme for adults and older people and it is therefore not possible to systematically assess their oral health needs. However, the Community Dental Access Team, through use of mobile dental clinics does undertake screening and initial treatment for those who use the mobile service and will provide a report on the oral health needs for the population who are using this service.</p>	<p>Desmond Wright Consultant in Dental Public Health</p> <p>Ursula Bennett Head of Dentistry, TH PCT</p>	<p>March 2008</p> <p>March 2008</p>
<p>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.</p>	<p>The PCT dental commissioning team monitors NHS contracts with Dental Practices to check for any changes in the types of patients being seen or in the treatments being provided. Information is available to the PCT on Units of Dental Activity undertaken by each practice, patients charges collected and any variances between expected and actual achievements. During mid-year and annual review meetings with Dental Practices, the PCT has taken the opportunity to explore issues of access and</p>	<p>Sajid Shah, Dental Development Manager, TH PCT</p>	<p>June 2008</p>

Recommendation	Comments	Lead	Date
	<p>availability. The PCT is also working with the complaints department and PALS to get a better understanding of patient experience. A review of these findings will be reported to the Health Scrutiny Panel.</p> <p>The PCT does not have a commissioning role with private dental practices and therefore has no legitimate way of working with them. A number of dental practices have NHS contracts to provide NHS care only to those patients who are exempt from paying charges. Where an opportunity arises to renegotiate these contracts, the PCT will include NHS charge-paying patients. The PCT will report on any changes in the review mentioned above.</p>	Sajid Shah, Dental Development Manager, TH PCT	June 2008
<p>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.</p>	<p>The PCT will ensure that information is made widely available about dental practices which currently have wheelchair access.</p> <p>The PCT will publicise the route whereby patients can be referred to the dental mobile service or, depending on their specific needs, to the PCT domiciliary dental service.</p>	Sajid Shah, , Dental Development Manager, TH PCT	January 2008
<p>Recommendation 7 That the Mobile Dental Unit visits schools and local</p>	<p>The mobile dental unit currently visits local community events, e.g. LAP area events,</p>	Sajid Shah, Dental	March 2008

Recommendation	Comments	Lead	Date
community events to make this service more visible and target residents from a young age.	whenever possible and this service is popular. The schedule of locations and times for the mobiles across Tower Hamlets will be publicised.	Development Manager , TH PCT	March 2008
	The Mobile Unit will be visiting the Primary schools within the pilot mentioned as part of recommendation 4. A report on activities and locations where the Mobile Units have operated will be made available to the Health Scrutiny Panel.	Sajid Shah, Dental Development Manager , TH PCT	
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.	The PCT will provide a report to the Health Scrutiny Panel on the evidence base that was used to inform the development of the Oral Health Strategy.	Desmond Wright, Consultant in Dental Public Health , TH PCT	November 2007
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	The PCT supports the need for an information campaign explaining the role of different professionals and how to access different types of health services. The PCT Communication Lead will work with colleagues in the Local Authority, voluntary sector and Primary Care, to identify the most appropriate ways of publicising this information, through developing	Jeremy Gardner Associate Director Head of Communications and Community	November 2007

Recommendation	Comments	Lead	Date
<p>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.</p>	<p>a health information communication strategy and campaign programme.</p> <p>The PCT will ensure that the Dental Mobile rota is more widely available – through pharmacies, dental practices, health centres, GP surgeries, local community organisations, councillors and the local media.</p>	<p>Involvement & Sajid Shah, Dental Development Manager, TH PCT Sajid Shah, Dental Development Manager, TH PCT</p>	<p>End October 2007</p>
<p>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.</p>	<p>The PCT welcomes the opportunity to work closely with LINKs and the Health Scrutiny Panel in monitoring primary care services and is happy to coordinate visits to General Practice and Dental Surgeries. PCT Primary Care Services will be guided by the PCT Lead for Patient and Public Involvement, regarding the most appropriate way of working with LINKs.</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	<p>When LINKS are established</p>
<p>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.</p>	<p>The PCT will proactively work with Health Guides and Health Trainers so that they have the information that they need to signpost residents to appropriate services and provide appropriate health information to patients.</p> <p>The PCT will coordinate patient education</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	<p>March 2008</p>

Recommendation	Comments	Lead	Date
	<p>schemes aimed at maximising the ability of patients to manage their health conditions, e.g. through the Expert Patient Programme.</p> <p>The coordinated publicity and information campaign outlined in recommendation 9 will be central to this programme.</p> <p>A progress report will be made available by end March 2008, although this is a long term commitment for the PCT.</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	

Response to Scrutiny Working Group Report on Delivering Choosing Health

Recommendation	Comments	Date	Update: February 2008
<p>R1 The drive to place localities at the heart of services provides an opportunity to pilot different approaches across the borough. The Partnership approach should experiment and innovate for new ventures to help reduce obesity in local communities.</p>	<p>As outlined in R2, tackling obesity requires actions across a range of settings and population groups. The recent findings of the Department of Health Local Exercise Action Pilots (LEAP) provide evidence of diversity of approaches that can be successful in, for example, increasing physical activity at a local level. Experimentation and innovation driven by engagement with local communities is critical to identifying what works. The structures underpinning the locality approach to service improvement are vital to fostering this approach. The NRF Health Trainers in which third sector organisations will deliver a range of healthy lifestyles initiatives will provide key opportunities to develop innovative approaches based on local need.</p>	<p>March 2008 (Completion of health trainers programme) There are also range of ongoing projects and range of projects being developed. The scrutiny committee could be kept aware of these on an ongoing basis</p>	<p>The NRF Health Trainers programme is based on localities. Four 3rd Sector organisations have been commissioned (one per locality) to deliver the programme. The first phase of the evaluation has been completed and the PCT has agreed to mainstream the programme. The PCT will be commissioning more interventions as part of the implementation of the strategy 'Healthy Weight, Healthy Lives in Tower Hamlets' that is currently being developed. Part of this funding will be used to specifically support locality based interventions with the involvement of the LAP Steering Groups.</p>
<p>R2 That consideration should be</p>	<p>Agree completely. However, an evaluation</p>	<p>March 2007</p>	<p>The Tower Hamlets Strategy</p>

Recommendation	Comments	Date	Update: February 2008
<p>given to providing a robust evaluation framework for action on obesity.</p>	<p>framework is one component of an overall strategic approach to tackling childhood obesity. This strategic approach needs to recognise the complex interplay of factors impacting on obesity by systematically considering the range of relevant settings (e.g. preschool, school, community, workplace and healthcare), age groups (e.g. under fives, primary school age, adolescents) and other factors (e.g. ethnicity, disability) that are of relevance to developing a comprehensive action plan.</p> <p>Key priorities in implementing such an action plan are the overall monitoring framework and ensuring that evaluation is an integral component initiatives emerging from the action plan.</p>		<p>'Healthy Weight, Healthy Lives in Tower Hamlets' is currently being developed and will be going out for consultation later this month with a Stakeholders Conference planned for 19th March. The strategy includes a set of proposed indicators for monitoring progress and further evaluation is being built in at the level of specific interventions</p>
<p>R3 That the outcomes from the evaluation should be shared across the alliance of service providers and stakeholders. We feel that this fosters an evidence-based approach to service delivery and is critical in learning lessons and spreading good practice.</p>	<p>A Childhood Obesity Strategy would need to be developed by a multi-agency steering group (an alliance of service providers and stakeholders). There is an existing multi agency weight management group. However, this group needs to be strengthened and to develop a more strategic focus. This group would be the forum for consideration of the evidence base for interventions to tackle childhood</p>	<p>March 2007</p>	<p>We will be building in annual reviews of progress on the implementation of the strategy which will provide the opportunity to share outcomes from monitoring and evaluation</p>

Recommendation	Comments	Date	Update: February 2008
<p>R4 That consideration should be given on how to use this information for focusing and targeting intervention at an individual, school or neighbourhood level and for tracking the impact of initiatives and action.</p>	<p>obesity. An Obesity Strategy Group would be the focus for a baseline needs assessment for action on childhood obesity. This would provide the basis for targeted interventions at individual, school or neighbourhood levels.</p>	<p>June 2007</p>	<p>We have conducted a baseline assessment of what is currently underway in the borough against the National Institute for Health and Clinical Excellence (NICE) guidance on obesity. This is being used to inform proposed priorities. The Stakeholders conference on 19th March will provide an opportunity for wider input into agreement of local priorities.</p>
<p>R5 That exploration of the potential for a healthy lifestyles "loyalty" card that gives "rewards" points or credits to encourage commitment to exercise or eating healthily.</p>	<p>The evidence base for the effectiveness of this approach can be explored.</p>	<p>June 2007</p>	<p>Further discussion on this is needed with LBTH Leisure Services</p>
<p>R6 That a local alliance be formed to take up the challenge of obesity.</p>	<p>As described above (see R3), Obesity Strategy Group would be an overarching strategic alliance to tackle childhood obesity. However, it is likely that this would need to be underpinned by a wider networking group</p>	<p>March 2007</p>	<p>A small, multi-agency, Obesity Strategy Steering Group was set up in August 2007, has been meeting monthly and reports to the Living Well CPAG. Links have also been made with the Learning Achievement and Leisure CPAG. It has been agreed that the strategy will be implemented through 2 wider stakeholder networks the</p>

Recommendation	Comments	Date	Update: February 2008
<p>R7 That specific effort is made to include private sector stakeholders including gyms, dieting organisations, supermarkets and restaurants.</p>	<p>The potential of the private sector is considerable. It would be important to have their involvement at the outset as part of the Strategic Group</p>	<p>March 2007</p>	<p>Community Sports and Physical Activity Network (CSPAN) and the Healthy Eating Network. Specific working groups will also be set up to take forward specific aspects of the strategy</p>
<p>R8 That resources be invested in events and opportunities to bring the alliance together to network, maintain momentum and explore solutions together. We feel that this will help develop partnership working, understanding and involvement across a wider spectrum of organisations and better co-ordinate action. We also feel that this will generate the significant leadership and action around obesity that local people are demanding.</p>	<p>See R6. Solutions and initiatives will only emerge through a creative partnership of the local authority, health sector, third sector, private sector and local communities. It will be important that any events are organised in a way that generates genuine and constructive dialogue. The forthcoming Department of Health social marketing strategy promises to provide resources to facilitate such activities.</p>	<p>December 2007</p>	<p>The PCT committed new (recurrent) investment to tackle obesity in 2007/08, including establishing 2 new Public Health Dietitian posts, setting up a new child obesity service jointly provided by Physiotherapy and Nutrition and Dietetics, phase one of a social marketing project to address childhood obesity and piloting a physical activity care pathway in primary care. The PCT has made a commitment to an additional investment in 2008/09 to take forward the strategy.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9 If obesity is to be a top priority for the borough, then the borough's key strategies must reflect this. In particular, we feel that the Local Development Framework, Open Spaces Strategy, forthcoming Play strategy and the Primary Care Strategy should all incorporate explicit action that will help reduce obesity in the borough.</p>	<p>This is a critical point. It is important to recognise also the range of local area agreement targets that are relevant to tackling obesity e.g. fear of crime, encouraging social enterprise, increasing volunteering. The range of targets in Tower Hamlets that are relevant to tackling obesity have been catalogued within a strategic obesity framework by the public health directorate.</p>	<p>March 2007</p>	<p>Confirmation of funding from LBTH is also needed.</p> <p>The importance of the identified strategies (and others) incorporating explicit action on obesity is strongly supported and reflected in the draft strategy. The draft strategy includes a specific objective on getting high level support and influencing other strategies and progress on this will be monitored.</p> <p>We will be seeking formal sign up to the strategy by LBTH, THPCT and Tower Hamlets Partnership PMG.</p>
<p>R10 That more participative and pro-active mechanisms be used - such as cross-cultural cooking - to promote the key health messages. A significant further benefit will be to promote community cohesion and understanding.</p>	<p>This links back to R1. The locality and neighbourhood network approach provide critical opportunities to bring together the resources and creativity of a range of organisations to build on existing work (e.g. around cooking classes) and ensure that health messages are communicated across a range of setting (that may not yet have been yet exploited e.g. health eating in physical activity activities)</p>	<p>March 2008</p>	<p>Two new posts of Public Health Dietitian have been established this year to take forward this type of work. There is a variety of work underway with parents and carers linked to the Healthy Schools programme and the Extended Schools Programme.</p>
<p>R11 That proposals be developed</p>	<p>A step change in promoting collective</p>	<p>March 2007</p>	<p>The stakeholder's conference on</p>

Recommendation	Comments	Date	Update: February 2008
<p>showing how these opportunities can be used as a catalyst for a step change in promoting and sustaining collective action on obesity. As part of this, consideration should be given to the specific suggestions highlighted by the focus groups and seminar.</p>	<p>action will require a strong partnership working at a strategic level that can influence action across a wide range of settings (commercial, environmental, community, school, healthcare, preschool) and that is informed not only by the evidence base but also by the voices of local communities. The input from the focus groups into a strategy will therefore be crucial.</p>		<p>19th March will provide an opportunity for widening involvement.</p>
<p>R12 The Health Scrutiny Panel feels that this is a crucial issue for the borough and to encourage further debate and discussion we request that a response be presented to the Health Scrutiny Panel at a future health seminar.</p>	<p>The public health directorate would be delighted to lead this response</p>	<p>March 2007</p>	<p>We welcome the opportunity to present further information on the developing strategy for debate and discussion.</p>

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